

# 10

2010 to 2015

core strategic + business plan

**Tacoma Regional**

Convention + Visitor Bureau

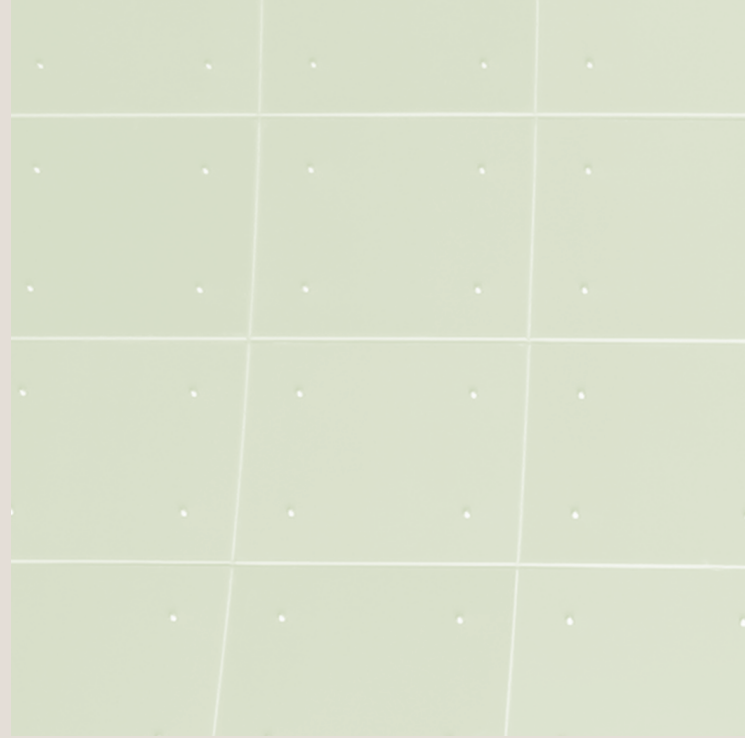


# 15

## VISION

### To be the recognized regional leader in effective destination marketing

The TRCVB is the catalyst in community tourism activities, developing local and state partnerships, delivering effective sales and marketing programs, and facilitating product development and enhancements. Our leadership results in increased resources for destination marketing.



2



## MISSION

### To execute initiatives that deliver tourism to Pierce County

The TRCVB increases visitor expenditures and overnight stays through strategic sales, marketing and services to our customers, members and communities. We promote and package our destination to attract and meet the needs of meetings and conventions, group tours, special interest groups and the leisure traveler.

	<b>strategic plan</b>
4	Core Values
5	Strategies + Objectives
	<b>business plan</b>
8	Sales
10	Marketing
11	Media Relations
12	Convention Services
13	Visitor Services
14	Community Relations
15	Special Thanks

## CONTENTS



BY HEIDI VLADYKA

## TOURISM MATTERS

### WELCOME

#### Tourism Matters— Tourism benefits Pierce County, WA

The tourism industry is a significant driver of Pierce County's economic development. It generates over 11,000 jobs, delivers nearly \$1 billion in direct spending to the region and enhances the quality of life for local residents through tax revenues paid by visitors as well as shared amenities.

Our economy depends upon tourism to build a stronger economy. As Washington's fourth-largest export industry, tourism generates revenues from outside our region, bringing new money to our area.

This Business Plan includes CORE initiatives we are undertaking to maximize the opportunities before us. It includes our goals and what we strive to achieve. And it includes you. Welcome to our team!

## CORE VALUES

### 1. Regionalism

- We recognize that our strength and competitive advantage is derived from the collaboration and cooperation of our team members, partners and communities.
- Business value is enhanced and we are more effective.
- The TRCVB leverages resources and augments the sales and marketing efforts of individual businesses and communities within the region.

### 2. Leadership

- We embrace our role as a trusted resource for market direction and expertise.
- We provide leadership in collaboration and cooperation within the region through transparent decision-making.
- We are committed to the leadership of effective regional sales and marketing initiatives.
- We adhere to the highest standards and create positive results by inspiring enthusiasm, belief, commitment and integrity throughout the organization.

### 3. Accountability

- We execute measurable sales and marketing initiatives that deliver new and incremental business to the tourism community of Pierce County. We effectively communicate the results of our efforts.

