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# 2016-2017 Annual Destination Marketing Report

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City of Monterey

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**MONTEREY**  
Grab life by the moments.™

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The partnership between the City of Monterey and the Monterey County Convention and Visitors Bureau (MCCVB) is critical to the growth of our tourism economy. Monterey's number one industry is tourism and the investment in destination marketing, sales and services ensures cultural and social benefits to residents and taxpayers are maximized and every opportunity is leveraged through the collaborative work performed by the MCCVB. Through destination marketing and sales, the MCCVB positions the City of Monterey as a premier leisure and meeting destination attracting millions of visitors every year.

The MCCVB's focus also reinforces the City Council's Vision and Strategic Initiative of "Ensuring a level of economic vitality sufficient to support our quality of life and municipal infrastructure requirements – both physically and human."

Incremental spending by visitors due to heightened brand awareness, earned media, additional room nights booked at the Monterey Visitor Center, and targeted sales programs for both business and leisure groups all result in more Transient Occupancy Tax (TOT) and sales tax for the City's general fund to provide services critical to the residents of Monterey. In addition, the hospitality and tourism industry in the City supports 7,600 jobs and continues to grow each year.

With the extraordinary opportunity that comes with the renovation of the Monterey Conference Center (MCC), the partnership between the City of Monterey and the MCCVB is even more critical to the destination. The MCCVB continues to work closely with the MCC team to provide group business leads to ensure that the potential the building has as an economic driver is realized. The MCCVB developed a brand identity and campaign for the MCC as well as the marketing program to drive business.

The investment in destination marketing with the MCCVB provides an outstanding return for the City of Monterey. As of the fiscal year-end 2016-2017, a return of **\$171 has been generated for every dollar that the City of Monterey has invested** in MCCVB programs (July 1, 2016– June 30, 2017).

**More than \$131 million in incremental economic benefit was delivered to the City of Monterey in 2016-17 fiscal year.**

**City Investment in Destination Marketing**

	<b>Q4</b>	<b>FYE</b>
2016-2017 Investment	\$224,916.50	\$ 899,667
2016-2017 Visitor Center Repayment	\$(33,500)	\$ (134,000)
2016-2017 Net Investment	\$191,416.50	\$ 765,667

**Economic Benefit of Destination Marketing for the City**

	<b>Q4</b>	<b>FYE</b>
Meeting Connection Group Bookings	-	10
Meeting Connection Room Nights	-	16,482
Meeting Connection Booking Economic Impact	-	<b>\$16,576,137</b>

*Monterey Meeting Connection = Monterey Conference Center, The Portola Hotel & Spa, & Marriott bookings*

Other Group Bookings	47	189
Other Group Room Night Bookings	7,408	35,124
Other Group Booking Economic Impact	<b>\$4,030,350</b>	<b>\$40,347,857</b>

*Other = group bookings in Monterey (leads turned definite), NOT incl Monterey Meeting Connection bookings*

Visitor Center Incremental Room Nights	291	1,212
Visitor Center Economic Impact	<b>\$197,976</b>	<b>\$947,892</b>

SeeMonterey.com/Booking.com Room Nights	255	744
SeeMonterey.com/Booking.com Room Night Revenue	<b>\$58,414</b>	<b>\$160,962</b>

"Grab Life by the Moments" Brand Campaign Influenced Incremental Visitor Spending	<b>N/A</b>	<b>\$73,445,036</b>
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<b>Total Economic Impact (Room Nights Only)</b>	<b>\$4,286,740</b>	<b>\$131,477,885</b>
<b>Return on Investment</b>		<b>171:1</b>

Earned Media	<b>\$17,640,277</b>	<b>\$36,722,591</b>
<b>Return on Investment with Earned Media</b>		<b>218:1</b>

City of Monterey's Annual Investment is \$1,249,666

Monterey Conference Center Renovation Contribution \$350,000

Annual Monterey Visitor Center Repayment is \$134,000

**City of Monterey's Annual Net Investment is \$765,667**

**City of Monterey's Return on YTD Net Investment: 171:1**

# DESTINATION MARKETING

## Who is the MCCVB?

Monterey County Convention and Visitors Bureau (MCCVB) is a 501(c)(6) non-profit Destination Marketing Organization (DMO). Our mission is to drive tourism business growth through compelling marketing and targeted sales initiatives that maximize the benefits of tourism to our guests, members, and community. The MCCVB is a partnership of the communities and businesses of Monterey County, including the City of Monterey, Monterey County, the Cities of Carmel-by-the-Sea, Pacific Grove, Salinas, Marina, Seaside, Del Rey Oaks and Sand City. The organization is governed by a Board of Directors made up of appointees and elected tourism industry leaders including Councilmember Ed Smith, Hans Uslar, Assistant City Manager and Doug Phillips, General Manager of the MCC also serve as advisors to the Board.

## What is a destination marketing organization?

A Destination Marketing Organization (DMO) or Convention and Visitor Bureau (CVB) promotes a town, city, region, or country in order to increase its number of visitors. It promotes the development and marketing of a destination, focusing on group (conference) sales, tourism marketing and services. Such organizations exist around the world and foster economic development of their destinations by increasing visits from tourists and business travelers, which generate overnight hotel stays for a destination, visits to restaurants, attractions and shopping venues.



**CENTRAL COAST**  
 The Original Road Trip



Regional Partner DMOS;

This graphic shows an umbrella system of DMOs starting with Brand USA, the entity tasked with marketing the entire United States to international tourists. Visit California markets to tourists outside of the state, both domestic and international. Central Coast Tourism Council focuses on the state identified region reaching from Santa Cruz to the Channel Islands and includes Monterey County. Each of these organizations are strategic industry partners of the MCCVB.

**MCCVB recognized for outstanding work**

In the 2016-2017 fiscal year, the MCCVB received the following awards and recognitions:

- 
California State Fair: Silver Ribbon
- 
Meetings & Conventions 2016  
Gold Award
- 
Smart Meetings 2016 Platinum Choice Award
- 
Best Travel Media's Future Shock Award, A  
National Tourism Award (China)
- 
Joe Marcy, Supplier of the year from Smart  
Meetings Magazine
- 
PCMA Northern California Chapter Supplier of  
the Year
- 
HSMIA Silver Adrian Award  
Outstanding Public Relations Campaign
- 
TAMC 2016 Transportation Excellence Award
- 
Interactive Media Awards Outstanding Achievement  
Award in Travel/Tourism
- 
FiredUp! Culture's Organization of the Year 2016
- 
PR News' Social Media Award

**Why is tourism marketing important?**

Tourism plays a critical role in the nation's economy as a leading export creating American jobs that cannot be outsourced. Due in a big part to the work of DMOs, the tourism industry was the first to fully recover from the recession. Elements of globalization, such as the internet, have increased awareness of destinations around the world to potential travelers. However, DMOs build familiarity on top of that awareness by presenting compelling and relevant content which inspires those would-be travelers to book their trips.

1 out of 9 jobs in the U.S. depend on travel & tourism.

