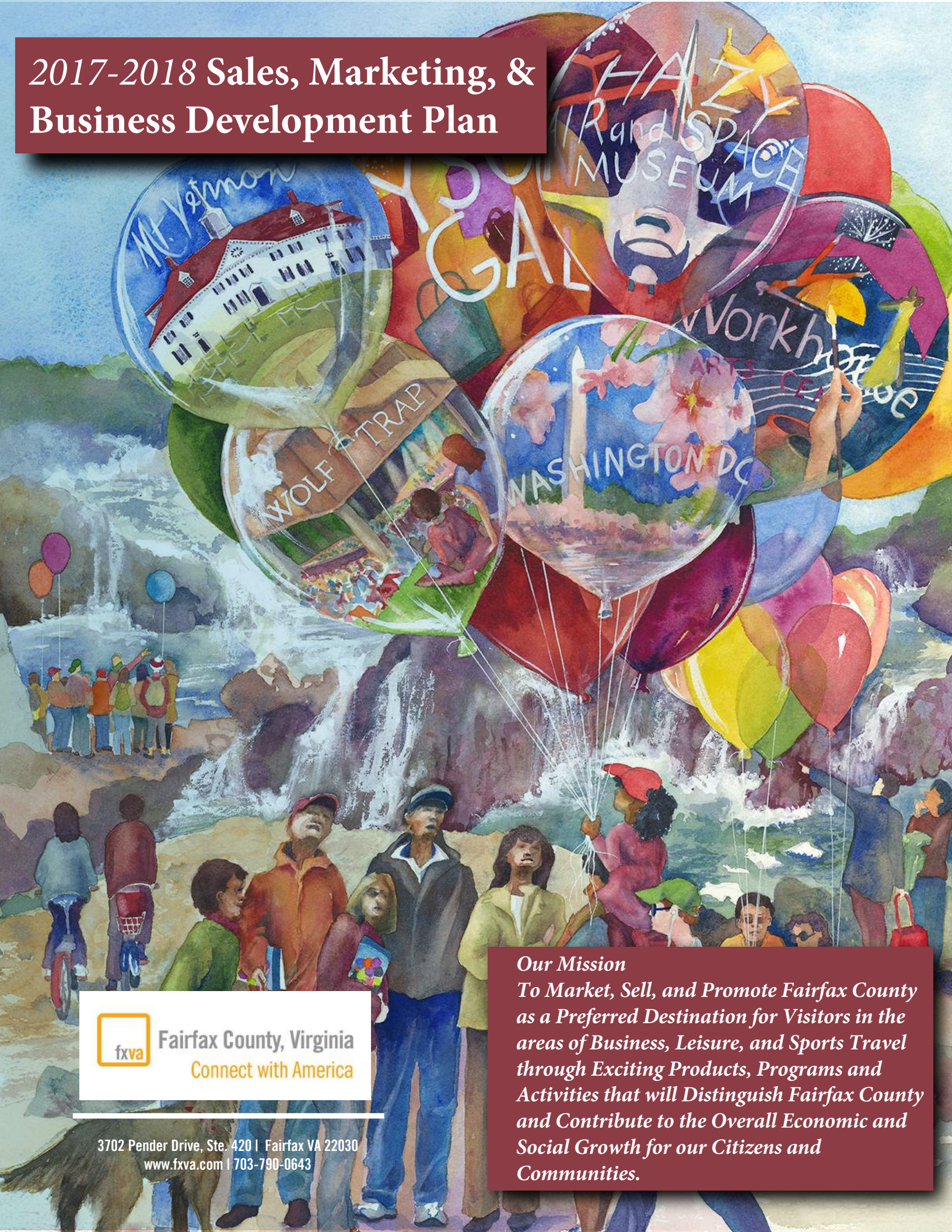


2017-2018 Sales, Marketing, & Business Development Plan



Fairfax County, Virginia
Connect with America

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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

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EXECUTIVE SUMMARY



It is indeed my great pleasure to share our 2017 – 2018 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, with a horizontal line underneath the name.

Barry Biggar, CDME
President & CEO
Visit Fairfax

2017 – 2018 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 offers 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 impacted 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 to a degree 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 the business, leisure and sports segments, 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 two new sports complexes being planned for 2018 also present 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, additional funding mechanisms would 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 many 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 more shutdowns already rearing its head. While there has been some economic recovery, the nation's economy is still a work in progress, and the potential impact of US travel policies on international travel remains to be seen.

SALES, MARKETING, & BUSINESS DEVELOPMENT PLAN

While the overall economic recovery has sometimes felt exceedingly slow, the past year saw continued growth in both occupancy and average rate in nearly every month. While there continues to be some hesitancy in the group segments with smaller room block commitments, overall lead activity and website visitation remains strong – a good indicator of continuing recovery.

As expected, the first quarter of 2017 saw a lift in revenue as the travelers who sought to visit a newly elected administration may have contributed toward the 10% growth in revenue compared to the previous year. On the other hand, the nearly immediate threat of another government shutdown due to budget debates may portend future issues since we have seen the impact that such shutdowns have on travel. Additionally, the possibility of adverse effects on international travel continues to linger as a result of U.S. travel policies. We do, however, remain positive that the first quarter growth and economic rebound over the past year will continue as the year progresses.