# STRATEGIES + OBJECTIVES

## 1. Stimulate growth of tourism in Pierce County

- Develop and execute a flexible, measurable marketing plan designed to attract and deliver visitors throughout the region.
- Take a leadership role in tourism infrastructure and issues that will allow more visitors to stay in the region and maximize their experience.
- Promote hospitality training to educate and train front-line employees on effective hospitality skills and methods.
- Be a market driven organization and focus on emerging opportunities.
- Support tourism product development by working with communities to provide guidance, information and packaging opportunities.

## 2. Lead cooperative sales + marketing initiatives

- Continue to develop and expand our co-op marketing programs.
- Facilitate cooperative sales activities including trade shows and sales missions.
- Develop relationships with complimentary organizations to leverage marketing reach and resources.

## 3. Improve the community's recognition of tourism + the TRCVB

- Develop and implement a targeted investor and community relations strategy to communicate the value of tourism and the TRCVB's role as an economic development engine.

## 4. Achieve long-term financial stability through secure + stable funding sources

- Develop and implement an investor strategy to advocate the TRCVB's community value with funding partners and elected officials.
- Work with the Pierce County Lodging Association to enact a Tourism Promotion Area funding mechanism to support regional sales and marketing programs.
- Evaluate opportunities to increase revenues through corporate investment and partnerships.
- Evaluate opportunities to conduct fundraising events.



## 2008 Visitor Spending

**\$968 Million**

## 2008 Pierce County Tourism Employment [full-time jobs]

**11,360 Jobs**

## 2008 Visitor Tax Revenues

**\$71.6 Million**

Source | Dean Runyan Travel Impact Study 2008

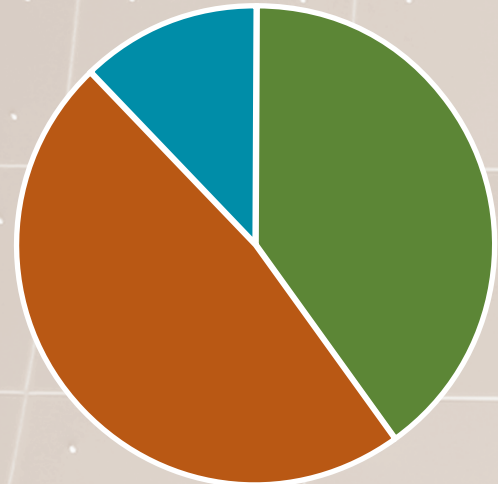
## Key Travel Trends

- Shorter, more frequent trips  
[WA, OR, ID, BC Canada]
- More domestic business travel
- Visitors use enhanced Web capabilities  
[Social Media + User Reviews]  
[Online Activity + Research]
- Visitors demand Washington experiences  
[Outdoor + Nature Based]  
[Culinary + Wine]  
[History + Heritage]
- Visitors looking for packaging and  
value added travel
- Staycations

## Key Opportunities

- Capitalizing on catalytic events: the 2010 US Amateur, 2010 Olympic Winter Games and 2015 US Open
- Small meetings market development
- Community collaboration on customer solutions

## Visitors to Washington State



**Washington | 48%**

**Other US | 40%**  
[mostly OR, CA, NV, ID, MT]

**International | 12%**  
[mostly BC, Canada]

Source | WA State Tourism Commission  
2009 + 2010 Marketing Plan





## 2010 to 2015 Business Plan Foundation



## Core CVB Functions

- DIRECT SALES** | Generating leads and booked group business
- PRINT ADVERTISING** | Generating interest, leads and awareness
- DESTINATION PUBLICATIONS** | Compelling visits and regional visitor distribution
- WEB MARKETING** | Compelling visits, providing robust information and facilitating direct bookings
- MEDIA RELATIONS** | Influencing travel decisions and building destination awareness
- VISITOR SERVICES** | Influencing visitor spending, regional visitor distribution and lengthening stays
- CONVENTION SERVICES** | Lengthening delegate stays and increasing regional spending
- COMMUNITY RELATIONS** | Enhancing destination brand and product and strengthening investor relations
- PARTNERSHIPS** | Building a powerful destination image and leveraging investment through cooperation

## SALES

Convention and visitor bureaus enjoy an objective, professional reputation in the world of meeting planners and tour operators, and that's where we help make the difference. Some doors open only for CVB's and business is facilitated through our leadership. Other opportunities are enhanced by the credibility your CVB brings when we work together.

