

# StoryTellers

Telling the Stories of Fairfax County

2016-2017 Sales, Marketing, &  
Business Development Plan

## *Our Mission*

To Market, Sell, and Promote Fairfax County as a Preferred Destination for Visitors in the areas of Business, Leisure, and Sports Travel through Exciting Products, Programs and Activities that will Distinguish Fairfax County and Contribute to the Overall Economic and Social Growth for our Citizens and Communities.

---

# SALES, MARKETING, & BUSINESS DEVELOPMENT PLAN

---

## TABLE OF CONTENTS

<b>Executive Summary</b> .....	<b>2</b>
President's Letter .....	2
Environmental Analysis .....	3
<b>Sales and Marketing Plan</b> .....	<b>4</b>
Business Market .....	5
Sports Market .....	10
Leisure Group Market .....	14
Leisure Consumer Market .....	18
<b>Visitor Services Plan</b> .....	<b>24</b>
<b>Communications Plan</b> .....	<b>27</b>
<b>Acronyms and Definitions</b> .....	<b>30</b>
<b>Appendices</b> .....	<b>31</b>
Performance Measures .....	32
Board of Directors .....	34
Staff .....	35
<b>Activity Calendars</b> .....	<b>36</b>
Group Sales .....	37
Marketing and Advertising .....	38
Communications .....	39

---

## EXECUTIVE SUMMARY



It is indeed my great pleasure to share our 2016 – 2017 Sales, Marketing, and Business Development Plan on behalf of the Fairfax County travel and tourism industry. Fairfax County has so much to offer our visitors and residents alike. We are privileged to call this beautiful place home and are honored to have the opportunity to contribute to both the economy as well as the overall quality of life for our citizens simply by sharing our love of this destination with visitors to the region.

Considering the various facets that make up the travel and tourism industry, our plan was developed with three distinct audiences in mind: Business – relating largely to meetings and events, Leisure – meaning both group tour and individual consumer, and Sports – ranging from state tournaments to broad-reaching international mega-events. Each audience segment plays an important role in the success of the Fairfax County tourism industry. For each segment of our audience, we address the strategic and tactical actions that will be used to market Fairfax County as a preferred destination. Within each segment we have indicated the primary, secondary and tertiary markets where our attention will be focused as well as some examples of what our efforts will be and where they will be focused.

Throughout the year, Visit Fairfax represents the county in a wide variety of different marketplaces and through many types of marketing, advertising and communication methods. We have provided a master activities calendar to identify each of these major programs and activities. We invite you to use this calendar to leverage our plans to enhance your own sales and marketing efforts for the year.

Please do not hesitate to contact any of the Visit Fairfax team as we are always more than happy to assist in any way that we can. And thank you for making the industry of travel and tourism a major part of the economic fabric of this great county.

Yours in Tourism & Hospitality,

A handwritten signature in black ink, appearing to read "Barry Biggar". The signature is fluid and cursive, written over a thin horizontal line.

Barry Biggar, CDME  
President & CEO  
Visit Fairfax

# 2016 – 2017 Environmental Analysis

## Strengths

With our proximity to the many attractions and experiences available to visitors within Northern Virginia and the region as a whole, a central location continues to be a key Fairfax County strength. With world-class hotels, restaurants, and attractions, Fairfax County offers visitors an enviable array of things to do – once visitors are introduced to them. The County also boasts a highly eclectic number of choices for visitors – surrounding them with experiences ranging from the natural beauty of Great Falls and historic treasures such as Mount Vernon to numerous recreational activities such as golf and shopping. Finally, Fairfax County offers visitors ultimate convenience with accessibility from air, rail, and highway; easy access to many of the area’s best-loved activities and some of the country’s top businesses; and a manageable and less expensive environment that includes a wide range of quality accommodations.

## Weaknesses

The most significant weaknesses faced by Fairfax County are infrastructural in nature. The sheer size of the County can make navigating among attractions a challenge. This issue is further aggravated by limited “tourism friendly” signage throughout the County. Consumer perception is also damaged by the lack of a “downtown area,” limited brand awareness, and extensive traffic – all of which leave tourists with the feeling that Fairfax County may not be a tourist-friendly destination. Lack of ample public transportation is currently an issue; however, this issue has been mitigated following the recent expansion of Metrorail. Additionally, consumers may be confused as the various cities, towns, and communities tend to market individually as opposed to as a cohesive group.

## Opportunities

Key market opportunities exist for business, leisure and sports travelers, especially during weekends and other distressed periods. The Connect with America brand leverages the county’s strengths with a highly personal message. With the planned expansion of Metro to Dulles Airport, new opportunity exists for both individual travelers and group event planners. The new sports complex being planned for late 2018 also presents opportunity within the sports segment. While the lack of a downtown area has been a challenge, the planned expansion of Tysons as a pedestrian-friendly area also holds great opportunity. Regionally, the Northern Virginia Visitors Consortium has been a vehicle for collaborative outreach to Canada. Finally, the presidential inauguration will greatly increase activity in January. Additional funding mechanisms will increase opportunities for stronger outreach of the Visit Fairfax message, especially through international markets.

## Threats

Competition for visitor attention remains fierce in the region. In this environment, Fairfax County faces the challenge that most destination marketing organizations contend with – drawing eyes to our message when numerous choices abound. Through Visit Fairfax, the County’s tourism community has embarked on a collaborative effort to move the needle for leisure, business and sports travelers. With new inventory being added to the marketplace, complicated by even more competition nationwide, the competitive environment remains challenging. The uncertain budgeting process of the federal government also greatly affected the travel industry in recent years with the threat of another shutdown occasionally rearing its head. While there has been some recovery over the last two years, the nation’s economy is still a work in progress. Finally, funding levels for Visit Fairfax continue to be a

## SALES, MARKETING, & BUSINESS DEVELOPMENT PLAN

During the previous year, the hospitality industry saw a long-awaited uplift in travel with both occupancy and average rate increases that resulted in double-digit revenue jumps, especially in the latter half of the year. Even with that new bar, the first half of 2016 also experienced growth in most months. While there continues to be some hesitancy in the group segments with smaller room block commitments, overall lead activity and website visitation remain strong and are good indicators of continuing recovery.

With demand continuing to rise and a Presidential election and inauguration just around the corner, Visit Fairfax intends to leverage the appetite for authentic tourism experiences among consumers by grabbing and holding attention through innovative website content including our Storyteller video series. Buyers in all markets have many choices available to them, and Visit Fairfax plans to stand out among those many choices using engaging content. Many consumers also seek the best price-value for their dollars, and Fairfax County remains an outstanding choice for those who prioritize value. Compared to many destinations, Fairfax County offers an incredible value, particularly on weekends, with many of the benefits of an urban destination and all of the conveniences typically found in suburban locations. The bottom line is that we are a great choice. We cannot, however, make that case if our marketing does not stand out, and consumers don't see our message.

“Traveling – it leaves you speechless, then turns you into a storyteller.”

– Ibn Battuta

Funding for the 2016 – 2017 fiscal year has increased slightly, affording a little more space to expand our message. Visit Fairfax will, however, need to work diligently with the County's tourism community by using our collective voices to raise awareness of Fairfax County as a destination. The previous year brought with it an all-new fxva.com website – with a new blueprint designed to inject energy into our messaging and paint a highly visual image in the consumer's mind. Using the latest technologies and grass roots marketing strategies, we will continue to deliver campaigns intended to distinguish Fairfax County among the many options out there and to make the case as to why we are an outstanding choice.

The overall sales and marketing strategy will remain focused on three key markets: Business, Leisure, and Sports – each with resources dedicated based upon their Primary, Secondary, and Tertiary audiences. We will also continue to reach out to our own local residents who can influence inbound friends & family, support the tourism infrastructure, and ultimately ensure our success through the shared voice of all of our proud citizens and political leaders.

### Primary

- Major focus due to high return & good yield

### Secondary

- Has great potential if given additional work, but less resources to avoid duplicate efforts

### Tertiary

- Provide support but not a major focus

## BUSINESS

### Primary

- Government
- Association
- Reunion

### Secondary

- Religious
- Corporate Meetings
- Incentive

### Tertiary

- Day Meetings
- Social Events
- IBT

Despite the ongoing economic recovery, and substantial growth in the corporate travel and international markets, competition for group meetings continues to be extremely fierce. DMOs across the country continue to “buy” group business with sponsorships, rebates, airline tickets, and other come-ons. Group planners are now accustomed to asking potential destinations, “Does your CVB give rebates or special offers?” as a matter of course.

Thus, the need to ensure a strong group base of business will once again be critical to our success and to that of our stakeholders.

Building a group base during incremental periods is vital. In previous years, our primary audiences were limited to those who specifically met during weekend periods; however, we have expanded our focus in the government and select association markets to a greater degree than in years past. These markets can provide short term revenue into periods that require a group base of business and often meet regardless of the state of the economy.

