

STATE OF WEST VIRGINIA

FULL PERFORMANCE
EVALUATION OF THE

WEST VIRGINIA PARKWAYS ECONOMIC DEVELOPMENT AND TOURISM AUTHORITY

TAMARACK

Catalog and internet page could boost
sales

Shipping policy needs to be improved to
better serve customers

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Antonio E. Jones, Ph.D.
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September 5, 1996

The Honorable A. Keith Wagner
State Senate
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The Honorable Joe Martin
House of Delegates
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1900 Kanawha Boulevard, East
Charleston, West Virginia 25305

Gentlemen:

Pursuant to the West Virginia Sunset Law, we are transmitting this Full Performance Evaluation of the West Virginia Economic Development and Tourism Authority, Tamarack, which will be reported to the Joint Committee on Government Operations on Sunday, September 15, 1996. The issue covered herein is "Catalog and internet page could boost sales and shipping policy needs to be improved to better serve customers."

Please let me know if you have any questions regarding this report.

Sincerely,

A handwritten signature in cursive script, appearing to read "Antonio E. Jones".

Antonio E. Jones

AEJ/Ahs

Enclosure

Joint Committee on Government and Finance

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Executive Summary

ISSUE AREA 1: *A catalog and internet page could help boost sales at Tamarack during the Christmas season and year-round.*

Unlike many retail establishments, Tamarack is viewed as both a destination facility and a drive-by traffic facility. According to the West Virginia Parkways Authority, approximately 10 million passenger vehicles will pass the Tamarack facility in 1996. If only 10% of these cars are making a one-time pass by the facility, this would represent one million potential "single-visit" customers for Tamarack.

Catalogs rank third, behind radio and newspaper, as the advertising medium used most frequently by department and specialty stores. According to a spokesperson at Tamarack, there is no interest in developing a catalog and very little talk of having one in the future. PERD feels that Tamarack should produce a catalog of sufficiently warehoused and readily available items.

The general manager of Tamarack initially did not anticipate the store having a strong Christmas, even though Tamarack maintains a year round Christmas shop. Christmas sales at retail establishments as well as mail-order companies represent a substantial percentage of total retail sales for a given year. The percentages range from 27 to 70%.

Another prime source to sell Tamarack merchandise is to display items on the World Wide Web on the internet. PERD feels that a website would be an excellent outlet for some of the unique, one-of-a-kind higher priced merchandise that Tamarack sells. The Greenbrier Resort in White Sulphur Springs has a working relationship with Tamarack. The Greenbrier has an internet sight as well as a catalog. The Greenbrier ships approximately 250-300 packages a day from their catalog during the Christmas season.

ISSUE AREA 2: *Tamarack needs to improve its shipping policy to better serve its customers, and facilitate catalog and internet sales.*

Tamarack currently has an interim policy for shipping items for its customers. However, the interim shipping policy has resulted in the sales staff relying heavily upon management to answer shipping questions, and not being consistent in their answers. **PERD feels that it would benefit Tamarack to put in place a permanent shipping policy, and train sales associates of the application of this policy.** Furthermore, if Tamarack does produce a catalog and/or develops an internet site, the facility will need to have a viable shipping policy in place.

ISSUE AREA 1: *A catalog and internet page could help boost sales at Tamarack during the Christmas season and year-round.*

Catalogs are a special form of direct mail promotion and rank third, behind radio and newspaper, as the advertising medium used most frequently by department and specialty stores.¹ Tamarack has explored the possibility of a catalog on three different occasions: by purchasing two pages in Stone & Thomas' Christmas catalog for West Virginia products; a brochure with Class VI River Runners, a private whitewater rafting outfitter that included 12 different West Virginia products in their catalog; and a collaboration with seven other West Virginia entities appearing in the April 1996 issue of *Gourmet* magazine featuring half a dozen products. Despite these endeavors, according to a spokesperson at Tamarack, there is no interest in developing a catalog and very little talk of having one in the future.

The main concern of Tamarack officials is that catalogs are expensive to develop. Although this may be true, many stores find that the costs of producing a catalog are less expensive than adding new in-store space. These stores feel that catalogs have a longer life and impact than print or television ads, that they reinforce a store identity, and that they reach new markets, while also acting as catalysts for in-store purchases. Furthermore, the catalog as a selling tool has a potential three-way thrust: 1) in-store traffic, 2) mail, and 3) phone orders.

Tamarack's Unique Need for a Catalog

The Performance Evaluation and Research Division (PERD) believes that Tamarack has a unique need for a catalog, since most of its potential customers visit once annually. Unlike many retail establishments, Tamarack is viewed as both a destination facility and a drive-by traffic facility. As a destination facility, the hope was that Tamarack would become a retail tourist attraction, in essence, where visitors would make a conscious decision to drive to Beckley from other states to buy West Virginia's finest hand crafted items. PERD believes that such visitors, since they would be driving from out-of-state areas, such as Pittsburgh, Cincinnati, Columbus, Cleveland, Washington D.C., Philadelphia, Baltimore, and Charlotte, would visit the facility only a limited number of times per year, and many or most only once a year.

