The Flagship Niagara League:  
League Member Acquisition and Retention

Marketing Research and Recommendations

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Acknowledgement

As a team for the Consumer Behavior course at Penn State Behrend, being engaged with the Flagship Niagara League has truly been a wonderful opportunity. Before diving into this report, our team wanted to take a moment to sincerely thank you for the opportunity given. Being able to engage in a hands-on activity that is so relevant to the real world and work force has genuinely enhanced our knowledge and experience in the field of study. This project has given us an idea of how in-depth research and analysis occurs in a non-profit, educational organization. The Flagship Niagara League allowed the students to serve as analysts for this project to analyze and understand the desire to increase membership for your organization, and therefore, the Consumer Behavior course at Penn State Behrend has truly been brought to life. Thank you for trusting in our ability to serve your organization.

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Executive Summary

Over the past semester, we have worked as a team to develop a comprehensive marketing plan that will pose a number of suggestions to help improve the membership of the Flagship Niagara League. The secondary research included gaining information on the Flagship Niagara League as well as other Tall Ships festivals located throughout the United States. This research included information on Tall Ships America as well as the Tall Ships Festivals in Erie, Pennsylvania, Bay City, Michigan, Los Angeles, California, Chicago, Illinois, and Duluth, Minnesota. For each festival location an overview was included, along with the various promotional elements used and a list of sponsors.

Primary research included a focus group, personal interviews, and a survey. Our area of direct focus concentrates on finding ways to increase membership, primarily in middle aged adults and families. Recommendations devised by the team are elaborated throughout the promotional section of the report, which highlights a number areas that present opportunities for the Flagship Niagara League to increase membership. After working thoroughly through the material as well as working with focus groups and personal surveys, our team has devised specific recommendations for the Flagship Niagara League. We feel the organization can benefit from expanding the consumer target market, enhancing promotions and advertisements, as well as build a stronger presence in social media. Further detail on this information can be found in each section of the report.
Introduction

The Flagship Niagara League (FNL) has been a wonderful representation of the Erie community since its opening in 1982. Educating and encouraging citizen participation in upholding Erie’s heritage and maritime history has enabled the organization to become a staple to not only the Erie region, but the sailing community as a whole. While the Flagship Niagara League offers several programs and services that are greatly beneficial to the public, many locals are unaware of the opportunities the organization has to offer. The primary and secondary research conducted for this report focused on increasing membership for the Flagship Niagara League, especially for persons in the League’s target market.

With the Flagship Niagara League organizational goals in mind, extensive research on the history of the organization and other Tall Ships Festivals led to the development and conduction of a focus group to gather further information. The focus group for the Flagship Niagara League was conducted on March 15th, 2016 in the Raimy Lab located on the campus of Penn State Erie, The Behrend College. Our survey topics included organization involvement, event attendance, community involvement, and historical preservation. Focus group results guided the construction of a survey that was distributed to pre-screened individuals who fit the characteristics of Flagship Niagara League target market: aged at or around 40 years of age, local to the Erie region and preferably family-oriented. In several instances during the primary research collection, the target group revealed its general lack of knowledge regarding the Flagship Niagara League and its events. Information gained from the primary research was the primary driver in the development of the marketing suggestions included in the latter part of this report.
Secondary Research: Tall Ships Festivals

Introduction to the Secondary Research

In the United States there is a devout season for sailing, which includes a series of Tall Ships events nationwide. Major US cities that host Tall Ships Festivals includes but are not limited to:

- Erie, Pennsylvania
- Bay City, Michigan
- Los Angeles, California
- Chicago, Illinois
- Duluth, Minnesota

The Tall Ships Celebrations are often weekend-long celebrations, which include tours of the ships, music, dancing, eating, various expos, museum visits and other events for the participants. A detailed set of information regarding various Tall Ships Festivals nationwide can be found in Appendix A, separated into specific sections based on location in the United States.

Tall Ships America

Founded in 1973, Tall Ships America is an organization based out of Newport, Rhode Island that organizes the annual Tall Ships Challenge. The Tall Ships Challenge is a race across major bodies of water which include stops at several ports nationwide.

“Tall Ships America supports the people, ships and programs of sail training through grants, scholarships, conferences, education, publications, and public events and advocacy. The mission of Tall Ships America is to encourage character building through sail training, promote sail training to the North American public, and support education under sail” (Tall Ships, 2016).

In addition, the non-profit organization is focused on enriching youth education through character building and leadership programs on the tall ships. “It is the hub for tall ship activity, expertise, and information in North America, and is commended by Congress as the Sail Training organization representing the United States in the international forum” (Tall Ships Challenge, 2016). Tall Ships America is “commended by the United States Congress as the national sail training organization representing the United States” (Tall Ships Challenge, 2016).

In 2001, Tall Ships America launched its most ambitious project to date, creating the “TALL SHIPS CHALLENGE®, an annual series of tall ship races and maritime port festivals. In 2016, TALL SHIPS CHALLENGE® returns to the Great Lakes.” (Tall Ships, 2016). The official host ports for the Tall Ships Challenge in 2016 include:

- Redpath Waterfront Festival Toronto: July 1-3 // Toronto, Ontario
- Tall Ships® Fairport Harbor 2016: July 8-10 // Fairport Harbor, Ohio
- Tall Ship® Celebration: Bay City: July 15-17 // Bay City, Michigan
- Baylake Bank Tall Ships® Festival: August 5-7 // Green Bay, Wisconsin
- Tall Ships® Duluth 2016: August 18-21 // Duluth, Minnesota
- Tall Ships® Erie 2016: September 8-11 // Erie, Pennsylvania
- Tall Ships® Brockville: September 17-18 // Brockville, Ontario (Tall Ships, 2016).
Primary Research

The purpose of the primary research was to summarize the findings of further exploration on community activity and organizational membership in the Erie area to benefit the Flagship Niagara League. Primary research was conducted through the use of a focus group, followed by an online survey. All participants included in this research were selected based on (a) their age being within the Flagship Niagara League target demographic, and (b) their location being within (what they deem) reasonable driving distance of the Flagship Niagara. In the case of the focus group, respondents were not made aware of the identity of the target organization until the discussion came to a close. Survey respondents did not know the identity of the target organization at any point during the survey. Overall, the results of the primary research indicate that the Flagship Niagara League’s target market has an interest in community involvement and historical preservation, but is not aware of or does not see the value in the organizational membership at this time.

Primary Research Part I: Focus Group

The focus group for the Flagship Niagara was conducted on March 15th, 2016 at 5:00 p.m. in the Raimy Lab located on the campus of Penn State Erie, The Behrend College. The focus group discussion lasted for approximately 50 minutes.

Moderators: Trevor Boyer and Mackenzie Thompson


Participants:

<table>
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<tr>
<th>Name</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
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<td>Electrical Engineer</td>
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<td>N- Meadville</td>
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<tr>
<td>Family Status</td>
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<td>Not married; no children</td>
<td>Married, 2 children</td>
<td>Older children, grandchildren</td>
</tr>
</tbody>
</table>

*Figure 1: Focus Group Profiles*
Focus Group Questions
1. Tell us about the organizations you’re involved with.
2. What brings together you and other members of your organization?
3. Describe the kinds of events that you go to.
4. How do you decide on going to an event?
5. Describe your involvement in your community.
6. What are your feelings toward historical preservation in the Erie area?
7. How do you feel about the Flagship Niagara League?

Script
When conducting the focus group, our team relied on a script that we developed and edited prior to the event. This script consisted of an introduction, informing the participants of the focus group, providing the participants with a confidentiality agreement, and discussed the guidelines for the focus group. We encouraged the participants to respond to all questions to his or her fullest extent, as well as ask the moderators any additional questions to provide for the most appropriate and effective answers. The specific script used in the focus group can be found in Appendix B.