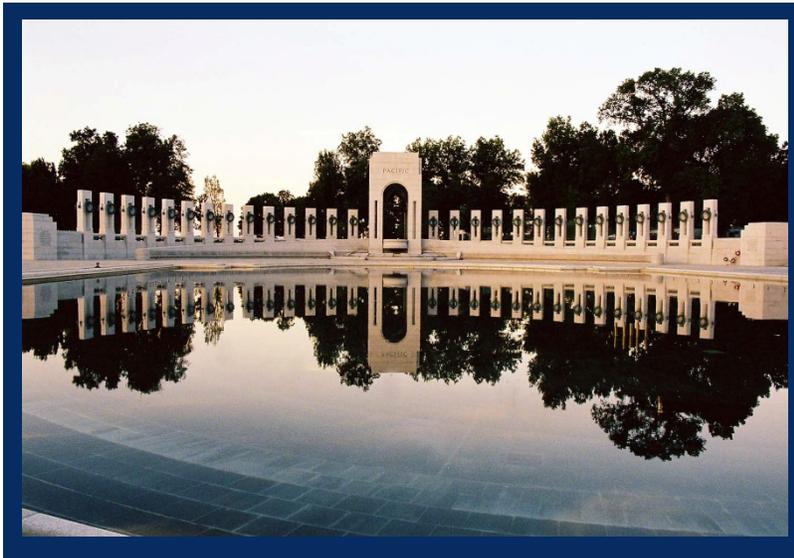


While the opening of the Metrorail Silver line in mid-2014 has definitely been an overall plus for us, it has not been a dramatic “game changer,” i.e., our hotels in Tysons Corner and Reston did not see their rates and occupancies skyrocket when the Silver line opened, and filling rooms on weekend and holiday nights continues to be a major focus for them. Thus, finding and attracting groups (especially weekend groups) will continue to be a primary objective of our sales efforts.

We will continue to focus on state association, regional association, and smaller national association groups, as these are obvious, easily identified blocks of business that we can capture. Our strong

“value proposition” (versus other major east coast cities) and our enhanced access via the Metrorail Silver line will continue to be our primary selling points to this segment.

We will continue to look for opportunities to host meeting planner conferences, fam trips, and other events which bring planners here to the county, as it allows us to show them first-hand all that we have to offer. Examples of recent victories in this regard include our successfully hosting the *Smart Meetings* Magazine planner event in July of 2015 (the first time the company had held a Washington, DC event outside of downtown Washington), and the Virginia Society of Association Executives (VSAE) Annual Conference in May of 2016 (the first time the group had held this program in Fairfax County in their 67-year history)



The military reunion market is one that has significantly grown over the past several years. This market works especially well with our core marketing platform of centrality as it relates to the unique array of monuments, memorials, and museums dedicated to the armed services surrounding Fairfax County. Our goal will be to continue to capture additional market share, placing Fairfax even higher on the list of top reunion destinations in the country.

Toward this end, we will use the expected groundbreaking of the Museum of the United States Army in mid-2016 as an opportunity to begin promoting the expected opening of the museum in late 2019 / early 2020 to Army reunion groups via magazine articles in reunion publications and direct mailings to these groups over the next several years.

Likewise, we plan to leverage the scheduled opening of the new Smithsonian Museum of African American History and Culture in downtown Washington in September of 2016 to attract additional African American family reunion and religious groups.

Our secondary markets will also play a role in our efforts for the coming year. Religious meetings can be particularly lucrative since they often attract large numbers of attendees who meet during incremental periods. We will continue to focus on this important market through our direct sales efforts and marketplaces, as we saw noticeable success here during the 2015-2016 fiscal year.

Many of our stakeholders currently deploy resources against the corporate segment, making this a secondary market as well. In circumstances where a corporate meeting is not set to meet

somewhere in the county already, our direct sales effort will seek to attract specifically incremental corporate events. Specifically, the prevailing rates at many downtown Washington, DC hotels (now running in excess of \$ 400 over many peak dates) make us a very affordable alternative, especially for corporate meetings booking short-term.

While some meeting planners have avoided placing meetings in the county due to perceived disadvantages related to ease of access, traffic congestion, lack of connectivity with downtown Washington and the rest of the National Capital area, costs related to hiring motorcoach service for group transfers, and federal government policy preferences for meeting at “transit friendly” properties, these perceptions can be overcome with the many strengths that County hotels have to offer. We will continue to market the availability of Metrorail service to the Tysons Corner and Reston areas of the county, promoting this additional benefit to association, government and corporate planners at tradeshows, in major meeting planning magazines, and in our ongoing sales outreach efforts.

### Strategic Objectives

1. Market, sell, and promote Fairfax County as a premier business destination within the group business segments.
2. Profile and build on the database of group meetings and events that meet during specified need periods.
3. Continue to build upon the service reputation of Visit Fairfax by providing the highest levels of personalized service, attention, and support for meeting planners and event organizers.
4. Leverage outreach into the meeting planning community through participation in industry events and shows.
5. Ensure repeat business and maximize delegate spending through Visitor Services support, Ambassadors, and extend-your-stay programs.

### Primary Audience Tactics

1. Continue to develop the relationships within the Government meeting planning community.
  - a. Promote Fairfax County as an ideal destination to host government meetings at industry shows, including the Society of Government Meeting Professionals (SGMP) National Education Conference and the SGMP National Capital (NATCAP) Chapter Winter Meeting and Tradeshow.

## What

**Tradeshows**

**Print and Online Advertising**

**Direct Sales**

**Membership and Sponsorship**

**Group Fams & Client Events**

## Where

**Washington, DC**

**Northern Virginia**

**Richmond**

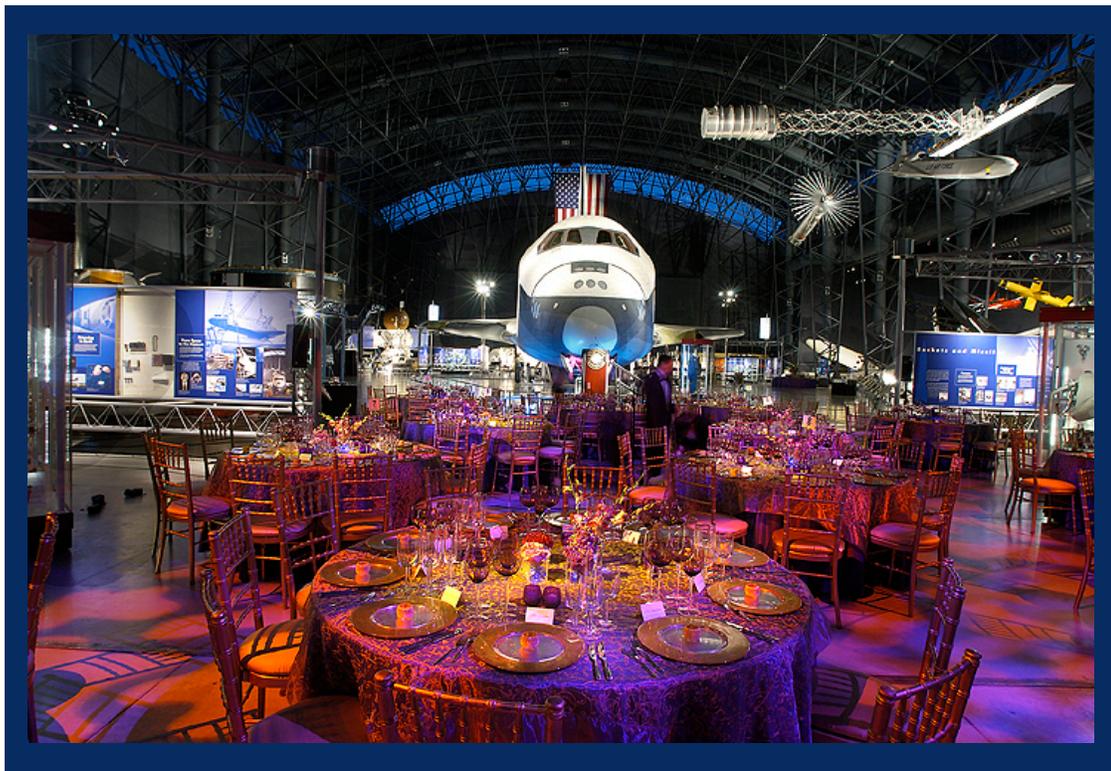
**National Shows Close to Home**

- b. Expand and strengthen relationships with government meeting planners through monthly SGMP NATCAP chapter meetings.
  - c. Conduct regular sales calls to government planners in the Washington, DC metro area.
  - d. Use Visit Fairfax's bi-monthly group planner eNewsletter to deliver information on County special offers and articles of interest.
  - e. Build awareness among government planners through advertising in SGMP's Annual Conference Publication and SGMP NATCAP News & Views.
  - f. Promote arrival of Metrorail in the Tysons Corner and Reston areas of the county through trade shows and marketing communications vehicles.
2. Continue to develop relationships within the Association meeting planning community.
- a. Host an inbound weekend FAM trip for Association meeting planners.
  - b. Ensure visibility for Fairfax County hotels at association tradeshow including Connect, DMAI's Destination Showcase, Smart Meetings magazine *Smart Mart* events, and ConventionSouth Rendezvous South event.
  - c. Expand relationships with state association meeting planners through the VSAE Fall Expo along with County hotel partners.
  - d. Provide hotels with access to state association planners through a semi-annual Visit Fairfax sales blitz.
  - e. Host VSAE's annual 2016 meeting here in Fairfax County.
  - f. Host the July 2015 Smart Meetings event here in Fairfax County.
  - g. Conduct sales calls to state and national association planners in the Washington area and Richmond.
  - h. Utilize the bi-monthly group planner eNewsletter to deliver information on County special offers and articles of interest.
  - i. Promote the recent arrival of Metrorail service to Tysons Corner and Reston via trade show signage, collateral, and special events.
3. Continue to develop relationships within the reunion and hobbyist event planning community.
- a. Attend two RFN Con Fam events to reach military reunion events planners and convert events for Fairfax County.
  - b. Continue an ongoing direct mail campaign to generate reunion leads from sources outside of the Reunion Friendly Network.
  - c. Host an annual Family Reunion workshop to showcase Fairfax County to event organizers.
  - d. Develop American School Abroad business through attendance at the Overseas Brats Gathering in October, 2015.
  - e. Reach special interest and hobbyist event planners through Connect Marketplace.
  - f. Utilize the bi-monthly group planner eNewsletter to deliver information on County special offers and articles of interest.
  - g. Ensure visibility among reunion planners through quarterly advertising in *Reunion Friendly Network News* and *Reunions* magazines.
4. Utilize the group services function to facilitate repeat business and to maximize delegate spending.
- a. Offer ranges of group service support to assist with the sales process and encourage repeat bookings. Contact all groups prior to arrival to determine required services, then send post-meeting survey to assess satisfaction levels and suggestions for future enhancements.
  - b. Produce an "Extend Your Stay" web page that makes the case for adding in some leisure time to business trips by "multi-tasking" your trip. Promote increased spending through hotel, attraction, and restaurant offers for group travelers.