Each U.S. household would pay \$1,250 more in taxes without the tax revenue generated by travel & tourism.

**2016 Travel Impacts in the U.S.**  
 \$2.3 Trillion in economic output with \$990.3 Billion in direct travel expenditures.

# CITY OF MONTEREY R.O.I

## City of Monterey hotel statistics

Hotels and DMOs measure the health of their business and the local tourism industry by the number of “heads in beds” using three different indicators:

- 1) Occupancy – the percent of available rooms that are filled
- 2) Average Daily Rate (ADR)
- 3) Revenue Per Available Room (RevPAR) – occupancy multiplied by the average daily rate

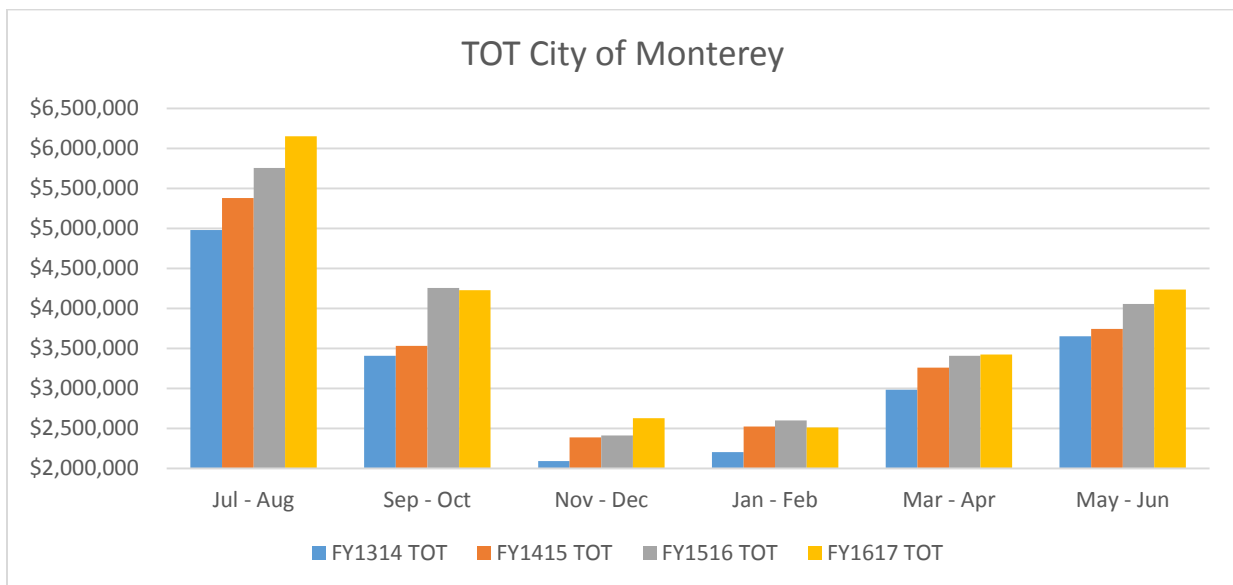
The table below highlights hotel statistics. RevPAR is a quick snapshot that combines both occupancy and ADR into one number, showing that hotels in the City of Monterey collectively did 2.8% better business in 2016-2017 than during the same time in 2015-2016. Therefore, Transient Occupancy Tax (TOT) revenue is growing for the City’s general fund. Even with the recent successes, the continued investment in growing tourism for the city is necessary to compete with our competitive set.

<b>2016-2017</b>	<b>Occupancy</b>	<b>ADR</b>	<b>RevPAR</b>
<b>City of Monterey</b>	<b>72.3%</b>	<b>\$194.15</b>	<b>\$140.45</b>
<b>Percent change vs. 2015-16</b>	<b>+1.7%</b>	<b>+1.0%</b>	<b>+2.8%</b>

### Transient Occupancy Tax (TOT)

TOT provides a significant portion of the City's 2016-17 general fund revenues and is the single largest source of discretionary funding the City receives. **From July - June, TOT is up 3% from the previous year.**

The City invests a total of 6% of the previous year's actual collections to destination marketing through the MCCVB. The remaining 94% goes to general fund expenditures to fund city services - 16% of that goes to fund NIPs directly. The City's destination marketing investment is 16% of the total MCCVB budget. This means Monterey is leveraging its investment with that of other jurisdictions, Tourism Improvement District (TID) assessments and private revenues.



2015-2016 TOT actual collections	\$22,486,112
2016-2017 destination marketing investment (6% of 2014-2015 TOT revenue)	- \$1,349,166
(Conference Center re-investment)	+ \$350,000
Annual Marketing Investment	\$999,166
TOT revenue that goes into general fund (remaining 94%)	\$21,486,946



## SALES & GROUP SERVICES

The greatest opportunity to grow overall market share and to balance year-round business lies in group sales. Meetings and conferences provide healthy hotel room rates and revenues, and the ability to fill “need” or slow periods that are present when leisure customers occupy weekend and high-season rooms. The nature of this business, combined with the extraordinary opportunity that arises with the Monterey Conference Center renovation, support the MCCVB's focus on this important market segment.

Generating leads that result in new group business for Monterey hotels is the primary objective of the MCCVB sales team. The continued evolution and improvement of our sales team and its focus on developing relationships with hotels delivered booked room nights for the destination. Key this year was our commitment to top-quality leads (targeting new and higher rated business during off-peak times) and increasing hotel response to RFPs.

**This fiscal year, the sales team produced 58,656 booked room nights. The City of Monterey secured 88%** of the bookings generated by the MCCVB.

Recognizing the importance of the group market, the MCCVB shifted towards growing group business in the past few years. We increased our sales force, refocused on geo-markets and industries that represent higher rated business potential, and are working even more collaboratively with our members.

The MCCVB focused on identifying and connecting new business opportunities with the hotels and facilities in Monterey. This was done through key targeted initiatives and concentrating on opportunity markets. **At the end of the fiscal year, 801 business leads with 353,048 potential room nights** were produced for the City of Monterey. That represents **96% of all the leads** that the MCCVB produced this year.

## Key Initiatives and Areas of Focus

### Trade Shows

MCCVB focused on appointment shows that targeted high-propensity customers and shows that offered the best opportunities for customer engagement. **In Q4, the MCCVB participated in 9 tradeshows for a total participation in 57 shows this year.**



IMEX 2016

### Client Events

Client events are about generating excitement for Monterey County and developing relationships. Elements of engagement and fun are foundational to creating strong relationships. **In Q4, the sales team hosted 5 client events for a total of 28 client events hosted in 2016-17.**

### Sponsorships

A strategic approach for large industry events was gaining more destination recognition from a wider, more targeted audience. We continued to target highly rated corporate clients from MPI, PCMA, SITE and AMEX. **In Q4, the MCCVB sponsored 6 events for a total of 25 industry events sponsored this year.**

### International Groups

The international group plan revolved around China's MICE (Meetings, Incentive, Corporate & Exhibition) opportunities as well as both incentive and corporate group business from Mexico and Canada. Tour and travel market development concentrated on building product in these target markets while supporting Visit California's 23 international offices, as they brought important familiarization (FAM)s for tour operators and airlines around the globe.

