AGENDA ITEM: Discuss and Consider Approval of Gray Research Solutions Marketing Research Proposal

BACKGROUND

The CVB’s investment in research has been relatively limited and needs to broaden in order to help direct the destination’s tourism promotions into the future and ahead of the competitive curve. To sustain and continue to increase quality visitation, the CVB is requesting a year-long study to understand seasonal visitation, destination sentiment and how to convert day-trippers to overnight visitors.

In June, an RFP was sent to multiple marketing agencies and destination research companies.

After reviewing proposals with the Marketing RFP Taskforce, Gray Research Solutions was selected to conduct marketing research for the 2018-2019 fiscal year.

The scope of work for the market research study includes:
- Destination Immersion Study
- Lodging Study
- Attractions Survey
- Visitor Intercept Study
- Seasonal Analysis
- Focus Forums
- Strategic Recommendations

The following proposal outlines details for each section of the research.

Staff Recommendation
Staff recommends approval of up to $150,000 for market research.

*TDAC approved the proposal during the August 21st meeting.

Funding Source:

The CVB is requesting $50,000 from 2017-2018 Operational Budget (TD 70-7002) and $100,000 from 2018-2019 Reserve Fund.
Tourism Market Research

A proposal for the Galveston Island CVB

Gray Research Solutions, Inc.
## PROPOSAL SUMMARY

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*Costs include GRS and RTM consulting fees; STR and AirDNA reports; questionnaire design, supervision and project management for each method.

**Costs do NOT include travel expenses. Travel expenses will be billed at cost and are estimated at $10,000.
WHY RESEARCH?

The marketplace is crowded with marketing messages from products, services, and other destinations. To stay competitive, successful destinations must base their marketing decisions on solid data. Research provides a source for what is working (or not) in marketing strategies, reveals an understanding of messaging that will better reach audiences, engages partners in a coordinated effort, and serves as a defense for budgetary decisions.

More visitors are coming to enjoy Galveston Island than ever before, as evidenced by tourism growth indicators including occupancy rates. The Galveston Island CVB has need for data that reveals visitor behavior and profile patterns as well as their perceptions and images of Galveston Island. With a destination that attracts groups with varied but specific interests including nature, adventure, history and culture, a well-informed targeted marketing strategy is a must.

RESEARCH GOALS OF THIS PROJECT

1) Understand and document the current profile of Galveston Island visitors
   a. Identify and segment “high-value” (longer staying, higher spending) visitors
2) Understand the perceptions and images of Galveston Island in the minds of visitors AND non-visitors
3) Identify opportunities for increased visitation during low periods
   a. Especially Sunday – Thursday, as well as September – May visitation

SCOPE OF WORK

The following methodology has been designed with Galveston Island’s unique situation in mind.

I. Destination Immersion. The immersion consists of a Reconnaissance (getting to know the destination from the perspective of a visitor) as well as meetings with Lodging Partners, Attractions Managers, Tourism Stakeholders and Community Leaders.
   - Site Visitation: A professional research team will visit Galveston Island for a thorough reconnaissance evaluation of tourism assets. The team will travel "incognito" so as to be sure to get the true front-line experience as well as wayfinding/recommendations assistance from hospitality staff and locals. We will fully document our findings in a final comprehensive written report.
   - The following will be evaluated:
     i. Gateways, signage and wayfinding
     ii. Transportation infrastructure
     iii. Visitor centers and visitor information sources
     iv. Categories of infrastructure and amenities including lodging, dining, shopping, meeting facilities and sports venues, etc.
     v. Effectiveness of existing brochures and maps
     vi. Evaluation of Attractions
     vii. Front line service
   - Initial Meetings: We will meet with Galveston Island tourism stakeholders (lodging, attractions and community leaders) to fully understand the objectives of this study and to gather data for report. Goals include:
     i. Ensure understanding of project goals, opportunities, and participation required for the research initiative
     ii. Gather lodging and attractions partner support including visitor intercept permission forms and survey responses (lodging and attractions surveys)
iii. Discuss new opportunities for developing tourism in the future, including what stakeholders feel is missing from the county’s tourism industry

- **Secondary Data Analysis:** We will gather and analyze all existing research and data from the CVB’s various sources.
- **Marketing Materials Analysis:** We will gather samples of current promotional materials for analysis.