Focus Group Results
Between the four participants in the focus group, it was obvious that each of the four live relatively different lifestyles. This was seen as a benefit to the focus group, because we were able to compile very different answers to create the best possible ideas for the Flagship Niagara League. Among the four participants, the marketing team was able to get a better understanding of various organizations those individuals and families are involved in, what events they choose to attend, and most importantly, why they choose to attend specific events. With this basic, yet extremely helpful information, the group was able to get a better sense of feelings and emotions towards the historical preservation in the Erie community, and whether or not individuals would participate in history-related events, such as the Tall Ships Festival, and again, more importantly, why or why not would they choose to attend.

The table below displays each participant and their responses and feelings toward each question during the focus group. This organized chart is beneficial in providing accurate information regarding each participant, based on his or her consumer profiles shown previously in Figure 1. Combining the two and thoroughly dissecting the information is crucial to finding ways to reach various types of consumers efficiently and effectively to help increase memberships for the years to come at the Flagship Niagara League organization.
Figure 2: Focus Group Responses

**Organization Involvement**
Our focus group members participated in a wide variety of organizations throughout the community. These organizations included their churches, the YMCA, the Mug Club, the Erie SeaWolves, and the animal shelter. The majority of these organizations seemed to be focused on social activity that required high levels of group involvement and interactions, leading us to believe that organizations with socialization opportunities and group interaction were preferred.

**Event Attendance**
Along with the organizations they are members of, our focus group participants seemed to attend various events in the community. All participants expressed that they liked to attend events where there would be food or drinks that could be enjoyed by the group. The participants also commonly attended athletic events, especially when their family members were part of the team playing. Most focus group participants attended events that they considered entertainment such as shows, performances, or concerts.

As displayed in Figure 2: Focus Group Responses, organizational incentives for individuals to choose to attend events primarily rely on common interests, meetings, word of mouth, and the ability to participate in volunteering. The events attended generally fall in the realm of being
relatively low cost, where refreshments are provided, and there is some form of entertainment, whether that be athletic events, ethnic festivals, drink nights, and so forth.

We found that there were many factors that contributed to the decision making process of attending an event. A common factor was scheduling conflicts. We found that each participant leads a busy life either due to work, family obligations, children’s school events, and other organizations they were members of. Because of this, it is often difficult to find time when they or their family is free to attend an event, especially during the weekdays. One participant noted, “The kids are involved with so much in school that I feel like we never have time to do anything extra.” Participants also expressed they attend many more events during the summer and during nice weather, and mainly stay at home during the winter months. The participants also noted that they would consider who would be in attendance at event. They wanted to attend events with people they knew or with people who were similar to them in terms of age and interests.

This information is valuable because it suggests Flagship Niagara League should expand networking through its current members to reach new members.

**Community Involvement**

We found that most participants were involved in the community because of family. The community involvement usually had to do with their children or grandchildren. They wanted to spend time with their children or grandchildren and looked for things to do with them in the community, for fun and to gain knowledge and experience for the future. Much of the community involvement done with their children/grandchildren was through school or sports sponsored events. One participant noted, “I wish I could find more things to do with my grandchildren that they would be interested in too.” The participants also wanted to be involved in the community when they could be a part of a new experience or try something new. They often looked for classes in the community where they could learn something new. This is particularly important information, because it can alter the events, or the way the events are promoted through the Flagship Niagara League to help increase involvement and membership. Since much of the community activity for families revolves around school, Flagship Niagara League should partner with schools and sports teams in the future.

**Historical Preservation**

In terms of historical preservation and the interest of historical experiences in the Erie community, the participants in the focus group gave helpful insight that is beneficial to finding ways to increase membership for the Flagship Niagara League. There were definitely mixed feelings on historical preservation. Regarding the feelings toward historical preservation, the focus group found a range of answers from feeling “indifferent/impartial” to “strong” and could be summarized by stating feelings are dependent on the benefits the preservation has to offer. Some participants noted that they really enjoyed history and learning about it, especially if it had a local connection. Other participants were not as enthused about history, but one noted that they did like it if they could involve their children and teach them about history in the community, adding “I wish I could get my kids interested in history, but they usually just seem bored if we try to visit a museum or historical site.” Another participant said they supported historical preservation if it could benefit the community.
In terms of the feelings regarding the Flagship Niagara League, there were also various answers from the participants in the focus group. Some feelings that were expressed including knowing:

- “Little to nothing about the organization”
- “Being familiar with the organization, but feeling there is minimal information or awareness displayed in the community”
- “Knowing about the organization, but feels there is not enough access to it year round”

This information is valuable because it shows Flagship Niagara League will need to emphasize its importance to the local community in future communications, as well as expand communications to increase their awareness in the community.
Primary Research Part II: Survey Documentation

An online survey was conducted to gain a better understanding of the public opinion about the Flagship Niagara League, historical preservation, and organizational involvement in order to expand the membership of the League. The survey consisted of 21 questions and was created through Google Forms. There were 18 respondents to the survey, and all participants were prescreened to ensure they lived in the Erie area and were at least 35 years old. Our goal for the survey was to gain insights into membership retention, particularly in the Erie Community. The questions ranged from categories such as community involvement, demographic information, and event attendance.

Survey Questions

Family

1. Which describes your family structure?
   Married, single, married with children living in house, empty nester, other
2. Who in your family makes the decision to join an organization?
   Me, Husband, Wife, Children
3. How much money does your family spend per year on membership for organizations?
   <$25, $25-$75, $75-$150, $150+
4. How much money is your family willing to spend per year on membership for organizations?
   >$25K, $25-$75K, $75-$150K, $150K+

Community

5. What is your level of involvement in your community?
   High, uncertain, low
6. Based on your answer from the last question, do you wish to increase your involvement in the community?
   Yes, No
7. How many organizations in the community are you a member of?
   0-2, 3-5, 6+
8. Please list the organizations in the community that you are a member of.
   Answers will vary
9. How do you learn of organizations in your community?
   Family, friends, church, social media, community flyers, radio, TV, newspaper, school
10. Which of the following do you find to be the most important factor for joining an organization?
    Common interests, charity work, socialization, family bonding, food
11. When becoming a member, I look for an organization that has:
    Frequent events, volunteer opportunities, socialization/connection opportunities, and positive public recognition
12. When becoming a member, I avoid organizations that:
Charge high membership fees, come with responsibilities/commitment

**Organizational Interests**

13. I would become a member of a local organization:
   - Yes, No
14. I would join a historical preservation organization
   - Yes, No
15. I have an interest in history and historical preservation
   - Yes, No
16. I attend events in the local community
   - Yes, No
17. I look for musical events in the community to attend
   - Yes, No

**Demographics**

18. Age?
19. Sex?
20. Location?
21. Income?

**Survey Results**

The survey results are posted and analyzed below. We received 18 total responses to our survey, with the ages ranging from 35-65. Although we had only 18 total responses, which may be considered a small sample size for this particular study, our group was able to receive various responses to each question. From our results, we found that while many people do not consider themselves to be highly active in the community, they would all like to increase their involvement. The desire to become more active in the community is there, and Flagship Niagara League needs to capitalize on it. There were many factors found to contribute to joining an organization, but the most prominent was shared common interests with other members and opportunities for socialization. The most deterring factor for joining an organization was high membership fees, which will be an obstacle for Flagship Niagara League. From our responses, we found that the female, both married and single, was usually the one who ultimately decided on joining an organization, with the husband and family following their lead. Additionally, it was found that there was a high level of interest in historical preservation in the local community, and that interest could be translated to the desire to join a historical preservation organization. More specific and detailed information regarding each section are described below, and visuals regarding the results of the survey can be found in Appendix C.

**Survey Entrance**

All participants met the requirement of being the minimum age of 35 years old and live in Northwestern Pennsylvania. If the participant were under the required age of 35, the individual would be redirected to the end of the survey, and thanked for their willingness to participate. Refer to Appendix C: Figure 1 for the responses from the survey.
Family Structure
When looking at the family structure of our participants, they vary across the board. Yet, the two most significant types of family structures were single or married with children. Out of the participants, 45.4% were either married with children or single. As the family structure is decided, the family member who makes the decision on what organization to join was the one who was taking the survey. In most instances, this was the female member of the family making the decision. This information can be visualized through the pie charts shown in Appendix C: Figure 2.