### Partnerships

The MCCVB Group Sales team leveraged industry partnerships in order to provide greater exposure for Monterey hotels and meeting spaces. All of the partnerships were dedicated to lead generation and were supported by industry trade shows and publications.

### **Total Experience Planning**

For a meeting planner or attendee, ensuring the hotel is accommodating, that the meeting room is correctly set and the food and beverage are delivered on time are all a given. These planning logistics are expected and while important, are no longer the key to winning the business. Instead, planners and their attendees dramatically raised the bar and expect an impressive experience. Planners have never had so many choices and they know meeting attendance will suffer if they can't create the expectation of and then deliver on an outstanding experience. Now they depend on DMOs to help them deliver on this expectation.

### **Strategic Client Services**

The Strategic Client Services (SCS) team worked with our community to create the magic for Monterey County meeting planners and attendees. Determined to enhance the destination's value proposition, the SCS team offered a number of services to meeting planners. These services were designed to make our customers' jobs of planning a memorable and profitable meeting—and, therefore, their destination choice—easier. These services included creating and coordinating:

- Site Visit Microsites
- Event Microsites
- Online Mapping Tools
- Corporate Social Responsibility (CSR) Programs
- Monterey Medical Meetings
- Flash Your Badge Program
- Pre & Post Conference Activities
- Client Event Planning
- Client Site Inspections

These services delivered an enhanced experience for our clients. A strong client outreach program continues to expand awareness and utilization of these value-add programs.

Strategic Client Services represents a core value in our message and purpose. SCS marketing is seamlessly integrated with all Group Sales marketing, and its services and programs are promoted by sales executives brokering the experience to meeting planners. The SCS team ensured that each experience was extraordinary. An extraordinary experience leads to positive content messaging before, during and after the event itself, resulting in extended stays, return trips and brand ambassadors, or evangelists, for Monterey.

## Tour & Travel

MCCVB's Tour and Travel team worked closely with wholesalers, domestic receptive operators and international outbound tour operators to fill shoulder seasons and need periods for the destination. Primary activities included participating in B2B travel tradeshow, conducting overseas sales missions and hosting FAMs for agents and tour operators to experience Monterey firsthand prioritizing markets in China, Canada and Mexico.

### First Quarter Results:

The first quarter of the year was a busy season for operators and agents to visit Monterey for property inspections and FAMs (familiarization trips). We hosted site visits for four operators and agents from Canada, Mexico, China and the UK. We also organized several FAM trips from key international markets in partnership with Visit California and Brand USA.

- In July the MCCVB hosted a Visit California Korea FAM which resulted in new golf tourism products being sold to the Korean market.
- In September, 12 key travel agencies from major outbound Chinese markets (Beijing, Xi'an, and Chengdu) participated in a 2-day FAM trip that included a stop in Monterey.
- Also in September, the MCCVB Tour and Travel team sponsored a client

luncheon in Arcadia for Asian receptive tour operators. The event was well-attended, bringing 35 clients from 17 companies together with four partners.

### Second Quarter Results:

The MCCVB Tour and Travel team participated in two international sales missions to stay

front-of-mind with outbound tour operators and travel media:

- In the fall we joined Visit California's Canada Sales and Media Mission to Montreal, Toronto, and Vancouver from October 23-27, 2016. Our team **engaged more than 400 agents and operators** from the Canadian travel trade industry in all three cities.
- In November the MCCVB participated in East-West Marketing's Greater China Sales Mission. The MCCVB team promoted Monterey County to key travel trade and media sources in five main cities: Beijing, Shanghai, Suzhou, Hangzhou and Guangzhou.



### Third Quarter Results:

The MCCVB Tour and Travel team participated on one international sales mission, three tradeshows and hosted seven international FAMs, engaging 631 qualified travel trade buyers with potential to send business to Monterey County.

- In January, we participated in Visit California's Mexico Sales and Media Mission along with the Monterey Bay Aquarium. The mission highlighted California destinations in three key cities; Guadalajara, Mexico City and Cancun. **In all, the MCCVB team promoted Monterey County to 500 agents**, tour operators and call centers through B2B appointments, a tradeshow for travel agents, and call center trainings at two of Mexico's major tour operators, Price Travel and Best Day / Gran Plan.
- In February, the MCCVB Tour and Travel team influenced 85 tour operators during buyer appointments at three different tradeshows: Receptive Tour Operator Summit in Los Angeles, Go West Summit in Reno, and NTA Travel Exchange in St. Louis. **The sales activity has generated 8 leads and initiated product development with at least 10 operators for future travel bookings.**
- In March, the MCCVB promoted Monterey and **inspired 44 agents and tour operators** during five different FAM trips. The FAMs, sponsored by airlines and Visit California, emphasized California's Tier 2 destinations and encouraged product managers to include Monterey County in new itineraries built around new routes into San Jose International, Oakland and San Francisco airports from various international markets. The FAMs brought buyers from France, Mexico, the Middle East, Scandinavia, and Canada.
- Finally, the MCCVB hosted two contracting visits for key receptive operators generating new Foreign Independent Traveler (FIT) contracts and promotional campaigns that are projected to significantly boost Tour and Travel FIT bookings in the next 12 months.

### Fourth Quarter Results

The team hosted 8 international FAMs bringing in 50 receptive operators, agents, product managers, and airline representatives to Monterey County. In addition, the Tour & Travel team attended two tradeshows and hosted one client event. All of the activity resulted in new travel product for the destination for the UK, Germany, and China markets.

- In April we sponsored the CA Cup Invitational in Los Angeles. This Ryder Cup style event welcomed **35 senior level decision makers** from travel selling companies in 14 + countries to spend 4 days networking with California suppliers.
- Also in April the Tour and Travel team **welcomed 10 FTI Touristik agents** from Germany as part of a motorcycle tour FAM sponsored by Visit California and Eagle Rider Tours.
- In May, the MCCVB brought its China trade and marketing agency from East West Marketing to experience Monterey County first hand before continuing to IPW. The group also included 3 product managers from leading Chinese operators, Dista, ZuzuChe, and Xiamen Overseas Global.
- In June, the MCCVB sent a delegation of 9 partners and 3 staff to attend IPW in Washington DC. IPW is the United States' largest international inbound travel tradeshow attracting 1,300 buyers from over 70 countries. **Together team Monterey consulted with over 150 buyers and travel media** from around the world during pre-scheduled appointments. While results are still filtering in, one partner **received 10 new contract inquiries from appointments.**
- Also in June, Travel Trade Sales Executive, David Cater, attended the IAGTO North America Convention in Miami, Florida, to develop the domestic and international golf visitor business. The show included 38 pre-scheduled appointments over two days which **yielded 16 new business leads and 3 media inquiries.**
- We partnered with Visit California to welcome 25 agents from France as part of a Visiteurs / XL Airways agent FAM. The goal of this FAM was to increase bookings from one of France's largest operators using XL Airways' new route to San Francisco from Paris.



