

Marketing Plan

2020

FORWARD TOGETHER

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OVERVIEW

This Marketing Plan is designed to be flexible so that we can react to opportunities afforded to Hot Springs Village. All we do should reflect our vision of being America's premier active lifestyle community and "the place to live your dreams".

Mission Statement: In Hot Springs Village, our mission is to provide opportunities and lifestyle choices, from the most vibrant to the peaceful and serene, for all property owners and visitors alike.

All strategic marketing efforts set forth in this plan will support and promote the primary HSV goal of sustainable growth as well as the enterprise goals set forth by the Board of Directors:

- Protect community-wide property owners' value & lifestyle
- Strengthen financial health of the village
- Build property owner trust and support
- Provide welcoming visitor experiences that encourage property ownership

More than ever, our mission, vision, values and these Enterprise Goals will become the focus of our **MARKETING** and our measurement of success. In a market filled with

ACTIVE LIFESTYLE COMMUNITY advertisements,

we must find a way to stand out and attract!

SWOT ANALYSIS

Over the last 3 months the CMP Marketing Sub Committee has been working with POA staff to conduct a thorough SWOT analysis of our current and past marketing efforts.

- Strengths:
 - Great product (the Village)
 - ARTourism Support
 - HSV Affordability
 - Relationship with Ideal Living and Private Communities
 - Discovery Packages
 - Dedicating resources for responding to resident complaints
- Weaknesses:
 - Lack of good metrics/tracking
 - Our market is not well defined
 - Haven't leveraged happy residents
 - Communicating the overall marketing plan
 - Our visual ads don't make us stand out in a crowded active lifestyle market
- Opportunities:
 - Defining our identity better in a crowded market
 - Leveraging happy residents into an army of marketers
 - Improve gate experience for visitors
 - Evaluate best ads from other similar communities
- Threats:
 - Poor experience at gates and other amenities can diminish marketing effectiveness
 - Dissension among residents on public forums/Social media show poor experiences/dissention at HSV ultimately destroys marketing effectiveness
 - Enough financial resources to fully/adequately market HSV/meet objectives
 - Staff capacity/knowledge to fully/adequately market HSV/meet objectives
 - Need to understand that HSV has multiple products to market (moderate/middle/high income housing)

The 2016 Hot Springs Social and Economic Impact Study shows the political, economic, socio-cultural, technological, natural, and demographic factors needed, to better understand the environment in which the HSVPOA operates. HSV's combined resident and visitor spending was \$417 million in 2015.

WHAT WE KNOW:

- More than 220,000 golf rounds across our nine golf courses
- 8 out of 10 golfers, nationally, have a net worth of more than \$100,000
- 75% of golfers recommend/order products and services at work
- 40% plan on seeking financial planning advice within the next year
- 83% own securities

- 86% own life insurance
- 75% of the Village population are 60 years of age and older
- Younger families also live in the Village, including nearly 1000 school-age children
- Economic impact of \$371 million in 2015 (two thirds spent in Garland & Saline counties)
- 36% have a bachelor's degree or higher
- 96% have health insurance
- Median household income of \$54,326

From this analysis staff and the CMP Marketing Sub Committee have set forth a set of goals and objectives (see page 16 of this document). Please understand these are the initial layer. Because we are starting from a new GROUND ZERO, it is the marketing teams intention to perform monthly, quarterly and annual evaluations working with the CMP Marketing Sub Committee and strategic directives from the Board of Directors to make critical alterations in the plan throughout the year as needed to meet our targets.