Spending on Organizations
As shown in Appendix C: Figure 3, when it came to spending money on membership, interestingly, most people were both currently spending or were willing to spend $150K+ on membership per year. This may be because those surveyed are part of multiple organizations and cumulatively spend $150K+. However, it is still a good sign for the Flagship Niagara League due to the fact that the largest portion of those surveyed were willing to pay to be members of an organization. It will be important for Flagship Niagara League to communicate the value of their organization, as they will be competing with organizations that members of the community are already a part of.

Community Involvement
When looking at the level of involvement of the community, more than half of the participants considered themselves somewhat active. This could mean that the participants either are busy with their work lives or tending to children. If they have any free time, they are trying to be involved in their community, which can be assumed from the follow-up question the participants answered. They want to be more involved in their community, yet they may be held back by time constraints and lack of incentives for joining the organization. This information can be shown through the charts displayed in Appendix C: Figure 4.

Factors for Joining an Organization
Regarding the charts displayed in Appendix C: Figure 5, the most important factor in joining an organization for those surveyed was a common interest among members of the organization. The next highest was socialization/connection opportunities which seems to go hand in hand with common interests. Volunteer opportunities ranked as a lower interest among those surveyed. This information suggests that Flagship Niagara League must emphasize the community among their members in their promotions. The survey also suggested that respondents looked for organizations that received positive publicity. Flagship Niagara League should increase their exposure to the community by looking for public relations opportunities.

Factors for Avoiding an Organization
Participants of the survey were bothered by organizations that charge a high membership fee and that have high involvement. This is understandable since the participants stated that they want to be more involved in organizations, but may not have a lot of time on their hands to make such a large commitment to an organization. They want organizations with a reasonable membership price and that do not demand high involvement. “Reasonable” membership prices and
involvement demands are all dependent on each participant and what they deem to be “reasonable.” For this reason, we left the term “reasonable” to their own discretion, because we understand that others would be willing (or not willing) to pay more or less for memberships to specific organizations. To view this information through charts, please refer to Appendix C: Figure 6.

**Local Organizations and Historical Preservation**
In response to the charts in Appendix C: Figure 7, there is a unanimous agreement when it comes to participants wanting to become a member of a local organization. This leads to the assumption that it is the matter of what the organization offers for locals to want to be active in that organization. To be more specific, we asked if the participants wanted to join a historical preservation organization; 77.8% expressed interest in joining a historical preservation organization.

**Historical Preservation Interest**
There was a high level of interest in historical preservation, with 77.8% of participants expressing an interest. Interestingly, the interest in history or historical preservation did not directly correlate to actually joining a historical preservation organization. Some participants who expressed not having an interest in history said that they would join an organization, and others who were interested in history said that they would not join a historical preservation organization. However, the majority of participants who showed an interest in history would join the organization. This does however suggest that Flagship Niagara League is not strictly limited to people interested in history when looking for potential members. To interpret this statistic further, please see Appendix C: Figure 8.

**Local Community Events**
A very high percentage of nearly 95% of participants surveyed attend events in the local community. The term ‘local community’ was not defined demographically and was left up to the interpretation of the survey takers. Although this information is relatively intuitive, it can be viewed in Appendix C: Figure 9.

**Local Community Music Events**
A very high percentage of those surveyed are actively looking for musical events to attend in the community. Erie has a fairly constant number of musical events throughout the summer so it would seem likely that members of the community would be interested in attending those events. Musical events hosted by Flagship Niagara League would possibly draw more interest to the organization. Visuals regarding the local community music events results can be located in Appendix C: Figure 10.

**Age Results**
As previously mentioned, all participants who surveyed were above the 35-year age limit for the survey. The ages ranged from 35 - 65. A list of the ages of survey participants can be found in Appendix C: Figure 11.
**Sex Results**
The majority of those surveyed were females at 61.1%. The graph regarding the sex results can be found in Appendix C: Figure 12.

**Local Residence**
Those surveyed were generally located in the Erie area with a fairly distributed spread across the region. A majority of the respondents, however, are from the Erie community, and are within a minimal driving distance, in terms of time and mileage, to the location of the Flagship Niagara League. A list of the ages of survey participants can be found in Appendix C: Figure 13.

**Income Results**
The highest portion of those surveyed at 58.8% had an income $45000+. This would suggest that they would have some disposable income that could be spent on things such as being members of an organization. This information regarding income can be found in Appendix C: Figure 14.

**Overall Conclusions of Primary Research**
The focus group and survey results concluded that Erie locals do wish to increase their involvement in the community. To increase involvement in the community, however, there needs to be an increase in awareness, incentives, and wider variety of age appropriate events. All of this essential information needs to be advertised and promoted better to the public. It would seem that although there is an interest among the participants for historical preservation and increased community involvement, there is a form of disconnect between those individuals and local organizations. Although there was a willingness to spend their income on memberships, there may be a lack of incentives. Some examples of the incentives that may entice members to join are socialization and a positive public image. There should also be an increase in events for a wider age range that would allow for more participation from multi generational families. We found through the focus group as well as the survey that there needs to be a shared interest among the members of an organization to solidify membership retention. Lastly, we found that there were strong ties between information spread through word of mouth and organizational awareness. This suggests that current and future FNL members will be a valuable tool in spreading awareness for the organization.
Assessment and Recommendations: Promotion Recommendations

REFERENCE APPENDIX D FOR EXAMPLES

Expanding the Consumer Target Market
Our area of direct focus concentrates on finding ways to increase membership, primarily in middle aged adults and families. For this reason, it is pivotal to focus on member demographics, and how to most effectively and efficiently reach these individuals. Currently, the average age of a member of the Flagship Niagara League is around 62 years old. The organization is looking for increased membership of individuals around the age of 40 years old. By focusing on this demographic, as well as creating a heavier focus on parents with younger children who could benefit from participating in events the Flagship Niagara League offers, the memberships among families would significantly increase. There should be an increase in events for a wider age range that would allow for more participation from multi generational families. We found through the focus group as well as the survey that there needs to be a shared interest among the members of an organization to solidify membership retention. One specific way to attract younger families, in particular, is to target families that have younger children where the parents, and even grandparents, are particularly involved and excited about actively interacting and engaging in new and unique experiences with their children and grandchildren. By focusing on this area, the Flagship Niagara League could attract the specific demographic they are looking to meet, as well as getting both immediate and extended families involved. This will help increase memberships year after year as well, if the Flagship Niagara League hooks these families, and sparks their interest.

Promotion Enhancements
A recommendation devised by the team is to engage more in popular events in the Erie community. The Flagship Niagara League has various opportunities to become more highly involved in the Erie Community and engage in promotions on an annual basis. These events do not have to be large, necessarily, rather, the Flagship Niagara League should sponsor/be present in events that also reach the desired demographics for memberships at the Flagship Niagara League non-profit. By becoming more highly engaged, the Flagship Niagara League has the potential to raise awareness to the organization and bring in more memberships on an annual basis. The organization has the ability to participate in events in the community such as:

- Erie Otters
  - Contact: Aaron Cooney (Director of Broadcasting and Media Relations) at aaron@ottershockey.com
- Erie SeaWolves
  - Contact: Scott Ciaccia (Director of Entertainment) at sciaccia@seawolves.com
- Roar on the Shore
  - Contact: support@roarontheshore.com
- Beast on the Bay
  - Contact: BarberBeast@BarberInstitute.org
- Engage in Field Trips to local schools
  - Contact: Dr. Jay D. Badams (Superintendent Erie Public Schools) jbadams@eriesd.org
Promote in breakfast restaurants/diners
  ○ Sara’s: (814) 833-1957
  ○ The Breakfast Place: (814) 864-2727
  ○ Zodiac Dinor: (814) 580-9627
  ○ Lawrence Park: (814) 899-4390

The Bayfront Sheraton
  ○ Contact: Phone (855) 371-3596

In showing a higher presence in the community and reaching various different reference groups (via different types of events), the Flagship Niagara League can ultimately attract more individuals and families, and overall increase membership to the best of their ability.

