

# IRVING TEXAS



2015-2016

Marketing Plan Overview  
Irving Convention and Visitors Bureau



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IRVING

# ICVB BOARD OF DIRECTORS

## VOTING MEMBERS

**David Cole**

Chair

**Debbi Haacke**

Vice Chair

**Michael Barns**

**Jo-Ann Bresowar**

**Robert “Bob” Bula**

**Kimberly Fields**

**Clem Lear\***

**Rick Lindsey**

**Greg Malcolm**

**Joe Marshall**

**Ron Mathai**

**Joe Philipp**

**Jack Spurlock\***

## CITY COUNCIL

### LIAISON

**John Danish**

## EX OFFICIO MEMBERS

**Rick Bidne**

The Las Colinas Association

**Beth Bowman**

Greater Irving-Las Colinas Chamber of Commerce

**Mark D. Cronenwett**

Tax Increment Financing (TIF) Zone No. 1

**Bob Galecke**

University of Dallas

**Gary Huddleston**

Greater Irving-Las Colinas Chamber of Commerce

**Chris Hillman**

Irving City Manager

**Jacky Knox**

Dallas County Utility and Reclamation District (DCURD)

**R. Dan Matkin\***

Former ICVB Board Member

**Susan Skaggs**

Dallas Cowboys

**Tim Marron**

Salesmanship Club/AT&T Byron Nelson

**Rick Stopfer**

DART Representative

\*Denotes a former ICVB Board Chair

# IRVING CVB SNAPSHOT

# FOCUS

The Irving Convention and Visitors Bureau's focus is on building exceptional customer relationships with meeting planners, travel influencers, media, independent travelers, the hospitality industry and the community. Our efforts are focused on generating demand for the destination, thereby creating value for the industry and stakeholders. Innovation, partnership, research and accountability guide our approach. We utilize person-to-person and technology-based sales, marketing and customer-servicing activities to achieve results. Through positive positioning of both the organization and the destination, our leadership benefits the society, culture, environment and economy of Irving.

# VISION

Irving will continue to be a uniquely vibrant destination attracting visitors of all kinds for unforgettable experiences.

# MISSION

The Irving Convention and Visitors Bureau markets Irving as a premier travel destination, enhancing the community's economy and quality of life.

# CITY OF IRVING VISION

Irving will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional recreational, cultural and educational opportunities.

# Economic Impact

## PEOPLE

**3.03**  
MILLION

Total Irving Visitors in 2013

=

**23,949** PER  
DAY

Number of Visitors in Irving  
on an Average Day in 2013

## DOLLARS

**\$1.8**  
BILLION

Total Direct Visitor  
Spending in Irving in 2013

= **\$4.3** MILLION  
PER DAY

Visitor Spending in Irving  
on an Average Day in 2013

**\$8,065**

Annual Visitor Spending  
per Irving Resident

**\$540**  
MILLION

Spending by Visitors  
on Lodging in Irving

**\$406**  
MILLION

Spending by Visitors  
in Irving Restaurants

## JOBS

**16,420**

Total Jobs  
Supported by Irving  
Visitor Industry

**\$421**  
MILLION

Total Payroll  
for Irving Visitor  
Industry

## TAXES

**\$47.6**  
MILLION

Taxes Generated  
by the Visitor Industry for  
the City of Irving in 2013

**\$567**

Tax Revenues  
Generated  
per Irving Household

Source: Destination Analysts, Inc.  
Irving Visitor Industry 2013 Economic Impact Report





LONGVIEW  
RADIATOR &  
AUTOMOTIVE





While constantly pursuing meetings, conventions and events for Irving and its hotels, the ICVB staff is always on the lookout for high-profile, distinctive, place-making events that can build awareness as well as community revenues, such as the 2013 Red Bull Flugtag on Lake Carolyn pictured here, and 2014's Chipotle Cultivate.



# STRATEGIC IMPERATIVES

These strategic imperatives establish the basic ideals and principles that govern the way the ICVB plans and conducts business.

- The ICVB holds itself accountable for achieving its mission and objectives.
- The ICVB primarily maintains a long-term, strategic marketing focus, and partners with the industry to respond to short-term marketing opportunities.
- The ICVB recognizes which constituent groups represent its customers, partners, and beneficiaries, and responds to their needs and expectations appropriately.

