The Western U.P. Heritage Routes Collaborative Marketing Strategy:
An analysis of visitor markets for Copper County Trail and Iron County Heritage Trail Communities
ACKNOWLEDGMENTS

This study was conducted by Western Upper Peninsula Planning & Development Region under the guidance of Boomerang Marketing with the support of the Michigan Department of Transportation on behalf of Copper Country Trail and Iron County Heritage Trail as part of the Michigan State Heritage Route Program.

Copper Country Trail Committee Members:
- Copper Harbor Improvement Association (CHIA)
- Houghton County
- Houghton County Historical Society
- Houghton County Township Association
- Keweenaw County
- Keweenaw County Township Association
- Keweenaw County Historical Society
- Keweenaw Land Trust
- Keweenaw Peninsula Chamber of Commerce (KPCC)
- Keweenaw National Historical Park Advisory Commission
- Western UP Planning & Development Region (WUPPDR)

Copper Country Trail Committee Technical Advisors:
- Keweenaw National Historical Park
- Michigan Department of Transportation
- Michigan State Park Representative – Fort Wilkins Historic State Park

Iron County Heritage Trail Committee
- Harbour House
- Iron County Chamber of Commerce Board
- UP Engineers & Architects
- Iron County Museum
- City of Iron River
- Michigan Department of Transportation
- Mansfield Church
- Economic Development Commission
- Michigan State University Extension
- Michigan Department of Natural Resources
- Western UP Planning & Development Region (WUPPDR)

Marketing Strategy Team:
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- Jim LaMuth, Planner, Western Upper Peninsula Planning and Development Region
- Greg Maino, Intern, Western Upper Peninsula Planning and Development Region
- Karen Widmar, President & CEO, Boomerang Marketing

All opinions and results contained in this report belong to the authors and do not represent positions taken by any of the above mentioned agencies or institutions. All errors remain the responsibility of the authors.
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I. INTRODUCTION

The Michigan State Heritage Route Program represents a significant marketing tool for economic development in rural communities. In recognition of this tool, the Western Upper Peninsula Planning & Development Region (WUPPDR) developed a marketing strategy for both heritage routes located within the region—Baraga, Gogebic, Houghton, Iron, Keweenaw, and Ontonagon counties in Michigan’s Western Upper Peninsula. The heritage routes are Copper Country Trail, US-41 from Houghton to Copper Harbor, and Iron County Heritage Trail, US-2 from Iron River to Crystal Falls. Both routes have a high priority for conducting market research and developing marketing strategies as identified in their respective corridor management plans.

The outcome anticipated from this collaborative marketing strategy includes recommendations on how to attract and retain visitors to the region’s heritage routes. To accomplish this, WUPPDR contracted with a marketing consultant to guide the development of this strategy. The strategy will serve as the basis for future communication plans and marketing campaigns for both routes, and will also be used to steer future planning needs. Future planning needs must focus on the preservation and protection of the area’s cultural and natural resources while serving the expected increase of visitors to the region. Therefore, through the development of this strategy both groups aspire to find the critical balance between economic stimulation and safeguarding of our region’s natural
Introduction

Western U.P. Heritage Routes Collaborative Marketing Strategy

and man-made features—an attainable and necessary goal to protect the character of both areas.

This project practiced economies of scale by working with two routes in the same region that share similar stories—the rise and decline of mineral mining communities. Finally, Copper Country Trail is a federally designated National Scenic Byway and WUPPDR is prepared to leverage the resources attached with this designation to further the development of both of the region’s heritage routes. Participation in the 2009, National Scenic Byway Conference provided an opportunity to learn about heritage route/byway specific marketing strategies and tools, and also provided a forum to exchange ideas to learn best marketing practices in place for other routes.
II. PROCESS OVERVIEW

As previously mentioned, WUPPDR contracted with a professional marketing consultant to develop the marketing strategy. After reviewing proposals from marketing professionals (generated through the Request for Proposals process) Boomerang Marketing of Chatham, MI was hired. Karen Widmar, CEO and owner of Boomerang Marketing, worked closely with WUPPDR staff via telephone and e-mail communication along with attending meetings for both heritage routes to guide the entire process. This section provides an overview of the process WUPPDR, the heritage route committees and Boomerang Marketing underwent to develop the marketing strategy.

The first step the marketing team undertook was employing Boomerang Marketing to facilitate discovery sessions with each heritage route committee to establish a benchmark for the marketing strategy. Widmar had each group describe current visitor geographic, psychographic and demographic profiles, and review past successes and challenges. WUPPDR then led each committee through a SWOT analysis where each group identified their respective strengths, weaknesses, opportunities, and threats. Next, WUPPDR and Boomerang Marketing researched secondary data using several different methods including: reviewing existing studies and collecting and analyzing zip codes of current area visitors. From this information, Boomerang Marketing was able to generate visitor profiles, map where current visitors were coming from, and identify current and new target markets. Finally, Boomerang Marketing reviewed current marketing materials for both organizations and offered recommendations, which are presented later within this report.

In summary, provided in this plan is an overview of basic marketing terminology, a synopsis of the process, the findings and recommendations identified by Boomerang Marketing, and finally a how-to guide for other heritage routes to develop their own marketing strategy.
In the first meeting between WUPPDR and Boomerang Marketing, Widmar presented WUPPDR staff with an image to assist their understanding of how a marketing strategy fits into the overall marketing process. The image, provided below, highlights the marketing strategy in the center of the pyramid.

In order to get to a marketing strategy, WUPPDR staff and the heritage route committees needed to get more familiar with marketing terminology. A summary of a few general marketing terms and meanings are provided here.
**MARKETING TERMINOLOGY**

There are two general approaches to marketing: *mass marketing* and *market segmentation*. In the mass marketing approach, businesses look at the total market as if all parts were the same and marketed to as many people as possible. Typically, things which are perceived to be necessary or considered staples (like toothpaste, sodas and politicians) are subject to mass marketing. To educate area residents of a heritage route, a localized “mass marketing blitz” may be effective, but is not always appropriate when trying to bring outside visitors to the area.

A market-segmentation approach is the process of splitting customers, or potential customers, from the total market into groups of several smaller segments. Each segment is a group of customers who share a similar level of interest in the same or comparable product, in this case heritage or cultural tourism. The market segmentation process involves defining the market in terms of the product's end users and their needs, and dividing the market into groups on the basis of their characteristics and buying behaviors.
The four most common segments used to separate consumer markets are:

<table>
<thead>
<tr>
<th>Segment</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Demographic segmentation:</strong></td>
<td>Involves dividing the market on the basis of statistical differences in personal characteristics, such as age, gender, race, income, life stage, occupation, and education level.</td>
</tr>
<tr>
<td><strong>Psychographic segmentation:</strong></td>
<td>Based on traits, attitudes, interests, or lifestyles of potential customer groups.</td>
</tr>
<tr>
<td><strong>Geographic segmentation:</strong></td>
<td>Entails dividing the market on the basis of where people live. Divisions may be in terms of neighborhoods, cities, counties, states, regions, or even countries. Considerations related to geographic grouping may include the makeup of the areas, that is, urban, suburban, or rural; size of the area; climate; or population.</td>
</tr>
<tr>
<td><strong>Product-benefit segmentation:</strong></td>
<td>Based on the perceived value or advantage consumers receive from a good or service over alternatives. Thus, markets can be partitioned in terms of the quality, performance, image, service, special features, or other benefits prospective consumers seek.</td>
</tr>
</tbody>
</table>

**DISCOVERY SESSIONS**

Widmar, from Boomerang Marketing, conducted a discovery session with each heritage route committee to establish their marketing strategy benchmark: the groups described current visitor geographic, psychographic and demographic profiles, and reviewed past successes and challenges. Prior to conducting the discovery sessions, Widmar spent several hours reviewing materials provided by WUPPDR that discussed other Michigan heritage routes, America’s Byways™, byway marketing methods, and locally created visitor studies and plans.
COPPER COUNTRY TRAIL
The first discovery session was held with Copper County Trail Committee on June 4, 2009 at Keweenaw National Historical Park headquarters in Calumet, MI. Meeting participants included representatives from the following entities:

- Eagle Harbor Township
- Houghton County Board of Commissioners
- Keweenaw County Board of Commissioners
- Keweenaw County Historical Society
- Keweenaw Land Trust
- Keweenaw National Historical Park Advisory Commission
- Keweenaw National Historical Park (three representatives)
- Keweenaw Peninsula Chamber of Commerce
- Michigan Department of Transportation
- Osceola Township
- Western Upper Peninsula Planning & Development Region (two representatives)

Widmar led the discussion by asking several questions of the group:

- Who is currently coming here?
- Who is not coming here? Why?
- What do they do when they are here?
- What don’t they do?
- Which assets are fully utilized?
- Which assets are underutilized?
- Where are they coming from?

The group addressed the questions and supplied several thoughts and ideas, which are represented in the following table.
Table 2: Results of the Copper County Trail discovery session from June 4, 2009

<table>
<thead>
<tr>
<th>Who is currently visiting?</th>
<th>Who are we missing? Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Families—young kids/family connections</td>
<td>• Cultural Geo-Cache</td>
</tr>
<tr>
<td>• Students</td>
<td>• Corporate/professional guide/trip planner-step on guide</td>
</tr>
<tr>
<td>• Retired—fall (shoulder seasons)</td>
<td>• School groups</td>
</tr>
<tr>
<td>• Travel writers</td>
<td>• Elder tour groups</td>
</tr>
<tr>
<td>• DINKs (dual income no kids)</td>
<td>• Bus tour groups—need step on guides</td>
</tr>
<tr>
<td>• Motorized/Non-Motorized</td>
<td>• Water trail tours—more</td>
</tr>
<tr>
<td>• Middle-middle</td>
<td>• Outside the Midwest</td>
</tr>
<tr>
<td>• Middle-upper (should)</td>
<td>• Travel writers</td>
</tr>
</tbody>
</table>
| • Tour companies  
  o Boat  
  o Bus | • Cross season tourists |
| • Through groups | |
| • Circle tour | |
| • Rallies | |

What do the visitors do? What don’t they do?

| Nature photography | Geocache(?) |
| Isle Royale Trips | Earth cache |
| Geocaching | Mt. Houghton view |
| Drive | Central Lake/Owl Lake |
| Brockway | Tip of the Keweenaw |
| Copper Harbor | Life saving station Five Mile Point |
| Fort Wilkins | Artists/Galleries |
| Mine tours | Eateries |
| Sporting events | Heritage Sites |
| Festivals/events | Dam at Freda |
| Canoe | Hungarian Fals |
| Kayak | Unique attractions |
| Sport fishing | Lac LaBelle-Gay route |
| Genealogy | Historic homes—walking & driving |
| Hunting | Spend enough time |
| Guided hunts | Spend enough money |
| Hiking | Festival/events |
| Camping | |
**Process Overview**

**Western U.P. Heritage Routes Collaborative Marketing Strategy**

<table>
<thead>
<tr>
<th>What assets are utilized?</th>
<th>What assets are underutilized?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Quincy Mine</td>
<td>• Keweenaw Mountain Lodge</td>
</tr>
<tr>
<td>• State Parks</td>
<td>• Mineral Museum</td>
</tr>
<tr>
<td>• Brockway Mountain</td>
<td>• Gratiot River Recreation Area</td>
</tr>
<tr>
<td>• National Park</td>
<td>• Lighthouses</td>
</tr>
<tr>
<td>• Hunter’s Point (Copper Harbor)</td>
<td>• 10 Lights of the Keweenaw</td>
</tr>
<tr>
<td>• Overlook by Quincy</td>
<td>• Quincy Smelter</td>
</tr>
<tr>
<td>• Undeveloped areas (problem)</td>
<td>• Calumet Theatre</td>
</tr>
<tr>
<td>• Natural assets-unorganized</td>
<td>• Historical Sites</td>
</tr>
</tbody>
</table>

**Where are the visitors coming from?**

- Midwest
  - Wisconsin—maybe just west end
  - Marquette visitors—day trips
  - Marquette—dividing line?
  - Traverse City (escape)
  - Chicago
  - Racine
  - Milwaukee
  - Door County
  - Possibly Duluth
  - Green Bay
  - Michigan Tech connection

**Iron County Heritage Trail**

The second discovery session was held with Iron County Heritage Trail Committee on June 16, 2009 at the Iron County Courthouse in Crystal Falls. Meeting participants included representatives from the following entities:

- EDC/MSU Extension Office
- Harbour House Museum
- Iron County Chamber of Commerce
- Iron County Museum (2 representatives)
- Mansfield Museum
- Western Upper Peninsula Planning & Development Region (2 representatives)

Widmar led the discussion by asking several questions of the group. Please note that these questions are a little different than the questions asked of the Copper Country Trail group.
Based on the information Widmar collected, she was seeking answers for the following questions:

- What do you want to see in Iron County?
- What don’t you want to see?
- What has worked?
- What has not worked?
- What assets are used?
- What assets are underused?
- Where are visitors coming from?
- Where could visitors potentially come from?
- Where is brochure demand coming from?
- What are the demographics of current visitors?