The Flagship Niagara League could greatly benefit by incorporating promotions such as raffles, giveaways, and other tie-in purchases at local events in Erie. For instance, if the Flagship Niagara League were to attend an event, they could potentially engage in activities such as:

- Raffle off incentives
  ○ Ex: Free Tour with a Friend
  ○ Ex: Free Admission to the Maritime Museum
- Engage in Chinese Auctions at Local Events (such as the events listed in the promotions enhancements)
- Run an Ad on a Local Radio Station (Run on Happi 92.7, refer to Appendix D for script)
  ○ The specific number caller can receive access to a Flagship Niagara League Event
- Tie-In Purchases
  ○ Ex: Purchase One Individual Annual Membership, Receive One Free
  ○ Ex: Purchase One Individual Annual Membership, Receive a Private Tour with Guests

By attending the events and engaging in similar activities to the ideas listed above, as well as others that are prevalent in reaching their target market in and around the Erie community, the Flagship Niagara League would presumably see more attention and increased memberships on an annual basis. By engaging in the events in the area and promoting the events that the Flagship Niagara League hosts, and raising awareness in general, the organization will have the ability to draw more attention and increase memberships among the younger demographics overall.

Advertising Enhancements
The Flagship Niagara League can truly gain an opportunity and advantage to increasing membership by enhancing their advertising campaigns. Although it seems the Flagship Niagara League primarily focuses on social media as their main form of distribution of information, the organization has the ability to raise more brand awareness through different forms of advertising. By incorporating a campaign that can be utilized in all advertising platforms, such as online, social media, in the museum, radio or TV and so forth, the Flagship Niagara League has the potential to raise brand awareness and attract new potential members, including the target consumer they are looking for: the typical 40 year old, whether it be a single individual, a spouse, or a parent.
As a team, we suggest starting a new advertising campaign this summer that will be very beneficial to the Flagship Niagara League and will boost customer awareness and therefore, boost membership. The phrase, “Don’t Give Up the Ship!” is such a foundational phrase to the Flagship Niagara League and, if used properly, can become the “anthem” of the Flagship Niagara League. This would create customer recognition. This phrase is used in other contexts besides the Flagship Niagara League, and when heavily advertised in Flagship Niagara League marketing efforts, will build a brand association to the organization when others hear this phrase. Building all advertisements, social media posts, etc. around this phrase will build customer awareness and further the association between “Don’t Give Up the Ship!” and the Flagship Niagara League. Having a strong brand “catchphrase” is critical to staying in the minds of current customers and ultimately, makes it easier for potential new customers to remember the Flagship Niagara League. In order to stay in the minds of the customers, heavy marketing efforts will need to be a huge part of executing this campaign successfully. For example, every social media post, or poster/flyer that is sent out that has U.S. Brig Niagara on it, needs to have “Don’t Give Up the Ship!” advertised along with it. Lastly, during this campaign, putting this phrase in a visible, more accessible viewing point on the website to maintain consistency in all marketing efforts. This will engrain this statement into the minds of any viewer/customer that comes across any platform being used by the organization.

○ Where?
  ■ Website/Online
  ■ Social Media
  ■ In-Store
  ■ Radio
  ■ TV

Through our research, we have discovered a number of key areas that the Flagship Niagara League can leverage as opportunities for focus to gain increased membership. Although the organization itself has a strong presence on social media through Twitter and Facebook accounts the posts can at times lack information that would be found useful to those outside the Flagship Niagara League. Currently, activities advertised by the Flagship Niagara League seem to have a focus on relaying the information to current members, or those already on their emailing list. This is an effective method of informing those already in the know, however people with little to no knowledge of the Flagship Niagara League may have a difficult time interpreting the information in a way that allows them to take actionable steps to become more involved. One area of improvement for the social media messages relayed by the Flagship Niagara League is the disconnect between messages posted in various places be it Twitter, Facebook, or the website. To achieve a cohesive message across the board, promotional materials and advertisements should stay consistent with one another. This can include using similar imaging and branding across their promotional materials, however it may also include sending the same message throughout multiple social media channels. This means that when posting on Facebook, Twitter, or the Flagship Niagara League website, posts with the same message should be posted in all locations and at the same time. In addition the messages should be easy to understand for members and non members alike. According to SmartBrief Media Services “Twitter accounts for 82 percent of all social media leads for small businesses, while Facebook accounts for just 9 percent”. This data would suggest that Twitter users would be a greater potential market over
Facebook users, however currently the U.S. Brig Niagara has roughly 1600 Twitter followers while their Facebook page has 6500 so it would seem their messages are more far reaching via Facebook.

**Social Media Presence**
The Flagship Niagara League already has a presence on multiple social media platforms. If they were to put more focus on their presence in social media for various reasons, and remained consistent in their postings among all platforms, the organization has the potential to expand into the desired member age. In today’s society, most people rely on the internet and online work to get through day to day functions, the social media platforms becomes crucial to the increasing visibility and overall success of a company. If the Flagship Niagara League were to put more focus on this area, and work to reach the desired demographic via the internet, these consumers may be more likely to check out the website and inquire about Flagship Niagara League events and memberships. More information regarding each social media platform is presented below.

**Facebook:**
When it comes to utilizing the social media platform of Facebook, Flagship Niagara League should post more frequently throughout the day. They can also invite more people to like their page that live in the Erie area specifically. Flagship Niagara League can even create their events online and invite locals to them in advance. Through the use of E-invitations, the user gets reminders of the events as the date approaches. In this case, they are not letting the consumer stumble upon the advertisement, but the Flagship Niagara League is actively seeking out people to come to their events that fit their target market. This is increasing the incentive to become a member of the Flagship Niagara League. Visuals are displayed in Appendix D. Figures 1-2.2.

**Twitter:**
Flagship Niagara League Twitter page could use a more personal touch. There is an opportunity to retweet their followers who show excitement or even mention going out to one of their events. With that being said, the Flagship Niagara League should monitor the postings of their followers. Retweeting followers shows the interest the public has. Thus creating the ability to spark an interest with others. This could possibly increase the number of followers they have on Twitter, which is a significant source of leads for small businesses. A visual is displayed in Appendix D, Figure 3.

**Snapchat:**
Snapchat is becoming a popular social media platform and Flagship Niagara League should hop on this bandwagon. They can create an account and allow those who visit for events or tours to post stories to their account. This allows members/people to show their excitement of being at an event and the Flagship Niagara League gets free publicity. It is a win-win. Another feature that organization should delve into is the that they should create geofilters for their major events such as Tall Ships. Geo-filters are created through the usage of Adobe software (Photoshop) and have the ability of being placed in certain parameters. The time to create a geo-filter is not extraneous. It could be made in a day and ready for users to see the day after. The geo-filters do come at a cost, and the price varies on how far the geo-filter is being readily available for users. To see Snapchat’s costs for geo-filters, a visual is displayed in Appendix D. Figure 4.
**Instagram:**  
While an Instagram account is established for Flagship Niagara League, there is not a direct link to it from the organization’s website. As with much of the current messaging, the Instagram account is currently being used effectively for communication to current members, but could be expanded and improved to target non-members. The Flagship Niagara League could post personal testimonials from members about their experience of being a member of the Flagship Niagara League. They could do these personal testimonials once a week where they are highlighting a member. This personalizes the company and has the members feeling special. People will see that and it can increase the incentive to become a member. They can also post pictures of the majestic ships or classes that are being taught which can attract those who have a love for the sailing life. A mock template of a potential Instagram post is displayed in Appendix D. figure 5.
Conclusions

Through working to develop knowledge and understanding of the Flagship Niagara League and the entirety of the organization and thoroughly researching Tall Ships Festivals nationwide, to working with a focus group and distributing personal surveys, our team has worked diligently to find efficient and effective ways to increase memberships, primarily in individuals around the age of 40 and under. Through research, our team has learned and understands that the Flagship Niagara League offers several programs and services that are greatly beneficial to the public. Many locals, however, are unaware of the opportunities the organization has to offer. With this in mind, the team found it crucial to devise new strategies and tactics to help raise awareness of the organization, and become more visible in the Erie community.

