

DRAFT

MCCVB 2017-18 Business Plan

MONTEREY

**Monterey County Convention
& Visitors Bureau**



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Strategic Plan

VISION:

Inspire the world to experience our extraordinary destination

MISSION:

Drive business growth through compelling marketing and targeted sales initiatives that maximize the benefits of tourism to our guests, members and community

STRATEGIC OBJECTIVES:

- ✓ **Expand & Amplify the consistent and dynamic marketing message**
- ✓ **Invest in market opportunities**
- ✓ **Grow consumer and group market share**
- ✓ **Strengthen relationships with the community through inclusion, open communication, collaboration and accountability**
- ✓ **Maintain & Evolve the high performance culture that attracts and maintains strong leadership**

VALUES:

- ❖ **Accountability:** We will be responsible for our results, actions and words
- ❖ **Integrity:** We will at all times be trustworthy, honest and do what we say we're going to do
- ❖ **Leadership:** We will define our vision and advocate for it, allowing our guests and members to benefit from our destination marketing and sales efforts
- ❖ **Passionate:** We will create success using passion about our profession and achieving results
- ❖ **Strategic:** Our plans will be an efficient and clearly defined road map to achieve the targeted goals of the organization
- ❖ **Visionary:** We will develop, share and inspire others to realize our ideal future

Prime Organizational Opportunities

Renovation of the Monterey Conference Center

The Monterey Conference Center (MCC) is a centerpiece for the destination's ability to attract and host groups and conferences. The \$60 million renovation symbolizes a rebirth for the City of Monterey's downtown area and represents a considerable upgrade for the entire destination in terms of competitive differentiation. With the grand opening anticipated in the fall of 2017, the MCC will be a focal point in MCCVB's sales and marketing programs.

Recovery of Big Sur

One of the most important and iconic parts of our region, and indeed our state, is compromised. With the downed Pfeiffer Canyon Bridge and mudslides resulting from the overwhelming winter rains, the headline in worldwide media coverage is essentially "Big Sur is Broken." The area is in repair with Big Sur "North" running at nearly business as usual – though with major state park assets still closed. Big Sur "South" is not likely to be easily available for business by car until July 2017. The bridge is scheduled

for opening at the end of September. The result is a loss of jobs and revenue. The harm caused goes beyond the physical damage – if travelers think this major part of the Monterey County experience is broken, they may tend to think the rest of the destination is as well. While repairing the physical damage and restoring the full Highway One experience will be the work of Caltrans, Parks, and other agencies, MCCVB will focus on ensuring the world knows Big Sur is open for business in the first two quarters of the next fiscal year.

Sustainable Moments

MCCVB has focused on attracting the right traveler for the last several years with ‘right’ being primarily defined as those coming for overnight visits during the off-season, ideally mid-week. The results have been substantial with a 12.5% increase in visitor volume between 2012 and 2015. With this increase in visitation comes an increase in responsibility to ensure our destination is maintained – now and for future visitors. Likewise, a responsibility exists to ensure our residents, who ultimately are our best ambassadors, are fully behind the tourism program. The Sustainable Moments initiative is designed to do both – encourage our visitors to be responsible with our destination and assure our residents the growth in the tourism economy is guided with such an approach. In the coming year, this initiative will expand with travel channel training programs, content campaigns, and new partnerships.

International

Key to destination visitation growth will be attracting the highly lucrative international visitor who tends to stay longer and spend more than the domestic traveler. Attracting international visitors is also highly competitive. That, coupled with challenges that include USA reputation management (sentiment and intent to travel from travelers outside the USA) and the exchange rate, make marketing to international markets even trickier. Nevertheless, Monterey County has made many advances in our target countries and we intend to grow when possible and maintain where necessary. International marketing is a long-term strategy that pays dividends every year. Key markets include China, Canada and Mexico and opportunity markets include the UK, Germany, and Australia.

Monterey Conference Center

STRATEGIC PRIORITIES:

- ✓ **Grow Consumer and Group Market Share**
- ✓ **Invest in Market Opportunities**

OVERVIEW

The Monterey Conference Center is undergoing a \$60 million renovation which will significantly upgrade Monterey County’s appeal and competitive advantage as a group/meetings destination. The MCC celebrates its 40th anniversary in 2017 and while it has been a cornerstone for the region for meetings, the facility was much in need of significant upgrades. The renovation should be complete in the fall of 2017 and the MCCVB will continue to play a significant role with the MCC team in marketing and selling the facility.

