



GREATER FORT LAUDERDALE
hello sunny

Marketing Plan 2017 - 2018

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1 Overview

The mission of the Greater Fort Lauderdale CVB (GFLCVB) is to promote the warmth and beauty of Greater Fort Lauderdale and inspire visitation for leisure and business purposes. The GFLCVB is the sales and marketing arm of tourism in Broward County, fostering a world-class experience for every visitor through supporting hotel, restaurant and attraction partners throughout the 31 municipalities within the county.

Uniquely positioned with 23 miles of certified Blue Wave beaches to the east, the unspoiled natural wilderness of the Everglades to the west, and a population of approximately 1.9 million residents, Greater Fort Lauderdale offers an experience like no other in the State of Florida or in the world. Broward County's success in attracting an ethnically diverse population enriches the variety of activities and offerings of the destination. Just add water - 300 miles of inland waterways and the Atlantic Ocean to create an unparalleled water culture and now, you begin to understand all of the elements that make Greater Fort Lauderdale and Broward County, Florida a premier destination. Diversity and inclusion are celebrated here. Greater Fort Lauderdale is a destination that proudly honors its Seminole Indian legacy, its status as the LGBTQI Capital of Florida, a "Floribbean" collection of flavors and culture, inspired by the nearby Caribbean islands. In 2016, more than 12 million visitors were warmly welcomed and experienced first-hand how diversity makes us #greatertogether.

Like every destination, Greater Fort Lauderdale is faced with opportunities to formulate strategic solutions. Now through 2019, an additional 3500 hotel rooms are planned to come on line, with 770 of those rooms planned for the 2017-2018 fiscal year. Absorbing the room inventory will challenge the occupancy and average daily rate (ADR) growth the hotel industry has been experiencing in the past six years, with the last year showing signs of leveling off and some slight declines. In focus for the 2017-2018 fiscal year is recapturing lost group business for the short and long term.

Strategic use of finite resources dictate exploration into new digital technologies, connecting business relationships to opportunities, and providing exceptional authentic experiences for every visitor. Industry measurements for success, such as hotel occupancy, are influenced by the work of the CVB. GFLCVB has its own set of KPI's, as does each of its core business segments, allowing for the consistent, transparent measurement of the marketing plan success and allocation of resources against desired results.

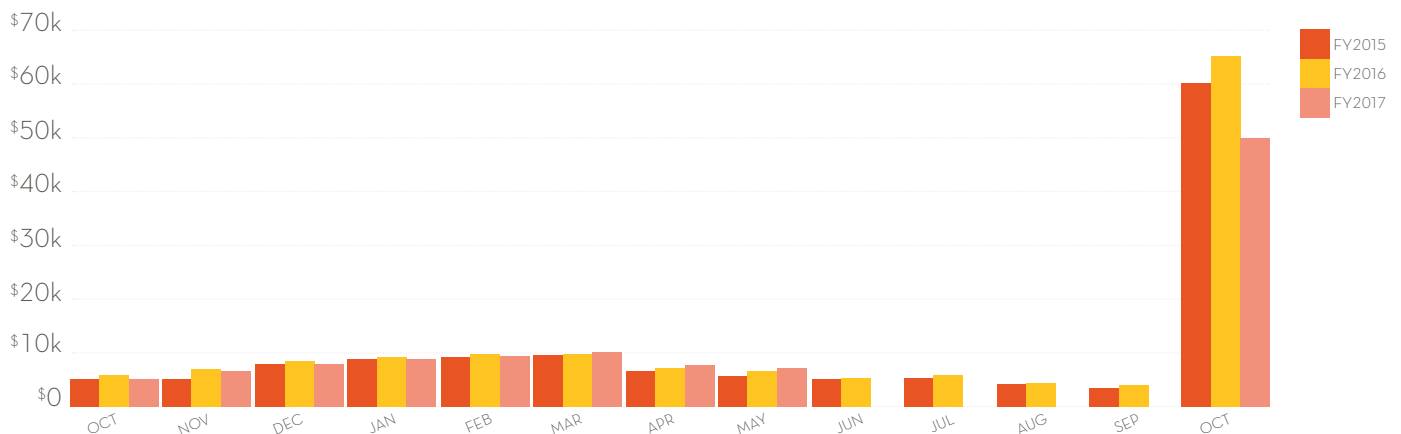
2 Performance Snapshot



Greater Fort Lauderdale Convention & Visitors Bureau Total Revenue Collection Analysis (5%)

	FY2015 FISCAL YEAR COLLECTIONS	FY2016 FISCAL YEAR COLLECTIONS	FY2017 FISCAL YEAR COLLECTIONS	2015 VS 2016		2016 VS 2017	
				INCREASE (DECREASE)	PERCENT CHANGE	INCREASE (DECREASE)	PERCENT CHANGE
OCT	\$3,695,370.89	\$3,944,612.65	\$3,694,577.05	\$249,241.76	6.74%	(\$250,035.60)	-6.34%
NOV	\$4,099,543.36	\$4,725,905.63	\$4,724,410.17	\$626,362.27	15.28%	(\$1,495.46)	-0.03%
DEC	\$5,183,257.54	\$5,581,265.98	\$5,246,719.86	\$398,008.44	7.68%	(\$334,546.12)	-5.99%
JAN	\$6,485,370.27	\$6,686,673.90	\$6,493,397.84	\$201,303.63	3.10%	(\$193,276.06)	-2.89%
FEB	\$7,088,532.64	\$7,443,964.51	\$7,018,884.14	\$355,431.87	5.01%	(\$425,080.37)	-5.71%
MAR	\$7,410,654.58	\$7,944,297.92	\$7,893,520.62	\$533,643.34	7.20%	(\$50,777.30)	-0.64%
APR	\$5,459,886.56	\$5,632,547.39	\$5,859,692.99	\$172,660.83	3.16%	\$227,145.60	4.03%
MAY	\$4,045,322.90	\$4,330,732.04	\$4,601,099.93	\$285,409.14	7.06%	\$270,367.89	6.24%
JUN	\$3,618,224.01	\$3,737,259.18		\$119,035.17	3.29%		
JUL	\$3,885,598.42	\$4,330,252.99		\$444,654.57	11.44%		
AUG	\$3,474,977.39	\$3,545,989.47		\$71,012.08	2.04%		
SEP	\$2,991,524.83	\$3,168,378.01		\$176,853.18	5.91%		
TOTAL:	\$57,438,263.39	\$61,071,879.67	\$45,532,302.60	\$3,633,616.28	6.33%		

Market Influences and Metrics | Industry KPI's-



Tourist Bed Tax = 5% total (Only 3% allocated to tourism and represented on this chart, 2% goes to the Broward County Arena)

Greater Fort Lauderdale Hotel Occupancy Rates

MONTH	2009	2010	2011	2012	2013	2014	2015	2016	2017	% chg 2016 vs 2017
JAN	69.6%	74.3%	74.4%	79.3%	80.1%	83.2%	85.9%	81.4%	79.9%	-1.8%
FEB	77.9%	81.6%	83.6%	86.3%	87.4%	89.9%	92.8%	87.1%	87.1%	0.0%
MAR	69.8%	77.2%	83.4%	84.2%	88.0%	87.5%	88.3%	86.5%	87.3%	1.0%
APR	63.9%	68.1%	76.2%	73.8%	77.6%	81.4%	82.4%	81.0%	80.9%	-0.1%
MAY	58.7%	63.8%	67.9%	68.0%	70.7%	74.7%	74.5%	75.6%		
JUN	56.9%	61.8%	64.7%	66.7%	70.7%	72.0%	73.7%	73.0%		
JUL	59.9%	63.8%	68.1%	70.4%	72.1%	75.6%	78.1%	79.4%		
AUG	57.7%	60.2%	62.2%	66.0%	69.6%	74.6%	73.9%	73.0%		
SEP	49.5%	53.8%	57.0%	58.8%	59.6%	64.2%	66.1%	67.9%		
OCT	60.6%	66.4%	66.0%	69.1%	68.5%	73.2%	72.6%	68.4%		
NOV	63.4%	69.5%	71.3%	72.7%	75.9%	78.2%	77.9%	77.0%		
DEC	66.8%	69.1%	72.0%	74.3%	76.6%	80.1%	79.2%	77.0%		
ANNUAL AVG	62.8%	67.4%	70.5%	72.4%	74.6%	77.9%	78.6%	77.2%		

Hotel Occupancy for Greater Fort Lauderdale reached an all-time high in calendar year 2015 at 78.6%, completing a six year stretch of hotel occupancy growth for Broward County. In 2016, three calendar months (May, July and September) showed slight increases during need periods, but not enough to offset peak season dips.