Customers = visitors, travel trade, meeting planners and media

Partners = visitor industry, government, chamber and civic groups

Beneficiaries = the community and the visitor industry.

- The ICVB's efforts and decisions will be responsive to and remain focused on data, visitor feedback, market research, cost benefit analyses and other appropriate input.
- The ICVB expands existing markets, while taking advantage of qualified new market opportunities; the ICVB also continually looks for means to expand its resources, to better capitalize on new market opportunities when possible.
- The ICVB accepts a leadership role in pursuit of its mission.
- The ICVB adheres to the highest quality standards in all its actions, adopting the DMAI Standards of Conduct.
- The ICVB's primary responsibility is to generate overnight visitation to the Irving area by attracting meetings, events and leisure travelers to the city.
- The ICVB provides marketing and support for events that are consistent with the mission and brand.





How do we measure success? The Irving CVB tracks and communicates the results of its efforts on the basis of the following:

## PERFORMANCE MEASURES

- Return on Tourism Investment (ROI)
- Irving CVB-booked Room Nights
- Convention Center Revenues
- Media Visits/Media Value/Social Media Analytics
- Customer Satisfaction
- Destination Awareness

## PERFORMANCE INDICATORS

- Economic Impact of Tourism
- Market Occupancy
- Hotel Tax Collections
- Irving Hotels' Average Daily Rate (ADR)
- Irving Hotels' Revenue per Available Room (RevPAR)
- Length of Stay
- Supply/Demand
- Per Person Expenditures
- Attractions Attendance

# THE PATH OF A TOURISM DOLLAR

Like a drop of water in a bucket, a tourist dollar generates a ripple effect throughout the city.

➤ Tourism dollars often start in the usual places, like a hotel or restaurant, but they don't stay there.

Say a hotel guest catches a shuttle for a convention at the Irving Convention Center.



And the music store manager drops his car off at Mi-T-Fine Car Wash for a full detail.



The following day, the musician stops in at Murphy's Music Center to buy a new guitar.



Then the shuttle driver heads downtown to Big State Fountain Grill for his daily break, making sure to tip his favorite waitress.



The manager of Paragon Cleaners then has dinner at the The Ranch at Las Colinas to hear his favorite musician.



The waitress stops at Encanto Cake Shop after her shift to pick up a cake for her daughter's birthday.

On her way home from work, the doctor drops off her scrubs at Paragon Cleaners in Valley Ranch.



The cake decorator has a doctor's appointment at Baylor Medical Center.



# NEEDS ANALYSIS SURVEY

## OVERVIEW OF RESPONSES

Prior to developing its annual budget and marketing plan, the ICVB conducts a survey of its hotels to best identify their needs. The Bureau then works to develop programming to best meet those needs, while keeping the long-term needs of the industry in mind as well. The following represents the aggregate of responses.

### FEEDER MARKET CITIES:

Houston was reported as the top feeder market, followed closely by Chicago and Dallas. Aside from Dallas, other North Texas cities, including Irving and Arlington, were reported frequently. Atlanta, Austin, Oklahoma City and San Antonio were also reported multiple times, though only half as often as the top three cities.

### TOP COMPETITION - NON-IRVING DFW HOTELS:

Grapevine properties dominated the list of top competitors by our Irving hoteliers, with the Gaylord being cited the most frequently.

### TOP COMPETITION - TEXAS CITIES:

The top three Texas cities that Irving hotels compete with are located in the DFW area and include Grapevine, Arlington and Dallas. Outside of the DFW area, Austin, San Antonio and Houston were listed as top competitors from cities located in Texas.

### TOP COMPETITION - U.S. CITIES:

Chicago, New Orleans and Orlando are the top three non-Texas cities Irving competes with, followed closely by Atlanta, Oklahoma City and Phoenix.

### THREATS TO THE IRVING HOSPITALITY INDUSTRY IN 2015-16:

A lack of leisure activities in Irving is considered by far to be the greatest threat to the success of Irving's hospitality industry. Competition from neighboring cities is a distant second.

### REASONS IRVING LOSES BUSINESS:

A lack of entertainment was again listed almost unanimously as the reason Irving hotels lose business. Rate and availability were listed as distant second and third reasons.

### HOW THE CITY OF IRVING CAN IMPROVE IRVING BUSINESS:

When asked how the City of Irving can improve Irving business, the need for entertainment and leisure attractions were cited the most frequently, followed by a handful of infrastructure improvements.