## Monterey Conference Center

This is an exciting time for Monterey as the renovation of the Monterey Conference Center (MCC) is underway and heading towards completion. The renovation brings excitement and anticipation to the destination for the residents as well as visitors and is part of the greater downtown revitalization efforts. The MCCVB is working diligently with the MCC team to collaborate on filling the renovated Monterey Conference Center with group business when it reopens.

The MCCVB acts as the marketing entity and sources leads for the MCC. This is a critical time for aggressive sales and marketing. The MCCVB has hosted several meetings with MCC General Manager, Doug Phillips to evolve plans for collaboratively marketing and selling the MCC. The MCCVB's VP of Sales meets with the MCC team bi-weekly to review leads, bookings, open dates, city wide events, and upcoming site inspections.

The MCCVB sales team hosted a meeting planner FAM in March with the MCC to showcase the new facility. Nine clients attended and received a hard hat tour of the new facility. The planners were representing companies including Nokia Tech, Celebration Productions, Helms Briscoe, and Stanford Conference.

In April, the MCCVB team hosted another meeting planner FAM in conjunction with the Pebble Beach Food & Wine Festival. Key to the trip was a tour of the MCC and connecting properties. Several planners attended including representatives from lululemon, Bon Appetit, and rEvolution among other companies.

### Key Performance Indicators (KPIs)

The MCC worked with the MCCVB team to establish metrics of performance including increasing the baseline room nights generated by MCC conferences and events. Overall, the MCCVB supports the MCC sales efforts and is driving value and measuring performance in a number of ways:

1. Increase annual economic impact of groups booked in the Monterey Conference Center by:
  - a. Significantly increasing room night bookings to Monterey hotels
  - b. Year-over-year TOT growth
  - c. Year-over-year RevPAR growth



## Group Marketing Communications

Group Marketing Communications supported the MCC and MCCVB sales teams by creating interest and driving bookings to the Conference Center. The marketing communications plan included paid, social and earned media with the following objectives:

- Showcase MCC construction highlights by rotating MCC messaging to key target audiences and markets.
- Maximize key trade show presence by aligning media around important MCCVB/MCC trade shows and events.
- Target beyond the meeting planner by building on the audience and reach C-suite level decision makers.

In the first half of the 2016-17 fiscal year, the MCC landing page on MeetInMonterey.com had several updates including new imagery and a link to construction updates.

In October, an advertorial ran in *Corporate & Incentive Magazine* that highlighted the renovation of the MCC. This publication has a circulation of more than 40,000. In addition, multiple group ads were placed in publications including *CA Meetings & Events*.



Inspiration has never been easier in Monterey. The newly renovated Monterey Conference Center is a state-of-the-art meetings facility famous for innovative events in the heart of a destination world-renowned for inspiring creativity. For a destination and venue that will invigorate your meeting attendees, look no further than Monterey.

[BOOK TODAY >](#)

**M** MONTEREY  
CONFERENCE CENTER  
Where innovation and inspiration meet.™

In Q2, an email marketing campaign was launched to 1.5M subscribers of meeting planner publications. This targeted initiative resulted in a campaign performance that was 97% above industry standard.

In Q3, website improvements continued. A new blog on “fun facts” was posted to drive interest in the new facility. In addition, new functionality was added to track clicks to the MCC website and phone number directly.

In Q4, meeting planners were targeted in several email campaigns promoting the MCC. In April, we contracted with Steel Media to announce the reopening of the MCC in 2017. The message was sent to 220,588 planners with an open rate of 10% and a click thru rate of 21%. Overall this campaign

performed 252% above the industry standard.



At the end of April, the MCCVB team worked with the MCC and Monterey hotel properties to host several journalists to see how the new center was progressing and experience the renovations and refreshed group spaces in Monterey. Publications represented included Convene, Meetings & Conventions, and Trade Show News Network. As of the end of the fiscal year, one article was produced with 27,440 impressions with more articles expected in the coming months.



In June, Facebook and LinkedIn carousel ads were placed featuring group/meetings content as well as social ads promoting the MCC. In addition, ongoing marketing and public relations efforts continued to highlight the renovation and included sharing construction updates through press releases and on social media.

## MARKETING COMMUNICATIONS

As the destination marketing agency for Monterey, managing the brand of the destination, creating awareness, excitement and growing the tourism economy through marketing is a core component of the MCCVB's mission. Advertising, content marketing, social and public relations outreach worked together to influence our audience. This created a solid foundation for business marketing efforts and for the success of group sales programs.

Marketing Communications continued the evolution toward robust content marketing organization. Personnel and resources were deployed to generate and distribute content that was specifically designed to drive overnight visitation.

Research was conducted on a bi-annual basis by Strategic Marketing & Research Insights (SMARI) to measure the results from the brand campaign, "Grab Life by the Moments." Critical is the Communication Effectiveness score of 4.1 (out of 5), which is a measure that indicates how effective the campaign was at positioning and promoting Monterey County as a highly desirable travel destination.

Ultimately, the most important measure is the actual travel influenced by the marketing program – in FY16-17, **the campaign influenced 268,537 overnight trips to our destination that generate \$236,919,474 in spending. Of those trips, 83,245 were for the City of Monterey with over \$73 Million in incremental economic impact.**

## **Content Marketing**

Content marketing is a marketing technique that creates and distributes valuable, relevant and consistent content to attract and acquire a clearly defined audience – with the objective of driving profitable customer action. The MCCVB developed a strategic content plan for the destination with community input and ongoing engagement from industry stakeholders.

### ***Three-tiered Content Marketing Approach: Paid, Shared and Earned***

#### **Paid Media**

In 16-17, paid media was used to generate and amplify content engagement. There was one major promotion this year (fall) and the additional paid media budget was used to spike social media reach and engagement.

#### **Social and Shared Media**

Facebook continued to be the main platform for our social program. It is an excellent channel for content distribution and amplification as well as for converting website traffic with high-potential visits. Instagram also remained a priority channel for the MCCVB. Twitter, Pinterest and other channels were utilized in accordance with the type of content and the users of these channels.

#### **Earned Media**

Extending from the approach that began in FY15-16, earned media targeted the regions and markets with highest potential to travel, determined in part by proximity. Public Relations (PR) focus included overall national and international markets, but the primary goal was on targeted earned media in designated regions and markets.

### **Content Marketing Campaigns & Initiatives:**

Throughout the year, the MCCVB coordinated sweepstakes and digital campaigns engaging in-market and potential visitors while keeping the destination top of mind. Below are summaries of the major content initiatives accomplished in FY 2016-17.

In Q1, the MCCVB launched a promotion encouraging visitors to take photos during their stay, use #Monterey on social media and drive visits to the Monterey Visitors Center. Winners of this sweepstakes promotion received See Monterey-branded selfie

sticks which included instructions on how to incorporate our hashtags into their social posts.