With website traffic still on the rise, Visit Fairfax intends to leverage the appetite for authentic tourism experiences among consumers by grabbing and holding attention through innovative and personalized website content. 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 of a suburban location. And, as the dollar continues to gain strength, international travelers may find Northern Virginia to be a highly attractive alternative to the high prices of the District. The bottom line is that we are a great choice.

Funding for the 2017 – 2018 fiscal year has increased slightly, affording a little more space to expand our message. Using new technologies, we will execute new programs and campaigns intended to distinguish Fairfax County among the many options out there. 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. While there is no crystal ball, we remain positive that the future is indeed bright and that the strategies planned for the coming year will move us in the right direction.

**The best way to
predict the future
is to create it.**

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). We are currently bidding to host Connect DC in December of 2017; if successful, hosting this event would bring 100+ locally based planners to Fairfax County.



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, the groundbreaking of the Museum of the United States Army has allowed us to begin promoting the expected opening of the museum in late 2019 / early 2020 to Army reunion groups via magazine articles in reunion publications, direct mailings, and email blasts to these groups. Likewise, the 2016 opening of the new Smithsonian Museum of African American History and Culture in downtown Washington has dramatically increased the number of African American family reunion groups interested in gathering here.

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 2016-2017 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 tradeshow, 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 the availability 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. Ensure visibility for Fairfax County hotels at association tradeshow including Connect, Smart Meetings magazine *Smart Mart* events, and ConventionSouth Rendezvous South event.
 - b. Expand relationships with state association meeting planners through the VSAE Fall Expo along with County hotel partners.
 - c. Provide hotels with access to state association planners through a semi-annual Visit Fairfax sales blitz.
 - d. Bid to host Connect DC here in December, 2017
 - e. Conduct sales calls to state and national association planners in the Washington area and Richmond.
 - f. Utilize the bi-monthly group planner eNewsletter to deliver information on County special offers and articles of interest.
 - g. 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 and two YMRC events to reach military reunion events planners and convert events for Fairfax County.
 - b. Continue ongoing direct mail/eMail campaigns to generate military reunion leads.
 - c. Host our 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 September, 2017.
 - 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 advertising in *Reunions* magazine.
- 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 sports market continues to be one of the most reliable and dependable segments of the U.S. tourism industry. Based on research conducted by SportsEvents magazine, this market grew by a healthy 7.2% in 2016, with an estimated total economic impact of \$10.5 billion. The growth was fueled by several factors, including an increase in athlete participation per event (+1.2%), more total spending per event per athlete (+3.2%), and a rise in the total number of events held (+2.8%).

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. The great news is that there is potential for this market to generate additional business and social growth as a result of 1) a new economic development program recently established by county government and 2) several new facility developments and renovations on the horizon.



When Fairfax County hosted the 2015 World Police & Fire Games, in addition to reaping tremendous financial and social benefits, we demonstrated to national and international sports governing bodies that our county is a world-class destination capable of hosting large-scale, multi-sport competitions. To capitalize on the success and momentum of the Games, we have continued to target other multi-sport competitions that match up well with the area's tourism assets. But obtaining funding to pursue these opportunities has been a challenge.

Rights fees and funding for initial operating costs are perennial obstacles for most bidders interested in hosting large events that attract thousands of attendees. Without the ability to make such investments requested by event rights-holders, destinations with insufficient resources are often shut out from competing for select competitions. Fortunately, Fairfax County government's new Economic Opportunity Reserve fund has made it much easier to overcome these financial obstacles.

Created to “stimulate economic growth” and to provide “strategic investment opportunities,” this reserve – funded with an initial budget carryover of \$5 million and the goal to be fully funded at \$40 million – will provide investment dollars for capital development projects, property acquisition, and programming support (which would include potential funds to secure and operate sports events). The criteria for distributions will include financial modeling analysis (e.g. cost-benefit, etc.) to determine the fiscal impact to the county of the proposed investment opportunity and will require approval from the Board of Supervisors. After carefully assessing the potential return-on-investment of various sports events available for bid and targeting the best prospects, Visit Fairfax and its partners will take full advantage of this county program and apply for grants whenever appropriate.

To further maximize potential in the sports market and to compete effectively with other destinations, the development and availability of tournament-quality athletic facilities is also vital. Indeed, one of the county’s biggest challenges in this market has long been the lack of a sportsplex with clustered rectangular fields, diamonds, and courts.

As an example, the scarcity of sites in Fairfax County with multiple rectangular turf fields has caused organizers of many of our homegrown travel soccer tournaments to seek facilities outside the county, even using those beyond adjacent jurisdictions. And for certain events, even WPFG organizers found it necessary to rent clustered, non-county fields to create a more festive atmosphere as well as minimize operational costs and allocate scarce staff resources. With what seems to be a record number of new athletic complexes being built (and existing ones being renovated) throughout the country – including several in Virginia within an hour-and-a-half drive of Fairfax County – event organizers have an array of potential sites to host their tournaments. On the bright side, several exciting facility developments in Fairfax County are in the works.