In addition to being a destination retail attraction, Tamarack was also conceived as a retail facility which would draw customers from the traffic on the West Virginia Turnpike. Such customers would simply "drop-in" to Tamarack on their way to and from the Southeastern states (in particular Florida, South Carolina, and North Carolina), and the north (Michigan, Ohio, Western New York, Western Pennsylvania, and Ontario). According to the West Virginia Economic Development and Tourism Authority, approximately 10 million passenger vehicles will pass the Tamarack facility in 1996. If only 10% of these cars are making a one-time pass by the facility, this would represent one million potential "single-visit" customers for Tamarack. Such customers would, under the present arrangement, have only one chance to purchase Tamarack

¹ Mason, J. Barry & Morris L. Mayer, *Modern Retailing Theory and Practice*, 4th ed., (Plano, Texas: Business Publications, Inc., 1987)

goods, since they cannot take a *Tamarack Catalog* with them when they leave the facility.

The Importance of the Christmas Season to Retailers

The general manager of Tamarack initially did not anticipate the store having a strong Christmas, even though Tamarack maintains a year round Christmas shop. He thought that it was more of a tourist destination than a retail center. Thus, the general manager did not factor a successful Christmas into the original formula and the sales figures that he compiled do not reflect a strong holiday season. However, Christmas sales at retail establishments as well as mail-order companies represent a substantial percentage of total retail sales for a given year. This is illustrated in Table 1 below:

Table 1

Retailers Percentage of Annual Sales During the Christmas Season

Company/Organization	% of Total Sales from the Christmas season
WV Retailers Association	60-70
Virginia Retail Merchants Association	40
National Retail Federation	27
Lands' End	40
Kaufmann's	33
Stone & Thomas	30

PERD contacted the West Virginia Retailers Association to obtain data on annual sales during the Christmas season for West Virginia retailers. PERD was told that 60-70% of their annual sales occur during this time frame. PERD also contacted the Virginia Retail Merchants Association for the same information; they stated that 40% of Virginia's annual retail sales occur during the Christmas season. Finally, PERD contacted the National Retail Federation (NRF) to obtain data on Christmas sales. The NRF uses 27% as a benchmark for the percentage of total annual retail sales that occur during the Christmas season. According to information provided by the NRF, the holiday season is considered the "golden quarter" by some analysts because a significant portion of the total annual revenue for the retail industry is generated during the months of November and December.

Survey of Tamarack Visitors

The holiday season also presents an opportunity for those involved in the arts and crafts industry to take advantage of the consumer demand for the kind of unique gifts they may be hard-

pressed to find at their local department store and the one-of-a kind decorations that make the holidays special. These statistics alone should provide evidence that a Christmas catalog could prove beneficial to Tamarack’s annual sales, and allow it to market its products to former visitors to the facility who may not be visiting Tamarack during the Christmas season. Tamarack already has a sign-in directory at the information booth for visitors to sign up for a Tamarack mailing list. This list is a ready-made market for a Tamarack catalog. PERD’s exit survey of 70 Tamarack visitors showed that 65% of in-state and 73% of out-of-state visitors would possibly buy Christmas gifts from Tamarack by mail order. Hence, the potential market for Tamarack products is enormous.

Production Crafts

Tamarack currently has juried into their system 138 vendors who Tamarack officials feel are sufficient to produce enough items to support a catalog. These items include: food produced in the state, such as wine, jams, and coffee, etc.; apparel; jewelry; glass products, such as Fenton and Blenko; books; pottery including the Homer Laughlin Fiesta Ware; and other various toy and furniture products. Table 2 lists the types of products and number of vendors presently sold at Tamarack. Producers of these products along with the type of item they produce are shown in Appendix A.

TABLE 2
Production Crafts Which Possibly Could Be Included In A Catalog

Type of Product	Number of Vendors
Apparel	10
Bath and Body	7
Books	12
Dried Flowers	1
Food	39
Furniture	1
Glass	16
Jewelry	10
Metal Works	2
Music	4
Paper Products	10
Pottery	7
Souvenirs	9
Quilts	1
Toys	3
Wood Crafts	5

Tamarack Internet Catalog

Another prime source to sell Tamarack merchandise is to display merchandise on the World Wide Web on the internet. Businesses are increasingly using the web to target prime customers. A page on the World Wide Web displaying products would allow Tamarack to market their goods, literally to computer users around the world. The web allows computer users to view and purchase merchandise directly off the website by credit card. If the customer is unwilling to use the credit card over the Internet, an 800 number would allow the customer to order the products

PERD feels that a website would be an excellent outlet for some of the unique, one-of-a-kind higher priced merchandise that Tamarack sells. Such items would not lend themselves to being sold through a typical catalog since as soon as a single item was sold the catalog would become dated. However with a website, Tamarack officials could on a daily basis keep the items offered on the Web page updated. In addition, as soon as Tamarack agreed to sell any one-of-a-kind item, the item could be removed from the web page. Thus, customers could always be looking at the current items Tamarack has for sale.