Key situational factors that impact our plan:

- ❖ Meetings/Conference industry continues to as competitive and lucrative as ever
- ❖ Monterey County competes with a wide variety of destinations for large and small groups – these range from San Diego and San Francisco for large, to Napa and Santa Barbara for small
- ❖ MCCVB continues to seek business in further out geographic markets as well as new industries – in both cases, upgraded facilities are critical

WHERE WE DO WELL:

- ❖ Loyal customers
- ❖ Strong destination team
- ❖ Strong partnership between City of Monterey, lodging community and MCCVB

RECOMMENDATIONS:

- ❖ Shared goal
- ❖ Elevate focus
- ❖ Enhance training
- ❖ Hyper focused sales efforts through strategic business development in key territories and market segments
- **NEW** client business development
- Prospect w/national reach for ideal business mix
- Targeted marketing support
- Support lost/turndown outreach
- Monthly joint funnel review

PROPOSED GOALS

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
To Close 17-18	5,300	18,200	18,000	16,100	4,800
Target	35,000	39,000	48,000	58,000	68,000

Proposed 2017-18 Budget*

MCC/MCCVB Tradeshows	\$165,000
MCCVB Tradeshows	\$140,700
Client Event & Sales Missions	\$160,000
FAMS & Site Inspections	\$ 83,500
MCC-specific Marketing	\$170,000
Destination Group Marketing	\$360,000
E-Tools	\$ 57,000
Annual Contingency Contribution	\$350,000
TOTAL	\$1,486,200

**does not include staffing, administration*

ADDITIONAL INFORMATION

- ❖ Exhibit A: Competitive Set
- ❖ Exhibit B: Customer Profile

Recovery of Big Sur

STRATEGIC PRIORITY:

- ✓ **Invest in market opportunities**
- ✓ **Strengthen relationships with the community through inclusion, open communication, collaboration and accountability**

OVERVIEW

Big Sur is one of the most iconic and beautiful regions in the world. With the heavy rains from the past winter seasons, the region has been greatly damaged. From many state parks and popular trails to the actual Highway One road, the Big Sur experience was unavailable in the early part of 2017 and is currently now accessible only north of the Pfeiffer Canyon Bridge which is under construction. Big Sur “South” is only accessible by helicopter into Post Ranch Inn and through a hiking trail that is not open to the public. Big Sur recovery is today and will continue to be a major focus for MCCVB for at least the first two quarters of the next fiscal year.

Key situational factors that impact our plan:

- ❖ Timing is everything. In this instance, the timing of the physical recovery (slides cleared, parks opened, bridge rebuilt) will greatly impact the timing of the marketing plan.
- ❖ The crisis involves other destinations along Highway One – outreach has been made to collaborate and potentially do some partnership/co-op marketing.
- ❖ Visit California has been a critical partner in this crisis and would play a role in the ongoing recovery plan.
- ❖ The media outreach has been robust however the team is still encountering the perception that the entire Big Sur area is closed.

WHERE WE DO WELL

- ❖ Create collaborative, effective partnerships.
- ❖ Develop and distribute compelling content that increases favorability and intent to travel.
- ❖ Understand the appeal and how to market the Big Sur experience.

RECOMMENDATIONS

- ❖ The Big Sur Recovery Plan will bridge the FY16-17 / FY17-18 plan.
- ❖ Current plans include a paid advertising, a Satellite Media Tour (SMT, mass publicity) and a targeted social influencer FAM – all before the end of the FY.
- ❖ New plans include additional paid media, media FAM(s) and potentially a bridge ‘reopening’ ceremony in the next FY.

PROPOSED BUDGET

FY17-18 – \$165,000 (within Marketing/Communications Budget)

ADDITIONAL INFORMATION:

- ❖ Exhibit C: Big Sur Recovery Plan Grid

Sustainable Moments

STRATEGIC PRIORITY:

- ✓ **Strengthen relationships with the community through inclusion, open communication, collaboration and accountability**
- ✓ **Invest in market opportunities.**

OVERVIEW

Because tourism is such an important industry for Monterey County, its growth is essential to the economic vitality of the region. However, that growth must be managed and the desired increase in visitation must be matched with an initiative to ensure that the tourism 'product' remains as pristine as it has always been. The tourism industry's growth must also include the support of the residents who are rightfully concerned about the impact.