With the effective use of the social media platforms, Flagship Niagara League will increase their awareness amongst users. Through the advertisement enhancements, Flagship Niagara league will utilize all tools given on the social media platforms to make their events and organization standout to the public. However, they must have their message be clear and consistent across the mediums. With the message clear and consistent, the type of ad can be transformed to fit the certain type of target market that Flagship Niagara League is trying to reach. Also, Flagship Niagara League should use the 3 hit theory when it comes to promoting their organization. They should use the same message and use different media platforms at different times of the day. This strategy will help to keep the organization fresh in the viewer’s mind and also increasing the incentive to become members of Flagship Niagara League.

Overall, with strong efforts and presence in the Erie community through the enhancements of advertising and promotions, as well as becoming more active on social media, the Flagship Niagara League has the opportunity and potential to begin increasing memberships annually, and to individuals around age 40, which is within the new target market. By taking into account the recommendations provided above, our team firmly believes the Flagship Niagara League organization will find success in annual membership increases, primarily in the age group they are looking to attract and reach.
References


SECTION A: Erie, Pennsylvania

Festival Overview
Tall Ships Erie 2016 will be hosted from September 8-11, 2016 in Erie, PA. This year’s festival, which is held every 3 years, will be presented by Highmark and is set to bring 8-10 tall ships to the city of Erie. Events planned for 2016 include on-board tours and sail-aways, live music, entertainment, family-oriented activities, a marketplace, food vendors, and a beer garden.

The festival will kick off Thursday afternoon (Sept 8th) with a Parade of Sail in Presque Isle Bay, which will be led by Erie’s own U.S. Brig Niagara. The ships featured at Erie’s Tall Ship festival tend to be smaller US ships; however, in 2013 the festival featured the Norwegian vessel Sorlandet, and proved to be the star of the show. Friday’s events will revolve heavily around school education tours, engaging children, and also group tours. Saturday and Sunday’s events will all be open to the public (Tall Ships Erie).

Sponsorship
The following have identified themselves as sponsors for the Tall Ships Festival Celebration in Erie, Pennsylvania:
- Presenting Sponsor- Highmark
- LECOM
- Lincoln Recycling
- Plyler Overhead Door Co.
- Tall Ships America
- PNC
- The Warren Company
Sponsorship detail is provided in Appendix A. (Tall Ships Erie).

Ticket Sales
General admission tickets are available with option for: $22 for a 2 day weekend pass, $14 for a 1 day pass, and $8 for a Friday only pass. VIP passes are available for $100; however, Tall Ships Erie makes pre-sale tickets available at a discounted price of $90 beginning in December (U.S. Brig Niagara).

What to Expect
Ships set to appear at Tall Ships Erie 2016 are:
- Denis Sullivan
- Pathfinder
- Playfair
- Appledore IV
- Mist of Avalon
- Porcupine
• With more to be announced closer to festival
Tall Ships Erie hopes to secure an international ship for an appearance to be the main attraction for the festival (At least 7 vessels…).

Promotion
Tall Ships Erie promotes their festival through several mediums. The hosting organization, Flagship Niagara, has several social media account, including: Instagram, Pinterest, Twitter, Facebook, and Youtube. Twitter and Facebook, the most active of the accounts, are used to promote events, including Tall Ships Erie. Marketing is also done through memberships contact information. Flagship Niagara works closely with Jet 24, Erie’s local news organization, who provides them with free PSA timeslots.

Tall Ships Erie will be hosted the same weekend as two other events in Erie, PA: Beast on the Bay and Moonlight on the Bay. While the days of these events coincide, the timing of each allows visitors to participate in each event. Flagship Niagara is working with Beast on the Bay to promote these events together (Waskiewicz).

Insight Expectations
With all this in mind, it is important to note the 2016 goal for the Flagship Niagara League in Erie, Pennsylvania is to raise $350K through a variety of means. The plan is to have diverse ships, which allows the attendees new and unique experiences. In fact, half of the ships at the festival this year have not been docked in Erie for a festival prior (Waskiewicz).
SECTION B: Bay City, Michigan

Festival Overview
The Tall Ships Festival will be anchoring in Bay City, Michigan from July 14-17, 2016. The festival in this location was founded in 2001. “BaySail is a private non-profit organization dedicated to promoting environmental stewardship of the Saginaw Bay and the Great Lakes through engaging shipboard experiences aboard our two schooners, the Appledore IV and Appledore V. Our programs include science education for K-12 school groups, overnight voyaging for youth and adults, public sails, charters, group tours, and port visits” (Sailing the Great Lakes, 2016).

For the third time since 2001, Bay City has been honored with the Port of the Year Award presented by Tall Ships America. Bay City was proud to receive the 2013 Port of Year Award by Tall Ships America for the July 2013 Event. The event hosted in 2013 was the fifth-ever Tall Ship Celebration, which attracted 75,000 visitors, and drew in about $8M.

Because Bay City won Port of the Year in 2013 ensures their spot as an official host port in 2016 when the Tall Ships Challenge returns to the Great Lakes Region. Bay City has hosted the Tall Ships Challenge each year it has occurred in the Great Lakes since 2001. “We are proud to be an active partner in the organization’s efforts to inform people about tall ships, our maritime heritage and the incredible power of sail training to change lives” (Tall Ships, 2016).

Participants have the opportunity to watch ships dock on the waterfront of the Saginaw Bay in Downtown Bay City. After docking, participants are able to climb aboard and tour the decks and cabins, and meet the crew members from each ship. In addition to the Tall Ships Festival, both members and nonmembers have the opportunity to enjoy the “Ballads and Brews” event, which is a three day event of music and merriment in the spirit of our popular maritime festival, as well as a workshop, which is free for all attendees of the Ballads and Brews Festival.

Sponsorship
For the Tall Ships Festival in Bay City, there are multiple sponsors at various levels to help organize, promote, and run the event during the weekend. These sponsors include:

Some sponsors have been a part of the Tall Ships Festival in the past, whereas others were participating for their first time in Bay City, Michigan.

Sponsorships

- **Presenting**
  - Dow Corning Corporation

- **Admiral**
  - McLaren Bay Region
    - “404-bed acute care hospital in Bay City, MI, providing specialty, primary and preventative services including cardiovascular, neuroscience, oncology, orthopedics, Family BirthPlace/women’s health, surgery, outpatient
services, rehabilitation, home health and hospice care, Emergency Medical Services (EMS), and Emergency Department.”*

○ **MLive Media Group**
  ■ “MLive Media Group is an audience first, digitally focused media company encompassing all content, sales and marketing operations for [MLive.com](http://www.mlive.com) and eight major newspapers including The Bay City Times, the Michigan Press Association Newspaper of the Year for 2015. We are the largest news company and digital marketing agency in Michigan. In addition to delivering Michigan’s best news, sports, business and entertainment information 24/7, MLive Media Group provides best-in-class marketing services: advertising, media planning, search solutions, mobile ads, digital ad networks, behavioral targeting and creative services.”*

● **Commodore**
  ○ **Wildfire Credit Union**
    ■ “Wildfire Credit Union offers a fresh approach to banking as usual and provides a full range of financial solutions in the Great Lakes Bay Region. Delivered with passion and enthusiasm, every member encounter goes beyond the expected. A Wildfire Credit Union experience is a difference you’ll notice immediately. Wildfire Credit Union has been a Major Ship Sponsor of Tall Ship Celebration since 2010.”*

○ **Consumers Energy**
  ■ “Consumers Energy is one of the nation’s largest combination utilities, providing electric and natural gas service to more than 6 million of Michigan’s 10 million residents, with the help of more than 7,500 employees - 1,000 of them located right here in the Great Lakes Bay Region. Consumers Energy is the principal subsidiary of CMS Energy, an international corporation that is a leader in energy infrastructure businesses. Each day, Consumers Energy employees work to safely deliver affordable, reliable energy to customers throughout Michigan. The company is committed to operating sustainably and caring for the communities they serve. Consumers Energy has been a Major Ship Sponsor in 2006, 2010, 2013 and 2016.”*