DEFINING OUR CUSTOMER

CUSTOMER ATTRIBUTES

- The primary HSV customer is between 50-65 but research shows that our customers start their buying research as early as 45 and buy well past 65 so marketing strategies on both sides of the primary alley should be planned
- According to David Heck, Ideal-LIVING Database Manager, most people start the research process approximately 2 years before retirement and move within a few months of retiring. Those who are already retired, make the move in approximately 18-24 months. These calculations should be considered when analyzing our metrics.
- The typical HSV customer is looking for an active life-style environment inclusive of nature, golf, walking, lake recreation, land stewardship and/or involvement in the Arts.
- Top 5 markets for relocation to HSV are Arkansas, Texas, Illinois, Kansas and Oklahoma. SPECIAL NOTE: This is also where most of the POA's marketing has been. Target areas California and Colorado can prove successful. Currently, we have representation from almost every state in the United States!
- When looking at future markets, we will be highly focused on those areas where there is a high number of exiting prospects with:



- Pension/retirement benefits (corporate, railroad, etc.)
- Military, police, fire with pension benefits who typically have an earlier retirement age
- High value real estate cash out benefits (i.e. California, Colorado) that will have a high interest in our low cost of living index
- \$50,000 + household income for purchasing power
- And who are experiencing issues that HSV can answer
 - Traffic
 - High cost of living
 - Over crowding
 - Weather related issues

- The current marketing segmentation is divided into 3 primary target demographics:
 - Empty Nesters & Retirees – 61%
 - Traditional & Non-Traditional Families – 28%
 - Younger Singles & Couples – 11%

- Gen G is the new sweet spot in GOLF according to National Golf Foundation and comprises more than eight million golfers, 34 percent of the game's overall on-course participation base of 24.2 million and fits perfectly in our target market.
 - They also play more than one-third of rounds, approximately 156 million in total. "What's nice about them is their disposable income goes up \$5,000 a year on average
 - Their disposable income is approximately \$1,300 a month.
 - Their discretionary spending is about two times more than the average household.
 - The average age for on-course golfers is 45. But it's the golfers on the high end of that average who have the most significant impact on the industry.
 - 61% of those in Gen G said they have more free time than their younger counterparts, and that 53% of them are employed full-time compared to 75% of those in the 25-to-45 age group.
 - Those in Gen G, golfers included, are high on customer service. Loyalty offerings and discounts are important to them They want to feel like you care, noting that it's crucial to consider the Gen G circle of influence, particularly word of mouth.
 - More than 60 percent are asked for a recommendation from a friend or family member at least twice a week.
 - Even more notably, 89% of them are quick to offer that suggestion.

While not technically a generation, the age cohort from 46 to 65 is the most vital group for the golf industry, accounting for the most golfers, rounds and spend in the industry – more than \$9 billion in total annually. Gen G includes younger Baby Boomers (55 to 72 age range) and the older members of Generation X. Gen G comprises more than eight million golfers, 34 percent of the game’s overall on-course participation base of 24.2 million. They also play more than one-third of rounds, approximately 156 million in total.



2019 GOLF PARTICIPATION IN THE U.S.

Top 10 States and Metro Areas

GOLFERS

Top 10 States by Number of Golfers	
State	Golfers
California	2,704,239
Texas	1,590,061
Florida	1,654,735
New York	1,634,903
Ohio	1,079,204
Illinois	1,078,307
Michigan	1,026,258
Pennsylvania	880,232
North Carolina	672,926
Massachusetts	664,317

Top 10 Metro Areas by Number of Golfers	
Metro Area	Golfers
New York-Newark-Jersey City, NY-NJ-PA Metro	1,477,303
Los Angeles-Long Beach-Anaheim, CA Metro	862,574
Chicago-Naperville-Elgin, IL-IN-WI Metro	828,173
Washington-Arlington-Alexandria, DC-VA-MD-WV Metro	486,752
Dallas-Fort Worth-Arlington, TX Metro	482,744
Boston-Cambridge-Newton, MA-NH Metro	462,461
Detroit-Warren-Dearborn, MI Metro	455,388
Miami-Fort Lauderdale-West Palm Beach, FL Metro	446,582
Phoenix-Mesa-Scottsdale, AZ Metro	442,540
Houston-The Woodlands-Sugar Land, TX Metro	439,805