Construction has begun on a two-story, 435,000-square-foot sports, fitness, and wellness complex in Springfield by the St. James Group. The project is located on the site of the former Washington Gas facility near Backlick Road, the Capital Beltway, and I-395. 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/8 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 construction stays on schedule, this complex is expected to open by the end of 2018.

There is also positive movement regarding the potential development of athletic facilities at Fairfax County Park Authority locations. In November 2016, the Park Authority Board approved a \$100 million bond to upgrade parks and fields throughout the county over the next decade. As part of this bond, a new, turfed, baseball complex – Patriot Park North – will be constructed adjacent to Willow Springs Elementary School in western Fairfax on a 67-acre lot featuring four 90-foot diamonds in a wagon-wheel configuration (with central concessions) and two adjacent 60-foot diamond fields. This complex is expected to be completed by 2021. In addition, two other Park Authority sites – one at Patriot Park in Fairfax, the other at Baron Cameron Park in Reston – are being considered for up to nine additional rectangular turf fields.

Given access to these public and private facilities to host tourism-friendly tournaments, there is enormous potential to attract several state, regional, national, and international sporting events to the county.

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 other partners on travel tournaments.

The ongoing efforts of Visit Fairfax to promote the county as an ideal destination to host sports events continues to pay dividends despite the continued challenges faced by event directors (e.g., escalating bid/rights fees, difficulties in scheduling public facilities, increases in tournament fees, and rising travel costs due to higher rebates and hotel expenditures). By building further awareness of its sports services and programs among event rights holders, working in a support role to further develop the county's sports facility infrastructure, and ensuring that local organizing committees take maximum advantage of local and state grant opportunities to attract and grow events, Visit Fairfax will continue to generate economic development for tourism stakeholders and enhance 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. 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.
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 tournament directors, facility managers/owners, sports representatives, and other tourism stakeholder groups about Visit Fairfax's sports initiatives through networking events, 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.

What

Conferences & Tradeshows

Direct Sales

**Public Relations
& Trade Publications**

Web Marketing

Relationship Building

**Fairfax County Sports
Committee**

**Local Organizing
Committees**

Where

TEAMS Conference

**NASC Sports Event
Symposium**

**Connect Sports
Marketplace**

**Fairfax County Park
Authority & Public Schools**

**Northern Virginia Regional
Park Authority**

**George Mason University
and NOVA**

Private Sports Facilities

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 host large, multi-sport events.
8. Lead Fairfax County Sports Committee; host 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 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



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, India, 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 and FIT 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.

Most recently, the fly-drive market has been rapidly increasing amongst international tourists. Tour operators are looking for conducive itineraries for this market as these travelers want to experience more than just the cities – which perfectly suits Fairfax County, Virginia. Being able to offer the economical option of flying into Washington Dulles International Airport, picking up the traveler's rental car and staying at a Fairfax County hotel where the parking is either free or at a fraction of the cost of neighbor cities. This fly/drive itinerary is very common among European travelers, especially from Germany, as well as gaining in popularity among Chinese travelers.

The Capital Region USA 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. The market of inbound Chinese to the Capital Region grew by 33.7% over 2014 bringing the total of visitors from China to 349,000 in 2015, with continued growth in 2016. 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.

2017 marks The U.S.-India Travel and Tourism Partnership Year as declared by Brand USA, in partnership with the U.S. Department of Commerce National Travel and Tourism Office (NTTO) and

the Government of India's Ministry of Tourism. This market is currently one of the fastest growing inbound markets as NTTO has forecasted a 72 percent increase in arrivals from 2015 through 2021. As Washington Dulles International Airport introduces a new direct flight beginning in July 2017, three times a week to New Dehli on Air India, this lends itself to how important this growing market is to the region and that it is time to take action within this market.



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 subjects such as the Civil War or gardens, operators can enhance their tour products by adding on these distinct activities to their itineraries. Some new attraction additions to the Washington, DC area include the Smithsonian's African American History and Culture Museum which continues to build new African American Heritage Tours to the region and the Museum of the Bible, which is set to open in late Fall 2017, promising to develop new religious based tour groups.

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 advertising, international tour co-ops, and sales mission opportunities, partnering with other organizations such as Capital Region USA (CRUSA) and Northern Virginia’s Visitors Consortium (NVVC)
4. Show buyers why they should be selling Fairfax County, Virginia rather than only telling through familiarization tours

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
 - 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. Attend Active America China for one-on-one appointments with Chinese tour operators and receptive looking for new American tour product
 - 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