The group addressed the questions and supplied several thoughts and ideas, which are represented in the following table.

### Table 3: Results of the Iron County Heritage Trail discovery session from June 16, 2009

<table>
<thead>
<tr>
<th>What do you want to see in Iron County?</th>
<th>What don’t you want to see?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bike Trails (there are some, but they are not connected)</td>
<td>Lose character</td>
</tr>
<tr>
<td>Extend visitor stays</td>
<td>Too modern interpretation of exhibits</td>
</tr>
<tr>
<td>Improve communication between attractions</td>
<td>Negative impact on local sport people</td>
</tr>
<tr>
<td>Better cross promotions</td>
<td></td>
</tr>
<tr>
<td>Increase youth interest in history/attractions</td>
<td></td>
</tr>
<tr>
<td>Increase local interest in attractions</td>
<td></td>
</tr>
<tr>
<td>Capitalize on Rum Rebellion weekend (3rd week July)</td>
<td></td>
</tr>
<tr>
<td>More awareness throughout U.P. too!</td>
<td></td>
</tr>
<tr>
<td>More utilization of theatre</td>
<td></td>
</tr>
<tr>
<td>Increase geo-cache interest</td>
<td></td>
</tr>
<tr>
<td>Increase artist/galleries</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Where are visitors coming from?</th>
<th>Where could they potentially come from?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milwaukee</td>
<td>Twin Cities</td>
</tr>
<tr>
<td>Chicago</td>
<td>2nd homes</td>
</tr>
<tr>
<td>Green Bay</td>
<td>Tourists</td>
</tr>
</tbody>
</table>
Table 3: Results of the Iron County Heritage Trail discovery session from June 16, 2009

<table>
<thead>
<tr>
<th>Brochure demand coming from where?</th>
<th>What are demographics of current visitors?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Clare</td>
<td>• Retirees</td>
</tr>
<tr>
<td>• New Buffalo</td>
<td>• Pentoga Escanaba because of camp</td>
</tr>
<tr>
<td>• Iron Mountain</td>
<td>• Boomers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What has worked?</th>
<th>What has not worked?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Co-op with groups</td>
<td>• Bus Tour</td>
</tr>
<tr>
<td>• Rum Rebellions</td>
<td>o Not tied to other events</td>
</tr>
<tr>
<td>o Radio (local)</td>
<td>o Mailer (?) went without info</td>
</tr>
<tr>
<td>o Posters</td>
<td>o Bad weather</td>
</tr>
<tr>
<td>o Web</td>
<td></td>
</tr>
<tr>
<td>o Print</td>
<td></td>
</tr>
<tr>
<td>• Rodeo</td>
<td></td>
</tr>
<tr>
<td>o T.V.</td>
<td></td>
</tr>
<tr>
<td>• Bass Fest</td>
<td></td>
</tr>
<tr>
<td>• Fungus Fest</td>
<td></td>
</tr>
<tr>
<td>• Harvest Fest</td>
<td></td>
</tr>
<tr>
<td>o Vendors</td>
<td></td>
</tr>
<tr>
<td>• Farmers Markets</td>
<td></td>
</tr>
<tr>
<td>o Press Releases (Reporter)</td>
<td></td>
</tr>
<tr>
<td>• Fair</td>
<td></td>
</tr>
</tbody>
</table>

July big events
- Bus Tour #1
- 2nd Sunday
- Ethnic days

What assets are being used?
- Apple Blossom Trail—non-motorized
- Pioneer Church
  - Alpha is expanding (2 restaurants)
- Larson Park—first roadside park
- Lake Ottawa (not to Capacity)

What assets are underused?
- 4 Parks
  - Camping
  - RV capabilities
  - Pentoga expanded 2 years
- George Young
- Amasa Museum (limited volunteers/volunteers)
- All Attractions
  - Signage issue
  - State markers missing
- Public Lands
SWOT ANALYSIS

WUPPDR staff conducted a SWOT (strengths, weaknesses, opportunities, and threats) analysis for each heritage route to obtain secondary marketing research data from various sources within the two communities. Information gathered from these activities makes a significant contribution to the development of the marketing strategies for both trails. WUPPDR conducted the Copper Country Trail Committee SWOT analysis on July 14, 2009 at Keweenaw National Historical Park headquarters in Calumet, MI and conducted the Iron County Heritage Trail SWOT analysis on July 22, 2009 at the Iron County Courthouse in Crystal Falls.

A SWOT analysis is a strategic planning method used to audit an organization and its environment. Strengths and weaknesses are internal factors while opportunities and threats are external factors. The results of each SWOT analysis are presented on the following pages.
### Table 4: Copper Country Trail SWOT Analysis 7-14-2009

<table>
<thead>
<tr>
<th>Internal</th>
<th>Strengths:</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Self-Esteem/Determination</td>
<td></td>
</tr>
<tr>
<td>Committed Group/Dedication</td>
<td></td>
</tr>
<tr>
<td>Diversity in the Byway Committee</td>
<td></td>
</tr>
<tr>
<td>Defined Gateway (route)</td>
<td></td>
</tr>
<tr>
<td>Clear Vision &amp; Mission</td>
<td></td>
</tr>
<tr>
<td>Professional &amp; experience in organizing the CCTC</td>
<td></td>
</tr>
<tr>
<td>Free membership</td>
<td></td>
</tr>
<tr>
<td>Existing partnerships</td>
<td></td>
</tr>
<tr>
<td>Unique story</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need more private sector involvement</td>
</tr>
<tr>
<td>Lack of Byway Brand</td>
</tr>
<tr>
<td>No formal organizational structure</td>
</tr>
<tr>
<td>Single funding source (National Scenic Byway Program)</td>
</tr>
<tr>
<td>Such diverse attractions could be overwhelming to our efforts</td>
</tr>
<tr>
<td>Perception of location</td>
</tr>
<tr>
<td>Unrealized partnerships</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External</th>
<th>Opportunities:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keweenaw Story</td>
<td></td>
</tr>
<tr>
<td>Brand Creation</td>
<td></td>
</tr>
<tr>
<td>Diverse interest groups (multi-use potential)</td>
<td></td>
</tr>
<tr>
<td>Poor economy could encourage locals to stay close to home</td>
<td></td>
</tr>
<tr>
<td>Possibility of cost-effective marketing through partnering with other local agencies—cost sharing (due to poor economy)</td>
<td></td>
</tr>
<tr>
<td>Building political (financial) support</td>
<td></td>
</tr>
<tr>
<td>Additional funding available because the byway exists to all communities along the byway</td>
<td></td>
</tr>
<tr>
<td>Tourism niches</td>
<td></td>
</tr>
<tr>
<td>Proactively and collaboratively promote the area with other agencies</td>
<td></td>
</tr>
<tr>
<td>Stewardship of resources collaboratively</td>
<td></td>
</tr>
<tr>
<td>Abundance of attractions (a lot of many things)</td>
<td></td>
</tr>
<tr>
<td>Weather—4-season</td>
<td></td>
</tr>
<tr>
<td>Location because we are a destination</td>
<td></td>
</tr>
<tr>
<td>Diversity of resources (heritage sites, etc...)</td>
<td></td>
</tr>
<tr>
<td>Asset inventory (developed by Northern Initiatives)</td>
<td></td>
</tr>
<tr>
<td>Possibility of unifying region in terms of how we (the region) present ourselves—creating a guidebook? Website Portal?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threats:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Many regional brands (confusion)</td>
</tr>
<tr>
<td>Challenges with National Scenic Byway Program</td>
</tr>
<tr>
<td>Local &amp; National Economy</td>
</tr>
<tr>
<td>Unavailability of funding from local governments</td>
</tr>
<tr>
<td>Poor customer service in local businesses</td>
</tr>
<tr>
<td>Public perception that there is “nothing to do here”</td>
</tr>
<tr>
<td>No control and lack of protection of resources</td>
</tr>
<tr>
<td>Bad weather could scare people away</td>
</tr>
<tr>
<td>Travel distance</td>
</tr>
<tr>
<td>Perceived local obstacles—bears, mosquitoes, snow, distance, etc...</td>
</tr>
<tr>
<td>Fragmented local/regional marketing efforts, too many publications, counterproductive, confusing to visitors</td>
</tr>
</tbody>
</table>
### Table 5: Iron County Heritage Trail SWOT Analysis 7-14-2009

**Internal**

**Strengths:**
- Apple Blossom Trail
- Retains visitors in a bad economy (Harbor House / Iron County Museum)
- Sites provide numerous programs throughout the summer
- Sites publish summer programs well locally
- Groups are going after 10 years
- ICHT Signage at sites (ties together)
- Diversity throughout communities / site / activities (not all historic museums or just recreation; a good mix of activities)
- Relationships that connect people who lived in the area (original pioneering families and people who return as visitors)
- Volunteers dedicated to the cause
- Have a website and brochure

**Weaknesses:**
- Volunteer Dependent – difficulty generating new volunteers for this effort
- Techno – lacking (geo caching, twitter, maintaining website (website is pretty static))
- $ - limited money - only money comes in by membership
- Location – perceived distance from population centers

**External**

**Opportunities:**
- Non-motorized facilities around Iron County Heritage Trail
- Work with George Young to develop non-motorized trails near Pentoga Park
- Working with MDOT to leverage State Heritage Route designation to get non-motorized facilities added to upcoming projects in the county
- More site to expand on (Camp Gibbs, Fish Hatchery, etc...)
- Many events exist that bring in visitors (UP Rodeo, Rum Rebellion, Harvest Fest, Humongous Fungus, etc.)
- Technology changes to capitalize on (geo caching, twitter, face book)
- Location – unique experience / located more “centrally in the UP” – good place to stop a longer trip (Near to WI and MI Communities)
- More campsites then hotel rooms – RV areas, lots of water based recreational opportunities, WI Energies recreational opportunities nearby
- Resources to be used for ORV/ATV/snowmobile

**Threats:**
- Weather – Could limit visitors
- Economy
- Population decline
- Young people not in the area
- Closing of Camp Ottawa
- Competitor for limited volunteers (Golden K, Lions Club, school athletic events, museums)
- Small Population in county ~ 11,000
- Competitors for funding on regional level (Iron Ore Heritage Trail, Copper Country Trail, trail activities in Gogebic County)
- Technology changes fast (how to prioritize limited funding)
- Keeping up with the changing visitors *20-40 yrs old have money; *Changing diets (“not eat the BBQ they want Tacos”); Keeping current
- Planning for new visitors (ATV / ORV that want to go off trail / extreme events)
- Location – gas prices / travel costs / other competitors that visitors will have to go through first to get to ICHT
- Boaters bringing invasive species into Iron Co. inland lakes
Secondary data can be collected using a variety of methods including evaluating existing studies, assessing web-site analytics, and collecting visitor zip codes. The zip codes can be analyzed and used to create visitor profiles for each heritage route.