**COST:** $8,000

II. **Lodging Study.** In order to best communicate with current and potential visitor types, it is necessary to understand the market mix (% of visitor types/segments) of overnight visitors to the Island. Lodging property managers are good sources for understanding the types of visitors that stay with them. Since Galveston Island has such varied lodging offerings (hotels/motels, vacation rentals, resorts, cabins/cottages, bed/breakfasts, and camps/RV sites), it will be important to have participation from each lodging type so that the results are representative of all overnight lodging accommodations.

- **Confidential Survey:** A confidential survey will be handed in person (during kickoff meeting) or sent to all area lodging property managers, including resorts, camping/RV parks and professional vacation rental managers. The survey will serve to collect critical data on overnight guests as well as to engage lodging partners and ensure them that the CVB is working hard on their behalf.
  i. GRS will ask for a confidential report from these properties regarding their market mix (percentage of total rooms/rental units booked by market segment including business, convention, group, leisure, etc.). We will ask their occupancy by month, top feeder markets, and average daily rate (ADR). Weekday vs. weekend occupancy and seasonality will be identified.
- **Smith Travel Research (STR) Analysis:** A 5-year historic trend report will be purchased from Smith Travel Research (STR Trend Report) to document chain-affiliated lodging occupancy patterns, ADR (average daily rates), RevPAR (revenue per available room), revenue, and supply and demand patterns. While the GICVB already receives the weekly occupancy and rate report, the 5-year historical trend report will provide additional insight into visitation patterns including day of week and seasonality.
- **AirDNA Report:** The GICVB receives AirDNA data, which will be analyzed along with the STR data on hotels. If not already available, a 2-3 year trend report will be purchased from AirDNA to document short-term rental-by-owner inventory, ADR, revenue, and supply/demand patterns.
- **Lodging Product Assessment:** GRS will prepare a written analysis of types and ages of current lodging inventory (of all types) for Galveston Island.

**COST:** $12,000

III. **Attractions Survey.** In order to further understand the trip patterns of visitors, including seasonal differences and how those translate to attraction visitation, we will engage the attraction managers in Galveston Island in a one-page survey.

- **Survey Purpose:** A survey will be sent to each attraction in Galveston Island to document 5-year attendance statistics, visitor behavior patterns, marketing, etc.
- **Data Analysis and Report:** Completed data will be analyzed and studied to develop recommendations and reports. Findings will be compared to similar destinations and previous research reports.

**COST:** $8,000 (plus travel expenses)
IV. **Visitor Intercept Study.** This study provides a deep understanding of Galveston Island’s visitors and overall market mix by taking a rigorous survey and intercept approach. The purpose of this is to document visitor profiles, spending and behavior patterns in order to identify seasonal patterns in visitation and “high-value” visitors—those who stay longer and spend more while in Galveston Island.

- In order to ensure that the sample collected of visitors is representative of the larger visitor population, the visitor sample will be stratified (or balanced) by season, weekday/weekend, lodging property types and attractions. The goal for number of intercepts will be approximately 400 (100 per season). Intercepts will be conducted during the fall of 2018, the winter of 2018/19, and the spring and summer seasons 2019. Intercepts will be conducted at lodging properties, attractions, with cruise visitors, and on the beach.
  i. **Incentive** to complete the survey will be a 1) small promotional items or coupons provided by the CVB) and 2) a chance to win a weekend getaway package to come back to Galveston Island.
  ii. **Topics** covered will include:
    - Profile of current and most likely potential leisure visitors including demographics
    - Primary trip purpose, visitor origins, mode of travel
    - Rank order of sources of information used in trip planning and decision-making
    - Party size, composition, and length of stay (including the number of people in each hotel room or short-term rental for visitor volume calculations)
    - Visitor spending statistics (including specific trip and daily expenditures for lodging, food, transportation, shopping & attractions) to the end of measuring economic impacts of tourism product categories (dining, lodging, shopping, etc.)
    - Rank order of visitor interests and activities
    - Satisfaction rating with categories of tourism product (dining, lodging, etc.)
    - Use of social media channels
    - Perceived strengths and weaknesses of Galveston Island as a destination
    - Influence of CVB marketing materials in driving visits
  iii. **Data Analysis and Report:** Completed data will be analyzed and studied to develop recommendations in the final report. Findings will be compared to similar destinations.
    - Note: Visitor research confidence level is 95% with a +/- of 5%.