- c. Promote the program and offers via Visitor Center Counselors and Group Service Manager as sales agents and as part of the pre-arrival servicing packets.

### Secondary Audience Tactics

1. Build interest among corporate event planners through ongoing direct sales efforts.
  - a. Conduct ongoing monthly sales calls to qualified corporate clients who currently hold events in nearby districts and that may have potential for Fairfax County.
  - b. Attend MPI's tradeshows and events including Summer Sizzle, MACE, and World Education Conference.
  - c. Target corporate clientele during quarterly local sales blitz.
  - d. Expand relationships with corporate and association planners through monthly PMPI meetings.
  - e. Utilize the bi-monthly group planner eNewsletter to deliver information on County special offers and articles of interest.
2. Continue the momentum among religious event planners through ongoing direct sales efforts.
  - a. Conduct ongoing monthly sales calls to qualified religious event organizers who manage events that fit into our constituent hotels.
  - b. Utilize the bi-monthly group planner eNewsletter to deliver information on County special offers and articles of interest.



## SPORTS



The recession-resistant sports market, one of the fastest growing segments of the tourism industry over the past decade, continues to perform very well. According to SportsEvent magazine, in 2015, this market grew to approximately \$9.75 billion in the U.S., a solid 9.6% increase over the previous year. This growth was fueled by several factors, including an increase in athlete participation, a growth in total spending per event per athlete, and a rise in the total number of events held.

With business spread evenly throughout the year, sports tourism continues to be a leading driver of group travel for Fairfax County, generating significant economic impact and providing a sense of civic pride to residents in our community. An athletic event that clearly demonstrated the valuable financial and social benefits that can be realized by a destination was the World Police & Fire Games, one of the largest multi-sport competitions held globally which the county and the National Capital Region hosted from June 26 to July 5, 2015.

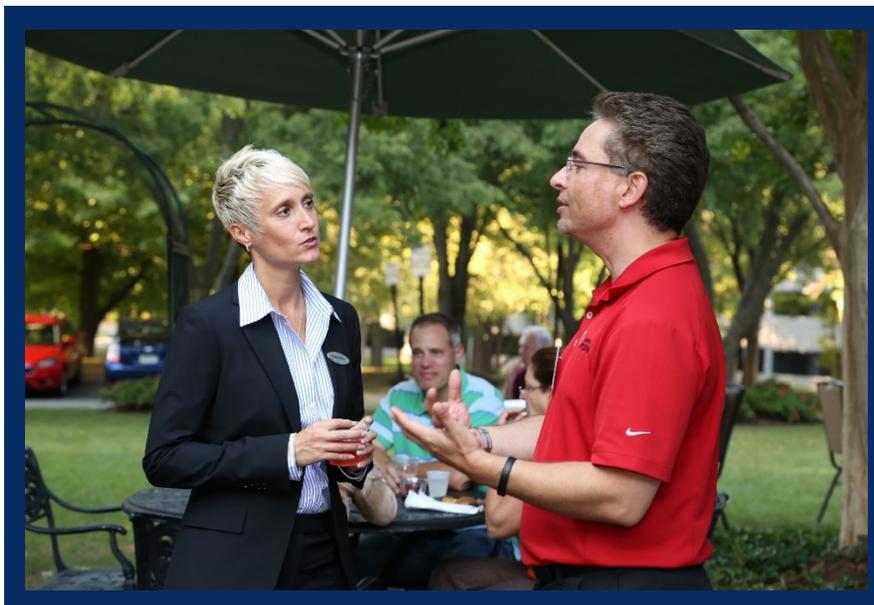
Following the award in 2009 to host the Games and six years of planning, our area finally welcomed 10,000 first responders (an estimated 25,000+ total visitors including friends/relatives) from 68 countries participating in 61 sports over a 10-day period. The event generated a positive “buzz” in the community and was successful on many levels. Engaged local residents along with staff of both public and private organizations coalesced as a team to put on what many WPFG Federation officials considered one of the best-managed Games ever. We proudly showcased our sports facilities, transportation infrastructure, operational capabilities, volunteer base, and exceptional combination of tourism assets as we demonstrated to national and



international sports stakeholders that Fairfax County is a world-class tourist destination more than capable of hosting large, multi-sport events.

Visit Fairfax is targeting for bid other multi-sport competitions that match up well with the area's tourism assets to capitalize on the success and momentum of the Games. To ensure the financial viability of such events, our goal is to create a restricted fund that would provide seed money for bid/rights fees and operational costs, thus helping to reduce reliance on county government for monetary support. The National Senior Games and the Transplant Games of America are examples of events we have targeted that would have a major impact on the local economy as well as bring national attention to the county.

To maximize potential in the sports market and to compete effectively with other destinations, the availability of tournament-capable athletic facilities is vital. Indeed, one of the county's biggest challenges in this market has long been the lack of sports complexes with clustered rectangular fields, diamonds, and courts. For example, the scarcity of sites with multiple rectangular turf fields has caused organizers of many of our homegrown travel soccer tournaments to seek facilities outside the county, even those beyond adjacent jurisdictions. And for certain events, WPFG organizers found it necessary to rent clustered fields outside the county to create a more festive atmosphere as well as minimize operational costs and staff resources. The good news is that several exciting facility developments are on the horizon.



In March 2015, the Fairfax County Board of Zoning Appeals approved the construction of a two-story, 435,000-square-foot sports, fitness, and wellness complex in Springfield by the St. James Group. Features of this private facility include a full-length, rectangular turf field for soccer, lacrosse, football, field hockey, and softball; two NHL-regulation ice rinks for hockey, figure skating, and curling; four basketball/volleyball courts; a 50-meter, eight-lane Olympic pool; and eight squash courts.

Developers also plan to purchase modular flooring to convert the turf field into six more basketball courts as needed. If plans come to fruition, this complex is expected to open by the end of 2018.

There is also positive movement regarding the potential development of two public facilities at Fairfax County Park Authority locations. A six-diamond baseball complex (four 90-ft diamond turf fields in a wagon-wheel configuration and two 60-ft diamond turf fields; central concessions) is

masterplanned for a site adjacent to Willow Springs Elementary School in Fairfax. And about a mile down the road at Patriot Park in Fairfax, county officials have discussed the possibility of building seven to nine additional rectangular turf fields. Given access to these public and private facilities for tournaments, there would be huge potential to land several state, regional, national, and international sporting events.

But bidding on events is just one component of Visit Fairfax's overall sports marketing strategy. The National Association of Sports Commissions continues to encourage its members to focus on the expansion of existing competitions and the creation of new ones to minimize a destination's reliance on winning bids to generate economic impact on an annual basis. Implementation of this strategy makes good business sense since it addresses the uncertainty tied to landing competitions on which multiple destinations are bidding. Consistent with this approach, Visit Fairfax will continue providing support to the Park Authority and its partners on travel tournaments.

Despite the continued challenges faced by event directors (e.g., escalating bid/rights fees, difficulties in scheduling public facilities, increases in tournament fees, etc.), Visit Fairfax's ongoing efforts to promote the county as an ideal destination to host sports events continues to pay dividends in expanding this market. By continuing to build awareness of its sports services and programs among local sports clubs and event rights holders, providing the sports community with specialized services to attract and grow events, and working in a support role to further develop the county's sports infrastructure, Visit Fairfax fosters economic development for tourism stakeholders and enhances the quality of life of community residents.

### **Strategic Objectives**

1. Build awareness of and continued support for Visit Fairfax's sports marketing initiatives among sports planners, facility owners, and other tourism stakeholders.
2. Attract state, regional, national, and international sports events that match up well with the area's existing facilities infrastructure.
3. Maintain and grow existing sports events that have the potential of attracting additional out-of-town visitors, such as the WAGS and Virginian Elite Showcase travel soccer tournaments.

## What

**Conferences & Tradeshows**

**Direct Sales**

**PR & Trade Pubs**

**Relationship Building**

**Fairfax County Sports Committee**

**Local Organizing Committees**

## Where

**TEAMS Conference**

**NASC Sports Symposium**

**Connect Sports Marketplace**

**Fairfax County Public Schools & Park Authority**

**George Mason University**

**Private Sports Facilities**

4. Strengthen Visit Fairfax's reputation as a DMO that provides excellent services to visiting sports teams/participants through an organized Visitor Services support program.
5. Draw outdoor, adventure, and other leisure groups to Fairfax County by promoting the area's parks and golf courses.