In addition, a web page catalog would allow Tamarack to sell West Virginia artisans' works worldwide. An advertisement placed in a widely circulated newspaper such as the *Washington Post*, *New York Times*, and *USA Today* listing Tamarack's website address would enable a computer user from Japan, Europe, or Saudi Arabia to become a customer of Tamarack. Given that some of the art works that Tamarack has for sell cost between one and twelve thousand dollars, expanding Tamarack's market place overseas could be a great asset to West Virginia craftspeople. A list of Tamarack items which cost over \$1,000 is shown in Appendix B.

Currently, Tamarack does have a site on the internet which can be found at <http://www.wvweb.com/www/Tamarack>. PERD viewed the site and found it was not designed for retail sales of its merchandise. The website lists directions to Tamarack and shows a picture of the facility, along with six pictures of arts and crafts items, but the site doesn't state whether they are for sale or if they are even sold at Tamarack. According to Tamarack staff, the site was designed by someone affiliated with WVWeb, and was purchased for a flat fee of \$1,500. In PERD's opinion, the current site will do little to boost sales, since no items are shown for sale or allow a way to purchase Tamarack merchandise. If redesigned, an Internet site could be used in conjunction with a catalog. An internet user could visit the Tamarack website, then e-mail Tamarack for a catalog.

PERD feels that the site could be redesigned with items for sale, and Tamarack should take advantage of the latest in technology and use every resource at their disposal. The Office of Academic Computing at West Virginia University was contacted to determine the resources needed to develop a state of the art website. The Office's Director, Mr. Don McLaughlin, believed that a website offered great promise for Tamarack and stated that WVU would be happy to assist in developing a website for Tamarack and that such a site would be inexpensive to develop. Mr. McLaughlin stated:

I have heard good things about Tamarack and its role in showcasing West Virginia's culture, arts and skilled crafts. I wholeheartedly agree with your premise that the Web offers the opportunity to extend the center to a world wide audience.

Per our discussion, I would like to express the interest of West Virginia University and, more specifically, the Office of Academic Computing, in assisting Tamarack in the development of a Web presence. This is an intriguing project that, I believe, can have substantial payoff for West Virginia. I would coordinate the project through the Office of Academic Computing, and will involve members of the WVU community. I am particularly interested in involving some of our talented upper level students in this effort. I believe that we can do this at a low cost, and should be able to complete the project in a relatively short time frame.

I look forward to hearing from Tamarack about this project idea, and, on behalf of West Virginia University, we would be pleased to work on this service to the state.

The Greenbrier Model

The world famous Greenbrier Resort located in White Sulphur Springs has a working relationship with Tamarack. The Greenbrier operates the restaurant facilities in Tamarack, and has space on the sales floor to sell Greenbrier sweaters, T-shirts, etc. In exchange, Tamarack sells their products at "The Best of West Virginia" shop at the Greenbrier. The Greenbrier not only has a catalog, but also has an internet sight. According to a Greenbrier employee, the Greenbrier ships approximately 250 - 300 packages a day from their catalog during the Christmas season. PERD feels that Tamarack should take a cue from the Greenbrier marketing plan or even attempt to exceed its plan.

Conclusion

Without a catalog and without products available on the internet, Tamarack may experience a major potential loss of sales especially during the Christmas season for those out-of-towners who have visited the center, but will not be visiting the Beckley area during the season. If these individuals were offered a catalog, there is no doubt that they would be much more likely to purchase items after visiting the facility. The same holds true for those who have never visited Tamarack. By providing an internet World Wide Web site selling Tamarack merchandise, a whole new market around the world could be opened up. While arrangements for an 800 line with operators will need to be made, along with shipping operations which will be discussed in the following issue, PERD believes that Tamarack has the capability to issue and provide service for a small catalog of warehoused items during the 1996 Christmas season. After the 1996 Christmas season, Tamarack could develop a more extensive catalog. These catalogs, along with WVU's agreement to assist with a redesigned internet site, could greatly boost Tamarack's Christmas sales, and untapped markets could be broadened to reach much farther than the borders of West Virginia. These marketing activities would facilitate the purpose of Tamarack to provide a central method of selling the best arts and crafts made in West Virginia.

Recommendation 1

Tamarack should produce a catalog of sufficiently warehoused and readily available items. This catalog would include items produced by vendors from the list provided by Tamarack management (See Appendix A). Tamarack should attempt to have such a catalog for the upcoming Christmas season.

Recommendation 2

Tamarack officials should coordinate with the West Virginia University Office of Academic Computing to develop a state-of-the-art website enabling computer internet users to shop and purchase Tamarack merchandise online, with special focus on the large ticket items.

Recommendation 3

Tamarack officials should develop an 800 number service, along with developing shipping support for catalog and internet sales.

ISSUE AREA 2: Tamarack needs to improve its shipping policy to better serve its customers, and facilitate catalog and internet sales.