  **COST:** $55,000

V. **Seasonal Analysis.** Seasonal data will be gathered through the methods outlined above. Specifically, the following methods will yield data that will be analyzed for an understanding of seasonality in tourism in Galveston Island:

a. Discussion with stakeholders on current and desired states of seasonality in tourism (**DESTINATION IMMERSION**)

b. STR (hotel) and AirDNA (short term rental) trend reports on inventory, occupancy, ADR, RevPAR, and revenue as well as lodging survey results (**Lodging Study**)

c. Survey of attractions on seasonal differences (**Attractions Survey**)

d. Intercepts with visitors, including what types of visitors travel to Galveston Island in each season (including over the holidays) and why (**Visitor Intercept Study**)

  **COST:** $2,500
VI. **Focus Forums.** To understand perception image issues and especially why visitors DON’T come to Galveston Island, it is necessary to engage non-visitors. The most effective way to do this is to use in-depth qualitative research methods in Galveston Island’s top target markets. Focus Forums are larger focus groups that engage target audiences for a group discussion on a specific topic—in this case, perceptions and images of Galveston Island and motivators for traveling there or not.

- **Purpose:** Engage non-visitors (and some visitors) to Galveston Island in major markets (Dallas and Houston) to understand WHY they haven’t traveled and how perceptions/images of Galveston Island contribute to that decision.
- **Methodology:** Qualitative research companies specializing in focus groups and focus forums will be utilized in Dallas and Houston to recruit leisure travelers; some of which have NOT visited Galveston Island and some of which HAVE visited. GRS will develop the discussion guide according to the project goals and to-date learnings. Each group will contain 15-20 participants. Participants will be asked to discuss:
  
  i. Their perceptions of Galveston Island  
  ii. Topics they have heard about or read about recently concerning Galveston Island  
  iii. Non-visitors: why they haven’t visited and where they travel instead  
  iv. Visitors: why they traveled to Galveston Island, what they did, and if/how their perceptions changed upon visiting  
  v. Rank order appeal of particular tourism assets (history, cultural, beach) in Galveston Island

**COST:** $ 50,000 (for two markets; e.g., Dallas and Houston)

VII. **Strategic Recommendations.** Based on research findings a summary of recommendations will be completed. This summary will contain specific recommendations including:

- Overall Destination Development  
- Gateways, Signage and Wayfinding  
- Prioritized Visitor Targets (e.g., “high-value” visitors)  
- Messaging Recommendations for different Visitor Types  
- Seasonal Targeting  
- Geographical Targeting (by state and market)  
- Marketing and Promotions  
- New Product Development  
- On-Going Research and Tracking

**COST:** $ 5,000
MEETINGS: The methodology outlined above includes GRS’s lead in two half-day meetings:
1) Lodging Property Managers and Attractions Managers will be invited to separate meetings at the CVB to review the plan for the research, understand the benefits of participating, and receive a copy of the lodging/attractions survey and visitor intercept survey. Surveys can be completed during this time or gathered at a later date.
   a. This will increase both our lodging and attractions survey response rates and make managers feel more comfortable about allowing visitor intercepts to be done on their properties.
   b. During this same day, GRS will meet with CVB staff to kick-off the project.
   c. GRS will lead all meetings and provide all materials.
   d. Galveston Island CVB staff will be needed to schedule the meeting and contact participants.
2) At the conclusion of the research, GRS will travel to Galveston Island to present research results to CVB staff, Board of Directors and/or city representatives

DELIVERABLES:
1) Regular updates on research progress and findings
2) Final written report of research findings and strategic recommendations
3) Powerpoint presentation of research findings and strategic recommendations

TIME FRAME: One-year total, with visitor intercepts completed in all four seasons and other research methods completed along the way. Summary reports will be delivered as methods are completed. GRS will submit a complete project time line once contract and materials have been received.
### COSTS*:
* Costs below include GRS and RTM consulting fees, questionnaire design, supervision and project management for each method.