### Fall Campaign: "Marathon of Moments"

Our fall sweepstakes, Marathon of Moments, launched in September was the official kickoff to the fall campaign. The campaign was intended to drive off-season visitation as well as increase length of stay by showcasing all of the different activities and attractions at various "paces" that Monterey County has to offer. The sweepstakes featured five unique prize packages in keeping with the campaign theme. Visitors were able to "pick their pace" and enter to win an inclusive vacation to Monterey County. The sweepstakes resulted in the following:



- 33,089 total entries
- 18,590 opt-ins to the SeeMonterey Visitor eNewsletter
- 102,792 total visitors viewed the entry page
- 74,992 unique visitors viewed the entry page

### Winter Promotion: Forget your new year's resolution and get away to Monterey for "Bucket List Worthy Moments."



From December 1, 2016 – January 31, 2017 our winter off-season promotion featured a sweepstakes including a 2-night hotel stay along with a choice of five "bucket list" activities from our members. The goal of the promotion was promote visitation to Monterey County during the off-season winter months by leveraging targeted content,

supported by paid media, and aligned with separate but related earned media. The content featured holiday and winter season events, activities and any available special offers. The sweepstakes resulted in the following:

- 59,934 total entries
- 10,665 unique entries
- 4,973 unique opt-ins to the SeeMonterey Visitor eNewsletter
- 1,588 new emails in our database

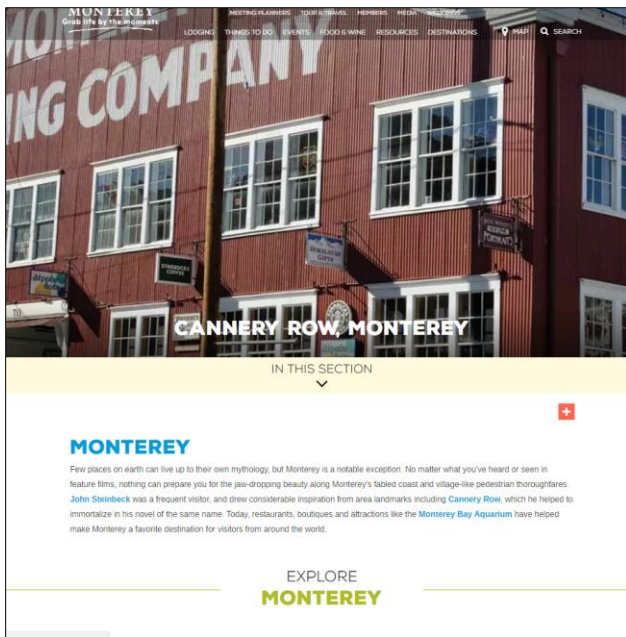
## Family Fun Social Influencer Campaign and Sweepstakes

In May the MCCVB worked with a variety of social influencers and bloggers to create unique content about Monterey County with a family angle. Social influencers were invited to Monterey County and they shared their experiences with their networks. The campaign resulted in more than 333 social stories and posts on 11 family focused blogs and social channels. The MCCVB ran a sweepstakes in conjunction with this content push from April 26 - June 9, 2017. The sweepstakes resulted in the following:



- 2,537 total entries
- 1818 unique opt-ins to the SeeMonterey eNewsletter
- 339 new emails in our database
- 5,919 total visitors viewed the entry page

### Website & Social Media



Social Media and MCCVB digital platforms (website, mobile site, digital sales tools, etc.) were at the core of an overarching Content Marketing approach. In short, the focus – whatever the marketing initiative – was to drive social engagement and bring potential travelers as close as they could come to Monterey without actually arriving. That is, to SeeMonterey.com or MeetInMonterey.com. This fiscal year, SeeMonterey.com had **1,784,113 unique visitors – an increase of 4% from the same time last year.**

The MCCVB also concentrated on increasing and strengthening the social brand awareness of the destination. The brand was amplified throughout all of our social media channels and played a key role in carrying the conversation about our destination to our current and potential visitors and drove traffic to our website.

#### Followers and Fans of MCCVB's social networks as of June 30<sup>th</sup>, 2017:

Facebook: 111,294  
 Instagram: 17,212  
 Twitter: 18,951  
 Blog: 35,000 average unique monthly visits

## Short Form Videos/Snackable Videos

MCCVB's content strategy favored creating and distributing compelling content over traditional advertising to entice travel to our destination. One tactic is what we call our "snackable videos" series – easily consumed and digested. In the second quarter, we produced [hiking trails](#) and the Monterey [culinary scene](#) videos.

In the third quarter of the 2016-17 fiscal year, we launched a [new attractions video](#). In less than a month the video had reached more than 310,000 people and had 158,000 video views.

In May, several snackable videos were distributed via Mashable and Real Simple websites. The three videos showcased Monterey's scenery, outdoor adventure, and wine. The videos received 419,900 impressions and 2,892 clicks as of the end of the fiscal year.

## Other Marketing Initiatives:

### iTourMobile – Phone tour app

The MCCVB purchased a phone tour app that can be customized for various themed tours in Monterey. The software is called iTourMobile and we have made it available to our partners to create their own tours in our destination. The Monterey County iTour app currently hosts a fantastic historic walking tour with content provided and sponsored by the Old Monterey Business Association.

In the third quarter of this fiscal year, the MCCVB worked with the Monterey Film Commission to launch a "Big Little Lies" mobile tour. Now available for users to download, this tour guides visitors to the filming locations from the HBO series. As of the end of the fiscal year, the tour had 346 downloads and 192 minutes of use. In the fourth quarter, the MCCVB created a promotional poster to highlight the tours at the Monterey Visitor Center.

In the fourth quarter, the MCCVB worked with the Monterey Peninsula Chamber of Commerce to softly launch the EAT. DRINK. DOWNTOWN MONTEREY tour. The team will continue to collaborate with partners to promote these tours into the next fiscal year.

### Monterey Moments

Monterey Moments is an innovative culinary series produced by the MCCVB to generate awareness and inspire media to write about the destination. In its fourth year,

the culinary/wine series was designed to showcase the many incredible aspects of Monterey County. We use a culinary 'lens' to speak about the many inspiring and invigorating experiences found here. The program has four key goals:

- Develop new and enhance existing relationships with key target media outlets
- Generate positive publicity, excitement and knowledge about Monterey County
- Generate positive social media engagement
- Reinforce Monterey County brand positioning

These Monterey Moments events are an intimate and immersive experience that 'pop up' in unexpected and unique places. The 'cast' is comprised of Monterey County's top chefs and wine personalities. The groups are limited in size to effect a one-to-one connection with the guests. In addition to the 'cast' members, MCCVB invites members to be among the guests in order to share in creating new business opportunities.