Existing Studies, Resources and Conferences
WUPPDR staff gathered existing visitor and marketing studies, case studies, and marketing guides. The marketing team reviewed these plans to become more familiar with existing local data along with byway specific marketing materials. In addition, one WUPPDR staff member attended the 2009 National Scenic Byway Conference to attain byway/heritage route specific marketing information. The plans, studies and conference include:

- *Keweenaw National Historical Park Visitor Study, Summer, 2004*
- Federal Highway Administration: *National Scenic Byways Marketing Tool Kit, 1999*
- National Scenic Byways Resource Center: *Marketing Research: Capturing your Customer’s View, Tele-workshop, June, 2003*
- National Scenic Byways Resource Center—Vistas: *Practical Marketing Plans for Byways, May/June, 2003*
- National Scenic Byways Program—Lessons from the Road: *Case #9: Marketing a Scenic Byway, 1998*
- National Scenic Byways Resource Center: *Cultural Heritage Tourism: If You Promote it, They Will Come, Tele-workshop, June, 2003*
- Lakes to Locks Passage: *A Marketing Road Map for an All-American Road, June, 2006*
- Trail of the Mountain Spirits National Scenic Byway: *Marketing Plan, November, 2006*
- Woodward Heritage Avenue: *Woodward Avenue Heritage Marketing Strategy Executive Brief, May, 2001*

Website Analytics
Website analytics includes the measurement, collection, analysis and reporting of Internet data used to understand and optimize web usage. Web analytics includes two categories: *off-site* and *on-site*. Off-site web analytics includes measurement of a website’s potential
audience, visibility, and feedback of what is happening on the Internet as a whole. On-site web analytics gauge a visitor’s journey once they are on your website; for example, which pages drive your visitor to the next or make purchases. While both Copper Country Trail and Iron County Heritage Trail have websites, the marketing team was unable to use web analytics on these sites. However, both groups are mindful of the capabilities of website analytics and shall aspire to incorporate them into future marketing planning efforts.

VISITOR ZIP CODES ANALYSIS
Additional secondary data was obtained from each heritage route committee by collecting zip code data from various organizations and events within their communities. The marketing team chose to take a market segmentation approach to define who the current visitors are of either Copper Country Trail or Iron County Heritage Trail. To accomplish this committee members brainstormed an inventory of resources (tourist oriented facilities and events that draw visitors to the area) along their routes to help identify who is currently coming to the area. The resources are listed in the following table, and note that those resources in bold provided zip code information.

<table>
<thead>
<tr>
<th>Table 6: List of resources to solicit zip code information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Copper Country Trail</strong></td>
</tr>
<tr>
<td>• Keweenaw Peninsula Chamber of Commerce</td>
</tr>
<tr>
<td>• Keweenaw Convention &amp; Visitors Bureau</td>
</tr>
<tr>
<td>• Fort Wilkins State Park</td>
</tr>
<tr>
<td>• Keweenaw Trail Running Festival</td>
</tr>
<tr>
<td>• The Great Bear Chase Ski Marathon</td>
</tr>
<tr>
<td>• Great Deer Chase Mountain Bike Race</td>
</tr>
<tr>
<td>• Keweenaw National Historical Park</td>
</tr>
<tr>
<td>• Keweenaw Chain Drive Festival (bike race)</td>
</tr>
<tr>
<td>• Copper Harbor Fat Tire Festival (bike race)</td>
</tr>
<tr>
<td>• Hancock Canal Run</td>
</tr>
<tr>
<td>• Copper Island Classic Ski Race</td>
</tr>
<tr>
<td>• Houghton County Historical Society</td>
</tr>
<tr>
<td>• Keweenaw County Historical Society</td>
</tr>
<tr>
<td>• Quincy Mine Hoist</td>
</tr>
</tbody>
</table>
The above identified resources were singled out because of the type—or perceived type—of the consumers they attracted. These sites or events cater to the intended user of both routes (being historical and/or recreational). Hotel chains were eliminated because it was felt that they accommodate broad consumer intentions (business, industry, travelers passing through, etc.) and may not best represent the heritage route end user. These lists are not inclusive, but offer a starting point for each heritage route to profile current visitors. Once organizations and key contact people were identified, they were contacted and asked if they were willing to share their consumer zip codes list.

Information was kept separate by source and year (when appropriate). It was discovered that many organizations do not collect visitor information, or do not request zip code information from their consumers. However, through this exercise organizations were encouraged to start collecting zip code data and each heritage routes plans to revisit this task in the next few years. When the zip code information was received it was forwarded to Widmar at Boomerang Marketing.

Widmar worked with WUPPDR’s GIS mapping department to develop a geographical pictorial of past guests to the area based on the zip code data, see figures 1 through 5. Widmar then analyzed the zip code data by feeding the information into PRIZM—a computer software program from Nielsen Claritas. PRIZM is a software marketing tool that combines demographic, consumer behavior, and geographic data to help marketers identify, understand and target their customers and prospects. PRIZM defines every U.S. household in terms of 66 demographically and behaviorally distinct types, or "segments," to help marketers discern those consumers’ likes, dislikes, lifestyles and purchase behaviors. A comprehensive look at these 66 segments is provided in Appendix A.
CREATE VISITOR PROFILE

PRIZM software analyzed the zip codes for both heritage routes and created demographic profiles of current visitors to the communities on or near Copper Country Trail and Iron County Heritage Trail. The collected zip codes were clustered by their first three digits to determine which Designated Market Areas (DMA) serve as the primary feeder markets for each heritage route. A DMA is defined by Nielson Media Research Company as a group of counties that make up a particular television market. In addition to identifying primary DMAs, the zip code analysis was used to find any shared DMAs between the two heritage routes.

DMAs can also be used in determining regional advertising spending. Demographic and psychographic profiles from the PRIZM Clusters are used in determining best media and message options for each organization as well as for any possible joint advertising campaigns. Demographic and psychographic profiles can be used to determine niche publications and imagery used in advertising. Recommendations for advertising, based on the zip code analysis, are provided later in this document.
Copper Country Trail Findings

The zip codes collected from organizations on or near Copper Country Trail (CCT) included:

- Keweenaw Trail Running Festival
- The Great Bear Chase Ski Marathon
- Great Deer Chase Mountain Bike Race
- Copper Harbor Fat Tire Festival (mountain bike race)
- Keweenaw Chain Drive Festival (mountain bike race)
- Keweenaw National Historical Park
- Quincy Mine Hoist

The zip codes for Copper Country Trail were separated into two groups: summer and winter. The first three digits of all zip codes collected (including repeated zip codes) were fed into a mapping program to create a visual representation of current visitors and can be viewed in figures 1 through 3.

The Copper Country Trail Committee and WUPPDR staff realizes that the zip code submitting organizations represent either silent sporting events or historical entities. Therefore, the committee understands that the current results may be disproportionate from the average visitor to the area. However, this exercise served as a starting point in identifying typical Copper Country Trail travelers. It should be noted that many visitors partake in a wide variety of activities ranging from snowmobiling, geological research, genealogical research, camping, etc.
Western U.P. Heritage Routes Collaborative Marketing Strategy

Process Overview

Figure 1: All zip codes for Upper Midwest

All collected Midwest zip codes for Copper Country Trail for all seasons.
Copper Country Trail Zip Codes Revealed for Summer DMAs:

Figure 2: Copper County Trail Zip Codes for Summer Designated Market Areas (DMAs)

Black #s: First three digits of zip code
Red #s: Households from zip area
Western U.P. Heritage Routes Collaborative Marketing Strategy

Process Overview

Figure 3: Copper Country Trail Zip Codes for Winter Designated Market Areas (DMAs)

Copper Country Trail Zip Codes Revealed for Winter DMAs:

Black #s: First three digits of zip code
Red #s: Households from zip area

Traverse City
Green Bay
Milwaukee
Wausau
Madison
Chicago Area
COPPER COUNTRY TRAIL DEMOGRAPHIC DETAILS

According to zip code analysis and the predefined PRIZM segments, the primary social group of Copper Country Trail visitors is Country Comfort, which consists of the Greenbelt Sports, New Homesteaders, Traditional Times, Big Sky Families, and Mayberry-Ville segments. The second and third most identified social classes are Landed Gentry and Middle America respectively. Segments within the Landed Gentry Group that visit the region are Big Fish-Small Ponds, Country Casuals, and Fast-Track Families. The Heartlanders, Simple Pleasures, and Blue Highways segments compose the Middle America Class.

Each segment within the Country Comfort group is represented. All but two segments are represented in the Landed Gentry category—Country Squires and God’s Country segments. For the Middle America Social group the Red, White and Blues, Kid Country, and Shotguns & Pickups segments are not represented. Details of the social groups and their respective segments are presented in tables seven through nine. Targeting the missing segments may be an opportunity worth considering.
Country Comfort Social Group
The Country Comfort Social Group Demographic profile is described as predominantly white, upper-middle-class homeowners with median household incomes of $57,413, which tend to be 25-54, married with and without children. They live comfortable upscale lifestyles and like to barbecue, bar-hop and golf as well as home-based activities such as gardening, woodworking and crafts.

Table 7: Country Comfort Lifestyle Traits

<table>
<thead>
<tr>
<th></th>
<th>Green Belts</th>
<th>New Homesteaders</th>
<th>Traditional Times</th>
<th>Big Sky Families</th>
<th>Mayberry-ville</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean Income</strong></td>
<td>$58,914</td>
<td>$57,918</td>
<td>$56,632</td>
<td>$57,029</td>
<td>$55,103</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td>&lt; 55</td>
<td>25-44 (w/kids)</td>
<td>55+</td>
<td>25-44 (w/kids)</td>
<td>&lt;55</td>
</tr>
<tr>
<td><strong>Shops at</strong></td>
<td>Eddie Bauer</td>
<td>Avon</td>
<td>Eat at Bob Evans</td>
<td>JC Penney</td>
<td>True Value</td>
</tr>
<tr>
<td><strong>Enjoys</strong></td>
<td>Horseback Riding</td>
<td>Buy Toys</td>
<td>Motor Home travel</td>
<td>Own a Camper</td>
<td>Go Hunting</td>
</tr>
<tr>
<td><strong>Reads</strong></td>
<td>Audubon</td>
<td>American Baby</td>
<td>AARP Magazine</td>
<td>Game &amp; Fish</td>
<td>Bass Master</td>
</tr>
<tr>
<td><strong>Watches</strong></td>
<td>Fox Sports</td>
<td>Cartoon Network</td>
<td>Antiques Roadshow</td>
<td>X Games</td>
<td>Daytona 500</td>
</tr>
<tr>
<td><strong>Drives</strong></td>
<td>Subaru Legacy</td>
<td>Kia Sedona</td>
<td>Cadillac DTS</td>
<td>Ford F Series</td>
<td>GMC Sierra</td>
</tr>
</tbody>
</table>

Source: Images courtesy of Nielsen Claritas
Landed Gentry Social Group
The Landed Gentry Social Group consists of wealthy Americans who migrated to smaller boomtowns. They have a median household income of $85,504. They spend heavily on consumer electronics, wireless and computer technology, luxury cars, powerboats, children’s toys and exercise equipment. The two segments from this social group that are not represented are the younger (35-54) and more affluent ($86K & $105K median household income) segments noted above.