Sustainable Moments is a 'managed growth' initiative that is designed to train visitors to be more responsible and in doing so engender support of the resident community. This initiative has been rolled out in the previous fiscal year and we recommend expanding in various travel channels in the FY17-18 year.

Key situational factors that impact our plan:

- ❖ Residents overwhelmingly support tourism according to the Resident Sentiment Survey conducted in the fall of 2016. They understand the importance of the industry and its contribution to the livelihood of the community. The survey shows they would also be more supportive with a responsible tourism program like Sustainable Moments.
- ❖ Monterey's popularity continues to grow and each year we see additional overnight visitation to the area.

WHERE WE DO WELL

- ❖ Work closely and collaboratively with our jurisdiction partners and the greater community which allows MCCVB to gain an understanding of what is important to our stakeholders.
- ❖ Develop compelling marketing and communications programs.

RECOMMENDATIONS

- ❖ Expand the current Sustainable Moments initiative's consumer facing content – collateral, digital content, videos, advertising, etc.
- ❖ Add new elements and training tools that reach tour operators, travel agents, meeting planners, and others who influence and/or contribute to travel.
- ❖ Engage our jurisdiction partners, members, businesses, and residents to communicate the program and offer ways to provide suggestions and feedback. We propose to continue the outreach to these groups that began in the previous fiscal year. We aim to create ambassadors of the program with our residents and stakeholders at large.

PROPOSED BUDGET + incremental spending plan if additional resources are identified, Q2-4 FY17-18 – Approximately \$75,000

ADDITIONAL INFORMATION:

- ❖ Exhibit D: Resident Sentiment Survey

International

STRATEGIC PRIORITIES:

- ✓ **Expand & Amplify the consistent and dynamic marketing message**
- ✓ **Invest in market opportunities**
- ✓ **Grow consumer and group market share**

OVERVIEW

A key focus for MCCVB is to take the Monterey County brand to new markets, especially to markets most members and stakeholders cannot enter on their own. This is particularly important with international markets. Over the past several years, MCCVB has focused on China – the fastest growing international market to the U.S. and California; Canada – the largest international market; and, Mexico – a critically important market to California.

International markets are the sole focus of the MCCVB Tour & Travel initiatives. The Tour & Travel Sales Executive is focused on direct selling to receptive tour operators, airlines, and travel wholesales in target markets. This is done through trade show participation, sales missions, and hosted FAM trips.

Key situational factors that impact our plan:

- ❖ San Jose International Airport has added a number of new non-stop international flights into key markets including China, Canada, UK, and Germany.
- ❖ Two key challenges will be the ‘reputation management’ challenges the USA is currently facing and the growing valuation of the dollar (exchange rate).
- ❖ While the USA has brand challenges, California is seen somewhat independent of the USA according to Visit California, which provides an opportunity to stand out and benefit from this perception.

WHAT WE DO WELL

- ❖ Focus on high-quality international visitors—FIT and targeted high-end tour groups,
- ❖ Leverage regional partnerships to expand our reach beyond our own budget and resources.
- ❖ Continually evaluate results and standing in international markets comparative to Visit California and other data.
- ❖ Initiate and nurture relationships with high-impact receptive tour operators (RTOs).

RECOMMENDATIONS

- ❖ Continue to focus on China while maintaining sales and marketing relationships in Canada and Mexico, and participating in Brand USA and Visit California initiatives
- ❖ MCCVB recommends continuing the partnership with San Jose / Santa Cruz to leverage each other’s spend in these markets with regionalized marketing messaging.
- ❖ Australia has been a focus of the Central Coast Tourism Council for the past few years and by virtue of MCCVB’s participation in the CCTC, we propose to keep it as an opportunistic market.
- ❖ Add ‘opportunistic’ markets of the UK and Germany.

PROPOSED BUDGET

International	Total	Marketing	PR/ Comms	T&T
2017-18				
China	\$ 95,000	\$ 80,000		\$ 15,000
Mexico	\$ 25,000	\$ 20,000		\$ 5,000
Canada	\$ 30,000	\$ 20,000	\$ 5,000	\$ 5,000
Europe/UK	\$ 5,000			\$ 5,000
Regional partnership co-op marketing	\$ 30,000	\$ 30,000		
FAMs	\$ 33,200		\$ 11,700 *	\$ 21,500
RTO Outreach/trade shows	\$ 100,000	\$ 22,000		\$ 78,000
Total International	\$ 318,200	\$ 172,000	\$ 16,700	\$ 129,500