Forecasts for 2017 indicate occupancy rates that are below 2015 averages, but at or close to 2016 averages per month.

Greater Fort Lauderdale Average Daily Rates

MONTH	2009	2010	2011	2012	2013	2014	2015	2016	2017	% chg 2016 vs 2017
JAN	\$137.26	\$128.40	\$125.07	\$132.97	\$141.37	\$150.15	\$162.59	\$171.75	\$168.11	-2.1%
FEB	\$145.19	\$150.83	\$136.72	\$144.10	\$151.61	\$164.70	\$181.26	\$187.01	\$183.92	-1.7%
MAR	\$130.23	\$129.12	\$134.68	\$141.15	\$153.76	\$160.58	\$176.36	\$185.57	\$180.51	-2.7%
APR	\$122.37	\$113.12	\$123.75	\$124.63	\$125.41	\$140.62	\$147.49	\$152.23	\$155.54	2.2%
MAY	\$105.16	\$101.92	\$106.23	\$111.06	\$109.46	\$114.13	\$118.87	\$123.88		
JUN	\$95.16	\$92.20	\$95.61	\$97.23	\$99.95	\$104.05	\$108.37	\$111.65		
JUL	\$89.39	\$89.75	\$93.47	\$95.31	\$98.48	\$103.69	\$108.85	\$114.27		
AUG	\$86.44	\$83.62	\$88.83	\$89.33	\$94.07	\$99.62	\$103.27	\$106.05		
SEP	\$82.58	\$83.83	\$88.38	\$89.70	\$92.38	\$96.71	\$101.98	\$105.28		
OCT	\$96.55	\$100.72	\$104.04	\$108.11	\$106.80	\$114.74	\$119.34	\$118.09		
NOV	\$95.29	\$97.31	\$102.86	\$106.28	\$114.67	\$121.20	\$134.29	\$136.12		
DEC	\$104.08	\$102.83	\$110.29	\$116.60	\$125.13	\$135.38	\$144.25	\$141.59		
ANNUAL AVG	\$109.08	\$107.97	\$110.72	\$114.59	\$119.38	\$127.47	\$135.70	\$139.47		

SOURCE: Smith Travel Research: Lodging Market Trend Report, GFLCVB (1997 - Present) Annual Average Weighted

Average Daily Rates from Greater Fort Lauderdale have shown incremental growth from the economic decline of 2009 through 2016. While ADR is tracking below 2016 for the first four months of 2017, the ADR is performing above 2015 same month averages. Given increased room inventory and other factors impacting the travel industry as a whole, it is anticipated that there will be an overall drop in ADR for 2017 as compared to 2016.



3

New Hotel Development

With 8.6% of Florida's total hotel rooms (excluding Airbnb and others), Greater Fort Lauderdale generates more than **10%** of the state's total occupancy and led the way in occupancy for Florida in 2016. Through the first five months of calendar 2017, Greater Fort Lauderdale showed resiliency in exceeding 2015 results in occupancy and ADR, plus coming in just below peak numbers of 2016. Results put Greater Fort Lauderdale's **82%** occupancy for May as the second-highest statewide, with only 2.2% behind Key West. It is important to note that from January to May, 1,334 additional rooms were added to the overall hotel inventory in Broward County, representing absorption of near 4%.

More hotel product will continue to come on line through 2017 (770), and another 2668 rooms are planned to come on line January through December 2018.

Greater Fort Lauderdale New Hotel Development | 2017

**Home2 Suites
Ft Lauderdale Airport Cruise Port**
161 SW 19th Court
Dania, FL 33004

130
ROOMS

OPEN
FEB 2017

Hyde Resort & Residences
4111 S Ocean Dr
Hollywood, FL 33019

363
ROOMS

OPEN
MAR 2017

**Residence Inn
Pompano Beach Ocean**
1350 N Ocean Blvd
Pompano Beach, FL 33062

16
ROOMS

OPEN
MAR 2017

**Tryp by Wyndham
Fort Lauderdale**
2600 E Marina Dr
Fort Lauderdale, FL 33312

150
ROOMS

OPEN
MAR 2017

Plunge Beach Hotel
4460 El Mar Dr
Lauderdale By The Sea, FL 33308

157
ROOMS

OPEN
APR 2017

**Hampton Inn
Pompano Beach**
900 S Federal Highway
Pompano Beach, FL 33062

102
ROOMS

OPEN
MAY 2017

**Melia Costa
Hollywood Beach Resort**
777 N Ocean Drive
Hollywood, FL 33019

304
ROOMS

OPEN
MAY 2017

**Residence Inn
Pompano Beach**
2880 Center Port Circle
Pompano Beach, FL 33064

112
ROOMS

OPEN
MAY 2017

**Conrad
Ft. Lauderdale**
551 N Fort Lauderdale Beach Blvd
Fort Lauderdale, FL 33304

290
ROOMS

OPEN
JUL 2017

**Comfort Inn & Suites
Fort Lauderdale**
302 N Federal Highway
Fort Lauderdale, FL 33301

110
ROOMS

OPEN
OCT 2017

Hyatt Centric
100 E Las Olas Blvd
Fort Lauderdale, FL 33301

228
ROOMS

OPEN
NOV 2017

**Wyndham
Dania Beach**
129 N Federal Highway
Dania Beach, FL 33004

142
ROOMS

OPEN
NOV 2017

2017

12 HOTELS **2,104** ROOMS

Greater Fort Lauderdale New Hotel Development | 2018

Ascend Collection The Morrison
48 S Federal Highway
Dania Beach, FL 33004

140
ROOMS

OPEN
FEB 2018

**Courtyard
Fort Lauderdale Downtown**
US 1 & NE 8th St
Fort Lauderdale, FL 33301

120
ROOMS

OPEN
FEB 2018

**Fairfield Inn & Suites Fort
Lauderdale Downtown**
605 SE 1st Street
Fort Lauderdale, FL 33301

110
ROOMS

OPEN
FEB 2018

**The Dalmar
A Tribute Portfolio Hotel**
299 N Federal Highway
Fort Lauderdale, FL 33301

209
ROOMS

OPEN
MAR 2018

**element
Fort Lauderdale Downtown**
299 N Federal Highway
Fort Lauderdale, FL 33301

150
ROOMS

OPEN
MAR 2018

Gale Boutique Hotel & Residences
2900 Riomar St
Fort Lauderdale, FL 33304

129
ROOMS

OPEN
MAR 2018

**Holiday Inn
Fort Lauderdale**
2100 S Federal Highway
Fort Lauderdale, FL 33316

140
ROOMS

OPEN
MAR 2018

**Staybridge Suites
Fort Lauderdale Airport**
4901 Griffin Rd
Davie, FL 33314

104
ROOMS

OPEN
APR 2018

**Cambria Hotel & Suites
Fort Lauderdale**
1015 SE 16th St
Fort Lauderdale, FL 33316

154
ROOMS

OPEN
JUN 2018

**Lexington Inn & Suites
Dania Beach**
2800 S Federal Highway
Fort Lauderdale, FL 33316

158
ROOMS

OPEN
JUN 2018

Fairfield Inn & Suites
W McNab Rd & N Pine Island Dr
Tamarac, FL 33321

110
ROOMS

OPEN
JUL 2018

Residence Inn Coconut Creek
Sawgrass Expy & State Rd 7
Coconut Creek, FL 33073

113
ROOMS

OPEN
JUL 2018

CONTINUED

Greater Fort Lauderdale New Hotel Development | 2018 (continued)