We are the only organization in the region that can perform one key function for customers: make it easy for them. Our customers are sophisticated and they gravitate to community delegates that have continuity and objectivity as well as the ability to save them time and find solutions for them. And they are encouraged to do so because the international CVB industry has worked hard to make it that way.

TRCVB develops initiatives to reach target markets through trade shows, sales missions, FAM tours, site inspections and prospecting. We divide our market into two segments: **Meetings + Events** and **Tour + Travel**.

### Meetings + Events [meeting, corporate, conference, incentive planners]

#### sales strategies:

Continue "Pavilion" programs at trade shows to enable regional presence with members | Partner with Washington DMOs | Initiate cooperative sales missions | Utilize a robust customer database

#### 2010 CORE PROGRAMS

- Pursue State Association market
- Dedicated Meetings + Events large group sales program
- Local host program ['meet in YOUR city']
- Sales missions to targets in key markets [GLASS ROOTS]
- Enhance meeting planner database

#### Goals SALES

#### 2010

#### Meetings + Events

Leads	100
Lead Room Nights	50,000
Booked Room Nights	15,000
Economic Impact	\$4,980,000



Tour + Travel [tour operators]

sales strategies:

Continue “Pavilion” programs at trade shows to enable regional presence with members | Partner with Washington State Tourism Commission and other DMOs to reach international markets | Capitalize on Canadian market opportunities | Itinerary development for regional visitor distribution and extending stays | Implement a Customer Advisory Board

2010 CORE PROGRAMS

- Partner with “Best Customers” in key markets
- Develop new overnight tour product in partnership with tour operators
- Continue Canadian market initiatives
- Continue to develop Best Customer Program

Goals  
SALES

2010

Tour + Travel  
Best Customers  
Room Nights

6  
1,000

## MARKETING

Convention and visitor bureaus play an important role in creating demand for a destination through promotional and brand positioning. In the marketplace, TRCVB has lead cooperative advertising initiatives. Our publications have a business purpose: helping visitors make decisions, extend stays, and act as a vehicle to distribute visitors throughout the region.

To fully encompass our brand, which is true to our region, we use the tag line “Where Art and Nature Meet.” As a regional marketing organization, we represent a destination with edge and with product that appeals to many. We divide our marketing opportunities into two segments: **Traditional** and **New Media**.

### Marketing: Traditional

#### marketing strategies:

- Visitor Guide and Meeting Planner to stimulate longer stays and regional travel
- Advertising programs to provide collaborative opportunities for member participation
- Targeted call-to-action marketing for measurable results

### Marketing: New Media

#### online strategies:

- Promote packaging and added value travel [ski, golf, adventure, holiday, cultural, etc.]
- Work with existing, popular online media
- Send and track marketing eBlasts to opt-in consumers [special offers and travel incentives]
- Utilize social media to engage visitors and locals

### 2010 PLANNED TRCVB PUBLICATIONS

- |   |                                       |
|---|---------------------------------------|
| • Official Tacoma + Pierce County Visitor Guide | • Lure Brochure                       |
| • Meeting Planner Guide                         | • Tourism Matters Industry Newsletter |



# MEDIA RELATIONS

Convention and visitor bureaus use media outreach to convey tourism industry messages. TRCVB proactively solicits strategic media coverage and initiates publicity campaigns for top markets. We actively pursue coverage in trade publications that reach our customer base. Unpaid media is a credible influence on visitors and customers.

**media strategies:**

- Strong programs pursuing unpaid media from travel writers, national and international press
- Media hosting and coordinated strategy to exploit major event coverage [Olympics, US Amateur]
- Regular media newsletters pitching story ideas, building stronger partnerships and more coverage
- Partner with private and public tourism and economic development bodies to create robust regional programs
- Utilize new media clipping service for enhanced ROI tracking

**Goals**  
**MARKETING**

**Traditional**

Direct Response Web Visits	4,700
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**New Media**

Unique Web Visitors	150,000
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**MEDIA RELATIONS**

Circulation	15,000,000
Ad Value	\$500,000

## CONVENTION SERVICES

Convention and visitor bureaus exist to make planning easier for the customer and ensure event success. TRCVB takes pride in welcoming our customers to the region. With a wide array of resources at our fingertips, we provide effective and efficient services in convention promotion and planning. Convention Services' purpose is to extend stays and increase delegate spending.