LATENT DEMAND (NON-GOLFERS VERY INTERESTED IN PLAYING GOLF)

Top 10 States by Number of Very Interested Non-Golfers	
State	Very Interested Non-Golfers
California	1,766,518
Texas	1,202,322
Florida	980,587
New York	958,522
Illinois	618,879
Pennsylvania	572,544
Ohio	554,302
Michigan	468,154
North Carolina	435,726
Georgia	431,264

Top 10 Metro Areas by Number of Very Interested Non-Golfers	
Metro Area	Very Interested Non-Golfers
New York-Newark-Jersey City, NY-NJ-PA Metro	997,809
Los Angeles-Long Beach-Anaheim, CA Metro	640,099
Chicago-Naperville-Elgin, IL-IN-WI Metro	483,894
Dallas-Fort Worth-Arlington, TX Metro	346,249
Washington-Arlington-Alexandria, DC-VA-MD-WV Metro	311,689
Houston-The Woodlands-Sugar Land, TX Metro	310,176
Miami-Fort Lauderdale-West Palm Beach, FL Metro	307,193
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metro	297,905
Atlanta-Sandy Springs-Roswell, GA Metro	265,825
Boston-Cambridge-Newton, MA-NH Metro	257,392

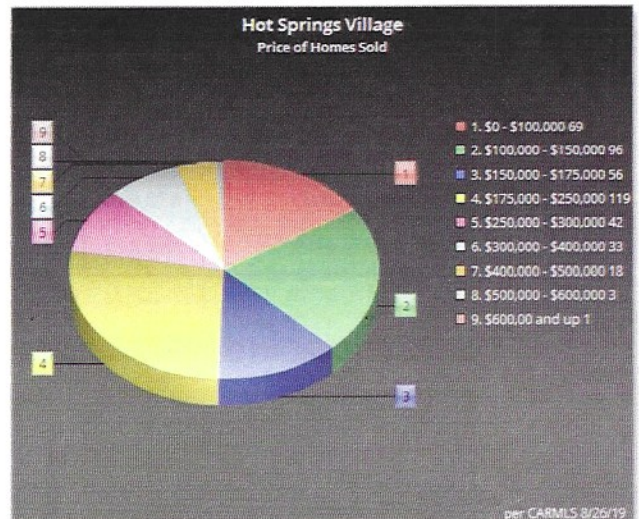
CUSTOMER BUYING TRENDS

National data suggests that homebuyers researching communities like ours are looking for a variety of low maintenance housing including:

- Single-family attached townhouses, condos & row houses
- small bungalows and cottages
- mid-size side-yard and village houses
- large neighborhood houses

We have very limited data about how many lost sales resulted from not having the desired inventory of homes for prospective buyers. We recommend developing a tracking system through our realtor partners to track this data in order to assess current needs.

- The majority of 2019 homebuyers are in the \$100,000 to \$250,000 price range but a full 25% have purchased in a higher price range upward to \$600,000 and above demonstrating the need to have our marketing strategies appeal to multi-faceted financial demographic populations



- Historical Comparison Data
 - Village Homes Sold January-December 2018 (All Agencies) 632
 - Average Home Sales Price 2018 \$197,033
 - Village Homes Sold January-December 2017 (All Agencies) 667
 - Average Home Sales Price 2017 \$184,257
- New Permits
 - New Home Permits issued so far in 2019 (43)
 - New Home Permits issued 2018 (57)
 - New Home Permits issued 2017 (30)
 - New Home Permits issued 2016 (40)

BRANDING STRATEGIES

We are restating the mission and vision statements as well as our tagline to give them emphasis into our branding strategies and promise.

Mission Statement: In Hot Springs Village, our mission is to provide opportunities and lifestyle choices, from the most vibrant to the peaceful and serene, for all property owners and visitors alike.

Vision Statement: As a natural paradise nestled in the center of the US, Hot Springs Village is America's premier active lifestyle community.