India

Brazil

Germany

United Kingdom

Canada

- 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 counties products
 - d. 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 Spotlight on the Mid-Atlantic's first ever conference hosted by Mid Atlantic Receptive Services in Baltimore, MD to reach out directly to MARS client base and group leaders planning trips to the Capital Region
 - f. Sponsor a lunch during Spotlight on the Mid-Atlantic as partners with Marriott Mid-Atlantic's Fairfax County hotels
 - g. Attend Student & Youth Travel Association's annual conference to create new connections with decision makers in the student and youth travel market
 - h. Educate tour operators about all the attractions in Fairfax County which have activities and lessons which fit into student curriculums.
3. Raise Fairfax County's domestic and international profiles and connect within the region through advertising, international tour co-ops, and sales mission opportunities, partnering with other organizations such as Capital Region USA (CRUSA) and Northern Virginia's Visitors Consortium (NVVC)
- a. Increase Fairfax County's web presence through touroperatorland.com to reach tour operators looking for new and unique product ideas
 - b. Participate in Capital Region USA's China sales missions to continue educating these growing markets about Fairfax County and to meet face-to-face with key decision makers
 - c. Attend Brand USA's annual India Sales Mission in an effort to break through in the India market to tour operators and media within the key cities of Mumbai, Chennai, and Dehli
 - d. Partner with international tour operators co-operative targeted advertising and marketing campaigns through CRUSA
 - e. Partner with NVVC to develop key international markets to the region, whether this be through new itineraries or familiarization tours.
4. Show buyers why they should be selling Fairfax County, Virginia rather than only telling through familiarization tours.
- a. Host a familiarization tour in conjunction with Virginia Beach's program, Campus Live Virginia Beach, with the tour operator Meier's Weltreisen, showing that Washington Dulles Airport and Fairfax County, Virginia is the gateway to the Capital Region and should be included at the beginning or end of any tour of the region
 - b. Host several familiarization tours through Capital Region USA with their in-country representatives pre-qualifying each tour operator who attends
 - c. Build cohesive itineraries with surrounding destination partners as regional itineraries are key for the international market
 - d. Create familiarization tour itineraries that fit the specific market that is being hosted; include stakeholders which want/fit the market that is being hosted for the best ROI



LEISURE CONSUMER

Primary

- Drive Market Domestic Consumers
- International Visitors

Secondary

- Flight Market consumers
- Local Residents Friends & Family

Tertiary

- Other National Growth Markets

For a number of years, we have not only seen exponential growth in consumer use of the Internet to research and plan vacations, but we are now seeing dramatic change in the devices that they are using. For Visit Fairfax, well over half of our website visitors find us using their smartphone. Seeing this trend developing over the past several years, we took steps to convert fxva.com to a responsive design that affords the optimal layout for our message regardless of the device that is being used. Visit Fairfax also continues to evolve our marketing outreach to take full advantage of this movement toward mobile, 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; however, in the Japanese spirit of “kaizen” or continuous improvement, we will explore new ways to deliver a custom message,

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, over half of visitors

to fxva.com now access the website using a mobile device such as a smartphone or tablet. Consequently, Visit Fairfax also evolved how we communicate with consumers by ensuring that our outreach works as effectively on mobile platforms as it does on a computer monitor.

Visit Fairfax has positioned itself to make an impact within the online space; however, online consumers are 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 dynamic web content that is customized based on the consumer himself.

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 through the community-based LoveShare program. Visit Fairfax will also continue to make the case for a Fairfax County vacation through fxva.com through our growing social media following. Overall, our efforts will be directed toward community outreach and our local residents, along with all of the planned marketing initiatives designed to capture consumer attention.

Strategic Objectives

1. Continue to engage consumers with a web-centric message that helps them to personally connect with Fairfax County through an 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. Execute 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.
7. Support the team through a cohesive, integrated, and customizable collateral plan that supports the “Connect with America” brand identity.

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**

8. Implement a Corporate Social Responsibility program that provides a platform on which the tourism community of Fairfax County can engage our own local residents.
9. Track and report online conversion through 3rd party conversion study.

Tactics

1. Continue to engage consumers with a web-centric message that helps them to personally connect with Fairfax County through an interactive user experience.
 - a. Incorporate real-life imagery derived from a cross-section of social media platforms onto fxva.com via Crowdriff technology.
 - b. Employ dynamic website technology to craft personalized webpage content depending on consumer interests based on previous behavior as well as geographic location.
 - c. Support new and existing content through social media channels with a focus on authentic visitor experiences.
 - d. Use artificial intelligence technology to anticipate consumer interest and engage consumers with our most compelling content such as the Storyteller video series and other specialty messaging that reaches highly targeted special interests.
 - e. Produce a “hero” video that will not only support the Fairfax County brand but also ensure a compelling message throughout our distribution channels.
 - f. Publish the annual Fairfax County Visitor Guide online to be used as the primary fulfillment piece for all consumer inquiries.
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 5M total e-Mail deployments.
 - b. Maintain the e-Mail database with 25,000 new sites and attractions leads, the highest performing segment.
 - c. Seek out organic opt-in subscribers through “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

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

- 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.
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. Seek the influence of the Marketing Advisory Committee as ambassadors of the grass roots efforts within their own peer communities.
 - g. Offer opportunities to increase stakeholder exposure through packaged advertising in the visitor guide, on the website, and within the e-Dialogue program.



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 APP platform to send push notifications to hundreds of subscribers with special emphasis on stakeholder offers.
 - c. Use geofencing technology to target consumers within a defined zip code or who are currently traveling away from home.
 - d. Continuously improve and maintain content on the responsive website to ensure a good consumer experience.
 - e. Utilize A/B testing on high-traffic pages and PPC landing pages to increase time on page and decrease bounce rates.

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 Craft Beer.
- b. Develop extremely focused messaging that will resonate with these passionate consumers based on their interests.
- c. Employ 3rd 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 dynamic website technology, present compelling content and imagery that specifically appeals to these niche interest sets.
- 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. Support the team through a cohesive, integrated, and customizable collateral plan that supports the “Connect with America” brand identity. 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.

