

Marketing Industry Standard SWOT Analysis

A report compiled for the
American Revolutionary War
Living History Center & Experience!

November 10 – 22. 2009 evaluation period

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SCOPE of project: Conduct a SWOT Analysis on the five to ten companies you determine to be top competitors.

Identify their:

- **Strengths:** Look for components that make the company strong, such as high profit margins, top-of-mind brand awareness, comprehensive product line, etc.
- **Weaknesses:** Look for areas of weakness within the company. This could be decreased sales in a selected category, negative publicity due to a product problem, discontinuance of a product or line
- **Opportunities:** Consider what may be potential opportunities for further success – the economy is improving, maybe a news article identifies increased sales in biking, etc.
- **Threats:** Consider events that might potentially threaten the company's success

Create “competitor profiles” that give a snapshot of what each company/attraction is doing in the market and how it may affect what our project for veterans is trying to do in the market.

Please note: these steps listed for conducting a competitive analysis are not restricted by any legal or regulatory issues. All ethical data collection is subject to the extensive policy promulgated and on file by Mongiello Associates.

Brevity: We do not seek an exhaustive, 60 page report on what our veterans already believe to be a worthwhile project.

Tourism Facts

- The Travel and Tourism industry is one of the state's largest employers, with 190,500 jobs directly related to tourism
- More than 710 jobs in Cleveland County are tourism related
- An independent study completed by UNC School of Government showed that employment in the tourism industry (dining & lodging) grew 13% since 2006. This is economic development that is really bringing jobs to Cleveland County
- Every US Household would pay \$924 more in taxes without the tax revenue generated by the Travel and Tourism industry
- Every Cleveland County household would have to pay \$148 more in state and local taxes if it were not for tourism

- State and local tax revenues from travel to Cleveland County amounted to \$6.3 million in 2008
- For every \$1 invested in tourism promotion Cleveland County receives \$4.99 in local tax revenue
- Visitor spending across the state was \$16.86 billion
- Visitor spending averages \$209 per night stay in Cleveland County. This results in over \$28 million a year in income for our county businesses and government
- Local sales tax revenue from visitor spending amounts to over \$1.56 million per year according to the US Travel Association
- County sales tax amounts to over \$700,000 as a result of visitor spending
- What can you do? Support tourism promotion. Building tourism attractions is important, but we have wonderful things already that are not being promoted because of lack of funding. There should be a county wide effort to promote tourism of Cleveland County. This is viable economic development for our area
- This year the Cleveland County Visitor Center has distributed over 20,000 brochures to people who have requested information about visiting our county
- TourClevelandCounty.com has had over 20,000 visits and over 20,000 brochures have been downloaded from the website

The following is taken from; “Target Audience and Guests,” A report compiled for the American Revolutionary War Living History Center & Experience! November 8 – 22. 2009 evaluation period, Martin CJ Mongiello, MBA, Mongiello Associates Strategic Marketing, A DBA of Mongiello Holdings, LLC

“After spending one and a half years running a bed and breakfast inn geared towards sharing the history of our region with international guests it has culminated in the winning of two international awards, one from BedandBreakfast.com and one from the Military Officers Association of America (MOAA) for 2009-2010.

The continued expansion of our property has included the opening up of a staging area for reenactments and colonial dining to fantastic success. We began running out of rooms, at times, at the six month mark.

Our product is a wonderful, historic tourism related resort and attraction. Our target audience and guests are most often classified as:

1. Bus tours and school trips with fun-loving kids
2. Mature couples and senior citizens
3. Lovers who want to get away
4. History lovers and genealogy lovers
5. Nature lovers in all forms of ecology, birding, hiking and more
6. Professors and collegiate level study groups

We have a strong relationship with all of the parks in the region and are also heavily involved in revolutionary war reenacting. In addition to this, we are the Volunteer Director Family for Battles and Historical Events in the city of Kings Mountain. This has allowed us to work with the highly acclaimed team of event management under the leadership of City Director, Ellis Noell. We have watched our events escalate in attendance in 2009 up to 35,000 people for a three hour show. Traffic counts and spectators continue to climb. We continue to Analyze and further identified our target market, primary offering and target audience/guest.

From this vantage point and bird's eye view of direct management control we have been able to interact with guests and out of town visitors. Traffic and visitors are continuing to escalate with guests coming from Ecuador, Great Britain and Turkey, to name just a few. This in combination with the fact that the state of North Carolina has moved up from the eighth most visited state in 2007 - to the seventh most visited state in 2008 - too important to ignore.