○ **St. Mary’s of Michigan**
  ■ “For over 140 years, St. Mary’s of Michigan has inspired hope by providing the best care to all people we serve across the state. We share the belief that the very best care starts with a faith-based mission – with friends and neighbors caring for friends and neighbors in a variety of ways and settings. We believe better care means better communities. As a member of Ascension, the largest nonprofit health system in the United States and the world’s largest Catholic health system, St. Mary’s of Michigan is a leader in transforming healthcare to provide high-quality, person-centered healthcare to all. St. Mary’s of Michigan has been a Major Ship Sponsor in 2006, 2010, 2013 and 2016.”*
○ Captain
  ○ Independent Bank
    ■ “Independent Bank was founded as First National Bank of Ionia in 1864. Today, Independent Bank Corporation is a Michigan-based bank holding company with total assets of approximately $2.4 billion, and 63 locations across Michigan’s lower peninsula. Independent Bank provides a full range of financial services, including commercial banking, mortgage lending, investments, and title services, with a commitment to providing exceptional service and value to customers, stockholders, and the community.”*
  ○ FirstMerit Bank
    ■ NA
  ○ Dow Chemical Company
    ■ NA
  ○ Chemical Bank
    ■ “Chemical Bank is excited to support Bay City’s Tall Ship Celebration and welcomes maritime enthusiasts from across the Region to Bay City. Since 1917, Chemical Bank has supported Michigan and all of the people, organizations, and events, like the Tall Ship Celebration, that make each community unique. Member FDIC.”*

*All quoted information can be found on the Tall Ships Sponsors page (Tall Ships, 2016).

Ticket Sales
Currently, there is no information regarding ticket information and the weekend exploration.

What to Expect
Displayed in Appendix B are the ships that will be appearing at the Tall Ships Festival in Bay City, Michigan. This information was given by the Tall Ships from Bay City’s website in February of 2016.

Public Sails Events
Although these events do not necessarily occur during the Tall Ships Festival weekend, they are events that have the opportunity to advertise for the Tall Ships Festival weekend, and allow both members and nonmembers to have access to the promotion. This may help increase the attendance rate at the Tall Ships Festival weekend in 2016 (Bay City, 2016).

○ Legends of Saginaw Sails: “Learn the fascinating history of the Saginaw River as the Appledore sails from Downtown Bay City out to the Saginaw Bay. Once out on the open water, help the crew set the sails or relax and enjoy the view. A light lunch with a sub sandwich, chips, cookie and a drink is served underway.”
  ○ Adults: $37 | Students: $27

○ BBQ Dinner Sails: “Join us on this family friendly sail for a fun evening of sailing and a casual BBQ meal. Call for menu details and reservations or use the link below to book online. Dress is casual.”
  ○ Adults: $45 | Students: $35
- **Dinner Sails:** “Join us for an unforgettable evening of sailing on the Saginaw Bay. Enjoy the sails, the sunset, and a delicious dinner. Dress is casual. Most departures include live maritime music. Dress is casual. Call for reservations or click the link below to reserve online.”
  - Adults: $70
- **Bay City Fireworks Festival:** “Appledore IV is the place to be for the ultimate VIP experience at the Bay City Fireworks Festival 2016. To celebrate the grand finale, guests will enjoy an evening sail on the Saginaw Bay with dinner served onboard. After the sail, guests will enjoy dessert, beer, wine, and the fireworks display from the BaySail VIP dock in Wenonah Park. Dress is casual”
  - Adults (21+ only): $100
- **Stargazer & Moonlight Dinner Sails:** “Featuring a special live program presented onboard the Appledore IV by astronomers from the Delta College Planetarium. Stargazer Sails view constellations, listen to star legends, learn to navigate by the stars, hear the words of poets, and enjoy the beauty of the night sky under sail. Moonlight Sails explore moon phases, listen to moon legends, and view the beauty of the moon in the night sky. A delicious dinner served onboard. Dress is casual.”
  - Adults: $80
- **Family Ecology Sails:** “A unique and interactive learning experience for parents, grandparents, aunts, uncles, and students. Bring the whole family onboard to learn about our ecosystem and the watershed(s) we all live, work, and play in. A light snack, juice, and water is included.”
  - Adults: $35 | Students: $20
- **Tawas Bay Day Sails:** “For a limited time in 2016, Appledore IV will offer day sails to the public from the East Tawas state dock. Call our office for more details or click the link below to book online. These sails depart from the East Tawas State Dock at 113 Newman Street.”
  - Adults: $35 | Students: $25
- **Autumn Color Tour River Cruises:** “In October, as the leaves begin to change and the temperature starts to cool, the Appledore IV changes course and we begin our popular two-hour autumn color tour cruises. Cruising upriver on the Saginaw River, passengers will enjoy hot cider, chili and cornbread while keeping a sharp eye for Bald Eagles, Snowy Egrets, and of course the lovely colors. Cozy quilts available too!”

**Promotions**
The main source of promotion via social media for the Tall Ships Festival in Bay City, Michigan is through the use of Facebook. They can be found by searching: Tall Ship Celebration: Bay City. Upon reviewing the page, it seems the Facebook content/community manager responds promptly to all questions that are asked on the page. For instance, an individual asked if there would be a parade as there has been in the past. The content manager responded: “The Parade of Sail will happen on Thursday, July 14. The first flight of ships should start arriving downtown around 1 p.m.”
SECTION C: Los Angeles, California

Festival Overview
Tall Ships Festival Los Angeles showcased domestic and international ships, including some of the most acclaimed worldwide, including the official Tall Ships of the City of Los Angeles: Irving Johnson and Exy Johnson, The Twin Brigantines. Attendance to tall ships LA was estimated at around a quarter million people.

The most recent Tall Ships Festival had taken place on the weekend of August 20-24, 2014. A Multi-Day On Board Ship Tour Pass was available for $19. The pass provided five-day access to the festival grounds, on board ship tours and countless activities.

In addition to onboard tours, Tall Ships Festival LA offered the opportunity for visitors to sail on the Pacific Ocean aboard the Schooner Freda B, Schooner Curlew and several others. Each vessel sailed several times daily beginning Thursday, August 21, Cost for each ticket was $85.

Other ticket options include:

- A Parade of Sail which allowed purchasers the opportunity to sail into the Port of Los Angeles past Angel’s Gate Lighthouse and into the LA Harbor aboard a Tall Ship for $150 as part of their grand entrance at the beginning of the event.

- A Single-Day Dockside Viewing Festival Pass is available for $7 and free to children 1-4 years old. This pass provides one-day access to dockside ship views and the festival grounds.

- Dockside passes also include access to educational workshops, entertainment and the festival grounds.

Schedule of Past Events and Attractions
Some of the events at Tall Ships LA included entertainment on four different stages, a parade, crafting, and day sails. The day sails lasted approximately 2 hours in length. The crafting activities include making Paper Boats, Ducky Headbands, Ducky Lanyards Sailboat Mobile, Nautical Bracelets, Sea Shell Air Plants, and Dolphin Keychains.

The attractions listed below had made an appearance at the 2014 Tall Ships Festival.
- Rubber Duck: The world's largest rubber duck was present at Tall Ships LA, drawing large crowds.
- Food Trucks: There were over 30 food trucks available for the attendees of Tall Ships LA.
- Music: There were over 20 different musical and entertainment events at Tall Ships LA.

Tickets Sales
The Los Angeles Tall Ships Festivals in 2014 had various types of tickets for sale depending on what each attendee was looking for. The types of tickets and descriptions can be found in Appendix D.
**Sponsorship**
There were a number of corporate sponsors for Tall Ships Festival, LA. There are multiple sponsors that have been used in that past, while other sponsors were new for the first time in 2014. The sponsors for Tall Ships 2014 included:

- Tall Ships America
- Drawevents
- Ticketfly
- San Pedro Historic Waterfront
- San Pedro Brewing Company
- Los Angeles Register
- Crowne Plaza Hotel
- Radio Disney LA
- Crafted
- San Pedro Convention and Visitors Bureau
- BNSF Railway
- Yelp
- LA Dept of Parks and Rec

**Promotion**
The Tall Ships Festival in Los Angeles promotes their festival through several mediums. The main forms of promotion that the Tall Ships Festival used were through social media platforms, such as Facebook and Twitter. They can be found at: @TallShipsLA (Twitter) and “Tall Ships LA” (Facebook). Advertisements could also be found on their website.