## Tactics

1. Promote Fairfax County as an ideal destination to host state, regional, national, and international sports events at industry trade shows:
  - a. Connect Sports Marketplace
  - b. TEAMS Conference & Expo
  - c. NASC Sports Event Symposium
2. Educate sports planners, facility managers, and tourism stakeholder groups about Visit Fairfax's sports initiatives through presentations and e-marketing tools.
3. Publicize Visit Fairfax's sports initiatives and success stories to appropriate media outlets; submit tourism and venue information for listings in sports travel publications.
4. Advertise in select trade publications, highlighting Fairfax County's competitive strengths in the sports market.
5. Update database of Fairfax County and area facilities capable of hosting various sports events and competitions.
6. Continue to build prospect list of sports planners and events; conduct sales solicitation calls to targeted rights holders whose events match up well with Fairfax County's sports tourism assets.
7. Develop partnerships with neighboring jurisdictions to enhance Fairfax County's ability to bid on and co-host large, multi-sport events.
8. Lead Fairfax County Sports Committee; host regular meetings to network with members as well as identify, review, and bid on events capable of generating economic impact for county stakeholders.
9. Conduct site inspections and familiarization tours to promote Fairfax County to targeted sports decision-makers and influencers.
10. Continue active participation in the NASC trade association as well as Sports Virginia, the coalition of CVBs and sports commissions which seeks to attract new events to the state.
11. Provide sports stakeholders with marketing and event support services to increase tournament attendance, assist with event planning/execution, and maximize visitor spending:
  - a. Create customized "Welcome to Fairfax County" web pages for select tournaments to provide useful destination information to participating teams/individuals and encourage additional event registrations.
  - b. Offer additional tournament amenities to assist with the sales process and encourage repeat bookings (e.g., Visit Fairfax tournament app extension).
  - c. Promote "Extend Your Stay" web page that encourages sports groups to add leisure time to tournaments by "multi-tasking" their trip. Promote increased spending through hotel, attraction, and restaurant offers to group travelers. Market the program and offers via Visitor Center Counselors and Group Services as part of pre-arrival servicing packets.
12. Promote eco-tourism (e.g., hiking, biking, walking, boating), adventure tourism (e.g., canoeing, kayaking, mountain biking, climbing), and golf opportunities in Fairfax County on fxva.com.

## LEISURE GROUP

### Primary

- International Tour Operators
- Domestic Tour Operators/Niche Markets

### Secondary

- Wholesalers
- Receptive Operators
- Student Tours

### Tertiary

- FIT
- Motor Coach Operators

The Group Tour market often meets those critical short-term need periods by filling distressed inventory for stakeholders. The segment also affords the opportunity to establish long-range series business within growth markets. Many hotels, nearly every attraction, and dozens of restaurants eagerly seek lucrative adult and student group tours to drive business. Fairfax County is uniquely positioned in the region to drive the message of centrality to group tour operators who are in search of great products and locations along with superb price/value.

The largest potential growth markets of China and Brazil along with the traditional markets of the UK, Germany, and Canada drive our international strategy. Part of the sales effort will remain devoted to educating tour and receptive operators, particularly international operators which generate group business, about the favorable pricing available based upon weekend and seasonal time periods. With the increase in the value of the US dollar compared to many foreign currencies, Fairfax County may prove to be the chosen alternative for some international markets compared to other higher priced options nearby.

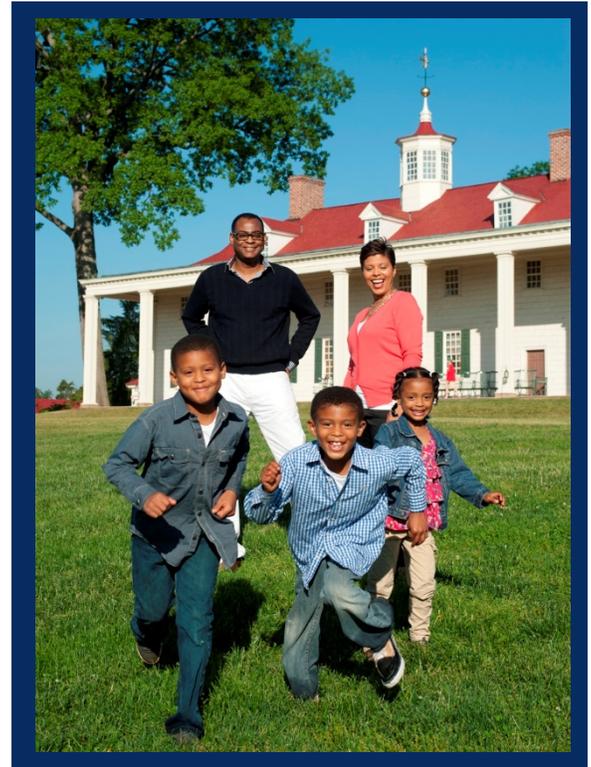


The Capital Region USA forecasted numbers show that China, for the first time, was the top overseas visitor market to the region in 2015 driven by growth in air lift and continued marketing. This statement supports how important it is to continue our outreach into the Chinese market, as there are still many untapped segments. Especially with the 10 year visa between China and the United States, it is more important than ever to be in front of this rapidly growing and shifting market.

With IPW (International Pow Wow), the largest travel-tradeshow in North America, coming to Washington DC in June 2017 for the first time in the travel show's history, Fairfax County has been given a unique opportunity to really showcase itself to international tour operators, wholesalers, journalists, and other internationally driven tourism companies. With many people coming into Washington Dulles International Airport, it is crucial for them to realize they are passing through Fairfax County on their way into Washington DC and that we have a lot to offer outside of the city. This is the time and place to showcase Fairfax County's hotels, attractions, shopping, and restaurants to the international market. With attention turned toward the Capital Region as a destination to visit, this show will help to develop new international leisure business to Fairfax County.

Demand still exists for the traditional tourism products in the region; however, the desire to explore additional niche markets provides Fairfax County stakeholders with a marketing advantage given their proximity to attractions within and outside of the County. With so many unique attractions that lend to so many niche market products such as Civil War history or gardens, operators have the opportunity to enhance their tour products by adding these distinct activities to their itineraries.

Sales efforts will also continue to focus on student groups, for which the educational component of the itinerary is particularly important, and senior groups requiring more customized itineraries.



Another way for our stakeholders to fill inventory is by creating partnerships between wholesalers and Fairfax County hotels. These partnerships provide another extension of marketing and outreach for our hotels directly to the wholesalers' clients. This allows for a more steady flow of business throughout the year and can provide major outcomes during higher travel seasons.

Cooperative efforts will be leveraged through CRUSA and international tour operators including co-op advertising, tradeshow participation, familiarization tours, and sales missions.

### **Strategic Objectives**

1. Leverage the increased value of the US dollar by presenting Fairfax County as the "smart choice" within the region for international travelers.
2. Build strategic tourism product lines based upon current market trends that will attract and grow the domestic markets.
3. Raise Fairfax County's domestic and international profiles and connect within the region through involvement with the Capital Region USA advertising, international tour co-ops, and sales mission opportunities.

4. Take advantage of current technology to work hard and smart to grow all segments of the tour market.

### Tactics

1. Leverage the increased value of the US dollar by presenting Fairfax County as the “smart choice” within the region for the international traveler.
  - a. Attend U.S. Travel Association’s IPW within our own Visit Fairfax booth, showing that Fairfax County remains a top destination within Virginia and the Capital Region.
    - i. Capitalize on having these international guests in Washington DC by hosting FAM Tours.
    - ii. Showcase Northern Virginia as a destination by hosting an event at IPW within Northern Virginia for select international clients.
  - b. Attend Travel South International Showcase and seminar, scheduling appointments with established and new tour operators that are interested in bringing clients to the Capital region.
  - c. Educate Fairfax County hotels how to increase our share in the market by adding a page to the stakeholder toolkit that specifically outlines tips for growth in the China market.
  - d. Build on to the content for the Chinese market by increasing the number of itineraries in Mandarin and creating new itineraries based on specific tour interests.
  - e. Continue outreach into the Canadian market through Northern Virginia Visitors Coalition.
  - f. Create more in-language content for international tour operators to have access to in order to help develop tour product.
2. Build strategic tourism product lines based upon current market trends that will attract and grow the domestic markets.
  - a. Further develop niche product lines with a collection of supporting collateral, collaborating with nearby destinations to create well-rounded experiences.
  - b. Attend the American Bus Association’s Marketplace to reach out to motor coach tours and educate them on the convenience of Fairfax County hotels and major roadways.

## What

**Direct Sales**

**Tradeshows**

**CRUSA**

**NVVC**

**Alliances/Partnerships**

**FAMs**

## Where

**Domestic / U.S.A.**

**China**

**Brazil**

**Canada**

**United Kingdom**

**Germany**

- c. Attend the National Tour Association's Travel Exchange, scheduling appointments with both tour operators that are currently coming to Fairfax County and those that are not yet utilizing the county's products.
  - d. Attend and be a preferred partner of the Travel Alliance Partnership to maintain close connections with key tour operators throughout the United States, which will help promote Fairfax County to others in the industry .
  - e. Attend Student & Youth Travel Association's annual conference to create new connections with decision makers in the student and youth travel market.
  - f. Educate tour operators about all the attractions in Fairfax County which have activities and lessons which fit into student curriculums.
  - g. Create new itineraries featuring group dining within Fairfax County that are suitable to the domestic markets, especially student and senior groups.
3. Raise Fairfax County's domestic and international profiles and connect within the region through involvement with the Capital Region USA advertising, international tour co-ops, and sales mission opportunities.
- a. Participate in Capital Region USA's China and Brazil sales missions to continue educating these growing markets about Fairfax County and to meet face-to-face with key decision makers.
  - b. Continue to host international familiarization tours for tour operators and media, allowing for a hands-on experience of the region.
  - c. Partner with international tour operators co-operative targeted advertising and marketing campaigns.
4. Take advantage of current technology to work hard and smart to grow all segments of the tour market.
- a. Using the Simpleview platform, profile and build on the database of domestic and international tour and receptive operators for package tours.
  - b. Set appointments at tradeshow's prioritizing the clients that were identified as having the most potential for Fairfax County stakeholders.
  - c. Use electronic presentation formats at sales calls and tradeshow's to visually articulate Fairfax County as a desirable destination.
  - d. Follow up using email to send digital files and relevant web links to maintain client touch points and book more business.
  - e. Increase Fairfax County's web presence through touroperatorland.com to reach tour operators looking for new and unique product ideas.