### HOW THE IRVING CVB CAN IMPROVE IRVING BUSINESS:

Group business was cited the most frequently when asked how the Irving CVB can improve business, followed by weekend business and BizDIP. With the opening of two new attractions (Texas Musicians Museum and Irving Music Factory) that will benefit hotels in south and north Irving, requests were also received for additional advertising support to promote weekend stays. Requests for the Irving CVB to host regular networking and business development events were also mentioned.



# KEY MANAGEMENT GOALS OVERVIEW

- Increase total room night productivity by two percent over 2015-2016, with continued emphasis on weekend room nights by implementing targeted, focused sales and marketing initiatives that create awareness of the destination, its hotel properties and other venues.
- Remain focused on the performance measures that translate into the best return-on-investment for the City of Irving, in the short-term and long-term.
- Maintain or improve customer service ratings in all categories.
- Continue to adapt the Business Development Incentive Program (BizDIP) to best meet the needs of Irving hotels and/or customers, especially in key need times, and as budget allows.
- Market and sell the convention center by focusing on our high-value points of distinction: location, aesthetics, food quality and attendance-building support.
- Begin sales kick-off for the headquarter hotel through in-market and key out-of-market (Austin, DC, NY/NJ and Chicago) efforts.
- Increase consumer-market leisure stays by capitalizing on the openings of the Texas Musicians Museum and the Irving Music Factory, with targeted advertising for weekend packages and with sales messaging to the group tours market. Use the common “music” theme to identify affinity media outlets and organizations.
- Utilize public relations and social media initiatives to generate positive destination coverage to increase awareness of Irving, and to further extend the reach of traditional advertising.
- Update all collateral materials (printed and digital) to include information on the headquarter hotel, the Texas Musicians Museum and the Irving Music Factory.
- Continue to expand ways the Irving CVB and Irving Convention Center websites can be best utilized to promote Irving, and to offer hospitality industry partners an effective and affordable promotional vehicle.
- Use unique Irving and DFW-area events and assets to showcase the city in a variety of targeted familiarization tours and promotional opportunities, as well as leverage convention center events as “product” to generate additional weekend consumer demand.
- Enhance summer and weekend business through advertising, marketing, social media and sales initiatives developed in cooperation with our industry partners.
- Capitalize on community and industry partnerships to generate visitor revenues and awareness.
- Roll out of new ICVB Board Strategic Plan.
- Provide relevant and challenging educational opportunities for all staff for professional and personal development, and for the industry, to best deliver our wide range of customer services.





# DESTINATION SALES

## DIRECTIVE

To position Irving as a preferred destination for meetings and conventions of corporations, associations and specialty markets (including Sports, Entertainment, Social, Military, Religious, Ethnic, Educational, Fraternal and Government); to position Irving as a preferred destination for corporate transient travel; to position Irving as a preferred destination for leisure travel, either group or transient; to position Texas and Dallas/Fort Worth as a vital part of the US travel experience; and to achieve the highest levels of customer satisfaction.

## INITIATIVES AND STRATEGIES

### Overall

- Increase total room night bookings by two percent over 2014-2015 results, with focus on key market segments identified by the 2015 Needs Analysis Survey, and markets impacted by the convention center development.
- Work closely with headquarter hotel development team on coordinated sales efforts. Review all “lost business” clients where a lack of headquarter hotel was the reason and re-target aggressively.
- Continue emphasis on weekend, summer and holiday business. Continue to focus on local and regional meeting planners as requested by the hotel community.
- Continue to build and enhance relationships with meeting resource companies, with emphasis on HelmsBriscoe, ConferenceDirect and American Express Travel.
- Work with the hotel community in their budgeting cycles to provide rebate support for group bookings.
- Prioritize the BizDIP program’s limited resources for highest-value return.
- Utilize the AT&T Byron Nelson and the Volunteers of America LPGA North Texas Shootout as the backdrop for client appreciation and prospect development, as budget allows.
- Continue staff involvement in leadership of key industry trade associations to gain better customer access.
- Utilize Texas Events Trust Fund for sporting and other events that generate weekend room nights.
- Educate customers and the industry on the DART Orange Line’s connectivity to DFW and Love Field.
- Establish destination representation in Washington DC, Chicago and the Northeast.
- Pending final outcome of the City of Irving Economic Development Strategic Plan, target trade meetings, conventions and events of any desired clusters.
- Utilize partnerships with the Greater Irving-Las Colinas Chamber of Commerce, TIF, DART and DCURD to generate new and incremental business opportunities for Irving.