**Monterey CVB: Monterey Moments "Pop-up" culinary experience**

POSTED: 10:27 AM, Nov 30, 2016  
UPDATED: 10:53 AM, Nov 30, 2016  
TAG: scottsdale living



**Tuesday, May 16th, 2017**  
6:00 - 8:30pm  
Blackbird  
619 West Randolph Street  
Chicago, IL

**HOSTED BY**

**Rob O'Keefe**, Chief Marketing Officer  
Monterey County Convention & Visitors Bureau

**FEATURING CULINARY TALENTS OF**

**Chef Paul Kahan**, Blackbird Restaurant and One Off Hospitality Group  
**Chef Todd Fisher**, Folktale Winery and Dolores & 7th  
**Chef Matthew Beaudin**, The Monterey Bay Aquarium

**WINES CURATED BY**

**Kim Stemler**, Executive Director,  
Monterey County Vintners & Growers Association

**Complimentary Valet Parking Available**

Please RSVP: Sasa Nikolic.snikolic@parasoimarketing.com

Monterey Moments is an immersive and delicious experience designed to introduce you to the unmatched inspiration and invigorating moments from Monterey County, California.

#MontereyMoments  
@SeeMonterey



SeeMonterey.com

Monterey Bay Aquarium: Seafood Watch

In the second quarter, a Monterey Moments event was held in Phoenix/Scottsdale, AZ and featured a cast of destination partners including representatives from the MCVGA, Monterey Regional Airport (MRY), and Chef Matt Beaudin from the Monterey Bay Aquarium. The trip included a hosted media dinner with 20+ journalists in attendance and was followed by a consumer activation at the Scottsdale Art Walk. While in town, Chef Matt did a cooking demonstration on a local TV station which can be seen [here](#). From these events, MCCVB generated over 850,000 social impressions, 3MM media impressions, and \$37,502 in earned media in this key travel market.

In May, the team executed another Monterey Moments event in Chicago, IL. The event featured several destination partners including the MCVGA, Monterey Regional Airport, Tom O'Neal

as our Summer of Love personality and Chefs Matthew Beaudin from the Monterey Bay Aquarium and Todd Fisher from Folktale Winery. There were more than 40



attendees including journalists, social influencers, and meeting planners. The event generated more than 450k social impressions and \$4,200 in earned media in this key market with more articles expected to run in the next fiscal year.

### 50<sup>th</sup> Anniversary of the Summer of Love



The MCCVB collaborated with the City of Monterey and several other community organizations on promoting the 50<sup>th</sup> anniversary of the Summer of Love in Monterey. The Monterey Fairgrounds played host to the first Monterey International Pop Festival in 1967 and that festival is credited as one of the beginnings of the “Summer of Love” and the festival also served as a template for future outdoor concerts.

The MCCVB launched a content initiative driving interest in visiting Monterey to mark the historic event. [Click here](#) to visit the website and see the full line up of events during the celebration. In addition to the microsite, the team created itineraries, blog posts, and press releases to capitalize on the occasion. The MCCVB team also worked with Visit California to host several International journalists in advance of the summer to experience Monterey. This resulted in 9.95MM impressions and \$191,162 in earned media value.

### “Summer of Love in Monterey 2017” Sweepstakes

Launched on April 20, 2017, this sweepstakes promoted the 50<sup>th</sup> anniversary of the Monterey Pop Festival and the Summer of Love. The content activation also included various blogs, social posts, and event listings. The goal was to generate interest in the destination and highlight Monterey as the center of the Summer of Love, showcase the Monterey Pop Festival 50<sup>th</sup> anniversary event as well as other related events that took place in Monterey County. The sweepstakes resulted in:

- 10,449 total entries
- 6,178 unique entries
- 357 new emails in our database

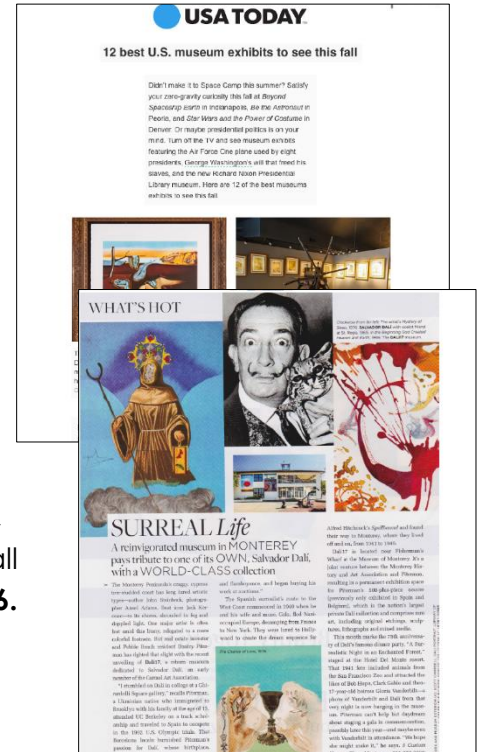
## Earned Media and Public Relations

MCCVB has achieved great results for earned media by pitching stories, assisting journalists with information requests and hosting media FAM trips to Monterey. Many publications and media channels have featured attractions, attributes and destinations within the Monterey region. The MCCVB measures the value of each article published in advertising equivalency (the value of a news 'hit' gauged by what it would cost if space was bought as an ad). The MCCVB segments ad equivalency by prioritized audiences and markets: Drive, Regional (direct/one-stop short-haul air), National (outside regional), Group, and Community (local). From July 1 – June 30, 2017, **\$36,723,463 was secured in targeted earned media**. Overall earned media garnered for the 16-17 fiscal year was **\$43,424,666**.

This earned (or free) media refers to publicity gained through promotional efforts other than advertising, as opposed to paid media, which refers to exposure gained through advertising.

MCCVB **assisted 384 journalists** and hosted **94 media FAMs** in this fiscal year.

A few of the FAMs we hosted in the fourth quarter of the fiscal year included *D Magazine*, *Vogue.com*, *The Sunday Times Travel Magazine (UK)*, and *The Daily Meal*.



## International Markets

### China

MCCVB continued to cultivate interest from the China tourism market – the fastest growing of all international markets. The MCCVB contracted a China-based marketing agency, East-West to coordinate and implement various media and social programs throughout the year. Our representation included social media/content marketing, public relations, and travel trade marketing and promotions as well as building relationships with key suppliers. The Facebook/Twitter equivalent in China is Weibo and the MCCVB developed content and has been marketing it through this channel for the last two years. This fiscal year, the MCCVB's **Weibo page had 90,142 followers**. Another social network popular in China is WeChat – an instant messaging app that we started engaging on last year and **now our account has 20,516 followers**.



In July and August, the MCCVB worked with Brand USA on a digital co-op that ran on two leading Chinese travel sites. These programs were launched to create interest in and drive bookings to our destination among high-end FIT travelers. The programs include new itineraries, facts and adventures each month. These sites have **3.5 million viewers** and **2.5 million followers**. The results included:



- Number of Tourists booked to Monterey via Tuniu: 3,176
- Number of Tourists booked to Monterey via Ctrip: 1,536

In September, the MCCVB communications team worked with Visit California, the MCVGA and Cannery Row Company to host 10 journalists from media outlets in China to experience food and wine in Monterey County. Earned media generated from this media FAM was **\$582,850 in advertising equivalency with over 4.5M in circulation**.

## Mexico

In an effort to extend our international outreach, the MCCVB teamed up with the Monterey Bay Aquarium to produce a video that is focused on connecting with our potential visitors from the Mexican market. This in-language co-op video went live on the 9<sup>th</sup> of November and will continue to be hosted on the Brand USA website for a year. You can see the video on Brand USA's website [here](#).