## LEISURE CONSUMER

### Primary

- Drive Market Domestic Consumers
- International Visitors

### Secondary

- Flight Market consumers
- Local Residents Friends & Family

### Tertiary

- Other National Growth Markets

As consumers become more and more reliant on the Internet to research and plan their vacations, Visit Fairfax also continues to evolve our marketing outreach to take full advantage of this ongoing movement, expanding our reach while placing our message closest to the point of sale for decision makers. For years now, Visit Fairfax has worked to maintain a significant presence online and has seen good success with a number of programs; however in the words of legendary artist Bob Dylan who will bring his music to Fairfax County this year at Wolf Trap, “The times they are a changin’.”

One significant change is the type of technology that is being used. While desktop computers were, and still are, an important means of accessing travel information on the Internet, nearly half of visitors to fxva.com now access the website using a mobile device such as a smartphone or tablet. Consequently, Visit Fairfax is also evolving how we communicate with consumers by ensuring that our outreach works as effectively on mobile platforms as it does on a computer monitor. Within the past two years, all platforms of fxva.com, including desktop, mobile-friendly, and the smartphone

app, were completely overhauled to ensure the best possible user experience.

Visit Fairfax has positioned itself to make an impact within the online space; however, online consumers are also continuously inundated with marketing messages as more and more advertisers transition their dollars from traditional to digital. With this stampede of advertisers on the web, a simple display ad does little to grasp consumer attention. For several years, Visit Fairfax has employed highly interactive rich media ad units



designed to grab and hold interest. In the new year, we plan to further engage visitor interest through native advertising that employs an advertorial feel amidst highly relevant content. With a presidential election just around the corner followed by an inauguration, this type of advertising outreach is a perfect means of taking advantage of the swell of interest associated with this rare event, and we will make sure that we support our constituents to take full advantage of the high-demand period.

As always, one of the great benefits of online marketing is the ability to evaluate return-on-investment through the use of online analytics and conversion studies that track actual visitor party spending. And so, we will have the opportunity to calibrate the plan as we get feedback on what is working and what is not – allowing us to evolve the plan even as it is being executed.

Finally, the plan includes continued outreach to our own local community in an effort to reach them not only as consumers but also to raise our collective voices regarding Fairfax County as a destination and for Visit Fairfax as an organization. Visit Fairfax will continue to make the case for a Fairfax County vacation through fxva.com along with our growing social media following. Additionally, our efforts will be directed toward community outreach, our local residents, and all of the planned marketing initiatives designed to capture consumer attention.

### **Strategic Objectives**

1. Continue to leverage the current trend of consumers seeking “authentic” tourism experiences that help consumers to personally connect with Fairfax County and to create a more interactive user experience.
2. Utilize direct e-Mail marketing to build consumer relationships in those markets that result in the highest yield in converted visitor parties.
3. Implement a comprehensive Search Engine Marketing program while continuing the migration from paid search to organic optimization.
4. Continue to reinforce stakeholders use of the Fairfax County brand message across multiple audiences.
5. Ensure maximum attention within the growing audience of mobile users through mobile-friendly platforms and outbound messaging.
6. Execute two integrated campaigns that target highly motivated niche market consumers by engaging those visitors through highly targeted messaging on highly relevant content.

## What

**Authentic Tourism**

**Direct e-Mail**

**Search Engine  
Marketing &  
Optimization**

**Online Display Banner &  
Native Advertising**

**Social Media Outlets**

**Mobile / Text Marketing**

**2017 Inauguration**

## Where

**Northeastern Drive  
Market**

**Mid-Atlantic Region &  
East Coast**

**United Kingdom &  
Canada**

**Washington, DC**

7. Leverage the national attention and high-demand period of the Presidential Inauguration.
8. Support the group sales team through a cohesive collateral plan and a branded tradeshow experience that supports the “Connect with America” brand identity.
9. Engage our local residents and our own tourism community with the Visit Fairfax message.
10. Track and report online conversion through 3<sup>rd</sup> party conversion study.

### Tactics

1. Continue to leverage the current trend of consumers seeking “authentic” tourism experiences that help consumers to personally connect with Fairfax County and to create a more interactive user experience.
  - a. Incorporate real-life imagery derived from a cross-section of social media platforms onto fxva.com via Crowdriff technology.
  - b. Take the storyteller video series to the next level by producing content that showcases visitor experiences at actual events during different travel seasons.
  - c. Utilize native advertising channels to deliver the Fairfax County message in an advertorial manner.
  - d. Support the new content through social media channels with a focus on authentic visitor experiences.
  - e. Support the video series through vertical paid search campaigns reaching highly targeted special interests.
  - f. Publish the annual Fairfax County Visitor Guide that will be used as the primary fulfillment piece for all consumer inquiries to include an interactive digital version.
2. Utilize direct e-Mail marketing to build consumer relationships in those markets that result in the highest yield in converted visitor parties.
  - a. Continue the momentum established through the e-Dialogue program database with 5.5M total e-Mail deployments.
  - b. Maintain the e-Mail database with 15,000 new sites and attractions leads, the highest performing segment.
  - c. Seek out organic opt-in subscribers by A/B testing “pop-over” technology.
  - d. Deploy bi-monthly e-Mails to attract international travelers in addition to two opportunity e-Mails during heavier travel periods.
  - e. Entice epicurean travelers through eight e-Mails.
  - f. Maintain momentum through monthly e-Mails to General Sites & Attractions and Civil War.

## What

**Advertising in  
Consumer Publications**

**Fairfax County Visitors  
Guide**

**Niche Markets**

**Area Residents &  
Constituents**

**Tracking Results**

## Where

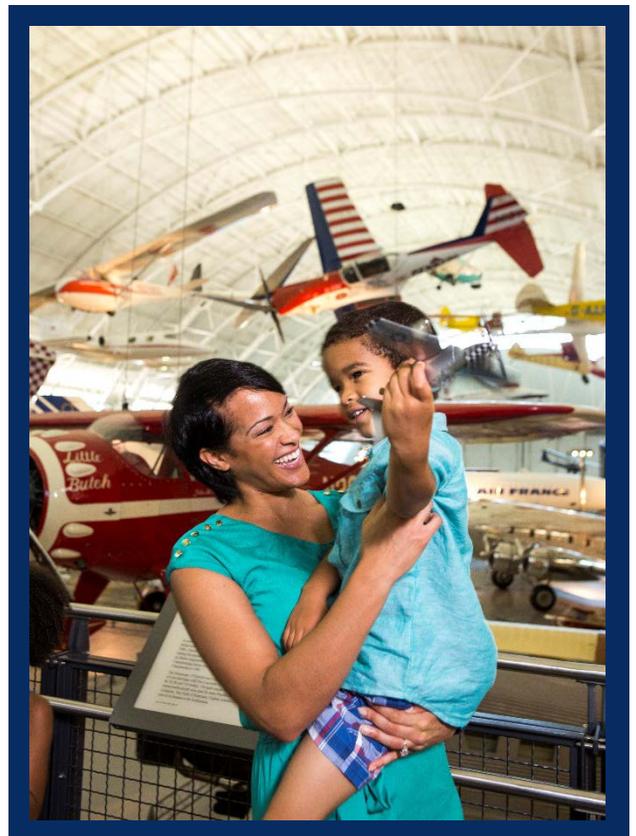
**Search Engines**

**Competing  
Marketplaces**

**Visitor Centers**

**Washington DC,  
Maryland, and Virginia**

- g. Continue the bi-monthly Group Planner e-Mail program to promote the destination to meeting planners.
  - h. Promote Visit Fairfax resources and opportunities to stakeholders through the Visit Fairfax industry newsletter.
  - i. Enhance e-Mail engagement dynamic by featuring links to relevant videos in prominent e-Mail header imagery.
3. Implement a comprehensive Search Engine Marketing program while continuing the migration from paid search to organic optimization.
- a. Continually calibrate the Search Engine Marketing Program in alignment with current trends of online consumer behavior.
  - b. Prioritize the top 20 most successful PPC phrases and optimize those landing pages to ensure the best results.
  - c. Continue the emphasis on both paid clicks and organic rankings; however, ensure a continued presence on engines with a program delivering 170,000 new consumers to the fxva.com website using both PPC and Facebook look-a-like advertising.
  - d. Continue to broaden the organic optimization program with new key words and phrases resulting in top sort rankings. Integrate these key words through strong optimization of highly impactful and relevant landing pages.
  - e. “Draft” traffic to fxva.com during large-scale events (e.g. National Cherry Blossom Festival) by carefully using specific key word content that drives Internet users to relevant programs offered by County attractions.
  - f. Maximize audience interaction on social media outlets to increase conversation about the destination, with the overall goal of increasing revenue.
4. Continue to reinforce stakeholders’ use of the Fairfax County brand message across multiple audiences.
- a. Host a Fairfax County Open House to bring the hospitality and tourism community together in recognition of National Travel & Tourism Week.
  - b. Help stakeholders make the most of Fairfax County resources by reinforcing use of the online stakeholder resource toolkit.
  - c. Reinforce continued use of the toolkit via a memorable leave-behind.
  - d. Promote use of the Visit Fairfax mobile app as a complimentary guest amenity for county businesses.
  - e. Connect and communicate with stakeholders through social media, finding new ways of reinforcing the brand message.
  - f. Explore interest in a potential strategic alliance with stakeholders via a Virginia Tourism Corporation marketing grant.
  - g. Seek the influence of the Marketing Advisory Committee as ambassadors of