**Ticket Sales**

<table>
<thead>
<tr>
<th>Ticket Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-Day Pass</td>
<td>Good each day of the festival. Event admission and on board ship tours. Not valid for day sails. Includes Grand Parade for Sail viewing on August 20, 2014.</td>
</tr>
<tr>
<td>Day Sails</td>
<td>Valid to sail aboard the designated purchased ship and good for festival admission and on board tours for the day purchased.</td>
</tr>
<tr>
<td>Grand Parade of Sail</td>
<td>Valid for sailing experience on board one of the Tall Ships as they enter the Los Angeles Harbor the opening day of the event. Ships will board at 11:30am. Ticket holders will be notified in advance of where to meet the ship. Parade of Sail commences at approximately 2pm. Also valid for festival admission and on board tours on August 20, 2014.</td>
</tr>
<tr>
<td>Single Day on Board Tours</td>
<td>Valid for festival admission and on board ship tours for the day purchased.</td>
</tr>
<tr>
<td>Ticket Type</td>
<td>Description</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Single Day Festival Only</td>
<td>Valid for festival admission and dockside viewing of ships. Not valid for on board tours or day sails.</td>
</tr>
<tr>
<td>Gold Pass</td>
<td>Valid for festival admission and on board tours each day. Also includes front of line service at each ship tour, access to VIP/Sponsor tent and admission to VIP/Sponsor reception on Saturday, August 23rd aboard the Battleship Iowa. Also includes a piece of event merchandise, redeemable at event merchandise tent.</td>
</tr>
<tr>
<td>VIP/Sponsor Reception</td>
<td>Admission only with purchased Gold Pass.</td>
</tr>
</tbody>
</table>

*Figure 1: Los Angeles Ticket Sales Information*
SECTION D: Chicago, Illinois

Festival Overview
“Windy was welcomed as the biggest and newest schooner to the Lake Michigan Fleet in July 1996. From the beginning, the mission was intended to bring Tall Ship sailing to the public, for enjoyment, personal and spiritual growth, and self-discovery. In the years since coming to Navy Pier, Windy has welcomed a wide variety of people. Ranging from students, Girl Scouts, Boy Scouts, youth groups, families and other guests. Windy has her decks used for educational cruises, day sailing, festivals, religious, corporate, and private celebrations. Her skyline cruises became legendary and Windy was awarded the status of official flagship of the City of Chicago, by Mayor Richard M. Daley in 2006” (Welcome Aboard Tall Ship Windy). This festival will take place from July 27 to July 31, 2016.

Windy’s Mission: “Our goal is to inspire those who may have never been sailing, as well as to intrigue those who are experienced sailors. This ship is ideal for all ages and for all occasions. The Tall Ship Windy Festival was honored to win the Tall Ships Challenge award in 2003 and 2010” (Welcome Aboard Tall Ship Windy).

Sponsorship
Pepsi and American Airlines will sponsor the Tall Ships Windy out of Chicago Illinois in July 2016.

Promotion
The Tall Ships Windy Festival promotes their festival through several mediums. The main forms of promotion that the Tall Ships Festival used were through social media platforms, such as Facebook and Twitter. They can be found at: @tallshipwindy (Twitter) and “Tall Ship Windy” (Facebook). Advertisements could also be found on their website. In addition, reviews of the festival can be found on platforms such as Tripadvisor and Yelp.

Daily Events
Through the public daily sails, there are numerous types of sails that are directed towards different demographics. Essentially, there is a sailing event for every age group. All of these events are great ways to advertise for the Tall Ships Festival of 2016. For more information on the public sails events, special events, and private events, they can be located in Appendix E.

Public Sailing Events:

Lakeside Architecture Sail: Explore Chicago's architectural majesty while sailing across the beautiful lakefront skyline. Learn about the people, plans, and persistence that shaped Chicago's most famous sights.
  ● Ticket price: Adults-$30 and kids(0-12)-$10
  ● Dates have yet to be determined for this event

What to expect:
  ● All regularly scheduled sails are approximately 75 minutes in length.
• Arrive at the dock 30 minutes prior to departure.
• During all of the excursions, you can help with some of the sailing duties
• You can simply relax on deck in quiet, or gather around for storytelling and hands-on fun! On any given day, you can take phenomenal photos of the Chicago Skyline

List of Sailing Events

Real Pirates of the Inland Seas
• True stories of piracy on the Great Lakes
• Ticket prices: Adults-$30 and Kids-$10
• Dates have yet to be determined for this event

A Sailor’s Life for Me
• Ticket prices: Adults-$30 and Kids-$10
• Each sail has a tour theme led by the enthusiastic crew-educators! The tall ship crew are multi-talented individuals, many of whom have experience in the study of history, maritime lore, the arts, music, and theatre.
• Dates have yet to be determined for this event

Wednesday Night Fireworks Cruise
• Ticket price: $20 (See Navy Pier Fireworks Boat Cruise for more information)
• Dates have yet to be determined for this event

Saturday Night Fireworks Cruise and Spirit Ships
• Ticket price: $20 (See Navy Pier Fireworks Boat Cruise for more information)
• Dates have yet to be determined for this event

Spirit Ships and Haunted Harbors
• Ticket prices: Adults-$30 and Kids-$10
• This STIRRING AND SPOOKY storytelling adventure peers into the dark waters of Great Lakes ghost ships and the darker deeds of souls that sailed its shorelines. As night falls and the light grow dim, journey through the misty curtains of time to uncover the mystery, history, legend, and lore of Spirit Ships and Haunted Harbors.
• Dates have yet to be determined for this event

Educational Sail: Tall Ship Discovery Program
• Ticket prices: Adults-$30 and Kids-$10
• SHARE THE MARVEL of maritime heritage on the Great Lakes! History comes alive with an exciting educational adventure for curious minds of all ages. Join a local school or youth group, on their sail training mission, for hands-on sailing aboard Windy, and then muster for learning stations led by our crew-educators.
• Dates have yet to be determined for this event
Special Events:

Marshall Vente Jazz Cruise (annual)
When: Sunday, July 12, 2015 and Sunday, September 13, 2015
Next event date: Yet to be determined until May 2016
- No price available online
- 2½ hour cruise
- playing a variety of music from a live band

Venetian Night 2015 Parade Cruise
When: September 12, 2015
Next event date: Yet to be determined until May 2016
- Oldest event sponsored by the city
- Named after boat parade’s in the city of Venice, Italy
- 30 or more grand boats
- Boats will travel down the pier and the lakefront
- Fireworks after display
- Ticket price: $40
- Full cash bar

Navy Pier Fireworks Boat Cruise
When: Every Wednesday and Saturday night in the summer
Next event date: Yet to be determined until May 2016
- Ticket prices: Adults-$30 and Kids-$10
- Every Wednesday and Saturday evening throughout the summer
- Take a tour around the Navy Pier and enjoy watching fireworks from the ship

Private Events:
- Can host parties, functions, weddings, tour groups, team building, and church events
- Charter rates start at $2400 plus tax, for up to 150 guests for one hour
- Catering provided with a stocked bar
### Ticket Sales

<table>
<thead>
<tr>
<th>Event type</th>
<th>Event name</th>
<th>Cost for adults</th>
<th>Cost for children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily</td>
<td>Lakeside Architecture Sail</td>
<td>$30</td>
<td>$10</td>
</tr>
<tr>
<td>Daily</td>
<td>Real Pirates of the Inland Seas</td>
<td>$30</td>
<td>$10</td>
</tr>
<tr>
<td>Daily</td>
<td>A Sailor’s Life for Me</td>
<td>$30</td>
<td>$10</td>
</tr>
<tr>
<td>Daily</td>
<td>Educational Sail: Tall Ship Discovery Program</td>
<td>$30</td>
<td>$10</td>
</tr>
<tr>
<td>Weekly</td>
<td>Wednesday Night Fireworks Cruise</td>
<td>$20</td>
<td>$10</td>
</tr>
<tr>
<td>Weekly</td>
<td>Saturday Night Fireworks Cruise</td>
<td>$20</td>
<td>$10</td>
</tr>
<tr>
<td>Special</td>
<td>Marshall Vente Jazz Cruise</td>
<td>Price not found</td>
<td>Price not found</td>
</tr>
<tr>
<td>Special</td>
<td>Venetian Night 2015 Parade Cruise</td>
<td>$40</td>
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</tr>
<tr>
<td>Special</td>
<td>Navy Pier Fireworks Boat Cruise</td>
<td>$30</td>
<td>$10</td>
</tr>
</tbody>
</table>

*Figure 2: Chicago Ticket Sales Information*
SECTION E: Duluth, Minnesota

Festival Overview
The Tall Ships Festival can be found taking place on Lake Superior in Duluth, Minnesota from August 18th to the 21st, 2016. It is considered “The Greatest Spectacle on Lake Superior.”