Springhill Suites SW Miramar

Marks Way & Red Rd
Miramar, FL 33025

125
ROOMS

OPEN
JUL 2018

Hampton Inn West

1900 NW 150th Ave
Pembroke Pines, FL 33028

16
ROOMS

OPEN
SEP 2018

Residence Inn

Fort Lauderdale North
NW 38th St & Powerline Rd
Fort Lauderdale, FL 33309

112
ROOMS

OPEN
SEP 2018

Aloft Hotel Weston

1410 N Park Dr
Weston, FL 33326

136
ROOMS

OPEN
OCT 2018

Tru by Hilton Fort Lauderdale Downtown

315 NW 1st Ave
Fort Lauderdale, FL 33311

118
ROOMS

OPEN
OCT 2018

Fairfield Inn & Suites Fort Lauderdale N Cypress Creek

N Andrews Ave & W Cypress Creek Rd
Fort Lauderdale, FL 33309

130
ROOMS

OPEN
DEC 2018

Holiday Inn Express Miramar

SW 145th Ave
Miramar, FL 33027

100
ROOMS

OPEN
DEC 2018

Hilton Garden Inn Hollywood Young Circle

1558 Hollywood Blvd
Hollywood, FL 33020

96
ROOMS

OPEN
DEC 2018

Home2 Suites Fort Lauderdale Downtown

315 NW 1st Ave
Fort Lauderdale, FL 33311

98
ROOMS

OPEN
DEC 2018

La Quinta Inn & Suites

1851 S Federal Highway
Fort Lauderdale, FL 33316

100
ROOMS

OPEN
DEC 2018

2018

22 HOTELS

2,668 ROOMS

Greater Fort Lauderdale New Hotel Development | 2019

aloft Hotel Fort Lauderdale
315 NE 3rd St
Fort Lauderdale, FL 33301

Four Seasons Fort Lauderdale
521 N Fort Lauderdale Beach Blvd
Fort Lauderdale, FL 33304

199
ROOMS

OPEN
JAN 2019

148
ROOMS

OPEN
DEC 2019

2019

2 HOTELS

347 ROOMS

Greater Fort Lauderdale New Hotel Development | 2020+

111 Broward
121 E Broward Blvd
Fort Lauderdale, FL 33301

The Circ
1776 Polk Street & Young Circle
Hollywood, FL 33020

EB Hotel Fort Lauderdale
350 SE 24th St
Fort Lauderdale, FL 33316

228
ROOMS

OPEN
TBD

104
ROOMS

OPEN
TBD

178
ROOMS

OPEN
TBD

El Mar Ocean Club Hotel
4560 El Mar Drive
Fort Lauderdale, FL 33308

Hard Rock Seminole Hotel
1 Seminole Way
Hollywood, FL 33314

Microtel Inn & Suites by Wyndham Fort Lauderdale
2005 N Federal Highway
Fort Lauderdale, FL 33316

34
ROOMS

OPEN
TBD

800
ROOMS

OPEN
TBD

150
ROOMS

OPEN
TBD

CONTINUED

Greater Fort Lauderdale New Hotel Development | 2020+ (continued)

Quantum at Flagler Village
701 N Federal Highway
Fort Lauderdale, FL 33301

137
ROOMS

OPEN
TBD

Unnamed Resort Hotel @ Las Olas Marina
Las Olas Circle
Fort Lauderdale, FL 33316

220
ROOMS

OPEN
TBD

Unnamed Hotel
E Hillsboro Blvd
Deerfield Beach, FL 33441

134
ROOMS

OPEN
TBD

Unnamed Hotel @ Academical Village @ Nova Southeastern
3301 College Ave
Davie, FL 33314

350
ROOMS

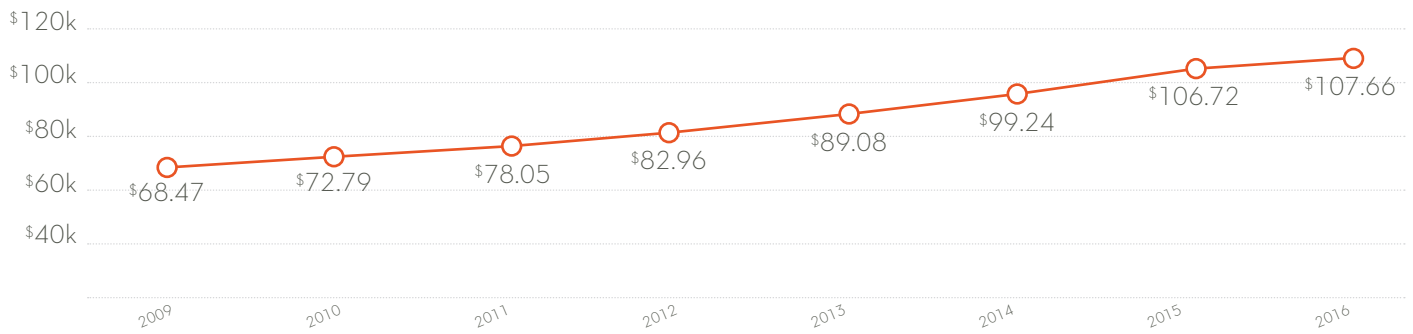
OPEN
TBD

10 HOTELS **2,335** ROOMS

TOTAL **46** HOTELS **7,454** ROOMS

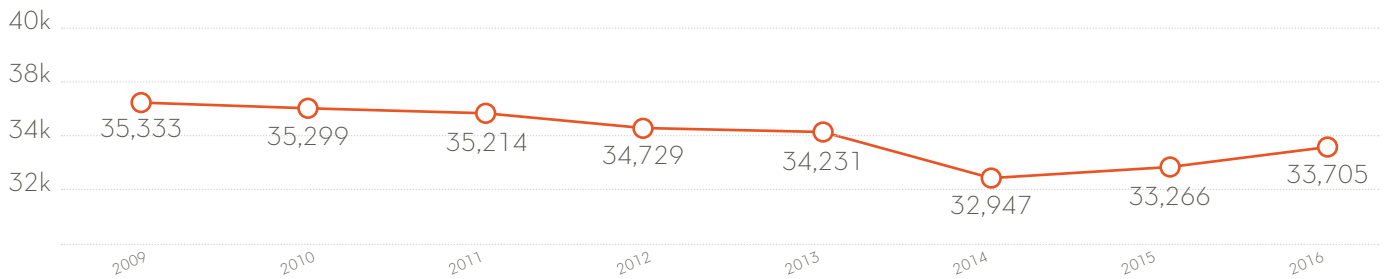
Source: Smith Travel Research & Sun-Sentinel

Great Fort Lauderdale Hotel Trends | REVPAR Analysis



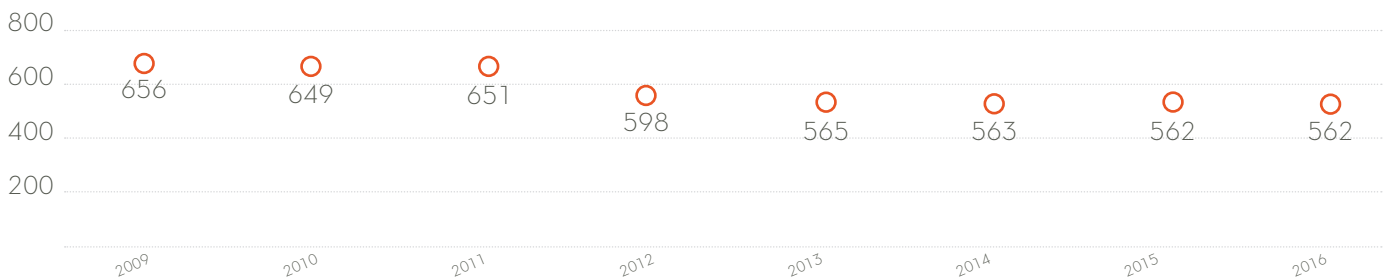
* RevPar = Total Room Revenue / Total Available Rooms. Source: Smith Travel Research.

Room Inventory



Note: Stopped including interval ownership properties effective 2013. Source: Broward County Revenue Collection Division, GFLCVB.

Number of Hotel Properties



Note: Stopped including interval ownership properties effective 2013. Source: Broward County Revenue Collection Division, GFLCVB.

* REVPAR is the hotel industry performance metric to measure revenue per available room. It is calculated by multiplying the average daily room rate (ADR) by the occupancy rate.



Highlights

- Overall share of visitation continues to grow.
- Boomers and GenXers are the dominant generations of visitors.
- Florida, New York and California are the largest origin markets.
- Spring and Winter are the dominant travel seasons.
- One Adult and Couple travel parties are most dominant.
- Fort Lauderdale hosted visitors for an average of 3.87 nights, up slightly from 2015.
- Daily per person spending is at \$150 (including transportation).
- Beach/Waterfront, Visit Friends/Relatives, Culinary/Dining, Shopping, Nightlife, Gambling and Touring/Sightseeing are some of the most popular activities.

DKShifflet 2016 Visitor Profile

2016 Top Origin Markets - Domestic

Greater Fort Lauderdale		Visit Florida	
New York, NY	20.2	New York, NY	11.6
California	8.6	Atlanta, GA	6.1
Ohio	4.5	Chicago, IL	3.6
New Jersey	4.5	Philadelphia, PA	3.2
North Carolina	4.5	Washington, DC	3.0
Michigan	4.4	Boston, MA	2.9

According to Sojern research the top three states with travel intent to Florida are Florida, New York and California. There are three new emerging DMA's: San Francisco, St. Louis and Las Vegas.