- the grass roots efforts within their own peer communities.
- h. Offer opportunities to increase stakeholder exposure through packaged advertising in the visitor guide, on the website, and within the e-Dialogue program. Utilize new technologies such as augmented reality to bridge the digital-print divide.
5. Ensure maximum attention within the growing audience of mobile users through mobile-friendly platforms and outbound messaging.
    - a. Maintain momentum for Visit Fairfax mobile technology via the newly configured smartphone APP.
    - b. Use the new APP platform to send push notifications to hundreds of subscribers with special emphasis on stakeholder offers.
    - c. Use geofencing technology that targets consumers within a defined zip code who are currently traveling away from home.
    - d. Continuously improve and maintain content on the mobile website (WAP) by enhancing the mobile users' experience and making it easier and more efficient for them to get around with special emphasis on the County's five new Metrorail stations.
    - e. Enhance the current user experience on high-traffic pages and PPC landing pages by overhauling content and usability to increase time on page and decrease bounce rate.
  6. Execute two integrated campaigns that target highly motivated niche market consumers by engaging those visitors through highly targeted messaging on highly relevant content.
    - a. Develop two fully integrated campaigns that utilize all of the Visit Fairfax distribution channels targeted toward two highly motivated consumer groups: Birding and Bikes&Brews.
    - b. Develop extremely focused messaging that will resonate with these passionate consumers based on their interests.
    - c. Employ 3<sup>rd</sup> generation contextual advertising campaigns using interactive rich media ad units to further reach more qualified consumers at a higher point in their decision-making process and to engage them within the ad unit itself via video and imagery.
    - d. Using big data, develop look-alike consumer profiles to seek out customers with interests similar to those who previously converted.
    - e. Place cost-effective print ads in targeted specialty publications focusing on these consumer groups.
    - f. Leverage fxva.com through seasonal landing pages that highlight special events and seasonal activities.
    - g. Develop custom landing pages that "speak to" and pay off banner and print advertising with content based on the special interests of the targeted consumers.
    - h. Implement a "pick off" strategy to target other high-profile competitive destinations by using those other destinations' key words to serve up a Fairfax County banner message.
  7. Leverage the national attention and high-demand period of the Presidential Inauguration.
    - a. Develop and execute an online strategy using search engine marketing and key word optimization designed to ensure visitor attention in advance of the new President's inauguration.
    - b. Create a landing page with useful visitor information as well as engaging "presidential" content.
    - c. Curate stakeholder content for the landing page including all packages and offers and especially anything that might be interesting for consumers.
    - d. Use social media, direct marketing, and public relations to distribute our message.

8. Support the group sales team through a cohesive collateral plan and a branded tradeshow experience that supports the “Connect with America” brand identity.
  - a. Work with our agency partners to design a Visit Fairfax tradeshow booth experience that will consistently support the Connect with America brand while helping the sales team stand out in the crowd.
  - b. Develop a cohesive branded proposal system that will help the Visit Fairfax response to RFP stand out and confirm why the group should meet in Fairfax.
  - c. Identify affordable consumer print publications with a high-return track record for targeted group print advertising.
  - d. Use the existing client database to develop a look-a-like event planner profile aimed at potential customers on Facebook using a customized message specifically targeting planners.
  
9. Engage our local residents and our own tourism community with the Visit Fairfax message.
  - a. Develop a Visit Fairfax Storytellers video and corresponding collateral that relays the Visit Fairfax story and explains the importance of tourism.
  - b. Through corporate partnerships and alliances, promote the local residents campaign in and around Fairfax County.
  - c. Maintain the “what’s happening this weekend” section of fxva.com and the smartphone app as a go-to resource for locals.
  
10. Track and report online conversion through 3<sup>rd</sup> party conversion study.
  - a. Work with our marketing partners and Texas A&M University to track conversion through a statistically valid and reliable research study.
  - b. Analyze results and compare return-on-investment to identify the most lucrative programs as well as those that need to be reviewed prior to future investment.



## VISITOR SERVICES



Supporting the Visit Fairfax sales force, as well as the sales efforts of County stakeholders, is the mission of the Visitor Services Department. Ensuring that prospective clients have all they need to successfully plan and promote their group meetings and conferences is a key function of the Department. In addition, the Visitor Services team provides information and assistance to the leisure traveler so that these visitors have an enjoyable stay in the County with plans to return. Finally, through training and tours, County stakeholders are given the tools they need to increase their sales.

The Visitor Services Department accomplishes these objectives through a three-pronged approach with Visitor Center Operations, Ambassador Program, and Group Servicing.

### Strategic Objectives

1. Continue to ensure that Visitor Counselors are not simply information providers, but sales professionals who suggestively sell new experiences to visitors and increase traffic to the Center.
2. Continue to increase the force of hospitality industry professionals and students in the county who can increase their organizations' bottom line by giving their customers the information they need to experience sites and create a desire for return visits.



3. Continue to increase the force of County citizens who will spread the word to visiting family and friends about the benefits of visiting Fairfax County attractions, restaurants and retail shops.
4. Satisfy all requirements for groups traveling to the County to ensure expectations are met and exceeded before, during and after their stay and to encourage extended and repeat visits.
5. Increase visitation to Fairfax attractions during D.C.-centric events, such as the National Cherry Blossom Festival.

### Tactics

1. Maintain a well-stocked and current supply of county and regional brochures and informational material.
  - a. Promote the Visit Fairfax smart phone app.
  - b. Participate in applicable Tysons Corner promotions, including the coupon book.
  - c. Promote the Center through the Visit Fairfax website with free gift offer.
  - d. Market the “Extend Your Stay” program and offers.
  - e. Promote county attractions at the Celebrate Fairfax event and hold an annual cultural event in the Visitor Center during the National Cherry Blossom Festival. Continue to encourage county attractions to participate in the Festival, increasing the Festival’s reach into Fairfax County.
2. Continue to hold effective and educational Ambassador classes and tours.
  - a. Hold regular classes for hoteliers, taxi drivers, AAA staff members, and hospitality students in local colleges.
  - b. Hold classes geared to hotel sales professionals to provide destination information, as well as refresher tips on utilizing Visit Fairfax sales tools.
  - c. Hold tours of county attractions for Ambassadors to provide first-hand experience of the sites discussed in classroom settings.
  - d. Continue to promote the Citizen Ambassador program through visits to local chamber and Rotary groups and a kit promoted on the website.
3. Utilize group services to promote attendance in Fairfax County meetings and to ensure repeat business.
  - a. Promote the Stakeholder Toolkit to County stakeholders as a tool for their use in selling and servicing their meetings, and provide advice on its use.
  - b. Actively promote and implement every aspect of the Event Planner toolkit to meeting planners serviced by Visit Fairfax.

## What

**Consultative Selling**

**Ambassador Classes & Tours**

**Event Planner Toolkit**

**Visitor Guides and App Promotion Cards**

**Planner Welcome Gifts**

**Extended Stay Program**

**Local and Regional Events**

## Where

**Visitor Center**

**Local Hotels**

**Airport Taxis**

**College Campuses**

**Stakeholder Sites**

**Festivals**

- c. Welcome qualified groups to the County with a planner amenity and welcome letter.
- d. Send a survey after a group visits to assess the quality of the services provided.
- e. Promote "Extend Your Stay" web page, which encourages all groups to add leisure time to their County stay.
- f. Provide storage and timely fulfillment of visitor guides to groups, hotels, attractions and Certified Virginia Visitor Centers.
- g. Order and maintain the supply of appropriate promotional items so that office staff has a ready supply of branded items for client gifts.



## COMMUNICATIONS



Effective communications strategies not only expand the reach of Fairfax County's tourism message but also ensure a cohesive team effort among County stakeholders. Whether by internal communications to our stakeholders or external communications to consumers and media – getting this message out is one of the keys to growing the County as a destination.

In today's online environment, traditional public relations strategies miss a great deal of the potential readership that is available. Much like our migration to Internet marketing as opposed to traditional print advertising, Visit Fairfax has similarly adjusted our perspective regarding PR. In recent years, we have significantly grown the number of consumer followers throughout our various social media platforms. In the new fiscal year, the plan is to continue this growth trend while positively impacting Visit Fairfax's share of the online conversation. Growth strategies include a new effort in heavily curating user generated content through a new tool called Crowdriff. This tool also allows us to start conversations with active users and influencers which will help grow not just our following, but also our brand. Based on specific target audience needs and desires when traveling to the region, Visit Fairfax will adjust its communication strategy accordingly. The goal is to improve the level of awareness for the County online and to measure the dialogue taking place in targeted digital outlets.



Within the local community, the mission is to increase awareness of Fairfax County's tourism product, and the impact of tourism on the local economy. We will execute this mission through both internal and external communication channels, while speaking to the various target audiences that we have identified.

The communications plan is designed to achieve three primary goals through numerous strategies and tactics. The plan will facilitate online travel writers and members of the media to help produce positive coverage for Fairfax County and Visit Fairfax as an organization. It will also educate stakeholders, industry personnel and consumers with regard to what Fairfax County has to offer tourists, how our stakeholders can capitalize on our efforts, and what Visit Fairfax is doing within the tourism industry. Finally, the plan will advocate for Fairfax County and our stakeholders through PR outreach, stakeholder events and community involvement.