“Join us on the shores of the world’s Greatest Lake for Tall Ships Duluth 2016. It’s a rare chance to catch a glimpse, step aboard, and even set sail on some of the grandest ships of yore. Draw Events is once again bringing you Tall Ships Duluth. Duluth will be one of only a handful of Great Lakes ports that will host the prestigious Tall Ships Challenge and is the only destination on Lake Superior. Tall Ships Duluth 2016 promises to be the largest event in our region’s history featuring ship tours, day sails, educational programming, food and beverage, entertainment and fun for the entire family!” (Tall Ships Duluth).

The 2016 event will be Duluth’s fourth tall ships festival. It began in 2008 and is hosted approximately every 3 years. At the last festival in 2013, the event brought in more than $15 million to the local economy.

The 2016 event is looking to top its last festival numbers of about 250,000 people. Attendees will have the opportunity to engage in dockside tours, day sails and on-board tours. In addition, dockside viewing, food, beverage and entertainment are available. This year, the World’s Largest Rubber Ducky (who visited Los Angeles's last festival) will bring in a wider range of participants for the event, including families with younger children. As previously mentioned, the event has teamed up with the Art in Bayfront Park Art Fair in Duluth, and, in addition, is hosting a craft beer garden aimed to attract young adults as well.

Sponsorship
According to the website, the 2016 event is currently sponsored by:

- WDSE - local tv network
- Grandma’s Saloon and Grill - small restaurant chain
- Allete, Inc. - energy provider of the upper midwest
- Lake Superior Magazine
- 95 QD - local radio station
- 94 X - local radio station
- Red Zone - local radio network

Ticket Sales
Tickets range in prices. For the pre-event sales, a single-day festival only pass costs $9.00, while the Parade of Sail Day Sail (which includes a sailing experience on-board one of the tall ships) costs $150.00.

Promotion
Tall Ships Duluth has created social media accounts including:

- Facebook – “Tall Ships Duluth”
- Twitter - @tallshipsduluth
- Instagram - @tallshipsduluth
The event has partnered with a second event to run simultaneously: Art in Bayfront Park. “This year, we have partnered with Art in Bayfront Park to bring you an event within an event! At Tall Ships Duluth 2016, you’ll be able to see the 150+ high quality art vendors that you’re used to seeing at Art in Bayfront Park; offering an opportunity to purchase gallery quality art work,” (Tall Ships Duluth). Tall Ships Duluth is also being sponsored by local radio stations.
Figure 3: Tall Ships One-Day Festival Ticket Prices
<table>
<thead>
<tr>
<th><strong>Tall Ships Attendance</strong></th>
<th>Erie, PA</th>
<th>Bay City, MI</th>
<th>Los Angeles, CA</th>
<th>Duluth, MN</th>
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</thead>
<tbody>
<tr>
<td>U.S. Brig Niagara</td>
<td>Appledore V</td>
<td>Schooner Patrice Belle</td>
<td>U.S. Brig Niagara</td>
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</tr>
<tr>
<td>Denis Sullivan</td>
<td>Appledore IV</td>
<td>SS Lane Victory</td>
<td>El Galeón Andalucía</td>
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</tr>
<tr>
<td>Pathfinder</td>
<td>Denis Sullivan</td>
<td>Ralph Scott Fireboat</td>
<td>Mist of Avalon</td>
<td></td>
</tr>
<tr>
<td>Playfair</td>
<td>Draken Harald Hårfagre</td>
<td>Freda B</td>
<td>When and If</td>
<td></td>
</tr>
<tr>
<td>Appledore IV</td>
<td>El Galeón Andalucía</td>
<td>Irving Johnson &amp; Exy Johnson</td>
<td>Pride of Baltimore I</td>
<td></td>
</tr>
<tr>
<td>Mist of Avalon</td>
<td>Madeline</td>
<td>Spirit of Dana Point</td>
<td>Denis Sullivan</td>
<td></td>
</tr>
<tr>
<td>Porcupine</td>
<td>Mist of Avalon</td>
<td>Schooner Curlew</td>
<td>Appledore</td>
<td></td>
</tr>
<tr>
<td>US Brig Niagara</td>
<td>American Pride</td>
<td>Draken Harald Hårfagre - Norwegian Viking Ship</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pride of Baltimore II</td>
<td>Bill Of Rights</td>
<td>Tree of Life</td>
<td></td>
<td></td>
</tr>
<tr>
<td>When and If</td>
<td>Jada</td>
<td>-</td>
<td></td>
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<tr>
<td>Tole Mour</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amazing Grace</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Battleship USS Iowa</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Figure 4: Tall Ships Attendance at Tall Ships Festivals*
APPENDIX B: PRIMARY RESEARCH FOCUS GROUP SCRIPT

Welcome
Mackenzie and Trevor introduce themselves.

About the Focus Group
We are conducting this focus group as part of our curriculum for our Marketing 344 class. The results will be going to a real, local client. You were all selected for this focus group because of your general demographics: age, living in the Erie area.

Confidentiality Agreement
To keep your responses secure, our team has agreed to keep all information collected confidential. Any information exposed within the deliverables and presentations will not disclose your identity in any form.

Guidelines for the Focus Group
- Remember that there are no right or wrong answers!
- Try to let one person speak at a time, and respect everyone's opinions.
- Keep your phones in your pockets except for emergencies.
- Mackenzie and Trevor will be leading the discussion and asking the questions.
- Feel free to talk to each other and keep the conversation going!
APPENDIX C: PRIMARY RESEARCH SURVEY GRAPHS AND FIGURES

INSERT THESE!!
Facebook:

Figure 1: Sample Events Planning Page (Facebook)
Figure 1.1: Sample Events Invitation (Facebook)
Don’t Give Up the Ship!
Flagship Niagara League
http://www.flagshipniagara.org/
Figure 2.1

**Twitter:**

*U.S. Brig Niagara* @FNLNiagara

Party like a pirate with Flagship Niagara League!
#beamember

Figure 3
Snapchat:
How does On-Demand Geofilter pricing work?

The price of an On-Demand Geofilter depends on a few factors including the size of the Geofence and how long you want it to run. To see the exact cost please go here and enter the dates, times, and area you’d like for your Geofilter to be active.

Please note: At this time we only accept MasterCard, Visa, American Express, and Discover for payment.
Membership ad:
Adventure awaits with Flagship Niagara League! Set sail with a membership of memories that can last a lifetime. Don’t give up the ship and get your membership today! For more information, check out [www.flagshipniaragraleague.org](http://www.flagshipniaragraleague.org).

Mariner’s Ball ad:
Want to be a castaway and leave the world behind? Wanna party like a pirate? Well the time has arrived! Mark your calendars for Flagship Niagara League’s annual Mariner’s Ball! Set sail with us on June 4th 2016! For more information, check out [www.flagshipniaragraleague.org](http://www.flagshipniaragraleague.org).