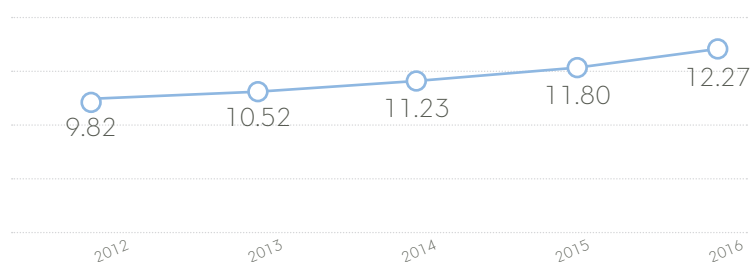
Traveler Volume Continued to Grow in 2016

Record-high Fort Lauderdale Visitation in 2016

Visitation has been growing steadily since 2012. This year marks another record-high for Fort Lauderdale, which hosts more than 12.27 million Business and Leisure travelers, although the growth slowed slightly to 4% from 5% in 2015.

Total Visitation (Business + Leisure)

Fort Lauderdale Person-Stays (Millions) 2012 - 2016

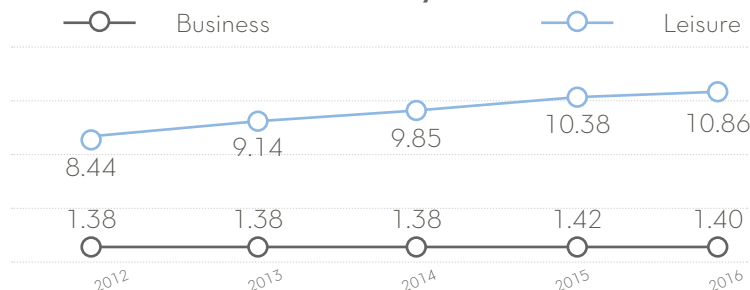


Leisure Travel Drives Fort Lauderdale's Volume Gains

Leisure visitation is up in 2015 while Business has fallen slightly. Leisure growth slowed slightly from 5.3% in 2015 to 4.7%. Business Person-Stays are down 1.5% in 2016 from 2015.

Total Visitation (Business + Leisure)

Fort Lauderdale Person-Stays (Millions) 2012 - 2016



Visitor Activities

Visitors staying in paid non-hotels have an average party-per-stay spending of \$1,850. Those staying in paid hotels have an average spending of \$1,215.

Top 5 Activities of Overnight Leisure Parties:

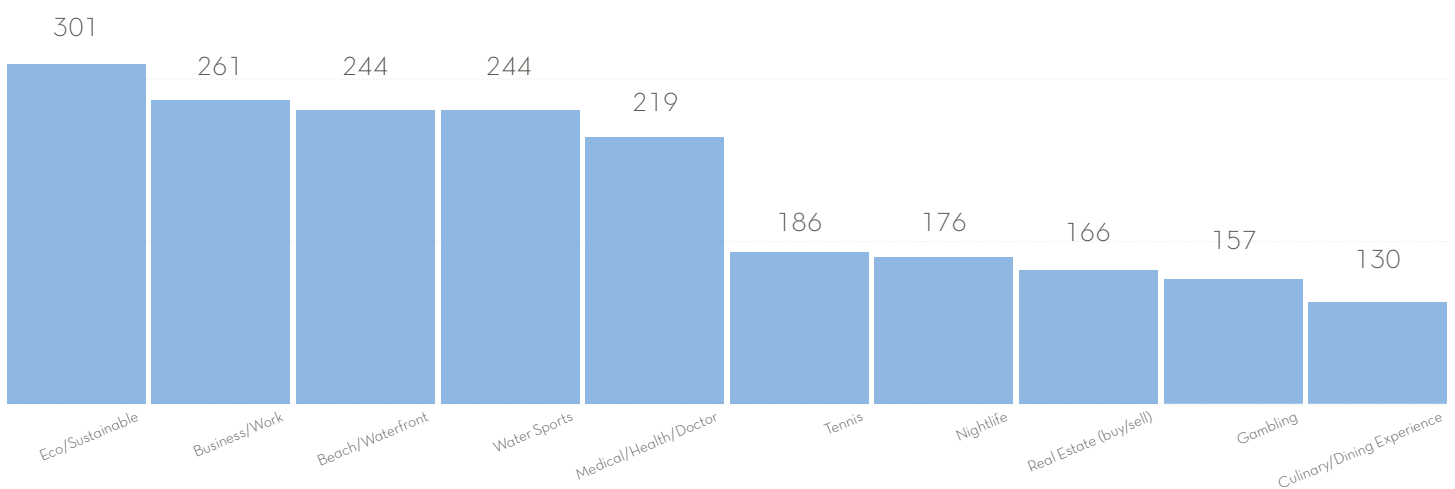
- 1 VFR (44% of Leisure Stays)
- 2 Beach/Waterfront (40% of Leisure Stays)
- 3 Culinary/Dining (36% of Leisure Stays)
- 4 Shopping (28% of Leisure Stays)
- 5 Nightlife (20% of Leisure Stays)

What are Fort Lauderdale's Standout Activities?

When indexed to the U.S. average activity participation, travelers to Fort Lauderdale show a strong preference for Eco/Sustainable Travel, Business/Work, Beach/Waterfront, Water Sports, Medical Visits, Tennis, Spa and Nightlife activities when visiting.

The Activity Index

2016 Leisure Stays



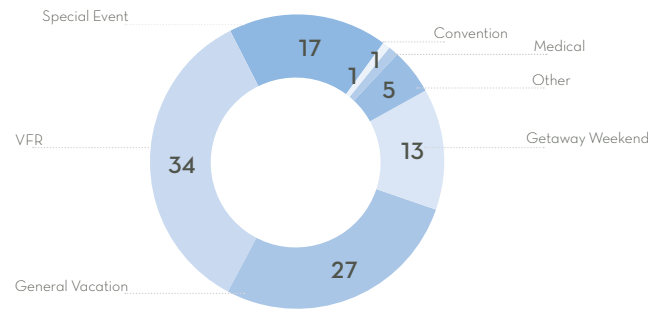
Behind the Visits

Why Do Travelers Visit Fort Lauderdale?

Approximately 59% of the state’s Leisure visitors travel for a non-vacation purpose, predominantly to Visit a Friend or Relative at 34%. 41% travel for Vacation related purposes - Getaway Weekends and General Vacations are the most profitable trip purpose, and taken together the Vacation Leisure brings in \$1,575 on average for each Overnight Leisure visit to Fort Lauderdale.

Fort Lauderdale Travel Purpose

Share of 2016 Leisure Person-Stays



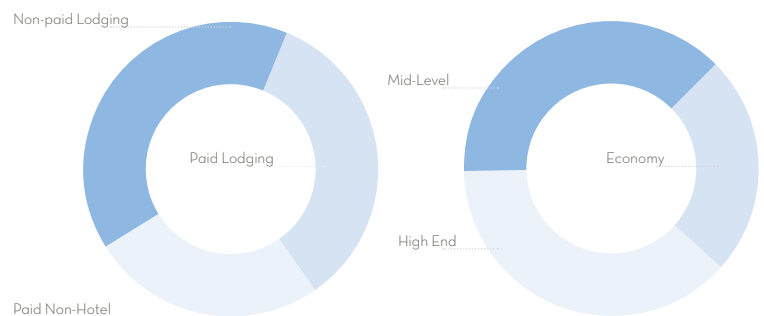
Where Do Fort Lauderdale Visitors Stay?

2016 Overnight Leisure Person-Stays

Hotel accounts for about 39% of Fort Lauderdale’s Overnight Leisure (ONL) Person-Stays, lower than the US average. Paid accommodations at Airbnb, Vacation Rentals by Owner (VRBO) and others not in a hotel jumped to 21% among ONLY visitors in 2016. About 40% of ONL visitors stay in a private home, slightly above the U.S. average at 36%. Visiting Friends and Relatives, Beach/Waterfront, Culinary and Shopping- related activities are the most popular activities among Overnight Leisure Visitors.