Tagline: *The place to live your dreams.*

Our messaging to date has been well-articulated that Hot Springs Village is a welcoming community where everyone is encouraged to pursue their dreams through these shared values:

- Active lifestyle
- Sustainability
- Tranquility
- Diversity
- Integrity
- Altruism

As noted in the Comprehensive Master Plan, our Brand Promise has not been as well defined. *The Brand Promise is the sum of what we deliver and how we deliver it. Our brand is just that, a PROMISE to our audience that they will receive a certain EXPERIENCE! Delivering that expected experience, or even better, is what successful branding is all about.*

To this end, we as an organization need to define what being the “premier” gated community means and what are those experiences we promise to deliver when someone enters our gates. The promise doesn’t have to be wordy, but it must be truthful and meaningful! Something like....

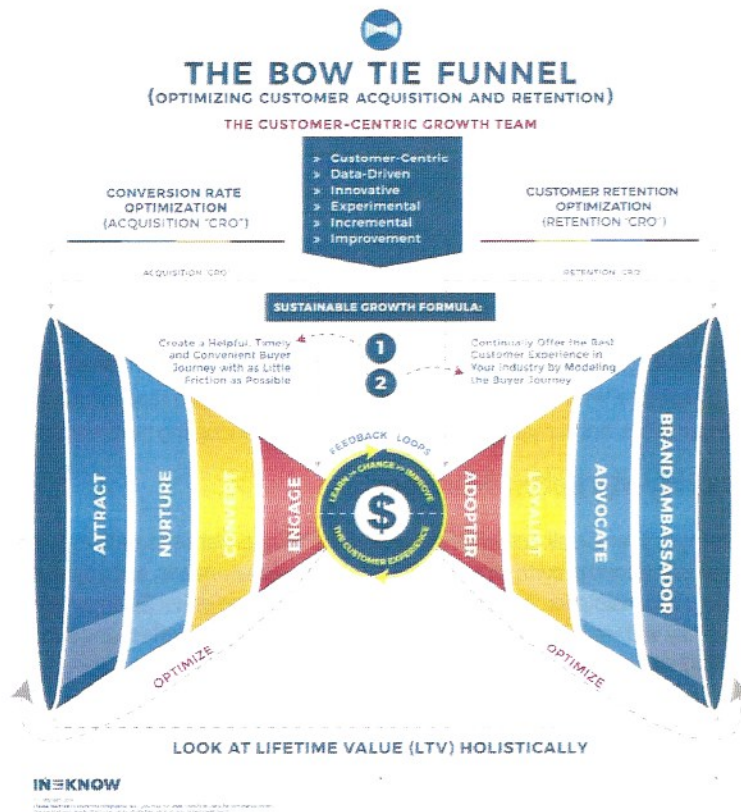
We promise our members and visitors
“Live your dreams in Hot Springs Village!”

Until now, we have focused our marketing efforts solely on sales and not equally on brand development and experience fulfillment. In the past our process modeled this diagram on the right, and stopped at the point of the sale/close of a property.

When we look at actual referral numbers, we see that 67% of HSV referrals come predominantly from current members & families living in HSV. We need to integrate this into our marketing earlier and more strategically.



Instead, we should create a mirror image funnel that builds a customer centric team of staff and brand ambassadors focused on growth.



Our brand ambassadors and staff all become part of the brand promise delivery process. They are invited to become involved through a process called “story vesting”.

What occurs in that mirror-image funnel, after the point of purchase, is we become as interested and invested in the members after they’ve bought as we were prior to the sale, maximizing our returns by improving that second part of the journey, or *Customer Retention Optimization (CRO)*. By doing this we create the ultimate sales force, capitalizing on our members willing to tell their network about Hot Springs Village. In the current state of digital marketing, this is like having an army of marketers on your team!

THE TEAM

We propose instituting a new structure that produces a more seamless handoff between sales and marketing to better reach and serve our customer base both in process and after the sale.