# DESTINATION SALES CONTINUED

## **Association Market - State & National**

- Host destination reviews capitalizing on significant in-market events and hotel construction, as budget allows.
- Host quarterly sales events in Austin involving Irving industry partners, focusing heavily on new accounts/contacts, as well as associations who have a need for the Irving Convention Center and host hotel.
- Continue participation in appropriate industry trade shows such as the Texas Society of Association Executives and the American Society of Association Executives, with constant evaluation of results and new opportunities, identifying options for Irving industry partners' participation where applicable.
- Stage a local association blitz.
- Solicit City of Irving and other community contacts to help identify new prospects for association meetings and conventions.

## **Corporate/Government Market**

- Concentrate on short-term business and need periods by dedicating resources to top-producing and high-potential sub-segments. Leverage short-term opportunities and continue sales trips to key markets.
- Host two destination reviews and/or local customer events capitalizing on significant in-market events, such as the AT&T Byron Nelson Championship and the success of the Texas Rangers, Dallas Stars or Dallas Mavericks in post-season as schedules may allow.
- Protect and defend Irving's market share with key local accounts by involving targeted community leaders as needed; solicit City of Irving and other community contacts to help identify new prospects for meetings and conventions.
- Stage two local blitzes to north Dallas and Fort Worth.
- Attend market-specific trade shows such as those of the Society of Government Meeting Professionals and Collaborate.
- Orient corporate users to DART Orange Line access.

# DESTINATION SALES

## CONTINUED

### **SMERF, Group Tours, Sports and Entertainment Markets**

- Host destination review capitalizing on significant in-market events, such as the AT&T Byron Nelson and Volunteers of America LPGA North Texas Shootout.
- Capitalize on openings of the Texas Musicians Museum and the Irving Music Factory to attract new group tour business for weekends and summer.
- Continue to pursue summer and weekend business by targeted sales in the entertainment and concert segment.
- Retain Cowboys game and stadium-related group business.
- Concentrate on SMERF/sports business that is appropriate for the Irving Convention Center.
- Attend market-specific tradeshows such as those of the Fraternity Executives Association, Connect Marketplace and Connect Sports.
- Capitalize on large city-wide sporting events throughout the market that can create compression for Irving.

### **Convention Center**

- Emphasize the value of the facility and encourage customers with qualified business to consider Irving as a future meeting and exhibit destination. Enhance existing database of customers with meeting, trade show and event prospects whose needs match the convention center.
- Focus on sales to planners of sporting events that can be housed in the convention center's exhibit space.
- Continue to assess the deployment of ICVB Sales and Services team to effectively book and provide services to meetings/events in the facility.
- Utilize rebates paid by hotels to help offset convention center rental for groups, as well as the Texas Events Trust Fund.
- Educate consumer event organizers on DART Orange Line opportunities.
- Use convention services staff to solicit event attendee research when permitted.



# CALENDAR OF ACTIVITIES

ORGANIZATION	EVENT	MARKET
<b>January</b>		
American Bus Association	Tradeshow	SMERF/Tour & Travel
Austin Quarterly Customer Event	Luncheon	State Association
Southwest Showcase	Tradeshow	State Association
Religious Conference Management Association	Tradeshow	SMERF
<b>February</b>		
Potomac Chapter of MPI	Mid Atlantic Conference and Expo	Association
<b>March</b>		
Conference Direct	Annual Partner Meeting & Tradeshow	All
National Football League	Travel Managers' Meeting	Sports
<b>April</b>		
ASAE Springtime	Springtime Tradeshow	National Association
Conference Direct	Tradeshow	All
HelmsBriscoe	Annual Business Conference	All
Naional Association of Sports Commissions	Tradeshow	Sports
Dallas-Fort Worth Association Executives	Association Day	State Association
Volunteers of North America LPGA Shootout	Familiarization Tour	All
<b>May</b>		
Austin Quarterly Customer Event	Luncheon	State Association
AT&T Byron Nelson Championship	Familiarization Tour	All
American Express Travel	Familiarization Tour	Corporate
Christian Meetings & Conventions Association	Tradeshow	SMERF
HelmsBriscoe	Tradeshow	All
Society of Government Meeting Professionals	National Conference & Tradeshow	Government
State of Texas Client Event	Dinner/Reception	All
<b>June</b>		
Collinson Media	Collaborate Tradeshow	Corporate
American Society of Executives	Springtime Tradeshow	Association
Society of Government Meeting Professionals	Regional Conference & Tradeshow	Government
Texas Society of Association Executives	Summer Break	State Association
<b>July</b>		
Austin Quarterly Customer Event	Luncheon	State Association
Fraternity Executives Association	Tradeshow	SMERF