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#### BILLING SCHEDULE:
- Initial payment (25% of total) - - due upon proposal acceptance $35,125
- Second payment (25% of total) - - due January 2019 $35,125
- Third payment (25% of total) - - due June 2019 $35,125
- Final payment (25% of total) - - due upon project completion $35,125
Gray Research Solutions, Inc. Company Description

We are passionate about people.
Gray Research Solutions is dedicated to understanding human behavior and perceptions to the end of data driven marketing strategies that truly resonate. We specialize in awareness and perception studies, structured facilitation, target audience surveys, and in custom-designing research that fits our clients’ goals and resources. But more importantly, we specialize in making sense of all of that data so that our clients understand what it all means and can do something about it.

Our roots are in anthropology, the study of people and human behavior. Because of that, our perspective translates your constituents and consumers into living, breathing people who make decisions based on complex sets of reasoning resulting in complex sets of behavior. We simplify all this behavior and motivation down to the insights that matter most, so that you can create the marketing strategies that will bring you from good to great.

We believe in:
- Understanding what is fundamentally human and how “human-ness” affects behavior.
- The power of research to gain deep clarity and transform marketing strategies.
- "Structured Curiosity" via the scientific method, put to good use.
- The power of travel and connection with others as healing agents for the social ills of our time.
- The power of travel as an economic engine for communities.
- Creating community and destination brands that everyone can believe in.

History
Gray Research Solutions was founded in 2013 after its founder, Shannon Gray, realized there was a need for reliable and affordable customized research solutions in the travel and community marketing space. Taking her background in consumer anthropology and research-based community branding, she created a down-to-earth model where research is reachable, actionable, and easy to understand on a human level.

Today, we are proud to provide deep research-based insights to community entities, destination marketing organizations, marketing agencies, and local businesses. We also regularly partner with other trusted research, marketing and strategic firms to make sure we are delivering the best results to our clients. At Gray Research, we believe that insight isn’t black and white.

Contact
Shannon Gray
615.925.1304

PO Box 5493
Timonium, MD 21094-5493

Shannon@grayresearchsolutions.com
www.grayresearchsolutions.com
GRS Team Bios

Shannon Gray, MA/MBA/TMP, Founder & CEO

GRS will serve as the lead firm, and Shannon will serve as the project lead.

Shannon was born with a deep curiosity about people and what drives them to do what they do. She fell in love with cultural anthropology, the study of human behavior, after her first college class. Shannon went on to receive her BA in Cultural Anthropology from Eckerd College as well as a dual degree of an MA in Anthropology and an MBA with emphasis on marketing and market research from the University of Colorado at Boulder-Leeds School of Business. These days Shannon is a consumer anthropologist and ethnographer, which means she studies the humans in our current consumer society: their choices and decisions, traits, motivations, relationships, needs, joys, experiences and day to day lives. These insights come in very handy for marketers of all industries, but Shannon has a particular passion for the travel industry and its marketers: destinations, lodging/resorts, visitor services, and attractions.

In 2013 Shannon formed Gray Research Solutions, Inc. With a background in both consumer product/service marketing research and tourism/community research, Shannon has studied thousands of consumers and their patterns. Using this experience, she digs deep into the data to translate research findings into useful and relevant marketing insights for her clients.