Tamarack needs to develop and use shipping policies and procedures to meet its customer needs. Since Tamarack attracts a great number of tourists, who may have their vehicles packed with luggage and vacation items, customers who wish to purchase merchandise from Tamarack may not be able to take it with them. Also, many of Tamarack's items are bulky and may not fit into the average vehicle. The policy needs to help the customers visiting the facility in shipping any item to any destination and give the catalog customers quality service. Tamarack currently has an interim policy for shipping items for its customers and in one instance they refunded the sale because of the high cost to ship the item. In addition, the interim shipping policy has resulted in the sales staff relying heavily upon management to answer shipping questions, and not being consistent in their answers.

The interim shipping procedure has three ways of shipping items. Items with a circumference not to exceed 108-inches are shipped UPS; a shipping broker company ships irregular and oversized packages, or if the irregular and oversized package is within a 100-mile radius of the Caperton Center, Tamarack's own trucking service delivers the packages. "All shipping charges are directly related and passed on to the customer, no profit element is requisitioned." (Tamarack Shipping Policy)

During PERD's visits to Tamarack as mystery shoppers, sales staff were asked on five occasions if a certain product were purchased how could it be shipped. The item varied each time PERD asked the question. PERD received five different answers from five different sales staff. The five answers were:

1. The cost for shipping would exceed the cost of the purchase and the sales person did not indicate what company would be used or the actual cost.
2. The sales person did not know and called management for the information. Management was not available and we were told it would take forty-five minutes before the question could be answered. PERD stated that the item to be purchased was to be sent to Florida; she then said that she thought that Tamarack's truck could transport the potential purchase.
3. The cost to ship a rocking chair would be \$190.00 and Mail Boxes, Etc. would be the shipping company. This shipping price exceeded the cost of the chair.
4. The sales person indicated they could ship the purchase but could not provide the cost and required a signed, blank credit card charge slip PERD would be notified when the actual charge was determined.
5. The sales person stated that the shipping would cost approximately 10% of the purchase price, and if called when returning to an out-of-state residence, West Virginia sales taxes could be avoided.

PERD feels that it would benefit Tamarack to put in place a permanent shipping policy, and to train sales associates of the application of this policy. In the previous examples, a real customer may have walked away without a definitive answer, and Tamarack would have lost a sale. The general manager provided us by request a copy of his interim shipping policy, and PERD feels that this same interim policy could be provided to sales staff. The interim policy could easily be placed at the point of sale register for employee reference. **PERD also feels that new employees should be trained in the shipping policy during new employee orientation.** Many customers may be hesitant to purchase an item if the sales staff are not familiar with how it will be delivered.

Since July 16, Tamarack has provided shipping to its customers in some instances. According to shipping data provided by Tamarack, UPS was used in all but 7 cases. Table 3 below lists the type of items shipped and costs passed on to the customer.

Table 3

Tamarack Shipments since July 16, 1996

Product Type	Number of shipments	Total Cost of Goods	Total Shipping Charges	Ratio of Shipping to Costs
Glass	16	\$1492.23	\$220.20	15%
Food	5	\$205.74	\$40.55	20%
Pottery	10	\$1194.27	\$167.40	14%
Metal	2	\$46.20	\$4.00	9%
Books	1	\$37.10	\$5.00	13%
Apparel	4	\$106.85	\$14.50	14%
Artwork	1	\$90.10	\$0.00	0%
Furniture	3	\$623.28	\$87.30	14%
Wood	4	\$317.81	\$32.45	10%
Textiles	1	\$539.56	\$0.00	0%
Baskets	2	\$498.20	\$20.00	4%
Totals	49	\$5151.34	\$591.40	11%

Catalog and Internet Sales

If Tamarack does produce a catalog and/or develops an internet site, the facility will need to have a viable shipping policy in place. A policy will be required to promote purchasing from these additional outlets. The general manager states that it is Tamarack's sole intention to offer shipping services as part of the retail operation. Currently, he states that Tamarack is aggressively researching a contractual agreement to have shipping services provided by an independent or national freight company. This research should provide for support for catalog and internet sales. PERD's research into additional avenues for shipping, where the dimensions, weight or other restrictions of its current shipper, UPS, revealed a plethora of options. We interviewed one of those shippers: Emery Worldwide a CF company. Emery states that they are involved in a network of shippers, and are a subsidiary of a larger corporation, and will ship any item of any size or weight anywhere in the world.

Conclusion

Having a permanent shipping policy in place is a key ingredient to reaching maximum potential in the retail industry. Not having a shipping policy or sales associates not knowing what the shipping policy is, if there is one at all, has the potential to leave the customer less than confident about purchasing an item and then having it shipped to his or her home. Also, by not having a permanent shipping policy already in place, Tamarack risks the distinct possibility of losing potential sales. Furthermore, a shipping policy is vital in enhancing catalog and internet sales. Tamarack needs to portray itself as a retail center that offers first-class service and should strive to be the epitome of customer service. By developing a permanent shipping policy, Tamarack will be headed in the right direction in achieving optimum customer service.

Recommendation 4

Tamarack needs to develop a multi-tiered competitive shipping policy in order to better serve its customers.

Recommendation 5

Tamarack should properly train its sales staff on the shipping policy to improve customer service.