Our marketing and sales teams consist of:

MARKETING TEAM

Jamie Caperton, Chief Member Experience Officer

The Chief Member Experience Officer (CMEO) is a member of the executive leadership team who promotes the lifestyle and community experience through comprehensive branding strategies. The CMEO will be responsible for optimizing member engagement, enhancing member value, encouraging member retention and welcoming new members.

Open Position, Community Marketing Manager

The Community Marketing Manager oversee all activities in Hot Springs Village marketing, advertising and promotional areas. They establish brand guidelines and growth strategies, evaluate customer needs, and adjust marketing plans dependent on success. They are responsible for the promotion of a positive image of Hot Springs Village to current and prospective property owners. They will work to ensure all communications properly reflect and support the Association's mission, vision, values and enterprise goals.

Joseph Price, Communications Manager

The Communications Manager is responsible for day-to-day communications management for both internal and external target audiences and supporting the various departments with execution, writing/editing, media relations and corporate meeting coordination. Works closely with the Marketing Manager and CMEO to ensure all communications properly reflect and support enterprise goals, mission, vision and values.

SALES & INNOVATION TEAM

Kevin Sexton, Director of Tourism and Community Affairs

Provides senior leadership to discovery, tourism, economic, development and real estate lead programs.

Stephanie Heffer, Director of Placemaking & Development

Provides senior leadership to builder relations and permitting, architectural controls and compliance, placemaking and community development.

Renee Haugen, Director of Real Estate Acquisitions

Provides senior leadership surrounding property owned by the Association.

Matt Lewarn, Golf Event Sales and Marketing

Market, sell, and coordinate Golf tournaments, Corporate Group Events, and Golf Packages.

PARTNERS TEAM

Research of similar properties indicated that local realtors and builders carry the strongest and best incentives to sell and develop real estate and have financial resources beyond the POA's capacity to market properties. It is our goal to develop a strong Preferred Realtors Program and Builders Guild similar in nature to what is a proven program in Tellico Village. By working closely with external partners, we have an opportunity to expeditiously reach our goals.

In addition to realtor and builder partners, the POA will engage additional professional agencies to fulfill our marketing goals and strategies. We are currently in the process of writing an RFP to solicit a partner for creative design and public relations for 2020.

LEADS GENERATION

We will develop heavy Audience Segmentation (Niche Markets) Targeting the various visitors attracted to our community by communicating to them that we offer the activities they are most interested in:

Highest Priority Market Areas:

- Golf
- Pickleball
- Fishing
- Tennis
- Bicycling
- Trails
- Fitness
- Water sports including boating, kayaking, paddle boarding and others
- RV Park

Working with tradeshow promoters to ensure we are collecting data on any "click throughs" from their websites to ours. Previously this was nothing more than a number tracked through google analytics. With this plan, we can track name, address, phone, email, age range and income which will allow us to "remarket" to these prospects via Facebook, google ads, etc. to convert them into hard leads through Discovery Packages bookings post tradeshow. In 2019 HSV had 1,217 click throughs from idea-Living alone. If we had access to this additional information, we could have significantly increased our conversion rates. This new Audience Profiling service, just being offered starting in 2020 is a minimal cost of \$2,600 per year. Here is our most recent audience profile:

Audience Profile

Audience analysis involves identifying the audience and adapting a product to their interests, level of understanding, attitudes, and beliefs. ideal-LIVING's expanded platform can help determine the success of your marketing campaign by identifying the target audience for your community. The details listed below represents an audience profile of the people visiting your community over the past month.

- The median age of of readers is **56**.
- The top three states they currently live in are **Texas, Illinois, & California**.
- The top three states they were interested in are **AR, NC, & TN**.
- This group of people are most interested in **Mountains, Lake, & Golf**.
- The top three competing communities they visited are **Hot Springs Village, Bella Vista, & Fairfield Glade Fairfield North**.