Prior to forming Gray Research Solutions, Shannon served as an ethnographic analyst for Context-based Research Group in Baltimore, MD from 2005-2009 where she designed research studies and conducted ethnographic field research for corporate clients in industries including healthcare, consumer packaged goods, retail, transportation, and telecommunications. At Context, she used methodologies such as in-depth interviewing, observation or shadowing, behavior and relationship mapping, and self-expression exercises. Her corporate clients included Kraft, General Mills, T-Mobile, Family Dollar, Merck, Verizon, UPS, and the Associated Press.

From 2009-2013 she served as Director of Research for North Star Destination Strategies in Nashville, TN; a firm specializing in community branding and strategy for places (cities, destinations, regions). There she designed, conducted, and analyzed research to develop marketable and brand-related insights for community and tourism leaders. During her time at North Star, she conducted research on visitors, residents and economic development for over 100 community, county, regional, and state agencies throughout the United States.
Judy Randall, TMP, CEO Randall Travel Marketing, Project Consultant

Judy has served as a guide and mentor for Gray Research Solutions since before we opened our doors. GRS uses many of her methods and techniques when conducting a destination assessment for visitors bureaus and other destination marketing organizations. For this project, she has agreed to serve as consultant, coach and guide.

Judy Randall is a researcher who has spent over 25 years capturing the voice of the customer. She is president/CEO of Randall Travel Marketing, Inc., a company that focuses solely on research for the travel and tourism industry. She has conducted comprehensive visitor research studies for over 150 small, medium and large destinations. Judy, along with Dr. Larry Gustke, co-authors the annual Top Ten Trends in Travel and Tourism (published annually since 1995). Judy is one of the top speakers in the travel industry and has spoken at numerous U.S. and international travel conferences. Now in “semi-retirement” Judy is still working and speaking between world travels.
GRS Team Client References

CVB of Dunwoody, GA
http://www.cvbdunwoody.com
Dunwoody has a strong corporate presence, so their occupancy was very high during the week but very low on the weekends. GRS custom designed a “Gap Analysis” study focused on increasing the leisure visitor audience, including what was missing in town that Dunwoody could create or build to bring in new visitors. Methods included Qualitative Stakeholder in-depth Interviews (both inside and outside Dunwoody), a Lodging Property Survey, and a Visitor Profile and Perception Study conducted through intercept interviews with weekend visitors.

Katie Bishop, Executive Director
katieb@cvbdunwoody.com
678-244-9801

North Myrtle Beach Chamber of Commerce, SC
http://www.northmyrtlebeachchamber.com
North Myrtle Beach is a destination that is strong in vacation rental units. Because there is no occupancy and ADR (average daily rate) information available for vacation rentals the way there is for hotel via Smith Travel Research data, the NMB Chamber was not able to value the economic impact of tourism in the community. GRS designed a methodology that included interviews and data collecting of rental agency information as well as a comprehensive visitor survey to gather spending data. By combining these two methods and diving deep into county property tax records, GRS was able to calculate the economic impact of visitor spending. Efforts to measure impact on a quarterly basis with this destination are ongoing.

George DuRant, VP of Tourism Development
gdurant@northmyrtlebeachchamber.com
843.361.3042

Columbus Convention and Visitors Bureau (GA)
www.visitcolumbusga.com
Columbus has had some environmental changes recently including sequestration of troops at Fort Benning and competing lodging properties opening doors just outside its borders. GRS is currently serving as the CVB’s strategic research partner, having taken over the role from Randall Travel Marketing. Studies completed include a Travel Trends workshop, a perception study of lodging partners, and a revenue workshop with city officials. Ongoing research includes a definition of new visitor audiences that the CVB should strategically target.