Appendix A

Vendor	Town	Type of Items
Apparel (10 vendors)		
ALKHAN	WESTON	CUSTOM WOVEN PRODUCTS
ALLEGHANY T-SHIRTS	FAIRLEA	SCREEN PRINTING & EMBROID
APPALACHIAN BY DESIGN	LEWISBURG	KNITTED WEARABLES
CREATIVE MONOGRAMMING	SHADY SPRING	MONOGRAMMING/WEARABLES
EAST WEST PRINTING	DAVIS	SCREEN PRINTING & EMBROID.
KOUNTRY KOUSINS KRAFTS	RIPLEY	DENIM WEARABLES
LARIAT LEATHER	CAMERON	LEATHER WEARABLES
P. M. ENTERPRISES	POCA	SCREEN PRINTING & EMBROID.
SENECA DESIGNS	ELKINS	SCREEN PRINTING & EMBROID.
SPORTSMASTER	CHAPMANVILLE	OUTERWEAR
Bath and Body (7 vendors)		
BEEHIVE	DANIELS	CANDLES
BONNIE'S HAT	FLAT TOP	OILS, SALTS
CANDLE MAGIC	WESTON	HANDPOURED CANDLES
EARTH STAR OFFERINGS	MORGANTOWN	AROMATHERAPY
INCREDI-CARVE ENT.	BECKLEY	CANDLES
PEACEFUL SCENTS OF W.V.	CHARLESTON	SOAPS, SALTS
SITARA	MORGANTOWN	AROMATHERAPY
Books (12 vendors)		
BERDINE PUBLISHING CO	PRINCETON	AUTHOR
CHARLESTON JUNIOR LEAGUE	CHARLESTON	COOKBOOKS
JOYCE BROYLES	BECKLEY	AUTHOR
JUDY GRIGORACI	CHARLESTON	COOKBOOKS
JUNIOR LEAGUE OF HUNTINGTON	HUNTINGTON	COOKBOOKS
MCCLAIN PRINTING CO.	PARSONS	PUBLISHER
MOUNTAIN STATE PRESS	CHARLESTON	PUBLISHER
MOUNTAIN MEMORY BOOKS	SO. CHARLESTON	AUTHOR
PICTORIAL HISTORIES PUBL.	CHARLESTON	PUBLISHER
PINK PIG PUBLISHING	HARRISVILLE	PUBLISHER

Vendor	Town	Type of Items
THOMAS IN PRINTS	GAULEY BRIDGE	PUBLISHER
TRANS ALLEGHANY BOOKS	PARKERSBURG	WV BOOK DISTRIBUTOR
Dried Flowers (1 vender)		
THE HERB LADY	SHEPHERDSTOWN	POTPOURRI, ACCESSORIES
Food (39 venders)		
A T GIFT CO.	HARPER'S FERRY	WINE
APPALACHIAN MOUNTAIN	RAVENSWOOD	SALAD DRESSINGS, MARINADES
BEAR RUN TREE FARM	AURORA	MAPLE SYRUP PRODUCTS
BISELLI PASTA	FAIRMONT	ITALIAN FOOD PRODUCTS
BLUE SMOKE SALSA	GAULEY BRIDGE	SALSA
BROWN'S CREATION IN CLAY	MORGANTOWN	VINEGARS, PESTO, POTTERY
CHOCOLATE TEMPTATIONS	FAIRMONT	CHOCOLATES
DIVERSIFIED NATURE ASSOC.	PICKAWAY	VINEGARS, JAMS, JELLIES
FISHER'S RIDGE VINEYARDS	CHARLESTON	WINE
FORKS OF CHEAT WINERY	MORGANTOWN	WINE
H30	BECKLEY	WATER
HIGH APPALACHIAN	DANIELS	JERKY ITEMS
KIRKWOOD WINERY	SUMMERSVILLE	WINE
KITTY'S CANDY KITCHEN	PRINCETON	CANDY
LANG'S TANGY CO.	CHARLESTON	B-B-Q SAUCE
MCCUNE FOOD SERVICE	SO. CHARLESTON	COFFEE
MISTER BEE POTATO CHIP CO.	PARKERSBURG	SNACK FOOD
MOUNTAIN LAUREL MARKETING	CABINS	PICKLES
MOUNTAIN STATE HONEY CO.	HAMBLETON	HONEY PRODUCTS
MOUNTAIN EAGLE SNACKS	BEAVER	QUIBELL WATER PRODUCTS
MOUNTAIN MIXES	DANIELS	DRY GOODS MIXES
OLD VILLAGE ROASTER	KENOVA	COFFEE, PEANUTS
OLIVERIO PEPPERS	CLARKSBURG	ITALIAN FOOD PRODUCTS
PAGE MILL PRODUCTS	BECKLEY	DRY GOODS MIXES
RICHTER'S SUGAR HOUSE	PICKENS	MAPLE SYRUP
RUSLYN CONFECTIONS	MORGANTOWN	CANDY, NUTS
S. E. & LOIS ANDERSON	HICO	APPLE BUTTER