**Communications FAMs: Based on the number of International media FAMs hosted in FY2016-17, we estimate the same percent of spend in 2017-18 on International FAMs.*

Group Sales

STRATEGIC PRIORITIES:

- ✓ **Grow consumer and group market share**
- ✓ **Invest in market opportunities**

OVERVIEW

The objective of Group Sales is to develop new business leads for meetings and events that convert to incremental room nights in need periods. Primary focus is on compression-causing new business and filling gaps in future year pace. The renovation of the Monterey Conference Center is a time-sensitive and unique opportunity and must be capitalized in this fiscal year to build momentum that ensures the center's potential as an economic driver is reached and hotel properties see increases in occupancy, rate and RevPAR.

Key situational factors that impact our plan:

- ❖ The opportunity presented by the renovation of the Monterey Conference Center
- ❖ The opportunity presented by renovation of multiple properties and facilities throughout Monterey County
- ❖ A need for personalized approach in sales, facilitated through research, appropriate resource allocation, direct marketing and technology
- ❖ Fierce competition for business

WHERE WE DO WELL

- ❖ Growing Corporate leads
- ❖ Growing National & State Association business
- ❖ Diversifying lead source geography
- ❖ Relationship development with target customers
- ❖ Partnerships with third party entities

RECOMMENDATIONS

- ❖ Deployment and management of resources to ensure objectives stated above are the focus of work and outcomes
- ❖ Enhance group marketing initiatives to ensure target customer destination familiarity
- ❖ Employ business development model, ensuring highly qualified leads and efficient use of Regional Sales Executives (RSE) time in developing new business opportunities
- ❖ Reduce travel and event obligations for RSEs to enable more time for prospecting and 1:1 customer interactions
- ❖ Focus on business development platform: Engage, Action, Transaction, Participation
- ❖ Reduce number of trade shows keeping focus on high-return events with the ability to include partner collaboration
- ❖ Reduce number of client events keeping focus on strategic, market-driven events within a sales mission framework
- ❖ Increase FAMs and site inspections to bring more prospective, qualified customers to the destination
- ❖ Reduce sponsorships to focus only on creating stronger partnerships with larger industry organizations to increase our exposure with qualified meeting professionals

PROPOSED GOALS

	2017-18	2018-19	2019-20	2016-17
Booked Room Nights	65,000	70,000	75,000	60,000

PROPOSED BUDGET

SALES + GROUP SERVICES	16-17 Budget	17-18 Budget	Change YoY
Salary	906,849	948,515	41,666
Incentive	159,261	153,627	(5,634)
Benefits	78,184	92,188	14,004
Taxes + Insurance	91,922	105,575	13,652
Sub-Total Talent	1,236,216	1,299,905	63,689
Third Party Contract Support	9,500	0	(9,500)
Group Marketing	460,085	530,000	69,915
Memberships/Affiliations	14,265	14,930	665
Customer Advisory Board	0	21,000	21,000
E-Tools	20,300	57,000	36,700
Promo Items / Client Amenities	50,043	50,000	(43)
CVENT	53,457	54,000	543
Tradeshows + Sales Missions	353,749	305,700	(48,049)
Client Events	131,157	160,000	28,843
FAMs	52,809	83,500	30,691
Sponsorships	169,902	123,650	(46,252)
Site Visits	10,676	0	(10,676)
Conference Services	13,167	10,200	(2,967)
Housing Bureau	1,000	3,500	2,500
Opportunity Development	21,285	14,500	(6,785)
Postage	1,418	1,800	382
Professional Development	14,085	10,200	(3,885)
Cell Phone Reimbursements	10,449	10,152	(297)
Travel + Entertainment	48,980	60,000	11,020
Sub-Total Programs	1,436,329	1,510,132	73,803
Total Sales + Group Services	2,672,545	2,810,037	137,492

INCREMENTAL SPENDING PLAN

Should incremental dollars become available, the parameters:

- ❖ Plan to consider in \$50K increments
- ❖ Sales would get half of the first allotment - \$25K; and, 40% of the second allotment - \$20K
- ❖ The dollars wouldn't be approved until the end of September and, thus, earliest available to spend would be October – if this timing shifts, how we propose to use the dollars would also shift
- ❖ All incremental spending would be applied to bringing qualified clients to the destination in the form of FAMs or Site Inspections.