Also, generalized traffic counts at the following parks have continued to escalate and climb. These Parks are all within a stone's throw of our INN and are proposed plan sites for the ARWLHC and Experience!"

Our primary effort with a SWOT Analysis will be to showcase the living history center aspect with professional actors and semi-professional reenactors 365 days per year. We feel that one of the strengths are project will have is the spa, horseback riding, and living Cherokee and Catawba Indian camp where guests can actually get dressed up and live with them, the chance to fire a flint-lock rifle (after signing a legal waiver), the chance to fire a bow and arrow, the opportunity to fire a blow gun, capability to learn artillery drill and fire a cannon with the British army, knife and tomahawk throwing, rowing and canoeing, fishing, capability to get dressed up and fight inside of the war, visit with the patriot and militia camps, sleep in the luxury of are inn, dine and drink in the John Adams tavern and restaurant, enjoy corporate affairs and events in the Phifer Hall as well as other types of large events for groups and weddings and attend nondenominational church services on Sunday in the chapel by the woods.

We will also feature an active working village which is open every Saturday and Sunday of the year. This will have interesting and traditional activities such as a blacksmith, bakery, tinsmith, weaver, dressmaker, printer and more! Will also be engaged in a 1776 organic farm and winery with tasting room. One of the other interesting things that we plan on offerings is colonial cooking classes!

When we analyze for SWOT and self compare these activities against the local offerings we find that we would have a place to accent and enhance the international draw of visitors. Our strength is always been in not competing with the local parks – but in been wise enough to complement them. Our strength is also in marketing, advertising, publicity, promotion and branding while maintaining full control with the flexibility to open up and the form of new strategy within one hour's time. Given financial resources have the same flexibility, we've developed a capability to continuously increase our number of international visitors.

Here are the local parks that we complement. There is no other comparable attraction, such as we propose, within 50 miles of our location:

Broad River Greenway

- Highway 150 South. Boiling Springs, NC 23017, 704-434-2357 or 704-434-0040, www.BroadRiverGreenway.com, fishing; picnic areas, tubing, canoeing, hiking, mountain biking trails, bird watching, playground, horse trails and educational programming. Over 100,000 visitors annually.

Cowpen's National Battlefield

- 4001 Chesnee Highway, Gaffney, SC 29341, 864-461-2828, www.nps.gov/cowp, hiking trails, picnic shelters, educational programming

Crowders Mountain State Park

- 522 Park Offices Lane, Kings Mountain, NC 28086, 704-853-5375, www.ncparks.gov/Visit/parks/crmo, auditorium, classroom, boating, camping, picnic Shelters, hiking trails, bird watching, 404,143 visitors in 2007

John H. Moss Lake

- 2641 Oak Grove Road, Shelby. NC 28150, 704-482-7926, www.mosslake-nc.com, fishing, boating, bird watching, picnic area, 10,845 boat permits sold in 2007

Kings Mountain National Military Park

- 2625 Park Road, Blacksburg, SC 29702, 864-936-7921, • www.nps.gov/kimo, hiking trails, interactive museum, regular events, camping, horse trails, and bird watching, 516,704 visitors in 2007.

Kings Mountain State Park

- 1277 Pork Road, Blacksburg. SC 29702, 803-222-3209 or toll free 866-345-7275, an original Civilian Conservation Corps park, Picnic facilities, hiking trails, horse trails,

camping, fishing, boat rental, living history farm, group camping barracks and educational events, 190,000 visitors in 2006.

Overmountain Victory National Historic Trail

- 864-936-3477, www.nps.gov/ovvi, the Commemorative Motor Route is accessible at all hours, year-round, weather conditions permitting. The non-motorized pathway is available for use from dawn to dusk, year-round, weather conditions permitting. Trail travels through VA, TN, NC & SC, retracing the route of patriot militia as they tracked down the British.

Shelby City Park

- 851 West Sumter Street, Shelby, NC 28150, 704-484-6476 or 704-484-6839, www.CityOfShelby.com/parks, restored 1919 cir. All wood carrousel and miniature diesel Rotary Train, swimming pool, golf, tennis, gymnasium, baseball, soft ball, picnic area, events.

South Mountain State Park

- 3001 South Mountain State Park, Avenue, Connelly Springs, NC 28612, 828-433-4772, www.ncparks.gov/Visit/parks/somo, auditorium, classroom, camping, horse facilities, picnic shelters, interactive museum and educational events, 198,000 visitors in 2007.