Vendor	Town	Type of Items
SHANHOLTZ ORCHARDS	ROMNEY	APPLE BUTTER
SUNNY HOLLOW FARMS	AUBURN	MUSTARDS/JAMS/PICKLES
SWEET ANNIE'S HERBS	CULLODEN	HERBS AND SPICES
TASTY BLEND FOODS	SCOTT DEPOT	BISCUIT AND GRAVY MIXES
THISTLEDEW FARM	PROCTOR	HONEY PRODUCTS
TOP SPOT COUNTRY COOKING	SISSONVILLE	CHICKEN DUMPLING MIX
UP THE CREEK	MONTGOMERY	MUSTARD
WEST BEST'S HOT PEPPER	PARKERSBURG	HOT PEPPER BUTTER
WHEELING COFFEE & SPICE	WHEELING	COFFEE
WILLS BAR-B-Q SAUCE	HARPERS FERRY	BAR-B-Q SAUCE
WV FRUIT & BERRY	BRIDGEPORT	JAMS/JELLIES
YODERS COUNTRY KETTLE	GAP MILLS	JAMS/JELLIES
Furniture (1 vender)		
NEW RIVER WOOD	HINTON	OUTDOOR FURN.
Glass (16 venders)		
BLENKO GLASS CO	MILTON	BLOWN GLASS PRODUCTS
BROOKE GLASS	WELLSBURG	TRAD.HANDPAINTED GLASS
CARDINAL INC	WHEELING	ETCHED GLASS PRODUCTS
CASS ART GLASS	ELLENBORO	SM. ITEMS, ORNAMENTS
DALZELL VIKING	NEW MARTINSVILLE	CONTEMPORARY GLASS
DYING ART GLASS	BUCKHANNON	PAPERWEIGHTS
FENTON ART GLASS	WILLIAMSTOWN	TRAD. GLASS ITEMS
GENTILE GLASS CO.	STAR CITY	PAPERWEIGHTS
GIBSON GLASS	MILTON	PAPERWEIGHTS, ETC.
GLASS DIMENSIONS	HURRICANE	ETCHED GLASS
GLASS BY MARILYN	ELKVIEW	PAPERWEIGHTS
HAMON GLASS STUDIO	SCOTT DEPOT	ART GLASS
L G WRIGHT GLASS CO	NEW MARTINSVILLE	TRAD. ITEMS
MASTERPIECE CRYSTAL	JANE LEW	STEMWARE
PILGRIM GLASS CORP.	CEREDO	CONTEMPORARY/TRADITIONAL
WINDSOR CRYSTAL	MOUNDSVILLE	ETCHED
WV GLASS SPECIALTY	ELLENBORO	DECALS

Vendor	Town	Type of Items
Jewelry (10 vendors)		
BEADS-N-MORE	MORANTOWN	BEADED JEWELRY
CAROL HSU	BERKELEY SPRINGS	METAL JEWELRY
CONTOIS & REYNOLDS	HAMLIN	CUT GLASS JEWELRY
DESIGNS BY OWEN	WESTON	STERLING SILVER
DOUBLE SPACE	LEWISBURG	STERLING SILVER
ELLIE'S FLORAL DESIGN	METZ	DRIED FLOWER JEWELRY
KRAFTWORKS STUDIO	WEST UNION	PEWTER
MARTINA HUSON	CHARLESTON	GLASS FUSED JEWELRY
RICK RIO DESIGNS	LANSING	CONTEMPORARY
ZBACH ADORNMENTS	FAIRMONT	BEADED/CONTEMPORARY
Metal Works (2 vendors)		
ANTIQUE ROOFTOP SLATE CO.	RIPLEY	TOLEPAINTED SLATE
D & S METAL CRAFT CO.	FAIRMONT	TOLEPAINTED BUCKETS
Music (4 vendors)		
AUGUSTA HERITAGE CENTER	ELKINS	TAPES
BOB THOMPSON PRODUCTIONS	CHARLESTON	TAPES
JIM MARTIN PRODUCTIONS	ST. ALBANS	TAPES
RIZETTA MUSIC	INWOOD	TAPES
Paper Products (10 vendors)		
BAIR OUTDOOR STUDIO	SHADY SPRING	POSTERS, POSTCARDS
CANNON GRAPHICS	CHARLESTON	ARNOUT HYDE PICT. BOOKS
DIVISION OF NAT. RESOURCES	ELKINS, CHARLESTON	CALENDARS, MAGAZINES
EASTON PRINTING	PARKERSBURG	WV CALENDARS
GET THE PICTURE	CHARLESTON	POSTERS
IMAGE ASSOC.	CHARLESTON	COLORING BOOK, CARDS
STEPHEN SHALUTA	CHARLESTON	POSTERS
WILLIAM DOUG GOEBEL	CHARLESTON	NOTE CARDS
WOLF CREEK PRINTERY	ALDERSON	NOTE CARDS/CALENDARS
WOODLAND BROOK STUDIO	LOST CREEK	NOTE CARDS
Pottery (7 vendors)		
BLUEBERRY MUFFINS	SHEPHERDSTOWN	PORCELAIN ORNAMENTS