Table 8: Landed Gentry Lifestyle Traits

<table>
<thead>
<tr>
<th></th>
<th>Big Fish Small Pond</th>
<th>Fast-track Family</th>
<th>Country Casuals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean Income</strong></td>
<td>$85,487</td>
<td>$77,377</td>
<td>$73,716</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td>45-64</td>
<td>35-54</td>
<td>45-64</td>
</tr>
<tr>
<td><strong>Shops at</strong></td>
<td>LL Bean</td>
<td>Buy.com</td>
<td>Sears Hardware</td>
</tr>
<tr>
<td><strong>Enjoys</strong></td>
<td>Country Club</td>
<td>Cross Country Ski</td>
<td>Do woodworking</td>
</tr>
<tr>
<td><strong>Reads</strong></td>
<td>Atlantic Monthly</td>
<td>Delta-Sky</td>
<td>Outdoor Life</td>
</tr>
<tr>
<td><strong>Watches</strong></td>
<td>College Basketball</td>
<td>CMT</td>
<td>House</td>
</tr>
<tr>
<td><strong>Drives</strong></td>
<td>Jaguar XK</td>
<td>Dodge Ram</td>
<td>Chevy Silverado</td>
</tr>
</tbody>
</table>

*Source: Images courtesy of Nielsen Claritas*
Middle America Social Group

The six segments in the Middle America Social Group are lower-middle-class homeowners with a median household income of $44,126. Copper Country Trail visitors within this group are coming from the older demographic, mostly without kids, and have slightly higher income levels than the other segments.

<table>
<thead>
<tr>
<th>Simple Pleasures</th>
<th>Heartlanders</th>
<th>Blue Highways</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean Income</td>
<td>$44,233</td>
<td>$44,386</td>
</tr>
<tr>
<td>Age</td>
<td>65+ (mostly w/o kids)</td>
<td>45-65 (mostly w/o kids)</td>
</tr>
<tr>
<td>Shops at</td>
<td>Wal-Mart Pharmacy</td>
<td>Eat at Ponderosa</td>
</tr>
<tr>
<td>Enjoys</td>
<td>Fraternal order Member</td>
<td>Own motor home</td>
</tr>
<tr>
<td>Reads</td>
<td>Reader’s Digest</td>
<td>Handyman</td>
</tr>
<tr>
<td>Watches</td>
<td>Figure Skating</td>
<td>CBS Early Show</td>
</tr>
<tr>
<td>Drives</td>
<td>Chevy Impala</td>
<td>GMC Canyon</td>
</tr>
</tbody>
</table>

Source: Images courtesy of Nielsen Claritas
COPPER COUNTRY TRAIL GEOGRAPHIC MARKETS

Based on the zip code analysis the marketing team discovered that the majority of visitors come from the upper Midwest, more specifically from Michigan’s Lower Peninsula, Wisconsin, and Minnesota. Complete results per social group identified in the previous section are summarized in tables 10 through 12 below.

<table>
<thead>
<tr>
<th>Table 10: Country Comforts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All Seasons</strong></td>
</tr>
<tr>
<td>Traverse City</td>
</tr>
<tr>
<td>Wausau</td>
</tr>
<tr>
<td>Milwaukee</td>
</tr>
<tr>
<td>Madison</td>
</tr>
<tr>
<td>Green Bay</td>
</tr>
<tr>
<td>Duluth</td>
</tr>
</tbody>
</table>
### Table 11: Landed Gentry

<table>
<thead>
<tr>
<th>All Seasons</th>
<th>Summer</th>
<th>Winter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milwaukee</td>
<td>Milwaukee</td>
<td>Traverse City</td>
</tr>
<tr>
<td>Madison</td>
<td>Minneapolis</td>
<td>Milwaukee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Madison</td>
</tr>
</tbody>
</table>

### Table 12: Middle America

<table>
<thead>
<tr>
<th>All Seasons</th>
<th>Summer</th>
<th>Winter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wausau</td>
<td>Alpena</td>
<td>Green Bay</td>
</tr>
<tr>
<td>Traverse City</td>
<td>Wausau</td>
<td>Wausau</td>
</tr>
<tr>
<td>Duluth</td>
<td>Duluth</td>
<td>Duluth</td>
</tr>
<tr>
<td></td>
<td>Traverse City</td>
<td>Traverse City</td>
</tr>
</tbody>
</table>
IRON COUNTY HERITAGE TRAIL FINDINGS

The zip codes collected from organizations on or near Iron County Heritage Trail included:

- Iron County Chamber of Commerce
- Iron County Historical Museum
- Harbor House Museum

The zip codes for Iron County Heritage Trail were not separated into the summer and winter groups like Copper Country Trail because of the small pool of data. The first three digits of all zip codes collected (including repeated zip codes) were fed into a mapping program to create a visual representation of current visitors and can be viewed in figures 4 and 5.

Iron County Heritage Trail Committee and WUPPDR staff realized that the pool of zip codes is small and therefore, results may be disproportionate from the average visitor to the area. However, this exercise was a starting point in identifying typical Iron County Heritage Trail travelers. It should be noted that many visitors partake in a wide variety of activities ranging from snowmobiling, geological research, genealogical research, camping, etc.
Figure 4: Iron County Heritage Trail Zip Codes for all Designated Market Areas (DMAs)
Figure 5: Iron County Heritage Trail Zip Codes for all Designated Market Areas (DMAs) with more than 7 guests
According to zip code analysis and the predefined PRIZM segments, there are two primary social groups identified as typical Iron County visitors: City Centers and Middle America. The three segments identified in City Centers are Sunset Blues, Middleburg Managers, and Boomtown Singles. For Middle America, the three segments are Simple Pleasures, Blue Highways, and Heartlanders. The other social groups included Rustic Living with two segments, and Micro-City Blues and Country Comforts each having one segment represented. Details of the social groups and their respective segments are presented in tables 13 through 15.
City Centers Social Group

The City Centers Social Group consists of a mix of old and young Americans, renters as well as homeowners with a median household income of $45,638, families as well as singles in satellite cities. They share middle-class status, educations and include at least some college. Lifestyle is heavy on leisure recreation. Home-centered activities include Internet, video renting, TV viewing and playing games and musical instruments. Outside their homes, they like to go to the movies, museums and bowling alleys.

<table>
<thead>
<tr>
<th>Table 13: City Centers Group</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Middleburg Manager</strong></td>
</tr>
<tr>
<td>Mean Income</td>
</tr>
<tr>
<td>Age</td>
</tr>
<tr>
<td>Shops at</td>
</tr>
<tr>
<td>Enjoys</td>
</tr>
<tr>
<td>Reads</td>
</tr>
<tr>
<td>Watches</td>
</tr>
<tr>
<td>Drives</td>
</tr>
</tbody>
</table>

*Source: Images courtesy of Nielsen Claritas*
**Middle America Social Group**

The six segments in the Middle America Social Group are lower-middle-class homeowners with a median household income of $44,126. Iron County Heritage Trail visitors within this group are coming from the older, demographic, mostly without kids, and have a slightly higher income level than the other segments within this social group.

<table>
<thead>
<tr>
<th>Table 14: Middle America Social Group</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Simple Pleasures</strong></td>
</tr>
<tr>
<td>Mean Income</td>
</tr>
<tr>
<td>Age</td>
</tr>
<tr>
<td>Shops at</td>
</tr>
<tr>
<td>Enjoys</td>
</tr>
<tr>
<td>Reads</td>
</tr>
<tr>
<td>Watches</td>
</tr>
<tr>
<td>Drives</td>
</tr>
</tbody>
</table>

*Source: Images courtesy of Nielsen Claritas*
Western U.P. Heritage Routes Collaborative Marketing Strategy

Rustic Living Social Group

The Rustic Living Social Group represents the nation’s most isolated towns and rural villages with modest incomes, low education, aging homes, and blue collar occupations. Mix of young singles and seniors, they’ve watched their neighbors migrate to the city. They like to fish and hunt, attend social activities at the local church and veterans’ clubs. Enjoy country music and car racing.

### Table 15: Rustic Living Social Group

<table>
<thead>
<tr>
<th></th>
<th>Old Milltowns</th>
<th>Back Country Folk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean Income</td>
<td>$31,271</td>
<td>$32,760</td>
</tr>
<tr>
<td>Age</td>
<td>55+ (mostly w/o kids)</td>
<td>55+ (mostly w/o kids)</td>
</tr>
<tr>
<td>Shops at</td>
<td>Avon</td>
<td>Hardees</td>
</tr>
<tr>
<td>Enjoys</td>
<td>Mail order videos</td>
<td>Church Board member</td>
</tr>
<tr>
<td>Reads</td>
<td>AARP Mag</td>
<td>Hunting Magazine</td>
</tr>
<tr>
<td>Watches</td>
<td>Bob Vila</td>
<td>Hallmark Channel</td>
</tr>
<tr>
<td>Drives</td>
<td>Crown Victoria</td>
<td>Dodge Dakota</td>
</tr>
</tbody>
</table>

Source: Images courtesy of Nielsen Claritas
IRON COUNTY HERITAGE TRAIL GEOGRAPHIC MARKETS

Based on the zip code analysis for Iron County Heritage Trail the marketing team discovered that the majority of visitors come from the upper Midwest, more specifically from Wisconsin and Minnesota. Complete results per social group identified in the previous section are summarized in table 16.

<table>
<thead>
<tr>
<th>City Centers</th>
<th>Middle America</th>
<th>Rustic Living</th>
<th>Micro City Blues</th>
<th>Country Comforts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milwaukee</td>
<td>Wausau</td>
<td>Wausau</td>
<td>Green Bay</td>
<td>Wausau</td>
</tr>
<tr>
<td>Green Bay</td>
<td>Duluth</td>
<td>Duluth</td>
<td></td>
<td>Duluth</td>
</tr>
<tr>
<td>Detroit</td>
<td>Green Bay</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CURRENT COMMUNICATION TOOLS REVIEW & RECOMMENDATIONS

Copper Country Trail and Iron County Heritage Trail both have logos, websites, and other types of marketing materials. Boomerang Marketing reviewed these current marketing materials for both organizations and provided the following recommendations.

COPPER COUNTRY TRAIL

Logo: Is unique and appropriately represents the region.

Web: Well developed, but may want to consider more seasonal photographs/imagery to swap out periodically. Also, juxtapose old with new photographs to give visitors a sense of what they will see.

Brochure: Unique, with intriguing use of colors. Good tool for use when visitors arrive to the area. Brochure needs more modern imagery to complement historical aspects of area. A copy of the brochure is presented in Appendix C.

Ads: No ads exist yet.

IRON COUNTY HERITAGE TRAIL

Logo: The logo currently used is a graphical representation of the shape of Iron County. While it is recognized by local residents as a county entity, the imagery does not convey what the Iron County Heritage Trail is. A new logo that complements the State Heritage Route icon is highly recommended (although it should be noted this icon may change in the near future).