# CALENDAR OF ACTIVITIES

## CONTINUED

ORGANIZATION	EVENT	MARKET
<b>August</b>		
Smart Meetings	SmartMart Tradeshow	Corporate
Plan Your Meetings	Tradeshow	Corporate
American Society of Association Executives	Annual Meeting & Tradeshow	Association
Collinson Media	Connect - Sports	Sports
Collinson Media	Connect - SMERF	SMERF Association
Plan Your Meetings	Tradeshow	Corporate
<b>September</b>		
Hospitality Sales & Marketing Association Intl.	Meet National Tradeshow	Corp. Association
Texas Society of Association Executives	Annual Meeting	State Association
Professional Fraternity Association	Tradeshow	SMERF
<b>October</b>		
American Express InterAction	Preferred Partner Event & Expo	Corporate
National Panhellenic Conference	Tradeshow	SMERF
<b>November</b>		
Austin Quarterly Customer Event	Luncheon	State Association
Plan Your Meetings	Tradeshow	Corp. Association
Collinson Media	Rejuvenate Marketplace	SMERF Association
Collinson Media/Texas Society of Assoc. Execs	Connect Texas Tradeshow	State Association
International Assoc. of Exhibitions & Events	Expo Expo Tradeshow	All
<b>December</b>		
State of Texas Washington DC Client Event	Holiday Party	Gov. Association
Texas Society of Association Executives	Holiday Luncheon	State Association
Smart Meetings	SmartMart Tradeshow	Corporate







## DIRECTIVE

To position the image of Irving and the Irving Convention Center to all target markets in a manner that is consistent, appropriate and effective; to develop programming, messaging and imagery that create awareness and positive perceptions of Irving as a destination; and to achieve the highest levels of customer satisfaction.

## INITIATIVES AND STRATEGIES

### Advertising Program:

- As the lone voice for the destination in the outer market, continue to focus upon destination and convention center brand awareness in a variety of publications, digital platforms and other programs.
- Given Irving's business mix, continue to have a strong presence in meetings industry trade publications and platforms, while supplementing and expanding the ad buy with publications that cater to non-meetings business, as funding allows.
- To further promote weekend stays, add consumer/leisure market platform for the Texas Musicians Museum and the Irving Music Factory in conjunction with grand opening activities.
- Utilize public relations and social media initiatives to generate positive destination coverage, thereby increasing awareness of Irving, and further extending the reach of traditional advertising.
- Creatively modify ad campaigns to effectively target niche markets and to expand non-corporate ad exposure.
- Utilize research for best ROI in ad placements and continue to pursue value-added opportunities with media buys.
- Incorporate headquarter hotel and entertainment venue imagery and messaging as information becomes confirmed.

### Cooperative Efforts:

- Further participate in partnerships with area CVBs in cooperative advertising campaigns for leisure market messaging. Supplement this partnership with Irving-specific ad buys and marketing programs to capitalize on new attractions opening.
- Use inquiries for more frequent and specific message follow-up through a variety of customer-directed mediums.
- Continue cooperative efforts with the National Scouting Museum, the Mustangs Museum and incorporate the Texas Musicians Museum.

# MARKETING CONTINUED

## **Cooperative Efforts (Cont.):**

- Continue cooperative efforts with Irving Arts Center programming and marketing, when ideal for visitor audiences.
- Continue cooperative efforts with tenants within the Irving Music Factory.
- Develop cooperative efforts with convention center headquarter hotel.

## **Marketing Collateral:**

- Provide a variety of marketing collateral in printed and digital formats, including visitor guides, meeting planner guides, convention center collateral, sports market collateral, convention services materials and others.
- Update all collateral to include headquarter hotel, the Texas Musicians Museum and the Irving Music Factory.