Vendor	Town	Type of Items
COVE CREEK POTTERY	SAXON	HANDMADE ITEMS
DINA BROWN POTTERY	PRINCETON	HANDMADE ITEMS
HANNAH'S POTTERY	SCOTT DEPOT	HANDCRAFTED ITEMS
HOMER LAUGHLIN CHINA CO.	NEWELL	DINNERWARE
LINN POTTERY	LINN	HANDMADE ITEMS
MIDLAND TRAIL GALLERY	LOOKOUT	PRINTS
Souvenirs (9 vendors)		
C & C CRAFTS	ALDERSON	COAL JEWELRY
COAL CRAFTERS	BEAVER	FIGURINES
EATUM-UP BAITs	BARBOURSVILLE	LURES AND ACCESSORIES
ENGLAND'S COAL CRAFT	BEAVER	COAL FIGURINES
G.P. ROCK	HUNTINGTON	ROCK SPECIMENS, SOUV.
MOUNTAINEER COAL CREATION	ANSTED	COAL FIGURINES
ROCK SHOP	MAXWELTON	SPECIMENS, SOUV.
ROY REVEAL	SO. CHARLESTON	MAGNETS
TEAZLE ENTERPRISES	MATHIAS	DRIED FLOWER CHARACTERS
Quilts (1 vender)		
CABIN CREEK QUILTS	MALDEN	QUILTS, ACCESSORIES
Toys (3 vendors)		
MARBLE KING	PADEN CITY	MARBLES
MOUNTAIN CRAFT SHOP	NEW MARTINSVILLE	WOOD FOLK TOYS
SUTPHIN'S WOOD TOYS	SALT ROCK	WOOD TOYS
Wood Crafts (5 vendors)		
APPALACHIAN RUSTICS	SINKS GROVE	UTENSILS, TOYS, WALKING STKS.
RATHBUN WOODWORKS	ALDERSON	LASER ETCHED
THE BROKEN "T"	WILLIAMSBURG	FOLK ART
WOODWORKS	MORGANTOWN	BOXES/MIRRORS
WYOMING COUNTY WORKSHOP	MABEN	WASTEBASKETS/MAG. RACKS

Appendix B

Baskets	"Winter Moon"	1	\$1,600	
Baskets	"Winter Moon"	1	\$1,400	
Furniture	Horse Cedar Chest	1	\$3,350	Consignment
Furniture	Pig Cedar Chest	1	\$3,350	Consignment
Furniture	Sheep Cedar Chest	1	\$1,300	Consignment
Furniture	Hnd pntd W&M Chest	1	\$2,100	
Furniture	Sofa	1	\$1,300	
Furniture	Coffee Table	1	\$1,000	
Furniture	Cherry Trestle Table	1	\$1,500	
Furniture	Cherry & Maple Table	1	\$4,400	
Furniture	Maple Desk & Chair	1	\$4,700	
Furniture	Sweater Cabinet	1	\$1,350	
Furniture	Maple Table	1	\$2,600	
Furniture	Maple Back Desk	1	\$3,900	
Furniture	Metal Q Bed	1	\$2,000	
Furniture	Slate Top Table	1	\$1,950	
Furniture	5 ft. Table	1	\$1,000	
Glass	3 panel screen	1	\$5,000	
Glass	3 panel divider	1	\$4,500	
Glass	Cameo Lamp	1	\$1,500	
Glass	3 panel screen	1	\$1,350	
Jewelry	Opal 18K pendant	1	\$4,000	Consignment
Jewelry	Chrysoprase/Opal	1	\$2,000	Consignment
Metal	Bronze John Henry	1	\$2,400	
Metal	Sunflower Cop	1	\$1,950	Consignment
Metal	7 ft. Sunflower	1	\$1,100	
Metal	7 Daffodil Sclp.	3	\$2,600	
Metal	9 ft. 6 in. Daffodil	1	\$4,400	

Metal	4 ft. Daffodil	3	\$1,000	
Metal	Tracks (deer) Bronze	1	\$2,000	
Metal	Royal Flush, br. w/ped	1	\$4,500	Consignment
Metal	Mt. Man Alwaysfre	1	\$2,000	Consignment
Metal	Calendar No. 5	1	\$3,500	Consignment
Metal	Rev. War 1780 Rifle	1	\$1,500	
Metal	Bronze Legends	1	\$5,000	Consignment
Metal	Civil War Era Gun	1	\$2,000	
Textiles	Tulip Sampler	1	\$2,000	
Textiles	Wnd up Holr Trow	1	\$1,400	
Textiles	Am. Eagle	1	\$1,120	
Textiles	RR Cross w/sleeve	1	\$1,250	
Textiles	Log Cabin 82x108	1	\$1,350	
Textiles	Blkfrds Beau Qlt	1	\$1,350	
Textiles	Arnd Twist quilt	1	\$1,150	
Textiles	Log Cabin Lone Star	1	\$1,297	
Textiles	Log Cabin	1	\$1,250	
Textiles	Irish Chain	1	\$1,370	
Textiles	Wild Roses Grow	1	\$1,550	
Textiles	Court House step	1	\$1,550	
Textiles	WV Block	1	\$1,284	
Textiles	Applique Queen	1	\$1,800	
Textiles	Quilt Sampler	1	\$1,200	
Textiles	Evening Star Quilt	1	\$1,000	
Textiles	Bear Claw Star	1	\$1,400	
Textiles	Silk Screen Divider	1	\$1,350	
Wood	Bench	1	\$1,200	
Wood	WH Carousel Horse	1	\$2,900	Consignment
Wood	Horse Head	1	\$1,020	Consignment
Wood	Father Christmas	1	\$2,150	Consignment