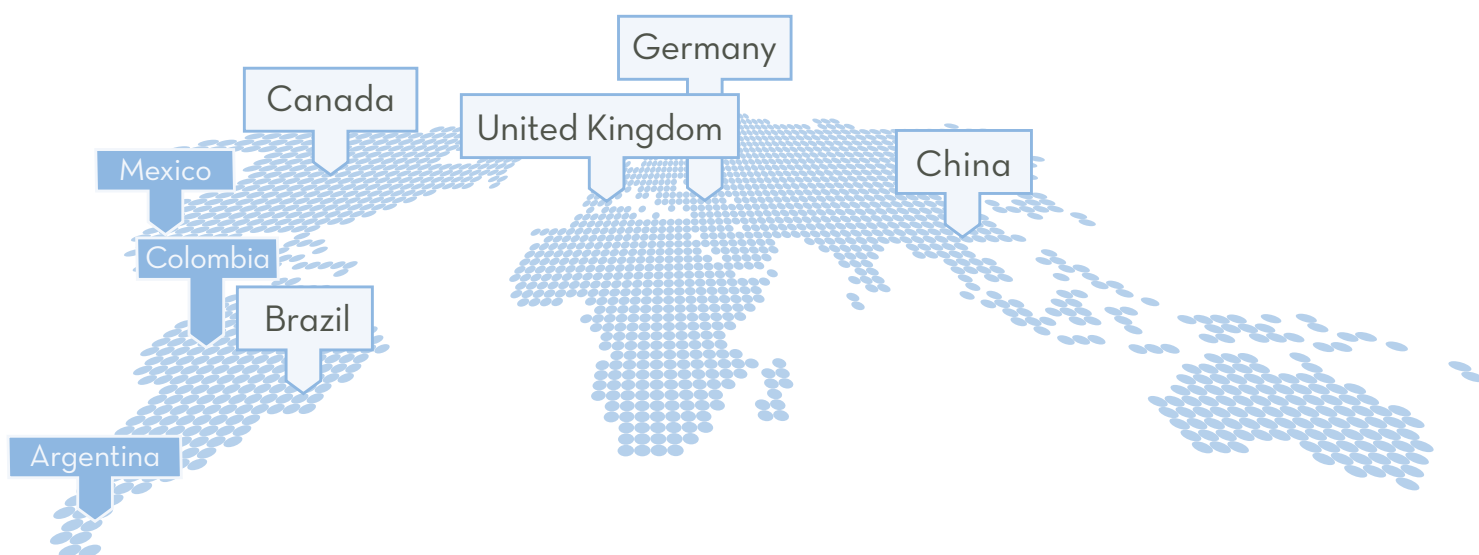
Lodging

Paid Lodging



Person-Stays: the total number of people who visited your destination, regardless of how long they stayed.

Top Origin Markets - International | Visit Florida



Visitation to Florida from Canada and Brazil was at a five year low in 2016. The UK and secondary Latin America market remained flat in 2016, while Germany dipped slightly in 2016, compared to 2015, but exceeded 2014 visitation. The growth in visitation came from China, which has shown steady growth in visitation since 2012.

The top international countries searching for Florida destinations include those above along with France, Italy and Spain.

* Sojern's Destination Report: A Focus on Florida.



Airport Statistics

According to Sojern’s Destination Report: “A Focus on Florida,” Fort Lauderdale/Hollywood International Airport is the most searched airport in Florida. More than 32 million passengers are expected to use FLL in 2017, which now features more than 700 daily arrivals and departures.

New Service Added in Fiscal 2016-2017

Emirates	Dubai	December
JetBlue	Chicago, Aruba and Atlanta	January
Allegiant	Cleveland and Allentown	February
JetBlue	Long Beach	May
Allegiant	Louisville	May
Spirit	Hartford and Pittsburgh	June
British Airways	London/Gatwick	July
Norwegian	Barcelona	August

New Service Planned Through 2017

Norwegian	Martinique	October
Delta	Salt Lake City	November
JetBlue	Salt Lake City	November
Southwest	Punta Cana	November
Southwest	San Jose and Costa Rica	November

Port Everglades

Fiscal 2016-2017 - Projected 3,767,457 Passengers

New for 2017-2018:

- Crystal Cruises will have two ships sailing from Port Everglades in 2018- Crystal Symphony and Crystal Serenity, beginning in October 2017.
- Silversea Cruises will welcome its newest ship in the fleet, the 596-passenger Silver Muse. She is scheduled for five 2018 sailings in addition to her sister ships Silver Spirit, Silver Whisper and Silver Wind, also sailing from Port Everglades.
- Cruise Terminal 2 will receive a complete renovation in order to accommodate new technology from Carnival Corp. Princess Cruises Ocean Medallion service is wearable technology that enables passengers to seamlessly connect to enhanced services before and after they cruise.
- Princess Cruises will begin year-round sailings in April 2018 with the Caribbean Princess, equipped with the Ocean Medallion service.
- Celebrity Edge, Celebrity Cruises' new 2,900-passenger ship designed to leave the future behind, will sail from Port Everglades beginning December 16, 2018.

FORECASTED PASSENGER
COUNT FOR 2017-2018:

3,445,252

MULTI-DAY PASSENGERS

93,000

DAILY FERRY PASSENGERS PER YEAR

Note: Keep in mind that Cruise Terminal 25 (Royal Caribbean) will be closed for renovations.



6

The View From Today

The View From Today

Going into 2017-2018, GFLCVB is taking a holistic, integrated approach reflective of our inclusive and diverse destination with new tools, upgraded branding and innovative, strategic thought leadership. Our strongest impact will be dependent upon the partnerships we are able to leverage to create collaborative programs that are successful to all and raise the destination to a new height.

Disruption is the new norm – disrupt or be disrupted. Partner with us as we strategize, activate and execute innovative activities to achieve our goals of:

- Filling open dates in 2017, 2018 and 2019 with short-term bookings for groups of 20-200, while strategically targeting key group business for the Convention Center and hotel properties for 2020 and beyond.
- Capitalizing on the development of the “Bleisure” traveler segment which targets Millennials (25-35) who are expected to drive the greatest year-over-year growth in business trips of 12%, well ahead of just 7% of GenXers and 3% of Boomers.
- Supporting the growth of air service and cruise port offerings by working collaboratively with hotel and attraction partners to engage and educate travel professionals, OTA’s and consumers on the value proposition of a one or two night additional stay in Greater Fort Lauderdale.
- Promoting brand awareness of Greater Fort Lauderdale in important key feeder markets and emerging markets domestically through expanded strategic digital platforms and social media programs that can be tracked, measured and optimized for the greatest impact to influence travel to Greater Fort Lauderdale in every phase of the travel cycle: dream, inspiration, booking, visitation, sharing.
- Building and supporting partner and destination infrastructure that monitors, improves and expands customer experiences in the destination. The Visitor Satisfaction program slated for implementation in January will help in assessing the overall customer experience, but other focuses and programs are particularly critical for areas including, but not limited to LGBTQI, Weddings and Honeymoons, Cultural Travel, Medical Tourism, Gastronomy and Culinary, and Luxury.

We will measure our successes against data that can demonstrate the “influence” of the CVB’s activities and what Broward County and our industry stakeholders believe we should be responsible for.

These Include:

- Convention Center event bookings and related room night generation.
- Room night generation in Broward County hotels across all sales departments within the CVB.
- Future Pace reports for all room night generation.
- Total leisure room nights influenced by the CVB across all marketing activities.
- Total visitor spending influenced by the CVB.

Each CVB department will also measure performance with department-specific KPI’s.

Marketing Communications

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ Make sunny.org more user friendly to provide an engaging and interactive experience for the visitor that influences and inspires them to visit the destination. ▪ Grow consumer database to expand reach of consumer newsletter to existing and potential visitors to Greater Fort Lauderdale. ▪ Support the needs of all CVB areas related to branding, promotional items, sales materials, brochures and other digital and collateral materials and create necessary assets. ▪ Expand the content and promotion of HelloSunny TV through live and produced programming. ▪ Launch ShopSunny website. ▪ Strengthen and grow destination marketing partners through cultivation of new business, expanding reach of current programs, like summer savings, CRAVE GFL, Spa-tember and Vacation Like a VIP. ▪ Collaborate with Strategic Client Services to implement, activate and execute the Experience Dedicated Destination program. ▪ Seek partnerships that create new and innovative opportunities to market and promote Greater Fort Lauderdale. ▪ Create a digital and collateral library of assets and communications tools that promote GFL across every available platform. 	<ul style="list-style-type: none"> ▪ Engage with Simpleview to implement best practices across the DMO space for functionality and technological advances to maximize visitation, time spent on the website and other relevant metrics. ▪ Direct new website traffic to subscribe for more destination updates and features. ▪ Provide innovative thinking that exceeds expectations and maximizes opportunities for sales teams and support departments to stand out from the crowd and encourage their customers to engage. ▪ Build destination partnerships through our vacation planner media bundle; partner with Broward County to produce tourism content; capitalize on partnership events, such as Winterfest, Riptide, SoBE Crave GFL, and more to engage and promote viewership. ▪ Provide an online source for a variety of HelloSunny and UNDERGROUND Lauderdale merchandise. ▪ Host regularly scheduled meetings and visit new partners to educate and advance the value of the CVB in Broward County. ▪ Work with stakeholders to engage and encourage visitors to complete surveys on a monthly basis. Facilitate communication of results on a quarterly and annual basis. ▪ Increase engagement with hotels, airlines and other partners that add media and other value to brand awareness efforts. ▪ Improve webcam platforms, sharing of social media, updated photography, promotional giveaways and event takeaways, language translations. 	<ul style="list-style-type: none"> ▪ Visits to website and Increase of time spent/number of page views ▪ Increase in web traffic-conversion to engage through receipt of newsletter and other communiques ▪ Increase in sales, bookings directly influenced by CVB via advertising ▪ Specific viewing metrics via HSTV, device, Facebook Live ▪ Sales figures ▪ Engagement in vacation planner bundle, participation in CVB programs ▪ Survey results ▪ Incremental media, promotions ▪ New tool usage