Website: Web site is consistent with the brochure. The committee may want to consider downloadable/printed maps and a PDF version of the brochure. They may also co-brand with the State Heritage Route logo.
**Process Overview**

**Western U.P. Heritage Routes Collaborative Marketing Strategy**

**Brochure:** Appropriately depicts a landmark, but consider showing older demographics. The brochure is a good tool for visitors who arrive to the area. It provides a good pictorial of sites along trail, and has good recognition of sponsors. The group should consider co-branding with State Heritage Route logo. A copy of the brochure is presented in Appendix D.

**Ads:** Speak to the identified segments while maintaining consistency in message and theme. Portray historical travel that depicts both driving and walking activities, and feature camping and rustic outdoors, which help set the experience.
III. RECOMMENDATIONS

Based on the information gathered, which was presented in this report, Boomerang Marketing developed the following recommendations for each of the heritage routes in addition to recommendations that include collaboration of the two routes.

COPPER COUNTRY TRAIL

SUGGESTED TARGET MARKETS
Primary feeder markets for all seasons:

- Traverse City
- Milwaukee
- Wausau

Summer Secondary Feeder Markets

- Chicago
- Grand Rapids/Kalamazoo *(need to consider current economic outlook in region)*
- Flint *(need to consider current economic outlook in region)*
- Duluth
- Minneapolis

Winter Secondary Feeder Markets

- Green Bay
- Madison
- Chicago

SUGGESTED MEDIA

- Regional niche publications geared toward middle to upper income levels that celebrate the arts, history, silent sports, and nature;
- Michigan, Wisconsin and Minnesota state tourism guides;
- AAA travel guides;
**Recommendations**

- American Road Magazine sponsored editorial, web and print ads;
- Rack cards distributed along travel routes to the Upper Peninsula in both Lower Michigan and Wisconsin;
- Travel sections within local print publications & newspapers in the Milwaukee and Traverse City area, (possible joint ads with Iron County in Wausau DMA); and
- Web banner ads on select travel, outdoor and sport Web sites.

**Suggested Message**

Quaint, civilized wilderness surrounded by the pristine waters of Lake Superior. A place where you can enjoy the rustic outdoors by day, but have a variety of modern lodging and dining choices in the evening. Rich cultural heritage enhanced by the diversity of a leading university. Singles, couples and families can get away from it all without giving it all up. Dependable access to telecommunications keeps people connected to the rest of the world. Hub and spoke concept for trip itineraries may encourage additional overnight stays in region rather than driving to another destination.

Primary imagery should include adults of varying ages enjoying the specific assets along the trail. Limited focus on kids and families is highly recommended unless specific to an event or attraction. Seniors should be shown in and/or around cars or on accessible trails that reinforce their ability to enjoy sights along the trail without a great deal of physical exertion.

**Iron County Heritage Trail**

**Suggested Target Markets**

*Primary markets:*

- Green Bay
- Wausau
- Duluth
Recommendations

**Summer Secondary Feeder Market**

- Milwaukee

**Suggested Media**

- Regional niche publications – fishing, outdoors, snowmobile, silent sports;
- Michigan, Wisconsin and Minnesota state tourism guides;
- AAA travel guides;
- American Road Magazine sponsored editorial, web and print ads;
- Rack cards distributed along travel routes to the Upper Peninsula in both Lower Michigan and Wisconsin;
- Travel sections within local print publications & newspapers in the Wausau and Green Bay areas;
- Billboards in Wisconsin along Highways 43, 41 and 51; and
- Web banner ads on select travel, outdoor and sport Web sites.

**Suggested Message**

Imagery that celebrates the rustic outdoors, modest lodging accommodations, and abundant camping opportunities will convey an authentic outdoor message to prospective guests. Portray families camping and exploring the region, geo-caching and other outdoor activities that depict true rustic experience. Hub and spoke itineraries that focus on affordable lodging and ample camping may encourage an additional night’s stay in the region.

**Shared Opportunities: Copper Country Trail & Iron County Heritage Trail**

**Target Markets**

Based on the provided zip code data from both communities, Boomerang Marketing identified shared opportunities between Copper Country Trail and Iron County Heritage Trail.
Recommendations

The following five (5) Designated Market Areas (DMAs) have been identified as potential shared feeder markets:

- Detroit
- Milwaukee
- Green Bay – Appleton
- Wausau-Rhinelander
- Chicago

The DMAs were determined based on the number of times the first three digits of a zip code appeared on the databases provided. A benchmark of 7 occurrences per Zip3 (by means of the first three digits of zip codes) was used to determine the largest concentration of visitors from those regions. Upper Michigan and the two most northern regions of Wisconsin are recognized as a local market, falling primarily in the Marquette DMA. As such, they are not included as a potential feeder market, but should be recognized as a viable market for attracting local visitors for daylong events and “staycations.” Although the local region is a target market for advertising, and a significant amount of local people are using the assets and attending events, this report is specific to potential feeder markets in which both organizations can jointly market their Byways.

Summer guests from Lower Michigan are primarily coming from the southwest corner of the state, residing within the 481 and 483 zip codes. This area is considered within the Detroit DMA. It is worth noting that the zip code data provided from Copper Country Trail indicates very little traffic from Lower Michigan during the winter months, with a significant spike from Wisconsin and Chicago.

Wisconsin guests are primarily coming from central-east and southeast Wisconsin along the Lake Michigan Shoreline and into the northern Chicago suburbs. While there is a small spike in traffic during the winter months from the Chicago market and southern Wisconsin, the remaining DMAs appear to stay fairly consistent; a possible indication that there is a loyal, multi-seasonal visitor base.
Recommendations

Western U.P. Heritage Routes Collaborative Marketing Strategy

General Demographic Profiles

Income

- Income Range: $23,574 to $85,504

Shared Lifestyle Interests

- Conservative consumers prefer traditional rural pursuits: fishing, hunting, making crafts, antique collecting, watching television, and meeting at civic and veterans clubs for recreation and companionship.
- Small families and empty-nesting couples, pursue a rustic lifestyle where hunting and fishing remain prime leisure activities along with cooking, sewing, camping, and boating.
- Prefer trucks, SUVs, and minivans to cars.
- Live primarily in remote communities, mostly spend their leisure time fishing and hunting, attending social activities at the local church and veterans club, and enjoying country music and car racing.
- Mostly a retirement lifestyle: a neighborhood of lower-middle-class singles and couples living in modestly priced homes.
**Recommendations**

**Western U.P. Heritage Routes Collaborative Marketing Strategy**

**Differences**

Iron County has the lowest range of income level for all the guests who travel to these areas.

**Suggested Media**

- Regional niche publications – fishing, outdoors, snowmobile, silent sports;
- American Road Magazine sponsored editorial, web and print ads;
- Rack cards distributed along travel routes to the Upper Peninsula in both Lower Michigan and Wisconsin;
- Travel sections within local print publications;
- Possible electronic & broadcast media if budget allows; and
- Shared Web banner ads on select travel, outdoor and sport Web sites.

**Suggested Message**

Congruency of message will be the key to success for any type of joint advertising, but may also prove the most difficult due to the disparity in assets between the two communities. That is not to say that it can’t be done, but rather that the message will need to clearly represent a meaningful and authentic experience for visitors interested in both communities.

The best way to approach a joint advertising message is to create a driving route that features similar attractions within both communities. By providing the visitor with a suggested itinerary that showcases the complementary attractions may encourage a longer travel stay in both communities rather than risking that travelers may only pass through one community en route to the other.

Visuals within the advertising need to be representative of the aforementioned demographics. While it is fine to show young children in the ads, they should not be the focal point of the ad. Boomers, older Generation X’ers and healthy, active seniors with an
Recommendations

Western U.P. Heritage Routes Collaborative Marketing Strategy

outdoorsy spirit will resonate best with the target audience. Event specific advertising, such as festivals and sporting events in which kids are participants or spectators, will be better suited to show families. Each community, depending on the message and asset being promoted may opt to have more children represented, but it should be kept to a minimum.

Recommendations

Advertising Campaign(s)

Advertising campaigns within the identified feeder markets should begin by introducing the scenic and historic heritage routes to the target audiences. While the audiences may be familiar with the Upper Peninsula of Michigan and/or specific regional events, they may not be aware of all the unique attractions. Media and message strategies will need to be carefully crafted to ensure they resonate with the right audience, through the right medium, at the right time. Juxtaposing a photograph of family visiting historic sites during the day and then eating around a campfire may prove to draw attention from readers of an outdoor niche publication. However, a Boomer couple hiking along the Lake Superior Shoreline enjoying a dinner at a local fine dining establishment in Houghton will be better suited for a niche publication distributed in Traverse City.

Web sites

Both organizations’ web sites are live and operational. The sites’ visual elements match current marketing collateral, which provides visual continuity. Both are easy to navigate, provide the same information as the printed collateral, and have links to area businesses and attractions. Suggested Enhancements include the ability to capture visitor data, links to the other heritage route(s), downloadable PDF of maps and brochure(s), updated pictures that juxtapose historic photographs with modern day images. Photography should feature outside and inside the attractions as well as engaged visitors.
Primary Research

While the secondary research used for this plan has proven to be valuable and confirm many of the committee members’ visitor profile observations, primary research should be conducted. This primary research should focus on visitor satisfaction regarding attractions, accommodations, and infrastructure. Demographic data regarding number in party, zip code of residency, whether or not the trail was a destination or only a portion or a larger itinerary should all be collected. Visitor feedback regarding primary interests, utilization of the various assets along the trails, and other suggestions may prove beneficial in constructing other marketing messages and support any future economic development.
IV. HOW-TO GUIDE FOR HERITAGE ROUTES

Based on the experiences Copper Country Trail and Iron County Heritage Trail underwent in developing this strategy, Boomerang Marketing designed a *How-To Develop a Marketing Strategy* guide for other Michigan Heritage Routes to use when developing their respective marketing and communication plans. Prior to beginning any marketing communication efforts, the organization needs to consider where they currently are, where they want to go, and how they are going to get there.

**STEP 1: DISCOVERY SESSION**

A discovery session is a half-day brainstorming session in which a variety of topics are discussed including:

A. What has been done?

B. What is currently being done?

C. Where does the organization want to go?

D. Where within the Strategic Marketing Pyramid is the organization?
   - a. Have overall objectives been defined?
   - b. Has a marketing strategy been put into place?
   - c. What, if any, communication tactics have been implemented?