STRATEGIC GOALS/OBJECTIVES

STRATEGIC LONG-TERM GOALS 2020-2024

- Provide sales and marketing leadership to ensure HSV remains competitive in the active lifestyle marketplace
- Execute a marketing plan that promotes HSV as the premier active lifestyle provider in the US
- Develop a marketing plan that utilizes the financial and staff resources of HSV to achieve marketing and sales goals
- Continue to build trust and engagement with our members, local and regional partners and that enhances the Village's image in surrounding communities
- Create marketing strategies that encourage our partners to participate in supporting our brand in their own advertising and marketing efforts.
- Define success/fail markers for the HSV sales and marketing program that provides evaluation criteria throughout the process and allows for alterations during the year to ensure success
- Annually review and assess effectiveness of sales and marketing/advertising efforts to inform the following years budgetary process

STRATEGIC LONG-TERM OBJECTIVES 2020-2024

- Develop a Preferred Realtors Partners Program and improve current Builder Guild program to support the POA's goal of adding 2,500 new rooftops over the next 20 years and increase resident population by 2% annually.
 - Support builder and realtor projects, such as Siega and Maderas, that support current and maximized land use strategies, limit infrastructure burden to POA and generate recurring revenues that drive revenue and rooftop goals

- Increase number of golf course and lake lot new home construction starts by 5% each year
- Increase amenities utilization by an average of 10% blending both visitor and member usage (i.e. member golf 8%/visitor golf by 25%)
- Increase the number of booked Discovery Packages to 100 in 2020 up 63 in 2019 with another 10 to 15% annually thereafter
- Improve overall satisfaction among residents
 - Grow Newcomers Welcoming Program into a system that greets new members within one week of their arrival and demonstrates a 95% satisfaction rating with services/communications delivered through HSVPOA
 - Build Brand Ambassadors to 50 in 2020 and actively use in all facets of prospect/member integration
 - Develop and execute a survey of residents moving away from HSV to determine their reason for leaving. Also survey past residents to gather exit information as well

Integrated Marketing Strategies

We will coordinate all our marketing efforts into one integrated message through paid media, earned and owned media promotions, special events, and other activities to educate the customer on all the reasons to select HSV for their retirement, relocation or recreation (with the ultimate decision wanting to live here) decision. Our strategies will utilize a variety of venues. Today, consumers use an average of almost six touchpoints before a buying decision is made. The touchpoints may include both traditional and digital.

The 2020 media plan will lead with Public Relations and digital and social media in advance of the paid media run dates. These efforts will build awareness in the media marketplace to improve our efforts to break through the media clutter and get the attention of our prospective customers. Using a combination of traditional media and on-line channels enables us to reach several different age and income demographics and strengthen the reach of our brand messaging.

Before we develop creative messages, we need to research and profile our target audience to better understand the needs and wants of our customer:

- Monthly visitor profiles
- Google Analytics for website
- digital and social media trends
- current user statistics and user trends
- LASSO data analytics

Utilizing this data, we will use a combination of paid, owned and earned media to deliver our brand message to our target audiences.

Paid Media will be in the form of broadcast and print advertising, digital banners, e-newsletters; new content in targeted publications and broadcast channels; social media paid posts; search engine optimization using targeted search terms and out of home media.

Specific Tactics:

- Maximize use of traditional media tools (print, radio, etc.) with media that stands out against competitors
- Give prizes associated with under-used amenity inventory to media outlets to leverage promotional consideration.
- Direct Mail and email for regional group advertising with immediate sales rep follow up. Again, support the sales effort with directly relevant sales messaging.
- Laser target demographics and geographic areas defined earlier
- Negotiate added value of all media outlets, effectively doubling the value of paid advertising campaigns (e.g. ideal-Living story paired with paid

advertisement) Trade and barter as much advertising time as possible with a goal of reaching \$300,000 in trade time in the first year.