Group Meetings and Conventions

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ Generate group leads to fill short-term open dates through 2018 & 2019. ▪ Participate in three key international trade shows: IMEX in Frankfurt, Germany; IBTM in Barcelona, Spain and IBTM Latin America. ▪ Initiate a strategic social media program for meetings on LinkedIn to reach Business Event Managers. ▪ Strengthen partnerships with PCMA, MPI, ASAE, Connect, CVENT, Biz Bash, Helms Briscoe and CLIA to maximize presence in the meetings community and build the relationship as a key partner to each organization. ▪ Continue trade education of the destination and its new products and experiences. ▪ Work more collaboratively with the Broward County Convention Center. ▪ Leverage opportunities to grow the domestic group market to protect and grow GFL's market share, regionally and statewide. ▪ Increase incentive room nights. ▪ Extend stays of the business traveler and capitalize on growing trend of "Bleisure." 	<ul style="list-style-type: none"> ▪ Generate leads through professional partnerships and engage in conversation to negotiate short-term fill. ▪ Develop contacts at three high profile international trade shows to maximize limited resources. ▪ Collaboration with Tourism Sales to expand potential contacts as they attend additional international shows. ▪ Source interesting and relevant meetings stories and professionals, in collaboration with Marketing Managers to host and manage conversations and generate leads. ▪ Participate at the highest level possible with each organization to maximize Bureau-wide investment, generate more value to the partnership and capitalize on GFL's position as a strategic partner in South Florida. ▪ Host FAM's during key destination events to highlight new products and engage with business event planners. ▪ Schedule regular meetings with Group Sales, Marketing, and Convention Center leadership to review marketing activities. ▪ Prioritize business leads and overcome obstacles to develop deeper partnerships with hotels to improve appropriate follow up and execution. Leverage regional conditions to target and achieve goals. ▪ Deploy resources to build tools and relationships to engage with the incentive market in a meaningful way. ▪ Cultivate promotional programs to incent delegates and attendees to spend additional time in the destination. 	<ul style="list-style-type: none"> ▪ Number of new bookings under the program ▪ New contacts from shows, engagement, follow up ▪ Followers, likes and engagement on LinkedIn ▪ Percentage of increase in exposure and associated bookings ▪ Track FAM participants and subsequent bookings of percentage of increase of historical bookings ▪ Measure advertising against inquiries, customer satisfaction/ experience ▪ Measure other CVB activities that translated into room nights, meeting space, measure number of groups who were supposed to be in a different locale that came to GFL ▪ Traction with luxury market - new bookings, contacts ▪ Redemption of promotional program

International Tourism Sales

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ Cultivate new markets through partnerships with airlines and Fort Lauderdale/Hollywood International Airport. ▪ Laser focus on sales and marketing programs in established international markets, such as Mexico, Canada, UK, Germany, Scandinavia, Latin America and Brazil to increase visitation and grow market share. ▪ Focus B-to-B activity to support direct long-haul flights to FLL and visitation to Greater Fort Lauderdale. ▪ Build foundation with travel agents and tour operators through representation in emerging markets like Dubai, China and India. ▪ Focus on regaining market share from key international countries, such as Brazil due to economics, and Germany/Austria/Switzerland due to interruption of air service. ▪ Forge reputation of Greater Fort Lauderdale as a warm, welcoming, diverse and inclusive destination. 	<ul style="list-style-type: none"> ▪ Participate in co-op marketing programs to support new airlines and expanded service from FLL. ▪ Utilize overseas representation and other resources, to reach tour operators through sales calls and education – educate them on the destination. ▪ Strengthen partnerships with international reps to build new opportunities for market share growth by maximizing marketing tools, outreach education and measurable sales. ▪ Engagement with appropriate OTAs, strengthen relationships with tour operators for Barcelona, Paris, UK and Dubai to meet expectations for visitation. ▪ Identify and support tour operators who are producing room nights from emerging markets. ▪ Engage with full-time representation and partners to have a consistent presence in identified markets. ▪ Inclusion of video assets in presentations and direct interest to #greatertogether and international webpages on sunny.org. 	<ul style="list-style-type: none"> ▪ Travel, FAM trips ▪ Sales missions, outreach, sales numbers ▪ Track pricing, booking trends and load factors ▪ Number of operators and number of room nights ▪ Market activity, visitation ▪ Video showings/views at B-to-B events

Domestic Tourism Sales

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ Target Millennial families to capitalize the top travel trend for 2017-18 for pre-and post cruise stays in Greater Fort Lauderdale in growth areas like San Diego, Los Angeles, Seattle and Alaska. ▪ Grow Medical Tourism partnerships to promote and generate broader awareness of Sunny Health. ▪ Maximize the Travel Agent Academy to Educate travel professionals on new transportation options into and around the destination and position Greater Fort Lauderdale as a central point in South Florida visitation. 	<ul style="list-style-type: none"> ▪ Engage with B-to-C partners to promote summer travel and cruises, including Costco, Cruise Planners and strengthen relationships with NACTA, ASTA and CLIA. ▪ Collaborate with partners to produce marketing and branding assets, such as promotional video. ▪ Update and refresh chapters in the Travel Agent Academy to include Brightline rail service info and support new direct air service to cities like Salt Lake City and New Orleans. 	<ul style="list-style-type: none"> ▪ Hotel occupancy, specific cruise marketing results ▪ Exposure and reach of Sunny Health initiatives ▪ Graduates from TAA

Multicultural Sales and Marketing

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ Increase the awareness of Greater Fort Lauderdale as a diverse, inclusive destination for family-oriented activities and business events. ▪ Develop programs, events and attractions that make Greater Fort Lauderdale a must visit destination for the multicultural visitor. ▪ Form community and business partnership to host a Cultural and Heritage Summit. ▪ Leverage CVB partnerships with Connect through Connect Faith and Connect Diversity to build awareness and market share for Greater Fort Lauderdale. ▪ Build partnerships within the domestic Hispanic community to create brand awareness and familiarity with Greater Fort Lauderdale. 	<ul style="list-style-type: none"> ▪ Host destination previews centered around key multicultural events, including Jazz in the Gardens and the First Baptist Church Christmas pageant. Grow the family reunion market with competitive programs. ▪ Engage with the multicultural community in a more meaningful way to create tourism and cultural ambassadors for the destination. Continue work to secure ATA HQ in Miramar; grow awareness of Cricket at Central Broward. ▪ Engage multicultural business community to use tourism as tool to strengthen their businesses and grow multicultural visitation. ▪ Deeper participation to reach business event community to attract more meetings and business to the destination. ▪ Leverage community resources and utilize marketing resources to position Greater Fort Lauderdale as a welcoming destination for Hispanic visitation and business meetings. 	<ul style="list-style-type: none"> ▪ Number of attendees for previews and business events; number of family reunion inquiries and events ▪ Communication, content creation ▪ CHAT partnership and customer satisfaction from May business event. ▪ Meetings bookings through Connect activities ▪ Exposure and impressions, events, bookings