## **Digital Marketing Programs:**

- Launch a new version of the Irving Convention Center website to project a positive and professional image to both travelers and meeting planners, while also improving the end-user experience.
- Grow search engine marketing programs to increase the number of electronic leads and requests for proposals, as well as room nights booked by individual business travelers.
- Continue to update the bureau's customer relationship and content management systems to improve accuracy of queries, reporting and ensure the most accurate, complete and updated content for our listings on the ICVB and Irving Convention Center websites.
- Expand our marketing and analytics reporting to measure the success of digital and non-digital initiatives on a more granular level.
- Create additional prospecting campaigns, utilizing digital marketing center and tracking systems and continue to integrate these campaigns with the bureau's social media outreach.
- Improve the ICVB's electronic outreach and email marketing capabilities with new templates that feature increased capabilities and complement our refreshed CVB and convention center imagery.

# MARKETING CONTINUED

## Digital Marketing Programs (Cont.)

- Continue to build the bureau's proprietary database of opt-in contacts, and improve electronic distribution of data to industry partners.
- Implement Bid Book Generator application for more distinctive and customized proposal responses.
- Continue search engine optimization program to drive traffic to websites, and in turn, increase the number of electronic RFPs and leads generated by these.
- Increase digital presence on Facebook, Twitter, LinkedIn, YouTube, Pinterest and other social media while integrating these applications in digital outreach.
- Expand presence with online lead-generating sites, including increased advertising, partnership agreements and integrated ad buys.
- Continue to grow our digital media asset platform to organize and distribute images, videos and electronic documents.
- Leverage video to increase Irving's visibility on websites and through various digital media channels.

## New Client Acquisition:

- Continue to develop and implement lead generation opportunities targeted at acquiring top prospects as clients, including those for group business and business travelers.
- Utilize announcement of headquarter hotel as opportunity to re-market to previous "lost business" clients.
- Expand partnership/sponsorship agreements with third-party clients such as HelmsBriscoe, ConferenceDirect and American Express.
- Develop additional ICC lead-generation programs to target specific market segments through advertising buys and third party agreements.

## Research Programs:

- Utilize research programs to identify economic impact and traveler profiles for Irving visitors, in order to effectively make decisions regarding the advertising buy, sales efforts and other initiatives.
- Continue to utilize convention services staff to solicit event attendee profile information and further develop opt-in database at public/consumer events.



# COMMUNICATIONS - EXTERNAL AUDIENCES

## DIRECTIVE

To promote and create awareness of Irving as a destination: directly to all aspects of the media, including trade, lifestyle and business, and indirectly to business and leisure travelers; and to achieve the highest levels of customer satisfaction.

## INITIATIVES AND STRATEGIES

- Utilize public relations efforts to promote Irving as a meeting and visitor destination at local, regional and national levels, support sales efforts and best leverage advertising.
- Conduct press tours (independently and/or in conjunction with local or state partners) targeting key media market segments for editorial coverage. Host travel journalists on specific assignments for individual press visits.
- Use unique Irving and area events and assets (convention center events, headquarter hotel updates, major hotel renovations/openings, AT&T Byron Nelson, Volunteers of America LPGA North Texas Shootout, etc.) to showcase the city in targeted press tours, media events, releases, social media pushes and calendar of event listings.
- Utilize key convention center events to keep the building's awareness at a high level.
- Utilize large public-interest Irving events - such as the opening of the Texas Musicians Museum and Irving Music Factory - to generate regional coverage in key feeder markets.
- Work in close partnership with ARK, Live Nation and project tenants to promote key construction milestones and the opening of the Irving Music Factory to key leisure markets and leisure and business publications; host a press tour in conjunction with grand opening activities.
- Incorporate headquarter hotel messaging where appropriate; use ground breaking and key construction milestones into media pitches and journalist visits.
- Work with convention center clients on event-specific social and traditional media relations efforts for attendance building.
- Utilize public relations firm to drive additional exposure for high-profile events and visitor-related openings to attract national media, specialty network and blogger coverage.
- Participate in outbound media missions/blitzes, independently or in conjunction with regional partners, Texas state tourism department, hotels or destination partners.