- Increase and expand digital media budget spend by 20%
- Improve quality of digital media to making it more inviting to draw customers through an enhanced digital experience

Owned Media will be delivered through our Facebook, Twitter, Instagram and YouTube channels; e-mail marketing and our printed and online digital guides. We are in the process of creating new and impactful content for our website and social and digital platforms to give new and updated reasons for potential or repeat visitors to choose our area. We are also working to make it more of a support tool for the sales team (i.e. the front page immediately drives customers from tradeshow to solutions and ultimately to booking of Discovery Packages). We are also working to make each social media post “sharable” and relevant so that the members of HSV feel energized to want to share content with their friends significantly expanding our reach.

Specific Tactics:

- Invest in Search Engine Optimization and boosting social media postings. All advertising should have a trackable call to action. Give all digital an assertive call to action.
- In specific markets surrounding our tradeshow, we are recruiting brand ambassadors who moved from those areas to help us raise social media awareness.

Here is the schedule for 2020:

JANUARY 2020

- January 18-19 Ideal Living Tradeshow in Chicago, IL
- January 26-27 Golf Show in Tulsa, OK

FEBRUARY 2020

- February 15-16 Travel & Leisure Tradeshow Los Angeles, CA

MARCH 2020

- March 6-8 Golf Show, Dallas, TX
- March 28-29 Travel & Leisure Tradeshow Dallas, Tx

- We will expand tradeshow opportunities especially in Arkansas and surrounding states to include amenity recruitment opportunities especially pickleball and lake recreation
- Support targeting efforts with HSV POA member social media exposure with usable branded materials (shareable Facebook posts and one page emailable HSV pages)
- Utilize video, photography and story content developed over the past year on the website, social media and digital channels to promote our targeted amenity groups that will attract a variety of market groups. Concentrate on creating new content for the website and encouraging member distribution that specifically drives interest in sales of properties. Focuses here are:
 - Endless ways to play
 - Favorable cost of living
 - Surrounded by endless beauty in the Natural State
 - Less traffic
 - Great benefits for military retirees
 - Specific interest groups (golf, pickleball, etc.)

Earned Media will include the exposure we receive from our Public and Media Relations efforts through third party endorsements from travel journalists, bloggers, influencers, and television coverage of news-worthy events (like the Chuck Miller story this past year). This will require our team developing stronger one on one relationships with these individual writers. We will still contract with a PR firm as special needs arise. We are currently in the process of writing a new RFP for this service.

SPECIFIC TACTICS:

- Find, create and promote earned media news stories from within the Village worthy of local, regional and national recognition
- Target a list of travel/leisure/retirement journalists in the 5 primary cities where we are attending tradeshow for them to write special interest stories. This will assist in driving traffic to the booth

- Develop a program that allows for advertisement and promotion of all the amenities in the Village, both POA owned and/or operated as well as private businesses. This shows the diversity of what the POA has to offer.
- Continue and expand our support of charitable organizations by donating a twosome for golf, one hour of tennis court time or tickets to a show at the Woodlands Auditorium.
- Create a speaker's bureau to visit the civic organizations throughout the region and promote all the great things HSV has to offer. This also requires some creativity on why HSV will be of interest. For instance, we could bring local personalities who have an incredible story to tell.

Branded Events: We will promote existing signature events and work with event staff to create new events to draw new and repeat visitors to our area. We will use social media, sponsorships and grants to support the promotion of these events. We can utilize our 50th Anniversary to formulate a new partnership with our local realtors and find ways to incentivize their involvement. As a prime example, we have 1511 golf and lake front properties still available for construction. As of the writing of this plan, over 100 of those are already on the market. As an example, we could create the Conquistador's Trail of Homes just for the 50th Anniversary.



In addition to this, the 50th Anniversary Committee is well into planning of 4 prime events that will draw families to HSV. We will concentrate marketing efforts to ensure that current members can “re-experience” what made them fall in love with HSV in the first place and encourage visitors to come see HSV for the first time during these special celebrations!