- a. Provide printed and digital versions of the branded proposal system that will help the Visit Fairfax response to RFP stand out and confirm why the group should meet in Fairfax.
 - b. Provide attractive group itinerary suggestions to stakeholders who can then integrate these materials into their own Fairfax County proposals.
8. Implement a Corporate Social Responsibility program that provides a platform on which the tourism community of Fairfax County can engage our own local residents. Develop a Visit Fairfax Storytellers video and corresponding collateral that relays the Visit Fairfax story and explains the importance of tourism.
- a. Partner with a local organization to elevate the tourism community through charitable giving and corporate social responsibility with the LoveShare program.
 - b. Work with our stakeholders to develop offers for our local residents who support this charitable giving.
 - c. Through corporate partnerships and alliances, promote the local residents campaign in and around Fairfax County.
 - d. Produce and distribute a specialty app to deliver offers for residents.



9. Track and report online conversion through 3rd 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

**Group
Services**

**Individual
Consumers**

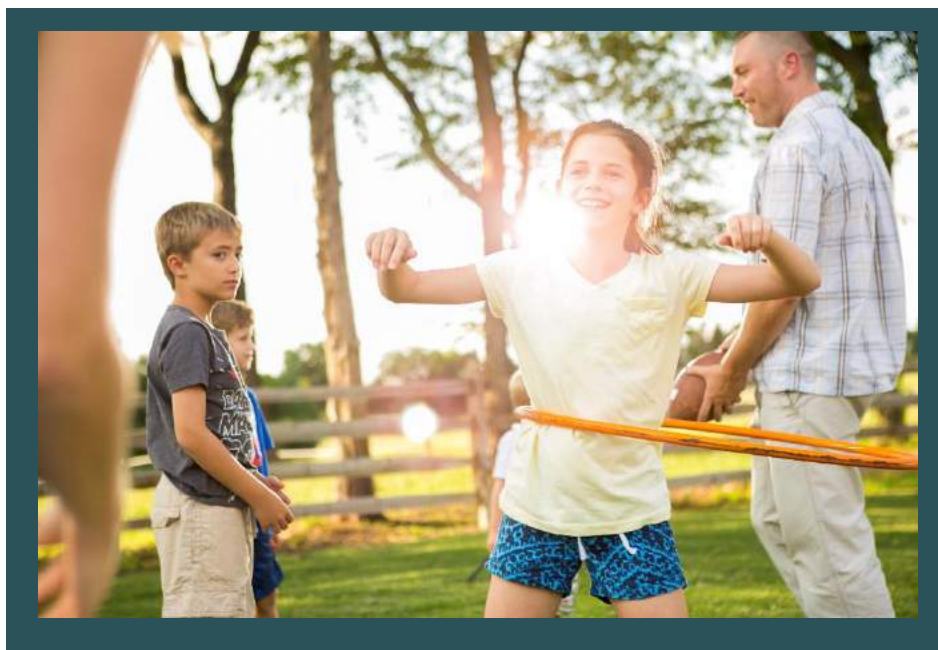
Stakeholders

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 and promoting the Center to Tysons Corner retailers.
 - 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.
 - f. Add new Fairfax County venues to Festival programs through sponsorship & support.
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.

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

Local Chambers & Rotary Clubs

- b. Actively promote and implement every aspect of the Event Planner toolkit to meeting planners serviced by Visit Fairfax. Continually update information and incorporate tools for stakeholders.
- 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

**Media &
Public
Relations**

Social Media

Stakeholders

Fairfax County has a remarkable number of stories to tell, and finding the messaging strategy that differentiates this destination from others is what will continue to elevate Visit Fairfax to the next level. In a day and age where information moves at the speed of light and is ever-pervasive, it is imperative that an effective communications strategy remains fresh, dynamic, and innovative.

Over the last several years, the conversation about Fairfax County has grown exponentially online and in the press due to increased efforts on social media, strengthened partnerships that have resulted in visiting journalists and familiarization tours, and the curation of technology-focused communications tools. In the new fiscal year, the plan is to continue this growth trend by utilizing several new tools as well as existing assets to positively impact Visit Fairfax's share of the online conversation.



To continue this growth pattern in innovative ways, Visit Fairfax will leverage the intersection of content marketing and artificial intelligence with a new platform called Cortex, which uses machine learning to optimize and assist with content creation but will also anticipate and encourage engagement on social media. This tool, coupled with a more extensive use of Crowdriff to

communicate with our online community and build out our rights-managed asset library, will help reinvigorate the Fairfax County tourism message and refresh our visual presence online.

While traditional public relations has evolved over the years, Visit Fairfax continues to communicate regularly with journalists and members of the media. Through customized pitches, hosted press familiarization tours, responses to inquiries, in-market press missions and tradeshow, and targeted, seasonal press releases, Visit Fairfax's public relations initiatives aim to create demand for visitation through valuable, positive media coverage for the County.

Whether through external communications like PR and social media, or internal communications to our stakeholders and members of the hospitality industry, Visit Fairfax's mission is to increase the level of awareness of Fairfax County's tourism product. This fiscal year, we will continue to strengthen our partnerships with stakeholders and will refresh several communication deliverables to make sure we are the best resource we can be for our tourism community, including an all-new Insider Newsletter that shifts into mobile-first templating with a user-focused experience in mind.