ADDITIONAL INFORMATION

- ❖ Exhibit E: Business Development Platform: Engage, Action, Transaction, Participation
- ❖ Exhibit F: Group Marketing Brief
- ❖ Exhibit G: Sales & Strategic Client Services Organizational Chart
- ❖ Exhibit H: Strategic Client Services
- ❖ Exhibit I: Proposed Trade Shows, Client Events & Sponsorships
- ❖ Exhibit J: Sales Territory Map
- ❖ Exhibit K: Target Client Profile

Marketing Communications

STRATEGIC PRIORITIES:

- ✓ **Expand & Amplify the consistent and dynamic marketing message**
- ✓ **Invest in market opportunities**
- ✓ **Grow consumer and group market share**
- ✓ **Strengthen relationships with the community through inclusion, open communication, collaboration and accountability**

OVERVIEW

The objective of Marketing Communications is to create destination awareness and desire and intent to visit. Monterey County has a wealth of experiences and continues to be a bucket-list destination for travelers from across the country and around the world. The proposed goals for the Marketing Communications program are dependent upon capturing and branding the innate appeal and engaging travelers through content marketing to drive visitation. Content Marketing includes developing and distributing content through Paid, Earned and Owned channels. The success of this program is dependent upon working with Monterey County members and stakeholders.

The recommended focus of the 17-18 plan will be on creating incremental travel from further out markets. While MCCVB will always maintain marketing presence in drive markets, reaching into new markets across the country and in international regions is critical to creating new visitors and increasing economic impact.

Key situational factors that impact our plan:

- ❖ Target markets – The SF Bay area, Central Coast and northern LA are our ‘drive’ markets and are essential to maintain vital visitation. MCCVB Visitor Profile studies show that over 83% of visitors are coming from these areas. They also indicate that the average visitor from these regions has visited Monterey County over five times.
- ❖ Travelers from further away tend to stay longer and spend more, and are the best opportunity to increase incremental visitation.
- ❖ Consumers continue the trend towards using social media channels for trip dreaming, planning and sharing. This trend is affecting the reliance upon websites as a trip-planning tool, which can be seen in stagnant to negative growth in DMO website visits. While SeeMonterey.com remains a fixture within the marketing plan, content programs designed for Facebook, Instagram and other social channels are equally important.
- ❖ Potential visitors consume news and get travel recommendations through social media and that channel has become increasingly important for distribution of information. While measuring Earned Media through ad equivalency provides some understanding of ROI, more advanced measurement will ultimately be through measuring engagement.

WHERE WE DO WELL

- ❖ Brand the destination experience, which research has proven to positively affect favorability and intent to visit.
- ❖ Content marketing – in particular, leading and collaborating with the community to develop, amplify and distribute compelling paid, earned and owned content to successfully drive consumer engagement.

- ❖ Manage and leverage an ever-growing PR news bureau with extensive local, regional and national contacts in addition to industry and group sales contacts.
- ❖ Maintain and leverage a variety of important strategic alliances ranging from Visit California, SF Travel and Central Coast Tourism Council (CCTC) to the unique partnership with Santa Cruz and San Jose
- ❖ Integrate Group Marketing messaging that promotes both the Monterey Conference Center and the greater destination as a whole.

RECOMMENDATIONS

- ❖ Continue content marketing programs that develop and distribute Paid, Owned and Earned content. Particular focus will be on Paid and Earned social influencers while leveraging strategic influencers to contribute to and supplement Owned content.
- ❖ Partnership marketing initiatives with Monterey Regional Airport for domestic, plus cooperative programs with CCTC and Team San Jose for international to reach further-out prospective visitors.
- ❖ Maintain website visitation while focusing on quality visits over simply quantity (getting the right people) and emphasizing on/off site referrals to member sites and listings.
- ❖ Track and report on impressions as a primary, evolved measurement of earned media in place of ad equivalency, which we propose to still track and report. We also propose to use impressions as a ‘bridge’ metric until we are able to track earned media engagement. Create a new benchmark for earned engagement in the coming year that will then set the benchmark for coming years.
- ❖ Focus on high-priority, high-impact initiatives that include Big Sur Recovery, Sustainable Moments and the Monterey Conference Center.
- ❖ Drive familiarity and engagement for both Destination-Group and MCC-Group target audiences through targeted direct marketing and retargeting programs to complement Group Sales’ business development focus.
- ❖ Expand international marketing to include primary markets China, Mexico and Canada and opportunity markets including UK, Germany and Australia.
- ❖ Continue strategic marketing alliances that leverage investment and impact