# COMMUNICATIONS - EXTERNAL AUDIENCES

## CONTINUED

- Work with Irving's destination partners to promote their venues and events to increase occupancy/business/attendance/awareness and to secure media coverage.
- Continue to promote Dallas Cowboys football through outer market game package promotions and customized programs with local sports media to generate weekend stays.
- Work closely with the Salesmanship Club of Dallas/AT&T Byron Nelson and The Nexus/Volunteers of America LPGA North Texas Shootout to enhance media center operations and social media promotions for both tournaments.
- Continue to work closely with Goodyear Cotton Bowl, Conference USA, Big 12 and the National Championship Game in assuring media room blocks and hospitality for their various games and events.
- Work with customer groups to promote their meetings and conferences to generate attendance and garner media coverage; continue to work closely with the ICVB and ICC sales and services staffs to identify such opportunities.
- Continue to strengthen media and public outreach for both the destination and convention center through social media outlets including Facebook, Twitter, Instagram, LinkedIn, Google-Plus, Pinterest and YouTube by providing engaging content of specific interest to followers; hold contests, giveaways and sweepstakes to build followings and generate destination/event awareness.



# COMMUNICATIONS - INTERNAL AUDIENCES

## DIRECTIVE

To promote the importance, value and impact of the hospitality industry and the role of the Convention and Visitors Bureau to the local community; to represent the Bureau and the city as the local liaison to various community and industry organizations and efforts; and to achieve the highest levels of customer satisfaction.

## INITIATIVES AND STRATEGIES

- Gain public awareness and support for ICVB efforts and the convention center, particularly as they relate to securing additional sources of revenue for the City, via presentations, forums and updates to the community and its organizations.
- Capitalize on community and local media opportunities and outlets for discussions, features and profiles.
- Utilize public relations/social media efforts to generate greater awareness of Irving CVB activities in “selling” Irving, such as press releases and photo submissions targeted toward local media regarding bureau activities.
- Support City of Irving media initiatives.
- Continue the Irving Hospitality Awards program in conjunction with the Irving Hospitality Industry Annual Meeting.
- Utilize National Travel and Tourism Week to promote the economic importance of the hospitality industry to the local community.
- Leverage Board Community Relations Committee for greater outreach into the community.
- Provide outreach to local media on regular basis; provide assistance to local media with segments, remotes and promotions in Irving when appropriate.
- Provide educational media opportunities for destination partners on basic public relations efforts, including primers on generating media coverage, navigating social media and promotional opportunities available through the bureau.
- Provide internal social media training so ICVB and ICC staff members are able to contribute to the numerous platforms and blogs.
- Utilize social media platforms to help generate awareness of key events, initiatives and activities.
- Continue to advance cooperative partnerships with the Greater Irving/Las Colinas Chamber of Commerce, Irving Arts Center, City of Irving Corporate Communications and other community organizations where appropriate and relevant.





# STANDARDS OF CONDUCT

The Destination Marketing Association International adopted these Standards of Conduct to reinforce the need and demand for greater transparency and accountability within the profession. The Irving CVB is committed to these standards:

- Maintain loyalty to the bureau and discharge our responsibilities with dedication to achieving the objectives of the bureau.
- Actively encourage the integration of ethics into all aspects of management of the bureau activities.
- Uphold all laws, regulations, and operating policies relating to our bureau.
- Serve all constituents of our bureau impartially, and provide no special privilege to any individual constituent, nor accept special personal compensation from any individual constituent, except with the knowledge and consent of our governing stakeholders.
- Comply with all levels of governmental regulations concerning lobbying and political activities and use only legal, ethical and moral means when attempting to influence legislation or regulations affecting our bureau or the convention and visitor industry.
- Issue no false or deliberately misleading statements or advertisements concerning our bureau or community, any other bureau or community, or the convention and visitor industry to the media, the public or any other persons, either affiliated with or unrelated to the convention and visitor industry.
- Actively encourage diversity through the inclusion of qualified people from diverse backgrounds including but not limited to women, ethnic, racial minorities, and refuse to engage in and/or sanction discrimination on the basis of race, gender, age, religion, national origin, sexual orientation, physical appearance, or disability.
- Refuse to engage in and/or sanction activities for personal gain at the expense of the bureau.
- Build collaborative relationships with other bureau industry professionals and others for the advancement of the profession of destination management.
- Acceptance as a member of DMAI implies that we fully understand and agree to the terms of the Code of Professional Conduct. Adherence to this Code assures those associated with the convention and visitor industry that DMAI members and their staff constantly strive to achieve and maintain the highest standards of professionalism and integrity. Deliberate and intentional violation could subject us to censure and possible suspension.

TRAINING  
TEXAS