FUNDING

The big question that everyone asks is “how much should we be spending on marketing to be effective” or to achieve our goals? The general rules you’ll hear thrown around like – ‘every business should spend at least 5% of their gross revenue on marketing’. In fact, the US Small Business Administration spending 7-8% of your gross revenue for marketing and advertising if you’re at under \$5 million per year in your net margin. However, every business has different margins and different goals. Still, as a rule of thumb – new businesses should spend 12-20% of revenue on marketing. While more established businesses, like ours generally spend 6-12% of their gross revenue on marketing. If we are to use these as a standard, we must first extract from our overall budget data costs/revenue related to City Services so that we are comparing apples to apples

Marketing Cost Analysis

\$35,695,572	Total Revenue
(814,200)	Ambulance
(1,678,140)	Sanitation
(7,290,338)	Water & Sewer
25,912,894	
(3,904,874)	Uncollectable Assessments
22,008,020	Non-Public Services Revenue
(4,379,134)	Public Utilities
(3888,866)	Public Works Expenses
(5,092,612)	Public Safety Expenses
<u>\$8,647,408</u>	Net Revenue to Base Marketing Spend
\$ 518,844	6% calculation
<u>\$1,037,689</u>	12% calculation

The three major factors effecting this budgetary decision-making process are:

1. What are our goals and what effort is needed to reach those goals?
2. What do we need to support current and adjusted sales efforts?
3. What are our competitors doing to out pace us in the marketplace/what will we need to do to keep pace or surpass them?

This division includes all Marketing & PR Costs for HSV other than those directly related to real estate sales, builder and realtor partnerships, golf tournaments, event sales and tradeshow. Advertising and other marketing funds from Golf, F&B, Recreation & Administration were all combined for the 2020 budget into the Marketing Department in addition to the existing Marketing & PR roles and related budgets previously in the Innovation Division. Increases shown in operational funding are drawn from multiple sources:

- Discontinuing the Troon marketing agreement
- Managing social/digital media in-house
- Managing website primarily in house instead of through a third-party agency

Suggested budget distribution will be across these primary focus areas:

- Branding (15%)
- Website (15%)
- Social media (35%)
- Advertising (25%)
- Content (5%)
- Metrics/Analysis (2.5%)
- Events (2.5%)

COMMUNITY MARKETING DEPARTMENT SUMMARY

	2020 BUDGET	2019 BUDGET	2019 FORECAST	2019 YTD 7/31/19	Change from PY Budget	% Chang e	Change from PY Forecast	% Chang e
Revenue	37,500	-	-	-	37,500	100%	37,500	100%
Compensation*	(279,409)	-	-	-	279,409	100%	279,409	100%
Operating Expenses	(395,070)	(214,500)	(207,033)	(15,769)	180,570	84%	188,037	91%
Net Admin Operating	\$ (636,979)	\$ (214,500)	\$ (207,033)	\$ (15,769)	\$ 422,479	197%	\$ 429,946	208%
Capital	-	-	-	-	-	0%	-	0%
Total Net Administration	(636,979)	(214,500)	(207,033)	(15,769)	422,479	197%	429,946	208%

Budgeted Employee Counts	2020	2019	Difference	
Full Time	3	0	3	* All budgeted in the previous year, in Admin & Innovation
Part Time	0	0	0	
Total	3	0	3	

DEPARTMENT DESCRIPTION

This division includes all Marketing & PR Costs for Hot Springs Village other than those directly related to real estate sales. Advertising and other marketing funds from Golf, F&E, Recreation & Administration were all combined for the 2020 budget into one department in addition to the existing Marketing & PR roles and related budgets previously in the Innovation Division.

KEY STRATEGIES

Marketing

- Consolidate staff resources and other marketing related expenses into one department.
- Targeted golf and lake lot sales marketing plan