Peter Bowden, President/CEO
pbowden@columbusga.org
706.322.1613

In addition, GRS has worked with or is currently working with:
- North Little Rock, AR CVB
- Visit Sandy Springs, GA
- Henry County, GA CVB
- The Suwannee River Valley Marketing Group
- Cartersville-Bartow County CVB
- Cocke County, TN Partnership
- Grundy County, TN Mayor’s Office
- Marion County, TN Mayor’s Office
Randall Travel Marketing Clients

Recent and current work includes research studies for the following:

- Florida’s Space Coast
- Central Florida (Polk County)
- Atlanta Metro Travel Association (GA)
- Mendocino County (CA)
- Billings (MT)
- Santa Fe (NM)
- Cheyenne (WY)
- State of Kansas Heritage/Craft Study (KS)
- South Padre Island (TX)
- Bucks County (PA)
- Finger Lakes Tourism Alliance (NY)
- Oklahoma City National Memorial (OK)
- Currituck County Outer Banks (NC)
- Lexington (KY)
- Las Vegas (NV)
- Memphis (TN)
- Tulsa (OK)
- Brevard/Transylvania County (NC)
- Cherokee (NC)
THANK YOU!

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Appendix A: Examples of Work
Dunwoody, GA

Visitors choose Dunwoody for its...

- **Accessibility.**
  - Easy to get to and easy to get around, even without a car.
  - Leisure visitors drive; MARTA and hotel shuttles are used strongly by group/meeting and international visitors.
  - Solution to Atlanta's reputation of bad traffic, lack of parking and high parking fees.
  - Walkable area in Atlanta is a novelty.

- **Shopping and dining density.**
  - Many visitors come to Dunwoody specifically to shop, dining is a complementary activity.
  - Group visitors have the ability to shop in their free time without needing to make transportation arrangements.
  - Having so many options in one place = convenience.

- **Serenity, safety, and peace in Atlanta.**
  - Trees, greenery, rolling hills, and excellent landscaping on both city and corporate properties create an impression of a welcome, secure escape from the hustle and bustle (and perceived danger) of Atlanta.

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Dunwoody's Leisure Visitor

- **GEN X FEMALE**
  - (35-49 YEARS OLD)

- **INCOME IS**
  - $50,000-100,000

- **1 OUT OF 3**
  - ARE FROM

- **4 OUT OF 5**
  - DID NOT CONSIDER STAYING ANYWHERE ELSE

We haven't stayed anywhere else for years, we love it. There's MARTA, it's close to everything, not like horrible downtown (traffic). Here you can be happy and quiet. And it's much cheaper than parking at the airport! (Knoxville, TN)
The overall perception of Columbus is positive. 9 in 10 have heard of it, but only 5 in 10 know anything about it.

93% of respondents said they are at least aware of Columbus.

On average, they rated their perception at 3.92, with 54% giving Columbus a 4 out of 5 rating.

Those likely to visit rated their perceptions 4.09, while those unlikely rated theirs at 3.58.

Best Target Segments are Young Families, Multi-generational Travelers, and Millennials with no kids.
2017 North Myrtle Beach Visitors (vs. 2016)

Describe North Myrtle Beach as...
- Less Crowded (35%) (-1%)
- Relaxing (35%) (-3%)
- Family Friendly (40%) (+4%)

Have visited...
- Only once (33%) (+5%)
- 10 or more times in their lifetime (29%) (+2%)

Stayed at a...
- Hotel, motel or resort (33%) (-7%)
- Vacation rental condo (43%) (+5%)
- Vacation rental house (10%) (+4%)

Going to the beach
IS THE TOP ACTIVITY (94%) (+3%)
FOLLOWED BY:
- Dining at local restaurants (85%) (+1%)
- Shopping (86%) (+5%)

Choose NMB because:
- It’s quieter (40%) (+4%)
- It’s affordable (38%) (+6%)
- They always stay there (30%) (-2%)

2017 North Myrtle Beach Visitor Parties

Rental Visitors
Stayed 6.27 nights
61% of parties had children

Average Party size:
- 3.83 adults
- 2.07 children

Spent $490 per day per party inside North Myrtle Beach, and $44 outside.

Paid $55.57 in taxes per day (+$3.23)
(Stayed in a vacation rental condo or vacation rental house)

Hotel Visitors
Stayed 4 nights
63% of parties had children

Average Party size:
- 2.23 adults
- 1.11 children

Spent $452 per day per party inside North Myrtle Beach, and $51 outside.

Paid $46.12 in taxes per day (+$5.99)
(Stayed in a hotel, motel or resort)