The communications plan is designed to achieve several primary goals through numerous strategies and tactics: facilitate press coverage, educate our local tourism industry and potential visitors, and advocate for our stakeholders and County. Visit Fairfax will continuously measure, adjust, improve and refresh these strategies and tactics as needed throughout the year to deliver the most effective results.

Strategic Objectives

1. Build awareness about Visit Fairfax among the press and proactively seek out valuable, positive media coverage by further developing public relations initiatives.
2. Grow and fine-tune social media presence by utilizing machine learning, user-generated content (UGC), and focused messaging to targeted audiences, in turn building Visit Fairfax's share of the online conversation.

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

PR Tradeshow/Networking

3. Develop partnerships and materials for consumers and stakeholders that will pique interest and encourage visitors to engage with our tourism products.
4. Cultivate in-destination brand advocacy and encourage local pride by serving as a resource and voice for the local and regional tourism industry.
5. Strengthen partnership with the state and regional tourism entities to generate positive press and awareness for the County, region, and Commonwealth.
6. Strengthen partnerships with industry colleagues, public relations alliances, and stakeholders who can help spread the Fairfax County tourism message.
7. Seek out and develop strong relationships with local media and content creators to help build credibility for the Visit Fairfax brand within the community and with national/international media to help further our message.
8. Find new ways of using existing consumer assets (guide, app, etc) to communicate the Fairfax County tourism message.

External Communications Plan

1. Identify current and up-and-coming travel trends and media opportunities to proactively pitch story lines that will result in positive press coverage for Fairfax County and Visit Fairfax.
2. Respond to media/journalist inquiries and requests for information, photos, interviews, and press visits to produce positive press for Fairfax County and Visit Fairfax.
3. Host a variety of press familiarization tours throughout the year to gain valuable editorial coverage in local, national, and international publications.
4. 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 Crowdriff.
5. Utilize artificial intelligence and creative content building through Cortex to optimize content, anticipate and encourage user engagement, and tracking the competitive set on social media.
6. Maintain fluid editorial calendars to ensure messaging continuity on social media platforms, pushing out compelling, fact-based, shareable information.
7. Leverage and draft off trending national and local events to insert Fairfax County's message into the conversation.



8. Use the Visit Fairfax smartphone app platform to send push notifications to hundreds of subscribers with special emphasis on stakeholder offers.

9. Refresh the Official Fairfax County Visitors Guide to include updated editorial content, new photos and up-to-date listing details to help guide visitors through the County. Attend public relations tradeshows, networking events, and press missions to pitch story ideas, network with journalists, and take Fairfax County's message in-market to further Visit Fairfax's reach in our target markets.



Internal Communications Plan

1. Convert the bi-monthly stakeholder newsletter into mobile-first template to ensure an easier user experience while providing stakeholders with important updates on the tourism industry and Visit Fairfax news.
2. Communicate regularly with stakeholders about viable opportunities and relevant updates via the Partner Extranet and Toolkit, e-Blasts and Insider Newsletter; gather information from stakeholders through a quarterly planning form.
3. Foster new relationships with stakeholders by proactively seeking out and welcoming new members of the Fairfax County tourism community through in-person meetings, training calls, and social media communication.
4. Host an annual stakeholder event in conjunction with National Travel & Tourism Week to allow the Fairfax County tourism community to gather, network, and promote all tourism efforts.
5. Serve as a sponsor for the Valor and Innovation Awards.



ACRONYM DEFINITIONS

Abbrev.	Definition	Abbrev.	Definition
ABA	American Bus Association	PMPI	Meeting Professionals International Potomac Chapter
AMPS	Association of Meeting Professionals	PRSA	Public Relations Society of America
ASAE	American Society of Association Executives	RSAA	Receptive Services Association of America
CRUSA	Capital Region USA	RFN	Reunion Friendly Network
DMAI	Destination Marketing Association International	SEM	Search Engine Marketing
FAM Trip	Familiarization Trip	SEO	Search Engine Optimization
HARO	Help a Reporter Out (PR lead source)	SGMP	Society of Government Meeting Professionals
MATPRA	Mid-Atlantic Tourism Public Relations Alliance	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	VADMO	Virginia Association of Destination Marketing Organizations
NTA	National Tour Association	VSAE	Virginia Society of Association Executives
PPC	pay-per-click advertising	VTC	Virginia Tourism Corporation

Appendices

Performance Measures

Board of Directors

Staff

PERFORMANCE MEASURES

Market Segment	Performance Measure
Business & Sports Groups	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
Leisure Groups	Number of New Overnight Programs
	Number of Definite Room Nights
	Number of Visitors
	Number of New Daytrip Programs