In the fourth quarter, the MCCVB sponsored a video with BrandUSA to highlight the destination. [Watch the video here](#). Results from this campaign will be received in August.



## Canada

The MCCVB team traveled with Visit California on a media and sales mission to Canada in October. The team visited Toronto, Montreal and Vancouver, and met with more than **35 journalists and 364 travel trade** professionals while traveling to our northern neighbor country. We hosted three media FAM tours and generated **130,604 impressions and \$5,330 in earned media value.**

In March, the MCCVB worked with Canadian Traveller to publish paid content featuring festivals. The piece can be [viewed here](#) and is titled, "7 Monterey County Festivals to headline your Summer" and features the Monterey Pop Festival among others. The piece generated 65,115 impressions.



## SUSTAINABLE MOMENTS

To ensure the quality of life for Monterey County residents and community stakeholders is balanced with the growth of tourism, the MCCVB launched a visitor education initiative to bring awareness to the importance of responsible tourism. The MCCVB promotes traveling “like a local” to elevate the need to treat the destination with care and respect. The initiative has two objectives:

1. Address community concerns and engage residents and stakeholders in helping to promote the campaign in their businesses and jurisdictions.
2. Educate visitors by weaving Sustainable Moments messaging throughout our website, visitors' guides, ad campaigns, tour operator education and marketing materials in an engaging way that makes them want to learn more and gets them to buy in to the facets of the campaign.

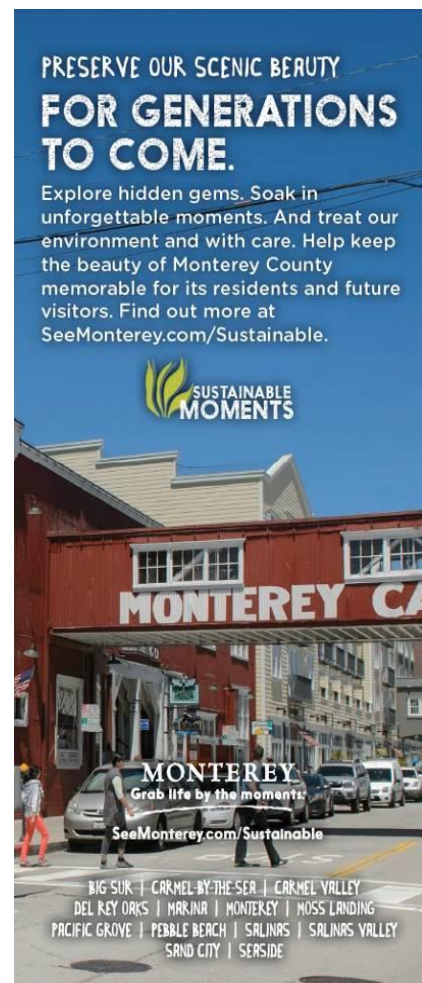
### Three Key Dimensions of the Initiative:

1. Conservation
  - Stay on trails while hiking, bring reusable water bottles and eco bags, etc.
2. Safety
  - Parking guidelines, animal welfare regulations, etc.
3. Convenience
  - Public transport, public restroom maps, waste disposal locations, etc.

In the first quarter of the 2016-17 fiscal year, videos were promoted to engage current and potential visitors on the responsibility we all have in keeping our destination beautiful for years to come. The videos can be viewed on our website here: [SeeMonterey.com/Sustainable](http://SeeMonterey.com/Sustainable)

In the second quarter of this fiscal year, a customized jurisdiction specific webpage was launched for Monterey that can be viewed [here](#).

In the third quarter, the MCCVB enhanced the Sustainable Moments initiative by unveiling new videos on our social channels to increase engagement. In addition, a feedback form was added to the sustainable moments' webpages (as mentioned above) for residents, businesses,



and stakeholders to provide any suggestions on the program.

The MCCVB worked with CSUMB and several other community partners to host the first annual Sustainable Hospitality Development Symposium on February 23, 2017 at the Intercontinental The Clement hotel. The all-day event drew more than 130 attendees including an impressive list of speakers and panelists. Participants discussed topics such as sustainable hospitality, ecotourism, eco-recreation development and opportunities.

In April, additional videos were distributed via the MCCVB's social channels including a video highlighting [travel fails](#). The Travel Fails video was a new way of teaching visitors how to treat our destination with respect in a sassy way. The exposure for this video was 40,286 people reached via Facebook at the end of the fiscal year.

In June, the MCCVB updated the [SeeMonterey.com website](#) with a new tool kit for members and partners to use to promote and engage with the Sustainable Moments campaign. This section of the website features all of the videos, campaign logos, and verbiage for members to use when talking about the program.

**MONTEREY**  
 Grab life by the moments

MEETING PLANNERS TOUR & TRAVEL MEMBERS MEDIA WEDDINGS

LOGGING THINGS TO DO EVENTS FOOD & WINE RESOURCES DESTINATIONS MAP SEARCH

## SPREAD THE WORD ABOUT SUSTAINABLE MOMENTS


### EDUCATING VISITORS ON RESPONSIBLE TRAVEL

The "Sustainable Moments" initiative has been created to ensure a balanced and viable tourism economy for Monterey County. The campaign's resources, training, and materials aim to provide visitors with safety and convenience tips, ways to conserve and be environmentally friendly, as well as helping Monterey to be a sustainable destination with natural wonders for years to come.


The Sustainable Moments initiative continues to evolve and currently features a visitor facing web page and materials for attractions, hoteliers, and other businesses to help educate visitors when traveling to Monterey.

Please help champion this important initiative to support responsible tourism and use the logo, collateral and content where appropriate. Read more at the [official Sustainable Moments web page](#).

#### SUSTAINABLE MOMENTS LOGOS




• Horizontal Logo- [Download for Web \(jpeg\)](#)




• Vertical Logo- [Download for Web \(jpeg\)](#)

#### SUSTAINABLE MOMENTS VIDEOS







## VISITOR SERVICES

The mission of Visitor Services is to lengthen stays, expand visitor distribution throughout the region and increase visitor spending. As the welcoming face of our destination, the Monterey Visitors Center at El Estero Park is open 7 days a week, 361 days a year. Our specialists play a key role in guiding visitors looking for ways to create a truly authentic Monterey County experience. By engaging in informative and lively conversations, our specialists directly contributed to the positive economic impact made by visitors.

In this fiscal year, **99,635 visitors were assisted by our specialists**. During this period, the City of Monterey received **1,212 room nights which equates to \$947,892 in economic benefit**.

The visitor center is a crucial element to building a successful tourism economy in Monterey. In the fiscal year, **64% of visitors extended their stay** as a result of their encounter with our information specialists.