E. Discuss target audience profiles
   - a. Who is currently coming to the area?
   - b. Where are they coming from?
   - c. What do they do when they get here?
   - d. Are their expectations being met?
   - e. What community assets are utilized/underutilized by guests?
   - f. Who is not coming here, why do we think they should be, and what is missing that is making them not come here?
   - g. What demographics are not a good fit for the area based on typical expectations and current assets?
STEP 2: SWOT ANALYSIS

This can be done on the same day if time allows:

A. Strengths (internal forces)
B. Weaknesses (internal forces)
C. Opportunities (external forces)
D. Threats (external forces)

STEP 3: REVIEW AVAILABLE SECONDARY RESEARCH

To better understand where current visitors are coming from, their demographic profiles, and any common links between the current initiative and other groups within the area, secondary data should be gathered. Sources include:

A. Previous marketing studies or surveys conducted by area groups
B. Web site analytics from partners that indicate where traffic is coming from
C. Visitor zip codes* from sources such as
   a. Hotels
   b. Restaurants
   c. Parks
   d. Historic sites
   e. Local stores
   f. Events
   g. Intercept surveys
   h. Chambers of Commerce and CVB mailing lists
   i. Area attractions
D. Whenever possible, keep zip codes separated by season and activity. This will give a better indication of who is coming, where they are coming from and when they are coming to your area.
E. Compile zip codes and enter into a mapping program to provide a visual representation of where the majority of guests are truly coming from
F. Use Nielsen PRIZM Clusters to profile the top zip code segments

G. Create a profile of the current typical guests to the region
   a. Where are the most guests coming from
   b. What is the income range
   c. What lifestyle segment do they belong to
   d. Is this profile congruent with the information from the discovery session. If not, primary research specific to the trail will need to be conducted

* If current visitor zip codes are not available from outside sources, it is highly recommended that zip codes begin to get captured immediately from partners. In addition, the number of times that zip code appears should be counted separately. For example, if seven visitors from zip code 53014 toured an historic site, the zip code should be counted seven times.

**STEP 4: REVIEW OF CURRENT COMMUNICATION MATERIALS**

Perform a critical review of any current advertising and/or marketing collateral to determine congruency with the information disclosed during the discovery session.

A. Is everything consistent across all mediums – both message and visuals
B. Are there detailed guidelines for logo usage
C. Are there other materials from outside organizations that conflict or complement
D. What markets have been exposed to these messages
E. Do the copy and visuals reflect a What’s In It For Me (WIIFM) message that will resonate with the demographic profiles of the identified target audiences
F. Do the copy and visuals provide an authentic presentation of the visitors’ experience

**STEP 5: RESEARCH SIMILAR TRAILS/ROUTES**

Review materials and success stories from other organizations. Identify what elements were successful for them and how they might be applied to fit your unique region. Do not copy what they have done, but learn from their successes and challenges. Things to look for include:
A. Partnerships developed in their local region that supported marketing and advertising efforts
B. Advertising mediums that were or were not effective
C. Signage placement
D. Support for asset development
E. Economic impact results that can be shared with potential local partners to garner additional support
F. Local and regional media’s coverage
G. Unique themes for events and celebrations

STEP 6: DEVELOP STRATEGIC MARKETING COMMUNICATIONS PLAN

All the background work has been done so now you should be able to get to the nuts and bolts of your marketing communications plan.

A. Determine creative message that will be resonate with the target market(s)
   a. Maintain consistency in style while communicating different messages.
   b. What stories will attract writers and journalists
B. Choose 2 – 3 primary markets to target
   a. Geographic (DMA), psychographic & demographic
C. Identify which mediums will reach the target audience within those DMAs
   a. Identify regional/national niche publications/Web sites that may be cost effective in reaching the target market
   b. Ensure web site and other new media is consistent with traditional mediums
   c. Ensure data capture techniques are in place
   d. Determine ROI measurement tools
   e. Launch campaign
   f. Evaluate
V. CONCLUSION

Through the process of developing a market strategy both Copper Country Trail and Iron County Heritage Trail were able to recognize route strengths and shortcomings, identify potential opportunities, profile typical visitors and develop ways to attract more visitors. Under the guidance of Boomerang Marketing, both trail committees realized the value of marketing. Area organizations also realized the value of collecting visitor information to help identify which markets to target when designing advertising campaigns.

With the information presented in this document, both heritage routes are in a better position to implement the recommendations presented by Boomerang Marketing, strengthen the current marketing strategy, and ultimately create successful communication plans, which is the next step identified in the marketing pyramid.
PRIZM NE Social Groups

PRIZM divides the U.S. consumer into 14 different groups and 66 different segments. Below is a sampling of the information provided for each group and segment:

- Group U1 – Urban Uptown
- Group U2 – Midtown Mix
- Group U3 – Urban Cores
- Group S1 – Elite Suburbs
- Group S2 – The Affluentials
- Group S3 – Middleburbs
- Group S4 – Inner Suburbs
- Group C1 – 2nd City Society
- Group C2 – City Centers
- Group C3 – Micro-City Blues
- Group T1 – Landed Gentry
- Group T2 – Country Comfort
- Group T3 – Middle America
- Group T4 – Rustic Living

Group U1 – Urban Uptown

The five segments in Urban Uptown are home to the nation's wealthiest urban consumers. Members of this social group tend to be affluent to middle class, college educated and ethnically diverse, with above-average concentrations of Asian and Hispanic Americans. Although this group is diverse in terms of housing styles and family sizes, residents share an upscale urban perspective that’s reflected in their marketplace choices. Urban Uptown consumers tend to frequent the arts, shop at exclusive retailers, drive luxury imports, travel abroad and spend heavily on computer and wireless technology.

The Urban Uptown group consists of the following segments:
- 04. Young Digerati
- 07. Money and Brains
- 16. Bohemian Mix
- 26. The Cosmopolitans
- 29. American Dreams
04. Young Digerati – Young Digerati are the nation's tech–savvy singles and couples living in fashionable neighborhoods on the urban fringe. Affluent, highly educated and ethnically mixed, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars—from juice to coffee to microbrew.

07. Money and Brains – The residents of Money & Brains seem to have it all: high incomes, advanced degrees and sophisticated tastes to match their credentials. Many of these citydwellers—predominantly white with a high concentration of Asian Americans—are married couples with few children who live in fashionable homes on small, manicured lots.

16. Bohemian Mix – A collection of young, mobile urbanites, Bohemian Mix represents the nation's most liberal lifestyles. Its residents are a progressive mix of young singles and couples, students and professionals, Hispanics, Asians, African–Americans and whites. In their funky rowhouses and apartments, Bohemian Mixers are the early adopters who are quick to check out the latest movie, nightclub, laptop and microbrew.

26. The Cosmopolitans – These immigrants and descendants of multi–cultural backgrounds in multi-racial, multi-lingual neighborhoods typify the American Dream. Married couples, with and without children, as well as single parents are affluent from working hard at multiple trades and public service jobs. They have big families, which is unusual for social group U1.

29. American Dreams – American Dreams is a living example of how ethnically diverse the nation has become: more than half the residents are Hispanic, Asian or African-American. In these multilingual neighborhoods—one in ten speaks a language other than English—middle-aged immigrants and their children live in middle-class comfort.
**Group U2 – Midtown Mix**

Diversity is the hallmark of Midtown Mix, a group of midscale urban segments. It's the most ethnically diverse social group, besides containing a mix of singles and couples, homeowners and renters, college alumnae and high school graduates. In U2, the households are dominated by childless consumers who pursue active social lives–frequenting bars, health clubs and restaurants at high rates–listen to progressive music, drive small imports and acquire the latest consumer electronics.

The Urban Midscale group consists of the following segments:

- 31. Urban Achievers
- 40. Close-In Couples
- 54. Multi-Culti Mosaic

**31. Urban Achievers** – Concentrated in the nation's port cities, Urban Achievers is often the first stop for up-and-coming immigrants from Asia, South America and Europe. These young singles and couples are typically college-educated and ethnically diverse: about a third are foreign-born, and even more speak a language other than English.

**40. Close-In Couples** – Close-In Couples is a group of predominantly older, African-American couples living in older homes in the urban neighborhoods of mid-sized metros. High school educated and empty nesting, these 55-year-old-plus residents typically live in older city neighborhoods, enjoying secure and comfortable retirements.

**54. Multi-Culti Mosaic** – An immigrant gateway community, Multi-Culti Mosaic is the urban home for a mixed populace of younger Hispanic, Asian and African-American singles and families. With nearly a quarter of the residents foreign born, this segment is a mecca for first-generation Americans who are striving to improve their lower-middle-class status.
Group U3 – Urban Cores

Urban Cores segments are characterized by relatively modest incomes, educations and rental apartments, but affordable housing is part of the allure for the group's young singles and aging retirees. One of the least affluent social groups, U3 has a high concentration of Hispanics and African-Americans, and surveys indicate a fondness for both ethnic and mainstream media and products. Among the group's preferences: TV news and daytime programming, Spanish and black radio, telephony services and pagers, cheap fast food and high-end department stores.

The Urban Cores group consists of the following segments:
- 59. Urban Elders
- 61. City Roots
- 65. Big City Blues
- 66. Low-Rise Living

59. Urban Elders – For Urban Elders—a segment located in the downtown neighborhoods of such metros as New York, Chicago, Las Vegas and Miami—life is often an economic struggle. These communities have high concentrations of Hispanics and African-Americans, and tend to be downscale, with singles living in older apartment rentals.

61. City Roots – Found in urban neighborhoods, City Roots is a segment of lower-income retirees, typically living in older homes and duplexes they've owned for years. In these ethnically diverse neighborhoods—more than a third are African-American and Hispanic—residents are often widows and widowers living on fixed incomes and maintaining low-key lifestyles.

65. Big City Blues – With a population that's 50 percent Latino, Big City Blues has the highest concentration of Hispanic Americans in the nation. But it's also the multi-ethnic address for downscale Asian and African-American households occupying older inner-city apartments. Concentrated in a handful of major metros, these young singles and single-parent families face enormous challenges: low incomes, uncertain jobs and modest educations. More than 40 percent haven't finished high school.

66. Low-Rise Living – The most economically challenged urban segment, Low-Rise Living is known as a transient world for young, ethnically diverse singles and single parents. Home values are low—about half the national average—and even then less than a quarter of residents can afford to own real estate. Typically, the commercial base of Mom-and-Pop stores is struggling and in need of a renaissance.
Group S1 – Elite Suburbs

The most affluent suburban social group, Elite Suburbs is a world of six-figure incomes, postgraduate degrees, single-family homes and managerial and professional occupations. The segments here are predominantly white with significant concentrations of well-off Asian Americans. Befitting their lofty salaries, S1 members are big consumers of large homes, expensive clothes, luxury cars and foreign travel. Despite representing a small portion of the U.S. population, they hold a large share of the nation's personal net worth.

The Elite Suburbs group consists of the following segments:

- **01. Upper Crust**
- **02. Blue Blood Estates**
- **03. Movers & Shakers**
- **06. Winner's Circle**

**01. Upper Crust** – The nation's most exclusive address, Upper Crust is the wealthiest lifestyle in America—a haven for empty-nesting couples over 55 years old. No segment has a higher concentration of residents earning over $200,000 a year or possessing a postgraduate degree. And none has a more opulent standard of living.

**02. Blue Blood Estates** – Blue Blood Estates is a family portrait of suburban wealth, a place of million-dollar homes and manicured lawns, high-end cars and exclusive private clubs. The nation's second-wealthiest lifestyle, it is characterized by married couples with children, college degrees, a significant percentage of Asian Americans and six-figure incomes earned by business executives, managers and professionals.

**03. Movers & Shakers** – Movers & Shakers is home to America's up-and-coming business class: a wealthy suburban world of dual-income couples who are highly educated, typically between the ages of 35 and 54, often with children. Given its high percentage of executives and white-collar professionals, there's a decided business bent to this segment: Movers & Shakers rank number-one for owning a small business and having a home office.

**06. Winner's Circle** – Among the wealthy suburban lifestyles, Winner's Circle is the youngest, a collection of mostly 25- to 34-year-old couples with large families in new-money subdivisions. Surrounding their homes are the signs of upscale living: recreational parks, golf courses and upscale malls. With a median income of nearly $90,000, Winner's Circle residents are big spenders who like to travel, ski, go out to eat, shop at clothing boutiques and take in a show.
Group S2 – The Affluentials

The six segments in The Affluentials are one socioeconomic rung down from the Elite Suburbs—with a 25 percent drop in median income—but their residents still enjoy comfortable, suburban lifestyles. The median income in S2 is nearly $60,000, the median home value is about $200,000, and the mostly couples in this social group tend to have college degrees and white-collar jobs. Asian Americans make up an important minority in these predominantly white segments. As consumers, The Affluentials are big fans of health foods, computer equipment, consumer electronics and the full range of big-box retailers.