PERFORMANCE MEASURES

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

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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
Business	Smart Meetings Mid-Atlantic Leesburg, VA <u>7/20/2017</u>	Connect Mkt New Orleans, LA <u>8/21-23/2017</u> Client outing to Wolf Trap Fairfax, VA <u>Date TBD</u>	Overseas Brats Huntsville, AL <u>9/21-24/2017</u>	VSAE Fall Mkt Richmond, VA <u>10/5/2017</u>	YMRC Event Savannah, GA <u>11/5-7/2017</u> VA-1 Conf Norfolk, VA <u>11/12-14/2017</u> VA Assn Blitz Richmond, VA <u>Date TBD</u>	RFN ConFam Nashville, TN <u>11/29-12/1/2017</u> Connect Marketplace Washington, DC <u>12/13/2017</u>		Family Reunion Workshop Fairfax County, VA <u>2/17/2018</u> YMRC Event Myrtle Beach, SC <u>2/18-20/2018</u>	Rendezvous South Daytona Beach, FL <u>Date TBD</u> RHMP Sponsorship Fairfax County, VA <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 Norfolk, VA <u>5/6-8/2018</u> Connect NYC New York, NY <u>Date TBD</u>	VTC Sales Blitz Location TBD <u>Date TBD</u>
Leisure	CRUSA Int'l Mktg Summit <u>Date TBD</u>	SYTA Albuquerque, NM <u>8/25-28/2016</u>	CRUSA FAM Tour Fairfax County <u>Date TBD</u> BrandUSA India Sales Mission <u>9/10-15/2017</u>	China Sales Mission <u>Date TBD</u> Spotlight on the Mid-Atlantic Baltimore, MD <u>10/27-29/2017</u>	Travel South Int'l Showcase Charleston, SC <u>11/27-29/2017</u>	NTA San Antonio, TX <u>12/14-18/2017</u>	ABA Charlotte, NC <u>1/26-30/2018</u>		CRUSA China Sales Mission <u>Date TBD</u> Active America China Atlanta, GA <u>3/25-27/2018</u>	CRUSA FAM Tour Fairfax County <u>Date TBD</u>	Brazil Sales Mission São Paulo <u>Date TBD</u> IPW 2018 Denver, CO <u>5/19-23/2018</u>	Meier's Weltreisen German FAM Tour <u>6/1-2/2018</u>
Sports		Connect Sports Mktplace New Orleans, LA <u>8/21-23/2017</u>		TEAMS Conf & Expo Orlando, FL <u>10/3-11/2/2017</u>						NASC Sports Event Symp. Minneapolis, MN <u>4/23-26/2018</u>		

ACTIVITY CALENDAR — MARKETING AND ADVERTISING

Audience	July	August	September	October	November	December	January	February	March	April	May	June
Business	Advertising VTC <u>Group Mtgs Guide</u> Group Planner <u>eNewsletter</u> DMAI special section	Advertising <u>Smart Meetings</u> Advertising <u>Meetings Today</u>	Advertising <u>Reunions Magazine</u> Group Planner <u>eNewsletter</u> SGMP NATCAP <u>eNewsletter</u>	Advertising <u>Meetings Today</u> Advertising <u>Virginia Business</u>	Group Planner <u>eNewsletter</u>	SGMP NATCAP <u>eNewsletter</u> Advertising <u>ConventionSouth</u>	Group Planner <u>eNewsletter</u>	Advertising <u>Smart Meetings</u> Advertising <u>Reunions Magazine</u>	SGMP NATCAP <u>eNewsletter</u> Group Planner <u>eNewsletter</u> Advertising <u>Meetings Focus East</u>		Group Planner <u>eNewsletter</u> Advertising SGMP <u>NEC Program</u> Advertising <u>ConventionSouth</u>	SGMP NATCAP <u>eNewsletter</u>
Leisure	General & Civil War <u>eNewsletters</u> SEO/SEM programs Epicurean <u>eNewsletter</u> Facebook <u>Targeted Ads</u>	General & Civil War <u>eNewsletters</u> SEO/SEM programs International <u>eNewsletters</u> Facebook <u>Targeted Ads</u>	General & Civil War <u>eNewsletters</u> SEO/SEM programs Epicurean <u>eNewsletter</u> Facebook <u>Targeted Ads</u> LoveShare Campaign	General & Civil War <u>eNewsletters</u> International <u>eNewsletters</u> SEO/SEM programs Facebook <u>Targeted Ads</u> Craft Beer <u>Campaign</u>	General & Civil War <u>eNewsletters</u> SEO/SEM programs Epicurean <u>eNewsletter</u> Facebook <u>Targeted Ads</u>	General & Civil War <u>eNewsletters</u> SEO/SEM programs Int'l eNewsletter Facebook <u>Targeted Ads</u> 2018 Visitor Guide	General & Civil War <u>eNewsletters</u> SEO/SEM programs Epicurean & Int'l <u>eNewsletter</u> Facebook <u>Targeted Ads</u> VTC Leisure <u>Travel Guide</u> CRUSA Visitor <u>Guide Book</u>	General & Civil War <u>eNewsletters</u> International <u>eNewsletters</u> SEO/SEM programs Facebook <u>Targeted Ads</u>	General & Civil War <u>eNewsletters</u> SEO/SEM programs Epicurean & Int'l <u>eNewsletters</u> Facebook <u>Targeted Ads</u> CRUSA eNewsletter Online Native <u>Campaign</u> Birding Campaign	General & Civil War <u>eNewsletters</u> International <u>eNewsletters</u> SEO/SEM programs Facebook <u>Targeted Ads</u> Visit Fairfax <u>Summer Campaign</u> CRUSA Int'l <u>Operator Co-op</u> Amer Best Vaca	General & Civil War <u>eNewsletters</u> SEO/SEM programs Epicurean & Int'l <u>eNewsletter</u> Facebook <u>Targeted Ads</u> Visit Fairfax Spring <u>Banner Advertising</u>	General & Civil War <u>eNewsletters</u> SEO/SEM programs Facebook <u>Targeted Ads</u> Visit Fairfax Spring <u>Banner Advertising</u>
Sports	Advertising <u>SportsEvent Magazine Digital</u>	Advertising <u>SportsEvent Magazine Digital</u>		Advertising <u>SportsEvent Magazine Digital</u>	Advertising <u>SportsEvent Magazine Digital</u>	Advertising <u>SportsEvent Magazine Digital</u>	Advertising <u>SportsEvent Magazine Digital</u>	Advertising <u>SportsEvent Magazine Digital</u>	Adv: SportsEvent <u>Magazine: Digital</u> Adv:Connect <u>Sports Facility Guide</u>	Advertising <u>SportsEvent Magazine Digital</u>	Advertising <u>SportsEvent Magazine Digital</u>	