### **Strategic Objectives**

1. Continue to build and positively impact Visit Fairfax's share of the online conversation.
2. Grow our presence in the social media world by curating user generated content (UGC), in turn building brand equity.
3. Seek out opportunities for media exposure, further develop public relations initiatives and continue to build awareness among the press.
4. Continue to develop materials and partnerships for consumers and stakeholders to promote our tourism products.
5. Build upon community involvement to increase awareness of Fairfax County tourism assets and encourage local pride.
6. Strengthen partnership with the state tourism organization's PR department to generate positive press for the County and the Commonwealth.
7. Join forces with public relations alliances and industry colleagues to develop new relationships with writers who are interested in Fairfax County story lines.

### **Internal Communications Plan**

1. Host a stakeholder event to allow the Fairfax County tourism community to gather, network and promote tourism efforts – held in May and centered around National Travel & Tourism Week.
2. Continue distribution of and further develop the Visit Fairfax Insider Newsletter in order to provide stakeholders with important updates of tourism industry and Visit Fairfax news.

## What

### **Increase the County's Share of the Online Conversation**

#### **Positive media coverage**

#### **Updates and news for stakeholders**

#### **Community involvement and support**

#### **Partnership/coordination with state tourism organization's PR arm**

#### **Curate user-generated content**

## Where

### **Online/Social Media Outlets**

#### **Local Media**

#### **National Media**

#### **International Media**

#### **Newsletters/eBlasts**

3. Communicate opportunities and pertinent information to stakeholders via e-Mail blasts, Partner Extranet System, and various other methods.
4. Develop and foster relationships with new and current stakeholders through personal meetings, consistent communication, and new methods of connectivity (i.e. social media, etc.)
5. Measure results of Visit Fairfax's efforts in the online social sector as well as in traditional media coverage.
6. Serve as a sponsor for the Valor Awards.

### **External Communications Plan**

1. Create brand equity, start conversations about tourism in Fairfax County, and curate new content for web, social, and other marketing channels by engaging social media users and influencers via the new UGC platform Crowdriff.
2. Work to create Fairfax County "buzz" on social media and news media sites, travel blogs, consumer travel websites and more.
  - a. Track positive movement of the online conversation and adjust strategies as needed to move the needle.
  - b. Maintain fluid editorial calendars to ensure all story lines are being pushed out.
  - c. Encourage active users to share content using #fxva.
3. Develop and pitch story lines that will result in positive press stories for Fairfax County and Visit Fairfax.
4. Respond to media/journalist inquiries and requests for information, photos, interviews and press visits to produce positive press for Fairfax County.
5. Coordinate media FAM tours in cooperation with CRUSA, VTC, and/or other individuals to encourage positive press coverage of Fairfax County and Northern Virginia.
6. Engage with writers and travel colleagues via public relations alliances to pitch leads and develop story lines that will further Visit Fairfax and Fairfax County's reach in the Mid-Atlantic region and our drive markets.



## ACRONYM DEFINITIONS

<b>Abbrev.</b>	<b>Definition</b>	<b>Abbrev.</b>	<b>Definition</b>
ABA	American Bus Association	PRSA	Public Relations Society of America
AMPS	Association of Meeting Professionals	RSAA	Receptive Services Association of America
ASAE	American Society of Association Executives	RFN	Reunion Friendly Network
CRUSA	Capital Region USA	SEM	Search Engine Marketing
DMAI	Destination Marketing Association International	SEO	Search Engine Optimization
FAM Trip	Familiarization Trip	SGMP	Society of Government Meeting Professionals
GTA	Gullivers Travel Associates / Travelport	SYTA	Student & Youth Travel Association
MPI	Meeting Planners International	TAP	Travel Alliance Partners
MWAA	Metropolitan Washington Airports Authority	TEAMS	Travel, Events, & Management in Sports
NASC	National Association of Sports Commissions	USTA	U.S. Travel Association
NATCAP	Society of Government Meeting Professionals National Capital Chapter	VACVB	Virginia Association of Convention and Visitors Bureaus
NTA	National Tour Association	VSAE	Virginia Society of Association Executives
PPC	pay-per-click advertising	VTC	Virginia Tourism Corporation
PMPI	Meeting Professionals International Potomac Chapter		

# Appendices

*Performance Measures*

*Board of Directors*

*Staff*

## PERFORMANCE MEASURES

Market Segment	Performance Measure
<b>Business &amp; Sports Groups</b>	Number of Definite Groups
	Number of Definite Room Nights
	Number of Definite Attendees
	Number of Leads
	Number of Potential Room Nights
	Number of Potential Attendees
<b>Leisure Groups</b>	Number of New Overnight Programs
	Number of Definite Room Nights
	Number of Visitors
	Number of New Daytrip Programs

## PERFORMANCE MEASURES

Market Segment	Performance Measure
<b>Consumer</b>	Website Unique Visitors
	Advertising Reader Response
	Online Marketing Conversion
<b>Public Relations</b>	Number of Media Stories
	Social Engagement

# 2016 – 2017

# Board of Directors

## OFFICERS

**Janet Sass**  
Northern Virginia  
Community College  
Chairman

**Paul Gilbert**  
NOVA Parks  
Past Chairman

**Claude Andersen**  
Clyde's Restaurant  
Group  
Vice Chairman

**Robert Maurer**  
Tysons Corner Center  
Secretary

## BOARD MEMBERS

**Trish Drews**  
Crowne Plaza Tysons  
Corner

**Ken Balbuena**  
Northern Virginia  
Community College

**Terri Fox**  
Foxfire Grill

**Marion Myers**  
Myers Public Relations

**Arvind Manocha**  
Wolf Trap

**Don Anderson**  
Crescent Hotels

**Michael Thompson**  
Board Member

**David Welliver**  
Board Member

**Fouad Qreitem**  
Paisano's Pizza

**Sam Misleh**  
Walkers Grille

**Scott McClinton**  
Westfields Marriott

**Rob Shenk**  
George Washington's  
Mount Vernon

**Holly Williamson**  
Smithsonian National Air  
and Space Museum

**Rajesh Khubchandani**  
The Ritz-Carlton,  
Tysons Corner

**Marc Fournier**  
George Mason  
University

**Michael Session**  
Hyatt Regency  
Dulles

## EX OFFICIO MEMBERS

**Barry Biggar**  
Visit Fairfax  
President / CEO

**Jim Corcoran**  
Northern Virginia  
Chamber of Commerce

**Connie Royal**  
Fairfax County Economic  
Development Authority

**Edward Long**  
Fairfax County  
Government

## DIRECTORS EMERITUS

**James M. Wordsworth**  
J.R.'s Goodtimes, Inc.  
and its Affiliates

**Mark G. Carrier**  
BF Saul Company  
Hotel Division

## VISIT FAIRFAX STAFF

<p><b>Barry H. Biggar, CDME</b>                  President &amp; CEO  <a href="mailto:bbiggar@fxva.com">bbiggar@fxva.com</a>                  703-752-9501</p>	<p><b>Jackie Franchi</b>                  VP Marketing &amp; Sales  <a href="mailto:jfranchi@fxva.com">jfranchi@fxva.com</a>                  703-752-9506</p>	<p><b>Sue Porter</b>                  Director of Visitor Services  <a href="mailto:sporter@fxva.com">sporter@fxva.com</a>                  703-752-9512</p>	<p><b>Patrick Lennon</b>                  Director of Marketing  <a href="mailto:plennon@fxva.com">plennon@fxva.com</a>                  703-752-9504</p>	<p><b>Bert Cook</b>                  Office Manager  <a href="mailto:bcook@fxva.com">bcook@fxva.com</a>                  703-752-9508</p>
<p><b>Eric Kulczycky</b>                  National Sales Manager,                  Sports &amp; Government  <a href="mailto:ekulczycky@fxva.com">ekulczycky@fxva.com</a>                  703-752-9510</p>	<p><b>Dean Miller</b>                  National Sales Manager,                  Association &amp; Reunion  <a href="mailto:dmiller@fxva.com">dmiller@fxva.com</a>                  703-752-9509</p>	<p><b>Melissa McClure</b>                  National Sales Manager,                  Domestic/Int'l Group Tour  <a href="mailto:mmcclure@fxva.com">mmcclure@fxva.com</a>                  703-752-9513</p>	<p><b>Ali Morris</b>                  Destination Marketing                  Manager  <a href="mailto:amorris@fxva.com">amorris@fxva.com</a>                  703-752-9505</p>	
<p><b>Patty Black</b>                  Visitor Services Counselor  <a href="mailto:fxva2@fxva.com">fxva2@fxva.com</a>                  703-752-9500</p>	<p><b>Margaret Tenenbaum</b>                  Visitor Services Counselor  <a href="mailto:fxva2@fxva.com">fxva2@fxva.com</a>                  703-752-9500</p>	<p><b>Birgit Klare</b>                  Visitor Services Counselor  <a href="mailto:Fxva2@fxva.com">Fxva2@fxva.com</a>                  703-752-9500</p>		
<p><b>Katherine Moore, CPA</b>                  Accountant                  Ross, Langan &amp; McKendree  <a href="mailto:klm@RLMCPA.com">klm@RLMCPA.com</a></p>	<p><b>J. Scott Hommer, III</b>                  Attorney at Law                  Venable  <a href="mailto:SHommer@Venable.com">SHommer@Venable.com</a></p>			