PROPOSED GOALS

	2017-18	2018-19	2019-20	2016-17
Intent to Visit	44%	44%	44%	N/A
Social Engagement (owned)	15% over EOY 16-17 (600K estimate)	15% over EOY 17-18 (690K estimate)	15% over EOY 18-19 (793,500 estimate)	525,407
Earned Impressions (Domestic)	3% over EOY 16-17 (2.3B estimate)	2.4B	2.7B	1.8B
Unique Web Visits	1,717,000	1,717,000	1,717,000	1,422,184

PROPOSED BUDGET

MARKETING COMMUNICATIONS	16-17 Budget	17-18 Budget	Change YoY
Salary	643,608	692,986	49,378
Incentive	55,020	55,969	949
Benefits	45,994	58,993	12,999
Taxes + Insurance	65,290	72,464	7,174
Sub-Total Talent	809,912	880,412	70,500
Advertising+Media Buys	779,855	781,500	1,645
Agency Fees	284,622	332,400	47,778
Production/Collateral	332,043	267,000	(65,043)
International	140,134	172,000	31,866
Research	148,575	128,741	(19,834)
Visitor Guide Distribution	33,059	14,856	(18,203)
Media Relations Programs	81,575	107,500	25,925
Media Tracking	32,338	33,700	1,362
Photography + Press Materials	0	6,000	6,000
Website/Digital	181,400	144,700	(36,700)
Dues + Subscriptions	1,289	1,289	0
Postage	1,985	1,200	(785)
Professional Development	13,915	12,821	(1,094)
Cell Phone Reimbursements	4,725	4,272	(453)
Travel + Entertainment	55,150	57,740	2,590
Sub-Total Programs	2,090,665	2,065,719	(24,945)
Total Marketing Communications	2,900,576	2,946,131	45,555

INCREMENTAL SPENDING PLAN

Should incremental dollars become available, the parameters:

- ❖ Plan to consider in \$50K increments
- ❖ MarComm would get half of the first allotment - \$25K; and, 40% of the second allotment - \$20K
- ❖ The dollars wouldn't be approved until the end of September and, thus, earliest available to spend would be October – if this timing shifts, how we propose to use the dollars would also shift

Allotment #1 –

- \$13K to Communications for an SMT/VNR focused on off-season travel
- \$12K to Marketing to production to support content development/activations

Allotment #2 –

- \$10K to Communications to add a Winter or Spring Media Mission
- \$10K to Marketing paid social media influencer(s) focused on off-season travel

ADDITIONAL INFORMATION:

- ❖ Exhibit L: DMO partners' measurements of earned media
- ❖ Exhibit M: Partnership chart

Community Relations

STRATEGIC PRIORITY:

- ✓ **Strengthen relationships with the community through inclusion, open communication, collaboration and accountability**

OVERVIEW

Every team member at the MCCVB participates in community relations. The primary objective of Community Relations is to engage the community and stakeholders in the MCCVB. In addition, the team looks to increase the accessibility, credibility and transparency of the organization in a number of ways including regular reporting to investors, attending community events, and deploying the community relations committee to be more active advocates on the MCCVB's behalf. A secondary goal of this program is to become the go-to resource for Monterey County tourism data.

Key situational factors that impact our plan:

- ❖ As City and County budgets become tighter, jurisdictions will increasingly look at areas of discretionary funding for public projects. The MCCVB proposes to continue with elected official relationship building and robust reporting practices to show solid Return on Investment (ROI) and maintain funding levels.
- ❖ Technology advancements specifically within the MCCVB's Simpleview CRM and CMS system has made it possible to automate some of the reporting functions of the organization. This automating will allow for quicker availability of data.
- ❖ As Monterey County becomes a more popular destination for visitors, there is a great need for a balance with resident's quality of life and industry growth. We propose to highlight the Sustainable Moments initiative that will allow the MCCVB to train our guests on how to be the best visitors in our destination and maintain the Monterey experience for years to come.