Sports Development

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ Work with local/national/international sports leaders to produce, increase and extend hotel room nights that create positive economic impact for Broward County. ▪ Work with hotels and sports venues to ensure the destination continues to offer value in the highly competitive marketplace. ▪ Work with Broward County Parks and Recreation to increase availability and access to sports venues. ▪ Cultivate and activate key partnerships to attract major sporting events to Greater Fort Lauderdale and South Florida to drive more overnight stays in Broward County. ▪ Support and partner with the Florida Panthers and the BB&T Center. ▪ Provide a superior experience for sports groups, particularly families. 	<ul style="list-style-type: none"> ▪ Continue to build on the national and global exposure of events like Swatch Volleyball, Super Bowl, Red Bull, Orange Bowl activities and the Pegasus World Cup. ▪ Maintain strong relationships with hotel partners and local and regional athletic competitions such as the North American Chinese Volleyball Association, AAU Tae Kwon Do and others to keep Greater Fort Lauderdale the destination of choice for annual events. ▪ Keep lines of communication open to engage sporting groups with County parks. ▪ Development of new events with key partners. ▪ Develop cross-promotional program with Panthers and key feeder markets in the Northeast, Midwest and Canada. ▪ Support sports groups with activity packages. 	<ul style="list-style-type: none"> ▪ Room night booking ▪ Return and new business bookings ▪ Parks inquiries/options ▪ Bio Opportunities ▪ Number of partnership initiatives ▪ Partner programs

LGBTQI Sales and Marketing

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ Capitalize on NGLCC partnership to open doors to Corporate America for LGBTQI business events and leisure travel. ▪ Focus on the Transgender market, Lesbian and Gay Families, LGBTQI millennials and Allies to visit Greater Fort Lauderdale by promoting Greater Fort Lauderdale as a diverse, cosmopolitan, modern, progressive, inclusive and affirming destination for the younger demographic. ▪ Increase the destination’s share of the LGBTQI leisure and group and meeting business. ▪ Partner to cultivate and grow LGBTQI events in Greater Fort Lauderdale to attract overnight visitation. ▪ Increase domestic and international LGBTQI travel to Greater Fort Lauderdale, particularly from Asia, Canada, UK, Germany, Spain, France, Argentina, Brazil, Colombia, Mexico and from within Florida. ▪ Increase visibility in the Lesbian market. 	<ul style="list-style-type: none"> ▪ Develop new business relationships for meetings and business events. ▪ Develop an influencer strategy that engages key global LGBTQI influencers to visit and influence visitation to Greater Fort Lauderdale. ▪ Target key LGBTQI business groups, leisure travel specialists to consider Greater Fort Lauderdale for business, Bleisure and leisure travel. ▪ Engage with local organizations and lend support to grow existing events and establish new ones, including partnership with Pride Fort Lauderdale for World Pride 2021 pitch. ▪ Attend global trade shows and conferences to speak on Greater Fort Lauderdale and network with key professionals to engage them to consider Greater Fort Lauderdale. ▪ Brand ambassadors who can promote Greater Fort Lauderdale as a welcoming and diverse destination for LGBTQI travel and events. ▪ Support four Lesbian events in Provincetown, MA. 	<ul style="list-style-type: none"> ▪ Track number of contacts, forecast future meetings ▪ Content creation, domestic and international ▪ Number of bookings ▪ Number of new events and number of overnight visitors ▪ Social media engagement, exposure bookings via ad response ▪ Trade exposure bookings

Underground Lauderdale - Film*Music*Fashion*Create

Goals and Objectives	Activities	Metrics
<p>Rebranding of the former Office of Film, Music and Entertainment to build on the UNDERGROUND LAUDERDALE brand and bring Film, Music, Fashion and Create under one brand.</p> <p>Underground Film B-to-B</p> <ul style="list-style-type: none"> Issue a minimum of 450 permits for filming throughout Broward County. Actively seek out and compete for commercial film projects and independent films to bring their productions to Broward County. Support Film Festivals in Broward County. <p>Underground Music</p> <ul style="list-style-type: none"> Promote Greater Fort Lauderdale as a live music hub and partner with live music venues from small clubs to large arenas throughout Broward County. Host a minimum of two key music festivals in the destination. Expand and support live music concerts and festivals throughout Broward County. Expose the destination and the Underground Music brand through participation at a national music festival. 	<p>Underground Film</p> <ul style="list-style-type: none"> Create and update logos to reflect and strengthen the Underground brand. Continue to make film permitting easy and identify new potential sites for productions. Attend industry events in NY and LA and elsewhere to promote the UNDERGROUND Film brand and form professional relationships that can lead to increased film business for GFL. Be a resource for FLIFF, MiFO and other film festivals to cultivate the film culture in Greater Fort Lauderdale. <p>Underground Music</p> <ul style="list-style-type: none"> Engage with live music hubs to support the UNDERGROUND MUSIC PASS program and build the destination's reputation as a live music hub. Work with partners to ensure proven room night drivers return to Greater Fort Lauderdale and have greater success than the previous year. Support new and smaller events to be able to grow and build on the live music reputation of the destination. Bring the UNDERGROUND LAUDERDALE brand to the national stage through multiple partnerships that benefit partners and the destination. 	<p>Underground Film</p> <ul style="list-style-type: none"> Number of permits Number of project commitments Number of attendance at festivals <p>Underground Music</p> <ul style="list-style-type: none"> Number of participants Hotel package for festivals Number of new small events Exposure of national events

Underground Lauderdale - Film*Music*Fashion*Create

Goals and Objectives	Activities	Metrics
<p>Fashion</p> <ul style="list-style-type: none"> Promote the Bohemian, organic luxury fashion reflective of Greater Fort Lauderdale through select fashion events in destination such as FLL Fashion Week and FLL Fashion Kids and the three-day Fort Lauderdale Fashion Event. Capitalize on 2017’s premier fashion events and build on a three day event that educates and showcases the personality of the destination through fashion. Raise awareness of fashion as part of the authentic destination experience, identifying brands and designers like Free People, Nicole Miller Boho Collection, House of Harlow, Suzanne Bartsch and others, as well as highlight local emerging designers. <p>Create</p> <ul style="list-style-type: none"> Promote the creative cultures throughout Broward County and Greater Fort Lauderdale. Build awareness of the “CREATE” brand of Underground Lauderdale to leverage length of stay and drive incremental overnight visitation through precision product development. Participate in and support creative events, such as Art Fort Lauderdale and Artopia. 	<p>Fashion</p> <ul style="list-style-type: none"> Foster the growth of fashion events that engage partners and attract new audiences and visitation to the destination. Research and engage partners for the UNDERGROUND FASHION PASS to further brand and reward fashion as a visitation driver to Greater Fort Lauderdale. <p>Create</p> <ul style="list-style-type: none"> Coordinate a CREATE tour and develop marketing materials to drive visitation to all things “CREATE.” Cultivate the power of CREATE through experiences at events that are authentic, yet edgy and unique. 	<p>Fashion</p> <ul style="list-style-type: none"> Attendance YOY Participation YOY <p>Create</p> <ul style="list-style-type: none"> Peer participants Growth YOY

Strategic Client Services

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ Continue to provide SUNSational service in support of citywide groups and conventions to exceed expectations of each attendee. ▪ Educate hospitality employees in best practices through the SUNSational Service Program. ▪ Provide hospitality industry recognition through Tourism Day Awards program in collaboration with Marketing Communications. ▪ Assist in the facilitation of the Experience Dedication Destination program, in collaboration with Marketing Communications. ▪ Promote Greater Fort Lauderdale as a preferred destination wedding choice. ▪ Promote additional opportunities to garner overnight visitation through wedding activities including bachelor and bachelorette weekends, engagements, honeymoons, vow renewals and babymoons. 	<ul style="list-style-type: none"> ▪ Build relationships with service providers and consult on ways to meet and exceed the group visitor’s expectations. Seek out new attractions and opportunities to expand the depth and breadth of the customer experience. ▪ Update and improve the SUNSational training experience to encompass more current situations and challenges, as well as attractions and developments within the destination. ▪ Build on the success of 2017’s collaboration of Tourism Day and Hospitality Awards in celebration of National Tourism Week during May. ▪ Take a collaborative role in the activation and follow through of the destination’s visitor satisfaction program. Capitalize on the destination’s assets for successful destination weddings through partnership with the Great American Bridal Expo, and working with wedding vendors. 	<ul style="list-style-type: none"> ▪ Number of new experiences ▪ Attendance feedback YOY ▪ Meet quotas of business events and surveys through connectivity engagement ▪ Build weddings event database; increase number of events