Wood	Turkey's on Sassa.	1	\$1,200	
Wood	Cooper's Hawk	1	\$1,850	Consignment
Wood	Kestrel	1	\$1,500	
Wood	#9 Musket only	1	\$2,450	Consignment
Wood	#8 Musket	1	\$2,450	Consignment
Wood	Table	1	\$1,000	
Miscellaneous	Tower of Rubble	1	\$1,400	
Jewelry	Landscape Op/dia.	1	\$7,500	Consignment
Metal	Wolf Robe, Bronze	1	\$7,000	Consignment
Metal	Prairie Princess	1	\$6,500	Consignment
Metal	Royal Flush - Elk	1	\$5,500	Consignment
Metal	Ghost Dance	1	\$5,500	Consignment
Wood	Mt. Rock N Horse	1	\$5,600	
Metal	Freedom Flight	1	\$12,000	Consignment
Wood	WV Carousel Horse	1	\$11,500	Consignment

Appendix C



WILLIAM H. GAVAN
General Manager

WEST VIRGINIA PARKWAYS ECONOMIC DEVELOPMENT AND TOURISM AUTHORITY

P. O. BOX 1469
CHARLESTON, WEST VIRGINIA 25325-1469
TELEPHONE: 304/926-1900
FAX: 304/926-1909
TDD: 800/742-6991

FRED VANDEPP
Chairman
ALAN J. JAMES
Vice Chairman
DAVID J. JOHNSON
Vice Chairman
M. ANN BRADLEY
RICHARD M. KEENE
HULETT O. SMITH
THOMAS A. WILMER

September 6, 1996

Office of Legislative Auditor
Attn: Mr. Antonio E. Jones, Ph.D., Director
Performance Evaluation and Research Division
Building 5, Room 751
State Capitol Complex
Charleston, West Virginia 25305

*Re: Full Performance Evaluation of the West Virginia Parkways, Economic
Development and Tourism Authority - TAMARACK*

Dear Dr. Jones:

The purpose of this correspondence is to forward the West Virginia Parkways, Economic Development and Tourism Authority's response to the DRAFT copy of the TAMARACK performance audit provided to the Parkways Authority on 4 September 1996. The response is attached as an enclosure.

If I can be of any further assistance, please feel free to contact me.

Sincerely,

William H. Gavan
William H. Gavan
General Manager

WHG/tgn

Enclosure

**ISSUE AREA 1: A CATALOG AND INTERNET PAGE
COULD HELP BOOST SALES AT
TAMARACK DURING THE CHRISTMAS
SEASON AND YEAR-ROUND.**

Recommendation 1

TAMARACK should produce a catalog of sufficiently warehoused and readily available items. This catalog would include items produced by vendors from the list provided by TAMARACK management. TAMARACK should attempt to have such a catalog for the upcoming Christmas season.

Recommendation 2

TAMARACK officials should coordinate with the West Virginia University Office of Academic Computing to develop a state-of-the-art website enabling computer Internet users to shop and purchase TAMARACK merchandise on-line, with special focus on the large ticket items.

Recommendation 3

TAMARACK officials should develop an 800 number service, along with developing shipping support for catalog and Internet sales.

COMMENT

Concur with all three recommendations noting one exception to Issue Area #1. The report is not accurate when it states there "is no interest in developing a catalog and very little talk of having one in the future". Catalog sales have been part of the vision of the Tamarack system since the project's inception. The important issues are catalog structure, cost effectiveness, product availability and timing. Each of these issues must be properly addressed to ensure a successful catalog operation. Producing a Tamarack catalog prior to Christmas of 1996 is certainly an ambitious target for a project of this magnitude when one considers that Tamarack is still in its infancy; however, the Authority will put forth its best effort to successfully market selected products through catalog sales as quickly as is feasible.

ISSUE AREA 2: TAMARACK NEEDS TO IMPROVE ITS SHIPPING POLICY TO BETTER SERVE ITS CUSTOMERS, AND FACILITATE CATALOG AND INTERNET SALES.

Recommendation 4

TAMARACK needs to develop a multi-tiered competitive shipping policy in order to better serve its customers.

Recommendation 2

TAMARACK should properly train its sales staff on the shipping policy to improve customer service.

COMMENT

Concur with recommendations #4 and #5. Current shipping policies and procedures will be examined and refined as necessary. In those areas where there is a procedural void, new procedures will be developed and will be included in a comprehensive, efficient shipping operational policy with the bottom line of customer service and cost effectiveness.