WHERE WE DO WELL:

- ❖ Maintaining an effective Board of Directors and committee system in compliance with the Brown Act
- ❖ Regular meetings with jurisdictions and key stakeholders throughout the year
- ❖ Supporting key stakeholder groups by attending community meetings and events
- ❖ Communicating monthly through emails, SeeMonterey.com website, meetings, and talking points on the status of MCCVB's goal progress and results of initiatives
- ❖ Corporate communications outreach on the value of tourism; Being a key tourism resource in Monterey County for the media

RECOMMENDATIONS:

- ❖ Continue to create timely, accurate reports for all stakeholders
- ❖ Collaborate with jurisdiction representatives on priorities and craft messaging to promote specific areas and highlight relevant results.
- ❖ Employ new technologies and strategies to automate reporting processes
- ❖ Leverage the Sustainable Moments initiative as an industry education tool while gaining input from Monterey County residents
- ❖ Increase visibility and accessibility of the MCCVB Leadership Team in the community

PROPOSED BUDGET

Community Relations/Goodwill \$31,300
Includes: MCHA agreement, Visit CA meetings, SF Travel Partnership ((1/2), and support of local/community events

Board of Directors \$4,550

ADDITIONAL INFORMATION

- Exhibit N: Community Relations Planning Timeline

Visitor Services

STRATEGIC PRIORITY:

- ✓ **Grow consumer and group market share**

OVERVIEW

The primary objective of the Visitor Services Team is to generate overnight business for Monterey County accommodations. The key element to reaching our objective is engaging visitors with inspirational information that increases their propensity to stay overnight and or extend their already planned stays in Monterey County. We offer language translation services, free Wi-Fi, direct dial phone system and service to accommodations and restaurants, a digital kiosk with printer and a team of local experts who provide professional and friendly customer service.

Key situational factors that impact our plan:

- ❖ Walk-in traffic to the Monterey Visitors Center (MVC) continues to decline. This is consistent with national visitor center trends. Increasing foot traffic is often a part of Visitor Center priorities; however, larger opportunity lays in developing creative ways to engage visitors through technology or experiential strategies.
- ❖ Hourly walk-in traffic pattern analysis shows where adjustments to MVC hours can allow for resources to be redeployed without sacrificing customer influence or service and allow for resources to be utilized in different ways
- ❖ More than 60% of walk-in visitors have high propensity for incremental overnight influence
- ❖ Satellite Visitor Center engagements (events) do not have as great of an overnight influence opportunity as MVC walk-in traffic.

WHERE WE DO WELL:

- ❖ Influence Monterey Visitor Center walk-in visitors to stay overnight and/or lengthen their planned stay in Monterey County.
- ❖ Exceed our customers' expectations (Yelp and TripAdvisor ratings and comments).
- ❖ Destination collateral fulfillment to visitors and meeting planners.

RECOMMENDATIONS:

- ❖ Maintain a goal of walk-in visitors influenced to stay and/or extend their stays.
- ❖ Enhance visitor services and center offerings to include live chat option with a Destination Specialist on SeeMonterey.com, display rotating experiential exhibits to inspire things to see and do, and incorporate mobile device (tablet) concierge services for individual itinerary planning.
- ❖ Respond to analysis of monthly and hourly walk-in traffic with appropriate allocation of resources and program diversity
- ❖ Adjust Satellite Visitor Center schedule to reflect strategic allocation of resources.
- ❖ Prepare for print on customer demand collateral and categorical listings in 2018.

PROPOSED GOALS

	2017-18	2018-19	2019-20	2016-17
Percent of Visitors Influenced to stay/extend stay	60%	60%	60%	60%

PROPOSED BUDGET

VISITOR SERVICES	16-17 Budget	17-18 Budget	Change YoY
Salary	192,309	197,147	4,839
Incentive	7,732	7,066	(665)
Benefits	11,967	21,696	9,728
Taxes + Insurance	23,874	25,931	2,058
<i>Sub-Total Talent</i>	235,881	251,840	15,959
Visitor Center Collateral	8,509	10,000	1,491
Promotional Items	11,000	4,000	(7,000)
Visitor Center Facility	146,039	147,141	1,102
Postage	6,161	4,600	(1,561)
Professional Development	426	2,500	2,074
Cell Phone Reimbursements	1,628	1,680	52
Travel + Entertainment	606	1,880	1,274
<i>Sub-Total Programs</i>	174,368	171,801	(2,567)
Total Visitor Services	410,250	423,641	13,392

INCREMENTAL SPENDING PLAN

With additional resources, the Visitor Services programs would be enhanced with additional digital tools and new signage in the Monterey Visitors Center.