### Convention Services

#### convention services strategies:

- Itinerary development to offer pre- and post-meeting excursions to lengthen stays [including packaging services]
- Onsite information services for large meetings including excursion, activity and restaurant referral services

#### Goals SERVICES

**2010**

#### Convention Services

Onsite Information Dates

10

Overnight Pre + Post Conference Program Additions

24

# VISITOR SERVICES

TRCVB promotes member businesses through the Visitor Information Center, hospitality tables and volunteer training. We are taking a proactive approach, making hotel reservations from our visitor center, developing region-wide visitor itineraries, and moving towards more merchandising in the future. Our new approach will provide added convenience and value to visitors.

In 2008, we assisted more than 12,000 visitors with what to do, where to eat and where to stay in our downtown Tacoma Visitor Information Center. We keep our Visitor Information Center stocked with the most up-to-date information on attractions, hotels, restaurants, shopping and area services, plus maps. If you have stopped in you may have met one of our friendly volunteers.

## Visitor Services

### visitor services strategies:

- Direct reservations programs for lodging, activities, transportation and restaurants
- Retail + merchandising
- Further enhance CVB volunteer training program

Goals SERVICES	2010
<b>Visitor Services</b>	
Visitor Inquiries	13,000
Reservation + Merchandise Sales [gross]	\$25,000

## COMMUNITY RELATIONS

The TRCVB connects CVB members with business opportunities through educational and networking events, itinerary development, packaging support and more. All programs are designed to help members maximize their return on opportunities.

Our involvement in the community is crucial. TRCVB’s leadership within our diverse and dynamic region helps create consistent messaging between members. Community involvement in TRCVB initiatives helps our ideas, programs and results reach their maximum potential.

### community relations strategies:

- Investor relations strategy
- Business development for members
- Regional round table collaboration meetings
- Educational events for professional development and market awareness
- Annual meetings, awards and fundraising events

Goals	
COMMUNITY RELATIONS	2010
Programs	
New Members	60

## SPECIAL THANKS + RECOGNITION

**Thank you** to the many people who generously gave their time by providing insights and ideas, working on strategies and objectives, and orienting TRCVB team members with the region. We appreciate you encouraging the growth of TRCVB in addition to attending our meetings, events and workshops!

### Tacoma Regional CVB 2009 Board of Directors

**CHAIR RALPH PEASE**, Vice President of Operations, Argosy Cruises

**VICE CHAIR AIMEE TYLOR**, General Manager, Hampton Inn + Suites

**SECRETARY STEPHANIE WALSH**, Executive Director, Lakewold Gardens

**TREASURER ELLIE CHAMBERS-GRADY**, Economic Development Manager, City of Lakewood

**PAST CHAIR MIKE GOMMI**, General Manager, Courtyard by Marriott

**CARMEN MCINTYRE**, Director of Sales, Greater Tacoma Convention + Trade Center

**CLARE PETRICH**, Commissioner, Port of Tacoma

**CHUCK VALLEY**, General Manager, Best Western Park Plaza

**DENISE DYER**, Economic Development Division Manager, Office of the County Executive, Pierce County

**GARY MCLEAN**, City Manager, City of Puyallup

**HUGH HIRATA**, Single Copy Manager, The News Tribune

**JEREMY FOUST**, Executive Director, Whittaker Mountaineering

**JULIE PISTO**, Director of Marketing + Communications, Museum of Glass

**LAUREL POTTER**, Marketing Coordinator, City of Fife

**LAURIE BECK**, Director of Sales, Shilo Inn + Suites

**MARK VAN COONEY**, General Manager, Hotel Murano

**SANG KIM**, General Manager, Baymont Inn + Suites

**SHELLY SCHLUMPF**, Executive Director, Sumner Downtown Association

**SKIP SMITH**, President, Smith-Western Co

**SUE BRAATEN**, Owner, Best Western Wesley Inn

**TERI TRETTIN**, President, Travel Leaders

**TIM WAER**, Executive Director, Tacoma-Pierce County Sports Commission

**TRUDY COFCHIN**, Director of Events, LeMay: America's Car Museum





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