Advertising

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ Maximize exposure for Greater Fort Lauderdale with creative, beautiful images and assets which elevate the brand. ▪ Develop unique opportunities for branding and exposure and explore new technologies that keep Greater Fort Lauderdale ahead of its competition in the travel/destination space. ▪ Increase overall brand awareness and recall and drive call to action results that inspire visitation and overnight hotel bookings. ▪ Provide creative and advertising support to specific CVB initiatives, including UNDERGROUND CREATE, LGBTQI initiatives, Sports Marketing, Multicultural events, UNDERGROUND MUSIC festivals, Culinary, Luxe, Weddings and Group and Convention promotion, as well as pre-and post-cruise stays. ▪ Support social media programs with strategic social media paid advertisement. ▪ Effectively manage an \$8 million marketing budget that creates brand awareness, measurable call to action and cultivates new visitation segments and personas. 	<ul style="list-style-type: none"> ▪ Anticipate needs for upcoming events and initiatives that are documented and in preparation for alternate situations. ▪ Activate opportunities with clear deliverable results that maximize results on investment. ▪ Insure communication, brand awareness and call to action during each of the 5 phases of the travel purchase cycle. ▪ Apply best practices and creative thinking to new opportunities while evaluating investment and costs. ▪ Integration of paid social media into the overall content calendar of organic social media, influencer blogs, and HSTV productions. ▪ Research emerging markets, explore promotional programs and execute to influence visitation to Greater Fort Lauderdale. 	<ul style="list-style-type: none"> ▪ Utilize tools Adara, Arrivalist, Travel impressions to increase reach and spread ratios ▪ Demonstrate influence on bookings ▪ Optimize ROI spend



Media

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ Increase use of digital channels to promote destination awareness and maximize media buy investments. ▪ Monitor and optimize digital programs to achieve forecasted results. ▪ Evaluate opportunities and negotiate value adds to each media buy to achieve maximum exposure to the targeted audience. ▪ Coordinate and recommend and negotiate domestic and international trade media programs. Develop effective co-op marketing program for partner participation. ▪ Strategize, activate and execute a \$5 million media budget that touches and activates during every phase of the travel cycle. ▪ Solidify advertising schedules that will protect and shore up high peak travel season and support slower mid-August/September/October season. 	<ul style="list-style-type: none"> ▪ Increase digital budget and select most successful platforms to achieve greatest ROI. ▪ Manage and optimize digital programs such as Adara, Expedia, Trip Advisor and others. ▪ Strive to achieve 2:1 or more return on media investment. ▪ Work with Marketing and Tourism Sales to execute strategic plan that can deliver sales results. ▪ Consider all opportunities for media engagement with partners. ▪ Use additional media budget to support additional activities across all CVB areas of focus. ▪ Innovate media buys to drive purchases ahead of or on the early side of the purchase cycle. ▪ Test new programs in emerging markets. 	<ul style="list-style-type: none"> ▪ Allocation of budget to digital and subsequent gain in impressions ▪ Performance metrics to include hotel, airline searches, bookings ▪ Measure spend of media campaigns vs. actual value received ▪ Analysis of Co-op partner participation and results ▪ Measure effectiveness of targeted seasonal buys on driving consumer engagement and bookings



Public Relations

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ Generate wide-spread, positive exposure for Greater Fort Lauderdale. ▪ Reinforce the destination’s key brand attributes and highlighting the new development, investment and upscale shift while offering an edgy, cosmopolitan experience across Broward County. ▪ Raise Greater Fort Lauderdale’s profile in key areas of new brand awareness: culinary, fashion, art and entertainment, health and wellness, sophistication, and natural wonders. ▪ Drive year-round visitor interest with current and emerging demographic and geographic audiences. ▪ Stimulate consideration of Greater Fort Lauderdale as a “must see, must visit” vacation, meetings, business and bleisure travel choice for a wide variety of visitors. ▪ Create new channels of engagement through digital and social media activations support expanding transportation options as new cruise lines, air lines and Brightline come on line. ▪ Ensure that public relations and media relations activities leverage, support and extend Greater Fort Lauderdale’s brand and marketing strategies. ▪ Provide strategic communications support to Greater Fort Lauderdale CVB key departments to enhance marketing and sales activities. ▪ Connect Broward County by name to Greater Fort Lauderdale on appropriate communications. 	<ul style="list-style-type: none"> ▪ Keep media well-informed and engaged with destination developments and continue to expand media database and relationships with travel and specialty bloggers and vloggers. Attract high-profile media opportunities with national and international outlets. ▪ Assure awareness and understanding of Broward County Convention Center development process and opportunities for meetings and conferences at area hotels. ▪ Expand information platforms to include more video, branded content, round-ups, slideshows, video news releases. ▪ Further the luxe, culinary, UNDERGROUND, “Bleisure” and other CVB initiatives with strategic alliances, partnerships and media. ▪ Create and distribute on an on-going basis, an annual calendar of news and feature releases, video clips, postings, pitches and story angles for brand promotion, sustained coverage and exposure, social media and word of mouth. ▪ Promote key events through seasonal “What’s Happening” press release, and creatively thematic topics that humanize Greater Fort Lauderdale to audiences seeking authentic experiences. ▪ Inspire and influence visitation and length of stay and spend through communication of new developments: hotels, attractions, events, dining, attractions, air service and cruise products. ▪ Work with all facets of marketing, advertising and social media to leverage and extend buzz surrounding marketing and sales activities at the CVB. ▪ Implement strategic messaging for various CVB audiences to effectively communicate and enhance sales and marketing activities. ▪ Promote county-wide growth and tourism attributes. 	<ul style="list-style-type: none"> ▪ Media impressions



9 Social Media

Social Media

Goals and Objectives	Activities	Metrics
<ul style="list-style-type: none"> ▪ To inspire, influence and engage in sharing of content surrounding visitation to Greater Fort Lauderdale. ▪ To create personas and strategic voices to talk to a variety of audiences and influence visitation to the destination. ▪ Promote events and happenings to create buzz and drive visitation and event attendance. ▪ Engage in social boosting of earned media to leverage content and deepen destination exposure. 	<ul style="list-style-type: none"> ▪ Engage with vetted bloggers and vloggers to promote key destination initiatives through various social media channels. ▪ Create specific personas to promote key initiatives, including LGBTQI, Culinary, Luxe, Bleisure travel, Weddings and Honeymoons to compliment Blogger and Vlogger programs. ▪ Employ strategy of repost partner posts and support attractions and events. ▪ Engage on a variety of channels to create buzz around Greater Fort Lauderdale with measurable results. 	<ul style="list-style-type: none"> ▪ Engagement/Reach from posts

Target Personas

- **CEO** - Decision makers who, for either personal and/or business reasons will influence and direct staff to research and include Greater Fort Lauderdale in the Business Event Planner's consideration set for an upcoming meeting, conference or other business event. CEO will be influenced.
- **Meeting Planners** - those responsible for meeting and exceeding expectations of their client's business and/or event needs. This can be a millennial, Gen Xer or Boomer.
- **"Bleisure" traveler** - this is most likely to be a millennial or empty nester that has less restrictions on their disposable income and has an avid passion to maximize their time away from home. 60% of millennial bleisure travelers will have someone join them when extending a business trip for leisure, thereby increasing visitor spend and generating additional room nights.
- **Affluent Matures** - People 55 and older with HHI of more than \$60k. Many are still in the work-force and are taking time to enjoy their lives, free from the financial responsibilities. This segment continued to visit Greater Fort Lauderdale, dipping only in business trips and overnight leisure vacations.
- **Affluent Family** - Families with adults 35-54 whose HHI exceeds \$75k. They will look for vacations that offer enriching and captivating activities that the family can participate in - a something for everyone. Greater Fort Lauderdale, as well as other areas of South Florida lost significant market share with this group, potentially due to the Zika crisis, as well as mild winters in the key feeder markets.
- **Mature and Free** - adults 35-54 with no children. This group went up in virtually every category of overnight stay, most noticeably in Business, climbing to 36% of the category. Gen Xers also made up the highest percentage of overnight leisure stays in Greater Fort Lauderdale.
- **Young and Free** - adults 18-34 with no children. There was growth in this persona in 2016 over 2015 for overnight leisure stays in Greater Fort Lauderdale.
- **Young Family** - increase in overnight business stays, reaching 15% in 2016.

Target Personas

LIFESTAGE	HEAD OF HH AGE (YEARS)	HH INCOME	CHILDREN <18 IN HH
Young & Free	18-34	Not Used	No
Young Family	18-34	Not Used	Yes
Mature & Free	35-54	Not Used	No
Moderate Family	35-54	Under \$75k	Yes
Affluent Family	35-54	\$75k	Yes
Moderate Mature	55+	Under \$60k	No
Affluent Mature	55+	\$60k+	No



Marketing Plan 2017 - 2018