- 08. Executive Suites
- 14. New Empty Nests
- 15. Pools & Patios
- 17. Beltway Boomers
- 18. Kids & Cul-de-Sacs
- 19. Home Sweet Home

08. Executive Suites – Executive Suites consists of upper-middle-class singles and couples typically living just beyond the nation’s beltways. Filled with significant numbers of Asian Americans and college graduates—both groups are represented at more than twice the national average—this segment is a haven for white-collar professionals drawn to comfortable homes and apartments within a manageable commute to downtown jobs, restaurants and entertainment.

14. New Empty Nests – TWith their grown-up children recently out of the house, New Empty Nests is composed of upscale older Americans who pursue active—and activist—lifestyles. Nearly three-quarters of residents are over 65 years old, but they show no interest in a rest-home retirement. This is the top-ranked segment for all-inclusive travel packages; the favorite destination is Italy.

15. Pools & Patios – Formed during the postwar Baby Boom, Pools & Patios has evolved from a segment of young suburban families to one for mature, empty-nesting couples. In these stable neighborhoods graced with backyard pools and patios—the highest proportion of homes were built in the 1960s—residents work as white-collar managers and professionals, and are now at the top of their careers.
17. Beltway Boomers – The members of the postwar Baby Boom are all grown up. Today, these Americans are in their forties and fifties, and one segment of this huge cohort—college-educated, upper-middle-class and home-owning—is found in Beltway Boomers. Like many of their peers who married late, these Boomers are still raising children in comfortable suburban subdivisions, and they're pursuing kid-centered lifestyles.

18. Kids & Cul-de-Sacs – Upscale, suburban, married couples with children—that's the skinny on Kids & Cul-de-Sacs, an enviable lifestyle of large families in recently built subdivisions. With a high rate of Hispanic and Asian Americans, this segment is a refuge for college-educated, white-collar professionals with administrative jobs and upper-middle-class incomes. Their nexus of education, affluence and children translates into large outlays for child-centered products and services.

19. Home Sweet Home – Widely scattered across the nation's suburbs, the residents of Home Sweet Home tend to be upper-middle-class married couples living in mid-sized homes with few children. The adults in the segment, mostly between the ages of 25 and 54, have gone to college and hold professional and white-collar jobs. With their upscale incomes and small families, these folks have fashioned comfortable lifestyles, filling their homes with toys, TV sets and pets.
Group S3 – Middleburbs

The five segments that comprise Middleburbs share a middle-class, suburban perspective, but there the similarity ends. Two groups are filled with very young residents, two are filled with seniors and one is middle-aged. In addition, S3 includes a mix of both, homeowners and renters as well as high school graduates and college alums. With good jobs and money in their jeans, the members of Middleburbs tend to have plenty of discretionary income to visit nightclubs and casual-dining restaurants, shop at midscale department stores, buy dance and easy listening CDs by the dozen and travel across the U.S. and Canada.

- 21. Gray Power
- 22. Young Influentials
- 30. Suburban Sprawl
- 36. Blue-Chip Blues
- 39. Domestic Duos

21. Gray Power – The steady rise of older, healthier Americans over the past decade has produced one important by-product: middle-class, home-owning suburbanites who are aging in place rather than moving to retirement communities. Gray Power reflects this trend, a segment of older, midscale singles and couples who live in quiet comfort.

22. Young Influentials – Once known as the home of the nation's yuppies, Young Influentials reflects the fading glow of acquisitive yuppiedom. Today, the segment is a common address for young, middle-class singles and couples who are more preoccupied with balancing work and leisure pursuits. Having recently left college dorms, they now live in apartment complexes surrounded by ball fields, health clubs and casual-dining restaurants.

30. Suburban Sprawl – Suburban Sprawl is an unusual American lifestyle: a collection of midscale, middle-aged singles and couples living in the heart of suburbia. Typically members of the Baby Boom generation, they hold decent jobs, own older homes and condos, and pursue conservative versions of the American Dream. Among their favorite activities are jogging on treadmills, playing trivia games and renting videos.

36. Blue-Chip Blues – Blue-Chip Blues is known as a comfortable lifestyle for young, sprawling families with well-paying blue-collar jobs. Ethnically diverse—with a significant presence of Hispanics and African-Americans—the segment's aging neighborhoods feature compact, modestly priced homes surrounded by commercial centers that cater to child-filled households.
39. Domestic Duos – Domestic Duos represents a middle-class mix of mainly over-55 singles and married couples living in older suburban homes. With their high-school educations and fixed incomes, segment residents maintain an easy-going lifestyle. Residents like to socialize by going bowling, seeing a play, meeting at the local fraternal order or going out to eat.

Group S4 – Inner Suburbs

The four segments in the Inner Suburbs social group are concentrated in the inner-ring suburbs of major metros—areas where residents tend to be high school educated, unmarried and lower-middle class. There's diversity in this group, with segments that are racially mixed, divided evenly between homeowners and renters and filled with households that are either young or aging in place. However, the consumer behavior of the S4 segments are dominated by older Americans who enjoy social activities at veterans clubs and fraternal orders, TV news and talk shows, and shopping at discount department stores.

- 44. New Beginnings
- 46. Old Glories
- 49. American Classics
- 52. Suburban Pioneers

44. New Beginnings – Filled with young, single adults, New Beginnings is a magnet for adults in transition. Many of its residents are twentysomething singles and couples just starting out on their career paths—or starting over after recent divorces or company transfers. Ethnically diverse—with nearly half its residents Hispanic, Asian or African-American—New Beginnings households tend to have the modest living standards typical of transient apartment dwellers.

46. Old Glories – Old Glories are the nation's downscale suburban retirees, Americans aging in place in older apartment complexes. These racially mixed households often contain widows and widowers living on fixed incomes, and they tend to lead home-centered lifestyles. They're among the nation's most ardent television fans, watching game shows, soaps, talk shows and newsmagazines at high rates.

49. American Classics – They may be older, lower-middle class and retired, but the residents of American Classics are still living the American Dream of home ownership. Few segments rank higher in their percentage of home owners, and that fact alone reflects a more comfortable lifestyle for these predominantly white singles and couples with deep ties to their neighborhoods.
52. Suburban Pioneers – Suburban Pioneers represents one of the nation's eclectic lifestyles, a mix of young singles, recently divorced and single parents who have moved into older, inner-ring suburbs. They live in aging homes and garden-style apartment buildings, where the jobs are blue-collar and the money is tight. But what unites these residents—a diverse mix of whites, Hispanics and African-Americans—is a working-class sensibility and an appreciation for their off-the-beaten-track neighborhoods.

Group C1 – 2nd City Society

Among second-tier cities, Second City Society stands at the top of the heap, a social group consisting of the wealthiest families who live outside the nation's metropolitan core. The three segments in this group are dominated with married couples with children, college degrees, large homes, and executive jobs. Ethnically, the residents are predominantly white with above-average rates of Asian Americans. In the marketplace, they spend big on digital and wireless technology, business and cultural media, casual-dining restaurants, upscale retailers, foreign travel and luxury cars.

- 10. Second City Elite
- 12. Brite Lites Li'l City
- 13. Upward Bound

10. Second City Elite – There’s money to be found in the nation’s smaller cities, and you’re most likely to find it in Second City Elite. The residents of these satellite cities tend to be prosperous executives who decorate their $200,000 homes with multiple computers, large-screen TV sets and an impressive collection of wines. With more than half holding college degrees, Second City Elite residents enjoy cultural activities—from reading books to attending theater and dance productions.

12. Brite Lites Li'l City – Not all of the America’s chic sophisticates live in major metros. Brite Lights, Li'l City is a group of well-off, middle-aged couples settled in the nation's satellite cities. Residents of these typical DINK (double income, no kids) households have college educations, well-paying business and professional careers and swank homes filled with the latest technology.

13. Upward Bound – More than any other segment, Upward Bound appears to be the home of those legendary Soccer Moms and Dads. In these small satellite cities, upper-class families boast dual incomes, college degrees and new split-levels and colonials. Residents of Upward Bound tend to be kid-obsessed, with heavy purchases of computers, action figures, dolls, board games, bicycles and camping equipment.
Group C2 – City Centers

The five segments in the C2 social group consist of a mix of Americans–old and young, homeowners and renters, families and singles–who've settled in the nation's satellite cities. What they share is a middle-class status, some college educations and a lifestyle heavy on leisure and recreation. The members of City Centers tend to be big fans of home-centered activities: computer surfing, video renting, TV viewing and playing games and musical instruments. Outside their homes, they go to movies, museums and bowling alleys at high rates.

- 24. Up-and-Comers
- 27. Middleburg Managers
- 34. White Picket Fences
- 35. Boomtown Singles
- 41. Sunset City Blues

24. Up-and-Comers – Up-and-Comers is a stopover for young, midscale singles before they marry, have families and establish more deskbound lifestyles. Found in second-tier cities, these mobile, twentysomethings include a disproportionate number of recent college graduates who are into athletic activities, the latest technology and nightlife entertainment.

27. Middleburg Managers – Middleburg Managers arose when empty-nesters settled in satellite communities which offered a lower cost of living and more relaxed pace. Today, segment residents tend to be middle-class and over 55 years old, with solid managerial jobs and comfortable retirements. In their older homes, they enjoy reading, playing musical instruments, indoor gardening and refinishing furniture.

34. White Picket Fences – Midpoint on the socioeconomic ladder, residents in White Picket Fences look a lot like the stereotypical American household of a generation ago: young, middle-class, married with children. But the current version is characterized by modest homes and ethnic diversity—including a disproportionate number of Hispanics and African-Americans.

35. Boomtown Singles – Affordable housing, abundant entry-level jobs and a thriving singles scene—all have given rise to the Boomtown Singles segment in fast-growing satellite cities. Young, single and working-class, these residents pursue active lifestyles amid sprawling apartment complexes, bars, convenience stores and laundromats.
41. Sunset City Blues – Scattered throughout the older neighborhoods of small cities, Sunset City Blues is a segment of lower-middle-class singles and couples who have retired or are getting close to it. These empty-nesters tend to own their homes but have modest educations and incomes. They maintain a low-key lifestyle filled with newspapers and television by day and family-style restaurants at night.

Group C3 – Micro-City Blues

Micro-City Blues was created via the predominantly downscale residents living in the affordable housing found throughout the nation's smaller cities. A diverse social group, these five segments contain a mix of old and young, singles and widowers, whites, African-Americans and Hispanics. Most of the workers hold blue-collar jobs—hence the name—and their marketplace behaviors reflect the segments' varied lifestyles. This is one of the few social groups where consumers have a high index for video games and bingo, aerobic exercise and fishing, BET and the Country Music Network.

- 47. City Startups
- 53. Mobility Blues
- 60. Park Bench Seniors
- 62. Hometown Retired
- 63. Family Thrifts

47. City Startups – In City Startups, young, multi-ethnic singles have settled in neighborhoods filled with cheap apartments and a commercial base of cafés, bars, laundromats and clubs that cater to twentysomethings. One of the youngest segments in America—with ten times as many college students as the national average—these neighborhoods feature low incomes and high concentrations of Hispanics and African-Americans.