ACTIVITY CALENDAR — COMMUNITY AND PUBLIC RELATIONS

Audience	July	August	September	October	November	December	January	February	March	April	May	June
Outside Media	<u>HARO/Direct Media Pitches</u> MATPRA Quarterly Meeting Wilmington, DE <u>7/21/17</u>	<u>HARO/Direct Media Pitches</u> NVVC Canada FAM Tour <u>Date TBD</u> <u>Fall Activities Press Release</u>	<u>HARO/Direct Media Pitches</u> MATPRA Marketplace Winchester, VA <u>9/12-14/2017</u> MATPRA Pre-FAM Tour	<u>HARO/Direct Media Pitches</u> MATPRA Quarterly Meeting Laurel Highlands, PA <u>10/20/17</u>	<u>HARO/Direct Media Pitches</u> Holidays/Winter Press Release	<u>HARO/Direct Media Pitches</u> <u>FAM Tour</u>	<u>HARO/Direct Media Pitches</u> Winter/Romance Package Press Releases MATPRA Quarterly Meeting Date/Location <u>TBD</u>	<u>HARO/Direct Media Pitches</u> <u>FAM Tour</u>	<u>HARO/Direct Media Pitches</u> <u>Spring Topic Press Releases</u> <u>FAM Tour</u>	<u>HARO/Direct Media Pitches</u> NVVC Canada PR Mission <u>Date TBD</u> MATPRA Qtrly Mtg Date/Location <u>TBD</u>	<u>HARO/Direct Media Pitches</u> <u>FAM Tour</u>	<u>HARO/Direct Media Pitches</u> <u>Summer Topic Press Releases</u>
Internal Stakeholders	<u>Amb. Newsletter</u>	<u>Stakeholder Newsletter</u> <u>Amb. Newsletter</u>	<u>Amb. Newsletter</u> <u>Taxi Amb. Class</u> <u>Hotel Amb. Class</u>	<u>Stakeholder Newsletter</u> <u>Amb.Newsletter</u> <u>Amb.Tour</u> GMU & NOVA Amb. Class	<u>Amb.Newsletter</u> <u>Hotel Amb. Class</u> GMU Amb. Class	<u>Stakeholder Newsletter</u> <u>Ambassador Newsletter</u> <u>Taxi Amb. Class</u>	<u>Ambassador Newsletter</u> <u>Hotel Amb. Class</u>	<u>Stakeholder Newsletter</u> <u>Ambassador Newsletter</u> <u>Sales Amb. Class</u>	<u>Amb. Newsletter</u> <u>Taxi Amb. Class</u> NOVA Amb. Class <u>Hotel Amb. Class</u>	<u>Stakeholder Newsletter</u> <u>Ambassador Newsletter</u>	<u>Stakeholder ICW Nat'l Tourism Wk</u> <u>Amb. Newsletter</u> <u>Hotel Amb Class</u> <u>Amb. Tour</u>	<u>Stakeholder Newsletter</u> <u>Ambassador Newsletter</u> <u>Taxi Amb. Class</u>
Misc	<u>Social Media Outlets</u> <u>App Push Notifications</u>	<u>Social Media Outlets</u> <u>App Push Notifications</u>	<u>Social Media Outlets</u> <u>App Push Notifications</u>	<u>Social Media Outlets</u> <u>App Push Notifications</u>	<u>Social Media Outlets</u> <u>App Push Notifications</u>	<u>Social Media Outlets</u> <u>App Push Notifications</u>	<u>Social Media Outlets</u> <u>App Push Notifications</u>	<u>Social Media Outlets</u> <u>App Push Notifications</u>	<u>Social Media Outlets</u> <u>App Push Notifications</u> Valor Awards Sponsorship	<u>Social Media Outlets</u> <u>App Push Notifications</u> Innovation Awards Sponsorship	<u>Social Media Outlets</u> <u>App Push Notifications</u>	<u>Social Media Outlets</u> <u>App Push Notifications</u> Celebrate Fairfax Booth