# Activity Calendars

*Group Sales*

*Marketing and Advertising*

*Community and Public Relations*

## ACTIVITY CALENDAR – GROUP SALES

Audience	July	August	September	October	November	December	January	February	March	April	May	June	
<b>Business</b>	Smart Meetings Washington, DC <u>7/20/2016</u>	Connect Mkt Grapevine, TX <u>8/25-27/2016</u>  Client outing to Wolf Trap Fairfax, VA <u>Date TBD</u>  Overseas Brats Colorado Springs <u>8/4-6/2016</u>	RFN ConFam Harrisburg, PA <u>9/25-27/2016</u>  Museum of the US Army Groundbreaking Fairfax County <u>9/14/16</u>	VSAE Fall Mkt Richmond <u>10/6/2016</u>	YMRC Event Newport News <u>11/9-11/2016</u>  VA-1 Conf Roanoke, VA <u>11/13-16/2016</u>  VA Assn Blitz Richmond, VA <u>Date TBD</u>	Connect Marketplace Washington, DC <u>12/14/2016</u>			Family Reunion Workshop Fairfax County, VA <u>2/18/2017</u>  <u>YMRC Event</u> Myrtle Beach, SC <u>2/12-14/2017</u>	Rendezvous South Roanoke, VA <u>Date TBD</u>  Smart Meetings Location TBD <u>Date TBD</u>	VA Assn Blitz Richmond, VA <u>Date TBD</u>  RFN ConFam Location TBD <u>Date TBD</u>  VTC Sales Blitz Location TBD <u>Date TBD</u>	VSAE Annual Mtg Roanoke, VA <u>4/30-5/2/2017</u>	VTC Sales Blitz Location TBD <u>Date TBD</u>
<b>Leisure</b>	CRUSA Int'l Mktg Summit <u>7/21/2016</u>  CRUSA Mini-Fam <u>7/22-23/2016</u>	SYTA Orlando, FL <u>8/18-22/2016</u>  DMAI Minneapolis <u>8/1-3/2016</u>	CRUSA Fam Fairfax County <u>Date TBD</u>	China Sales Mission <u>Date TBD</u>	VA-1 Conf Roanoke, VA <u>11/13-15/2016</u>  Travel South Int'l Showcase Atlanta, GA <u>11/28-12/1/2016</u>		ABA Cleveland, OH <u>1/14-17//2017</u>	NTA St Louis, MO <u>2/26-3/1/2017</u>	CRUSA China Sales Mission <u>Date TBD</u>  North America Travel Show New York, NY <u>Date TBD</u>	Active America China Portland, OR <u>4/23-27/17</u>  CRUSA Fam Fairfax County <u>Date TBD</u>  VTC Domestic Sales Mission <u>Date TBD</u>	Brazil Sales Mission San Paulo <u>Date TBD</u>	IPW Washington, DC <u>6/3-7/2017</u>  TAP Tucson, AZ <u>6/11-15/2017</u>	
<b>Sports</b>		Connect Sports Mktplace Grapevine, TX <u>8/25-27/2016</u>	TEAMS Conf & Expo Atlantic City, NJ <u>9/26-29/2016</u>						NASC Sports Event Symp. 3/26-30/2017				

## ACTIVITY CALENDAR – MARKETING AND ADVERTISING

Audience	July	August	September	October	November	December	January	February	March	April	May	June	
<b>Business</b>	<p><a href="#">Advertising VTC Group Mtgs Guide</a></p> <p><a href="#">Group Planner eNewsletter</a></p> <p>DMAI special section</p>	<p><a href="#">Advertising Reunions Magazine</a></p> <p><a href="#">Advertising Connect</a></p>	<p><a href="#">Group Planner eNewsletter</a></p> <p><a href="#">SGMP NATCAP eNewsletter</a></p>	<p><a href="#">Advertising Reunion Friendly News</a></p> <p><a href="#">Advertising Virginia Business</a></p> <p><a href="#">Convention South</a></p>	<p><a href="#">Group Planner eNewsletter</a></p> <p><a href="#">Advertising Reunions Mag</a></p> <p>SGMP NATCAP expo website</p>	<p><a href="#">SGMP NATCAP eNewsletter</a></p>		<p><a href="#">Group Planner eNewsletter</a></p>	<p><a href="#">Advertising Reunions Mag</a></p> <p><a href="#">Reunions Workbook</a></p> <p><a href="#">Convention South</a></p>	<p><a href="#">SGMP NATCAP eNewsletter</a></p> <p><a href="#">Group Planner eNewsletter</a></p> <p><a href="#">Advertising Meetings Focus East</a></p> <p>Facebook look-a-like targeted banners</p>	<p><a href="#">Advertising Reunion Friendly News</a></p>	<p><a href="#">Group Planner eNewsletter</a></p> <p><a href="#">Advertising Reunions Mag</a></p> <p><a href="#">Advertising SGMP NEC Program</a></p>	<p><a href="#">SGMP NATCAP eNewsletter</a></p>
<b>Leisure</b>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p> <p><a href="#">Epicurean eNewsletter</a></p>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p> <p><a href="#">International eNewsletters</a></p>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p> <p><a href="#">Epicurean eNewsletter</a></p>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">International eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p> <p><a href="#">Epicurean eNewsletter</a></p>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p> <p><a href="#">Visit Fairfax Visitors Guide</a></p> <p><a href="#">International eNewsletters</a></p>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p> <p><a href="#">Epicurean &amp; Int'l eNewsletter</a></p> <p><a href="#">Advertising VTC Leisure Trvl Guide</a></p> <p><a href="#">CRUSA Visitor Guide Book</a></p>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">International eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p> <p><a href="#">Epicurean &amp; Int'l eNewsletters</a></p> <p><a href="#">CRUSA eNewsletter</a></p> <p><a href="#">Online Native Campaign</a></p>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">International eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p> <p><a href="#">Visit Fairfax Summer Campaign</a></p> <p><a href="#">CRUSA Int'l Operator Co-op</a></p> <p><a href="#">Amer Best Vaca</a></p>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p> <p><a href="#">Epicurean &amp; Int'l eNewsletter</a></p> <p><a href="#">Visit Fairfax Summer Travel Advertising</a></p>	<p><a href="#">General Interest &amp; Civil War eNewsletters</a></p> <p><a href="#">fxva.com PPC &amp; SEO programs</a></p> <p><a href="#">Visit Fairfax Summer Travel Advertising</a></p>	
<b>Sports</b>	<p><a href="#">Advertising Sports Travel Magazine</a></p>			<p><a href="#">Advertising SportsTravel Magazine</a></p>		<p><a href="#">Advertising Sports Events Magazine</a></p>	<p><a href="#">Advertising Sports Travel Magazine</a></p>	<p><a href="#">Advertising Connect Sports Facility Guide</a></p>	<p><a href="#">Advertising Sports Events Magazine</a></p>				

## ACTIVITY CALENDAR – COMMUNITY AND PUBLIC RELATIONS

Audience	July	August	September	October	November	December	January	February	March	April	May	June
<b>Outside Media</b>	<p>Summer Topic Press Releases</p> <p>HARO/Direct Media Pitches</p>	<p>HARO/Direct Media Pitches</p> <p>Blogger Fam</p>	<p>Fall Topic Press Releases</p> <p>HARO/Direct Media Pitches</p>	<p>HARO/Direct Media Pitches</p>	<p>HARO/Direct Media Pitches</p>	<p>HARO/Direct Media Pitches</p> <p>Blogger Fam</p>	<p>Winter/Romance Package Press Releases</p> <p>HARO/Direct Media Pitches</p>	<p>HARO/Direct Media Pitches</p>	<p>Spring Topic Press Releases</p> <p>HARO/Direct Media Pitches</p>	<p>HARO/Direct Media Pitches</p> <p>Blogger Fam</p>	<p>HARO/Direct Media Pitches</p>	<p>Summer Topic Press Releases</p> <p>HARO/Direct Media Pitches</p>
<b>Internal Stakeholders</b>	<p>Amb. Newsletter</p>	<p>Stakeholder Newsletter</p> <p>Amb. Newsletter</p>	<p>Amb. Newsletter</p> <p>Taxi Amb. Class</p> <p>Hotel Amb. Class</p>	<p>Stakeholder Newsletter</p> <p>Amb. Newsletter</p> <p>Amb. Tour</p> <p>GMU &amp; NOVA Amb. Class</p>	<p>Amb. Newsletter</p> <p>Hotel Amb. Class</p> <p>GMU Amb. Class</p>	<p>Stakeholder Newsletter</p> <p>Ambassador Newsletter</p> <p>Taxi Amb. Class</p>	<p>Ambassador Newsletter</p> <p>Hotel Amb. Class</p>	<p>Stakeholder Newsletter</p> <p>Ambassador Newsletter</p> <p>Sales Amb. Class</p>	<p>Amb. Newsletter</p> <p>Taxi Amb. Class</p> <p>NOVA Amb. Class</p> <p>Hotel Amb. Class</p>	<p>Stakeholder Newsletter</p> <p>Ambassador Newsletter</p> <p>Hotel Amb. Class</p> <p>Amb. Tour</p>	<p>Stakeholder ICW Nat'l Tourism Wk</p> <p>Amb. Newsletter</p> <p>Hotel Amb. Class</p> <p>Amb. Tour</p>	<p>Stakeholder Newsletter</p> <p>Ambassador Newsletter</p> <p>Taxi Amb. Class</p>
<b>Misc</b>	<p>Social Media Outlets</p>	<p>Social Media Outlets</p>	<p>Social Media Outlets</p>	<p>Social Media Outlets</p>	<p>Social Media Outlets</p>	<p>Social Media Outlets</p>	<p>Social Media Outlets</p>	<p>Social Media Outlets</p>	<p>Valor Awards Sponsorship</p> <p>Social Media Outlets</p>	<p>Innovation Awards Sponsorship</p> <p>Social Media Outlets</p>	<p>Social Media Outlets</p>	<p>Social Media Outlets</p>