53. Mobility Blues – Young singles and single parents make their way to Mobility Blues, a segment of working-class neighborhoods in America's satellite cities. Racially mixed and under 25 years old, these transient Americans tend to have modest lifestyles due to their lower-income blue-collar jobs. Surveys show they excel in going to movies, playing basketball and shooting pool.

60. Park Bench Seniors – Park Bench Seniors are typically retired singles living in the racially mixed neighborhoods of the nation's satellite cities. With modest educations and incomes, these residents maintain low-key, sedentary lifestyles. Theirs is one of the top-ranked segments for TV viewing, especially daytime soaps and game shows.
62. **Hometown Retired** – With three-quarters of all residents over 65 years old, Hometown Retired is one of the oldest segments. These racially mixed seniors tend to live in aging homes—half were built before 1958—and typically get by on social security and modest pensions. Because most never made it beyond high school and spent their working lives at blue-collar jobs, their retirements are extremely modest.

63. **Family Thrifts** – The small-city cousins of inner-city districts, Family Thrifts contain young, ethnically diverse parents who have lots of children and work entry-level service jobs. In these apartment-filled neighborhoods, visitors find the streets jam-packed with babies and toddlers, tricycles and basketball hoops, Daewoos and Hyundais.

**Group T1 – Landed Gentry**

Widely scattered throughout the nation, the five segments in the Landed Gentry social group consist of wealthy Americans who migrated to the smaller boomtowns beyond the nation's beltways. Many of the households contain Boomer families and couples with college degrees, professional jobs—they're twice as likely as average Americans to telecommute—and expansive homes. With their upscale incomes, they can afford to spend heavily on consumer electronics, wireless and computer technology, luxury cars, powerboats, books and magazines, children's toys and exercise equipment.

- 05. Country Squires
- 09. Big Fish, Small Pond
- 11. God's Country
- 20. Fast-Track Families
- 25. Country Casuals

5. **Country Squires** – The wealthiest residents in exurban America live in Country Squires, an oasis for affluent Baby Boomers who've fled the city for the charms of small-town living. In their bucolic communities noted for their recently built homes on sprawling properties, the families of executives live in six-figure comfort. Country Squires enjoy country club sports like golf, tennis and swimming as well as skiing, boating and biking.

9. **Big Fish, Small Pond** – Older, upper-class, college-educated professionals, the members of Big Fish, Small Pond are often among the leading citizens of their small-town communities. These upscale, empty-nesting couples enjoy the trappings of success, belonging to country clubs, maintaining large investment portfolios and spending freely on computer technology.
11. **God's Country** – When city dwellers and suburbanites began moving to the country in the 1970s, God's Country emerged as the most affluent of the nation's exurban lifestyles. Today, wealthier communities exist in the hinterlands, but God's Country remains a haven for upper-income couples in spacious homes. Typically college-educated Baby Boomers, these Americans try to maintain a balanced lifestyle between high-power jobs and laid-back leisure.

20. **Fast-Track Families** – With their upper-middle-class incomes, numerous children and spacious homes, Fast-Track Families are in their prime acquisition years. These middle-aged parents have the disposable income and educated sensibility to want the best for their children. They buy the latest technology with impunity: new computers, DVD players, home theater systems and video games. They take advantage of their rustic locales by camping, boating and fishing.

25. **Country Casuals** – There's a laid-back atmosphere in Country Casuals, a collection of middle-aged, upper-middle-class households that have started to empty-nest. Workers here—and most households boast two earners—have well-paying blue- or white collar jobs, or own small businesses. Today these Baby-Boom couples have the disposable income to enjoy traveling, owning timeshares and going out to eat.

**Group T2 – Country Comfort**

The five segments in Country Comfort are filled with predominantly white, middle-class homeowners. In their placid towns and scenic bedroom communities, these Americans tend to be married, between the ages of 25 and 54, with or without children. They enjoy comfortable upscale lifestyles, exhibiting high indices for barbecuing, bar-hopping and playing golf as well as home-based activities such as gardening, woodworking and crafts. Reflecting their rural, family environment, they prefer trucks, SUVs and minivans to cars.

- 23. Greenbelt Sports
- 28. Traditional Times
- 32. New Homesteaders
- 33. Big Sky Families
- 37. Mayberry-ville

23. **Greenbelt Sports** – A segment of middle-class exurban couples, Greenbelt Sports is known for its active lifestyle. Most of these middle-aged residents are married, college-educated and own new homes; about a third have children. And few segments have higher rates for pursuing outdoor activities such as skiing, canoeing, backpacking, boating and mountain biking.
28. Traditional Times – Traditional Times is the kind of lifestyle where small-town couples nearing retirement are beginning to enjoy their first empty-nest years. Typically in their fifties and sixties, these middle-class Americans pursue a kind of granola-and-grits lifestyle. On their coffee tables are magazines with titles ranging from Country Living and Country Home to Gourmet and Forbes. But they're big travelers, especially in recreational vehicles and campers.

32. New Homesteaders – Young, middle-class families seeking to escape suburban sprawl find refuge in New Homesteaders, a collection of small rustic townships filled with new ranches and Cape Cods. With decent-paying jobs in white-collar and service industries, these dual-income couples have fashioned comfortable, child-centered lifestyles, their driveways filled with campers and powerboats, their family rooms with PlayStations and Game Boys.

33. Big Sky Families – Scattered in placid towns across the American heartland, Big Sky Families is a segment of young rural families who have turned high school educations and blue-collar jobs into busy, middle-class lifestyles. Residents like to play baseball, basketball and volleyball, besides going fishing, hunting and horseback riding. To entertain their sprawling families, they buy virtually every piece of sporting equipment on the market.

37. Mayberry-ville – Like the old Andy Griffith Show set in a quaint picturesque berg, Mayberry-ville harks back to an old-fashioned way of life. In these small towns, middle-class couples and families like to fish and hunt during the day, and stay home and watch TV at night. With lucrative blue-collar jobs and moderately priced housing, residents use their discretionary cash to purchase boats, campers, motorcycles and pickup trucks.

Group T3 – Middle America

The six segments in Middle America are filled with middle-class homeowners living in small towns and remote exurbs. Typically found in scenic settings throughout the nation's heartland, Middle Americans tend to be white, high school educated, living as couples or larger families, and ranging in age from under 25 to over 65. Like many residents of remote communities, these conservative consumers tend to prefer traditional rural pursuits: fishing, hunting, making crafts, antique collecting, watching television and meeting at civic and veterans clubs for recreation and companionship. Friday nights are for celebrating high school sports.

- 38. Simple Pleasures
- 42. Red, White & Blues
- 43. Heartlanders
- 45. Blue Highways
- 50. Kid Country, USA
- 51. Shotguns & Pickups
38. **Simple Pleasures** – With more than two-thirds of its residents over 65 years old, Simple Pleasures is mostly a retirement lifestyle: a neighborhood of lower-middle-class singles and couples living in modestly priced homes. Many are high school-educated seniors who held blue-collar jobs before their retirement. And a disproportionate number served in the military; no segment has more members of veterans clubs.

42. **Red, White & Blues** – The residents of Red, White & Blues typically live in exurban towns rapidly morphing into bedroom suburbs. Their streets feature new fast-food restaurants, and locals have recently celebrated the arrival of chains like Wal-Mart, Radio Shack and Payless Shoes. Middle-aged, high school educated and lower-middle class, these folks tend to have solid, blue-collar jobs in manufacturing, milling and construction.

43. **Heartlanders** – America was once a land of small middle-class towns, which can still be found today among Heartlanders. This widespread segment consists of middle-aged couples with working-class jobs living in sturdy, unpretentious homes. In these communities of small families and empty-nesting couples, Heartlanders pursue a rustic lifestyle where hunting and fishing remain prime leisure activities along with cooking, sewing, camping and boating.

45. **Blue Highways** – On maps, blue highways are often two-lane roads that wind through remote stretches of the American landscape. Among lifestyles, Blue Highways is the standout for lower-middle-class couples and families who live in isolated towns and farmsteads. Here, Boomer men like to hunt and fish; the women enjoy sewing and crafts, and everyone looks forward to going out to a country music concert.

50. **Kid Country, USA** – Widely scattered throughout the nation's heartland, Kid Country, USA is a segment dominated by large families living in small towns. Predominantly white, with an above-average concentration of Hispanics, these young, these working-class households include homeowners, renters and military personnel living in base housing; about 20 percent of residents own mobile homes.

51. **Shotguns & Pickups** – The segment known as Shotguns & Pickups came by its moniker honestly: it scores near the top of all lifestyles for owning hunting rifles and pickup trucks. These Americans tend to be young, working-class couples with large families—more than half have two or more kids—living in small homes and manufactured housing. Nearly a third of residents live in mobile homes, more than anywhere else in the nation.
Group T4 – Rustic Living

The six segments in Rustic America represent the nation’s most isolated towns and rural villages. As a group, T4 residents have relatively modest incomes, low educational levels, aging homes and blue-collar occupations. Many of the residents, a mix of young singles and seniors, are unmarried, and they’ve watched scores of their neighbors migrate to the city. In their remote communities, these consumers spend their leisure time in such traditional small-town activities as fishing and hunting, attending social activities at the local church and veterans club, enjoying country music and car racing.

- 48. Young & Rustic
- 55. Golden Ponds
- 56. Crossroads Villagers
- 57. Old Milltowns
- 58. Back Country Folks
- 64. Bedrock America

48. Young & Rustic – Like the soap opera that inspired its nickname, Young & Rustic is composed of young, restless singles. Unlike the glitzy soap denizens, however, these folks tend to be lower income, high school-educated and live in tiny apartments in the nation’s exurban towns. With their service industry jobs and modest incomes, these folks still try to fashion fast-paced lifestyles centered on sports, cars and dating.

55. Golden Ponds – Golden Ponds is mostly a retirement lifestyle, dominated by downscale singles and couples over 65 years old. Found in small bucolic towns around the country, these high school-educated seniors live in small apartments on less than $25,000 a year; one in five resides in a nursing home. For these elderly residents, daily life is often a succession of sedentary activities such as reading, watching TV, playing bingo and doing craft projects.

56. Crossroads Villagers – With a population of middle-aged, blue-collar couples and families, Crossroads Villagers is a classic rural lifestyle. Residents are high school-educated, with lower-middle incomes and modest housing; one-quarter live in mobile homes. And there’s an air of self-reliance in these households as Crossroads Villagers help put food on the table through fishing, gardening and hunting.
57. **Old Milltowns** – America's once-thriving mining and manufacturing towns have aged—as have the residents in Old Milltowns communities. Today, the majority of residents are retired singles and couples, living on downscale incomes in pre-1960 homes and apartments. For leisure, they enjoy gardening, sewing, socializing at veterans clubs or eating out at casual restaurants.

58. **Back Country Folks** – Strewn among remote farm communities across the nation, Back Country Folks are a long way away from economic paradise. The residents tend to be poor, over 55 years old and living in older, modest-sized homes and manufactured housing. Typically, life in this segment is a throwback to an earlier era when farming dominated the American landscape.

64. **Bedrock America** – Bedrock America consists of young, economically challenged families in small, isolated towns located throughout the nation's heartland. With modest educations, sprawling families and blue-collar jobs, many of these residents struggle to make ends meet. One quarter live in mobile homes. One in three haven't finished high school. Rich in scenery, Bedrock America is a haven for fishing, hunting, hiking and camping.
Coming Soon!