Visitors share their gratitude and feedback on a regular basis including comments like:

*"The person on duty was so friendly, knowledgeable, and professional. She worked quickly to help us on our way. She knew of our special interests in the area and helped us to find them. Service couldn't be beat."*

*"The visitor staff were incredibly helpful and knowledgeable about all local restaurants and attractions and, while we are not able to stay longer, they have certainly assisted with what we'll be doing while we're here! They did a great job - thank you!"*

*"Whenever friends come to Monterey County, I come to Visitor Center and get info. It's like Christmas!! Love it."*

In addition to influencing visitors at the Lake El Estero location, MCCVB provided satellite services at many events around the County. During the fiscal year, MCCVB worked with 15 events and conferences in the community providing satellite welcome tables.

The MCCVB Visitor Services team welcomed the last cruise ship of the 2016 season in October – welcoming 1,167 guests and directing them to different areas in the County. In the fourth quarter, the Visitor Services team welcomed the first cruise ship the 2017 season, greeting 507 guests and helping them explore Monterey County.



## Appendix A

### 2016-17 Client Events and Trade shows

Jul-16	Luxury Meetings Summit - Dallas, TX
Jul-16	Smart Meetings Mid Atlantic - Washington DC
Jul-16	Luxury Meetings Summit - Raleigh/Durham, NC
Jul-16	CESSE (Council of Engineering and Scientific Society Executives) - Omaha, NE
Jul-16	All Things Meetings - Silicon Valley, CA
Jul-16	Risk Management Roadshow / Pat Zollman, HelmsBriscoe SF Reception - San Francisco CA
Jul-16	Risk Management Roadshow / Pat Zollman, HelmsBriscoe - Sacramento, CA
Aug-16	Luxury Meetings & Client Event - Indianapolis, IN
Aug-16	Luxury Meetings Summit - Silicon Valley, CA
Aug-16	Luxury Meetings Summit & Client Event - Cincinnati, OH
Aug-16	Luxury Meetings Summit - Portland, OR
Aug-16	Luxury Meetings Summit - Seattle, WA
Aug-16	Luxury Meetings Summit & Client Event - Cleveland, OH
Aug-16	ASAE (American Society of Association Executives) Annual Meeting & Expo - Salt Lake City, UT
Aug-16	Connect Marketplace - Dallas TX
Aug-16	Kellen Managers Summit - Atlanta GA
Aug-16	PCMA NCC (Professional Convention Management Association Northern CA Chapter) Ball Game day / Host Clients - San Francisco, CA
Aug-16	AZ Client Event - Phoenix, AZ
Aug-16	MN SITE (Society for Incentive Travel Excellence) Summer Event (Travel) – Minnesota, MN

Aug-16	Silicon Valley Corporate Client Event - Los Gatos, CA
Aug-16	Twinsburg/Experient Office Visit - Twinsburg, OH
Sep-16	Meetings & Incentives Supplier Showcase - Lake Geneva, WI
Sep-16	Luxury Meetings Summit - Denver, CO
Sep-16	Luxury Meetings Summit - Chicago, IL
Sep-16	Smart Meetings West National - Phoenix, AZ
Sep-16	CalSAE (CA Society of Association Executives) Ball Game day – San Francisco, CA
Sep-16	San Francisco Client Giants Game at Luxury Suite
Sep-16	Iowa/ITA Group Office Visit - West Des Moines, IA
Sep-16	Los Angeles/Orange County Client Event - Dodger Stadium, LA
Sep-16	SITE (Society for Incentive Travel Excellence) Texas Sales calls & San Francisco Travel client event – Dallas, TX
Sep-16	Client Boat cruise in Dallas, TX
Sep-16	Seattle Client Event/Sales Calls - Safeco Field, WA
Oct-16	Luxury Meetings Summit - Boston, MA
Oct-16	Luxury Meetings Summit - Stamford, CT
Oct-16	Luxury Meetings Summit - New York, NY
Oct-16	IMEX - Las Vegas, NV
Oct-16	Luxury Meetings Summit - Basking Ridge, NJ
Oct-16	Luxury Meetings Summit - Philadelphia, PA
Oct-16	Luxury Meetings Summit - Baltimore, MD
Oct-16	Luxury Meetings Summit - Washington, DC
Oct-16	Milwaukee Sales Calls & Client Event (Mani/Pedi Reception)
Oct-16	CHI Client Event with Bay Area Partners (Cooking Class)
Nov-16	Smart Meetings Southwest - Dallas/Fort Worth, TX

Nov-16	FICP Annual Conference – Nashville, TN
Nov-16	Luxury Meetings Summit & client Event- Atlanta, GA
Nov-16	Tour of Lights (with Seasonal) - Sacramento, CA
Nov-16	East-West Marketing China Sales Mission + CITM
Dec-16	CalSAE Seasonal Spectacular - Sacramento, CA
Dec-16	AMEXInteraction Show Gold Sponsorship - New Orleans, LA
Dec-16	Association Forum Holiday Showcase – Chicago, IL
Dec-16	CalSAE Holiday Lunch Co-op décor and guest hosts
Jan-17	Visit CA Mexico Sales Mission
Jan-17	PCMA Convening Leaders – Austin, TX
Jan-17	MPI SoCal Tradeshow (WCON) Newport Beach
Feb-17	Go West Summit - Reno, NV
Feb-17	PMPI MACE! - Washington, DC
Feb-17	NTA Travel Exchange - St. Louis, MO
Feb-17	NAJ Receptive Operator Summit - Marina del Rey, CA
Feb-17	MPISSN Crab Feed Table Host, Sacramento CA
Feb-17	SF Travel Chinese New Year DC Client Event
Feb-17	St. Louis Sales Calls/Client Event (Mani/Pedi Reception)
Feb-17	East Bay Client Event, Oakland, CA
Mar-17	Kansas City Sales Calls/Client Event (wine class)
Mar-17	DMAI Destinations Showcase/Foundation Dinner - Washington DC
Mar-17	MPI-RMC MIC Conference & Tradeshow – Denver, CO
Mar-17	Experient Envision Conference- Cleveland, OH
Mar-17	MPI Cascadia and Sales Calls – Portland, OR
Mar-17	Meet NY/Northeast Sales Calls - New York, NY



Mar-17	MPI NCC Annual Conference and Trade Show, San Francisco
Mar-17	MPISSN Trade Show – Sacramento
April-17	Meetings Mean Business Roadshow (Kansas City, St. Louis, CHI)
April-17	HelmsBriscoe Annual Business Conference – Chicago, IL
April-17	Conference Direct Annual Meeting - Baltimore, MD
April-17	CalSAE ELEVATE Client Event, Newport Beach, CA
April-17	Houston, TX Client Event
May-17	PCMA NCC Leap Joint Conference – San Francisco, CA
May-17	SF Travel Washington DC Sales mission
May-17	Indianapolis Sales Calls & Client Event (Mani/Pedi Reception)
May-17	Sacramento Client Activity
May-17	Northeast sales calls and baseball game & client event
June-17	IBTM Americas - Ft. Lauderdale, FL
June-17	MPI-WEC - Las Vegas, NV
June-17	IAGTO North America Convention - Miami, FL
June-17	IPW Pow Wow – Washington, DC