ADDITIONAL INFORMATION

- ❖ Exhibit O: Monterey Visitor Center Walk-in Traffic Monthly Trend
- ❖ Exhibit P: Monterey Visitor Center Walk-In Traffic Hourly Data
- ❖ Exhibit Q: Monterey Visitor Center Survey Comments

Membership

STRATEGIC PRIORITY

- ✓ **Strengthen relationships with the community through inclusion, open communication, collaboration and accountability**

OVERVIEW

Membership programs cultivate existing and foster new relationships with Monterey County businesses. Our Membership model provides businesses that benefit from the hospitality industry with opportunities to connect with leisure visitors, journalists and group delegates through website representation, visitor center referrals, social media promotions and cooperative sales and marketing initiatives. The Membership team engages members by hosting quarterly Member Orientations and Forums, bi-weekly Meet a Member Mondays and on-site Familiarization (FAM) tours.

Key situational factors that impact our plan:

- ❖ The opportunity to engage with members and enhance their web listing visibility. Working one on one with members ensures that they utilize available benefits and maximize their investment in programs that provide them with customer connections.

WHERE WE DO WELL:

- ❖ Hosting Member Orientations – Three events held year to date with a total of 50 attendees. These quarterly events engage members with our team to glean the most benefit for their marketing budget.
- ❖ Offering Quarterly Forums where members and the community can engage with MCCVB. Progress is shared and plans are announced during these informative gatherings that encourage member participation.
- ❖ Coordinating Meet a Member Monday events – 17 Members year to date. Engaging our team with members' teams to collaborate on how to best connect customers with members.
- ❖ Facilitating FAMs – 51 Member businesses visited year to date. FAMs give our team first hand experiential knowledge of the members' products and services.

RECOMMENDATIONS:

- ❖ Maintain departmental goal for member retention
- ❖ Ensuring accurate and robust information about members' products and services on SeeMonterey.com through database management
- ❖ Allocate resources to support database management needs

PROPOSED BUDGET

MEMBERSHIP	16-17 Budget	17-18 Budget	Change YoY
Salary	58,774	62,546	3,772
Incentive	4,683	4,693	10
Benefits	12,660	13,550	890
Taxes + Insurance	5,043	6,746	1,703
<i>Sub-Total Talent</i>	81,160	87,534	6,374
Member Events	29,107	35,749	6,642
Collateral	1,000	700	(300)
Postage	450	450	0
Cell Phone Reimbursements	960	960	0
Travel + Entertainment	1,891	1,800	(91)
<i>Sub-Total Programs</i>	33,408	39,659	6,251
Total Membership	114,568	127,193	12,625

Additional Information

- ❖ Exhibit R: Membership Activities Calendar

Human Resources and Administration

STRATEGIC PRIORITY:

- ✓ **Maintain and evolve the high performance culture that attracts and maintains strong leadership**

OVERVIEW

The Human Resource and Administration programs support and inspire team members throughout all aspects of employment including onboarding, safety and benefits oversight, wellness and work-life balance promotion, and performance management. We are committed to providing our team with the tools and technology that enhance their skills and enable them to function with effectiveness and efficiency. MCCVB's success is directly related to the team's efforts to drive our mission and live out our values. The leadership team invests heavily in building and maintaining a culture of inspired professionals committed to exceeding expectations and performance excellence.

MCCVB has 28 Full-time and 11 Part-time positions.

Key situational factors that impact our plan:

- ❖ Team members feel informed, engaged and recognized for their contributions
- ❖ Compensation and benefits package offerings are in alignment with geographic, industry and comp set ranges
- ❖ The opportunity to utilize new software, applications and tech services that support the team's processes and increase output

WHERE WE DO WELL:

- ❖ HR Compliance and best practices meet and or exceed standards
- ❖ Financial management and accounting practices meet and or exceed standards
- ❖ Fostering professional development resulting in elevated knowledge, skills and abilities of team members
- ❖ Corporate Culture fostering an environment of excellence

RECOMMENDATIONS:

- ❖ Maintain and or increase overall positive results in the Employee Engagement Study
- ❖ Continue to maintain competitive compensation and benefits programs to enhance recruitment and retention offerings
- ❖ Make Incentive plan adjustments as needed
- ❖ Improve systems training and continue training throughout the onboarding process
- ❖ Continue to foster inter-departmental collaboration and teaming
- ❖ Invest in new computer/application technology when available and relevant

PROPOSED BUDGET

ADMINISTRATION	16-17 Budget	17-18 Budget	Change YoY
Salary	349,862	359,310	9,449
Incentive	25,087	25,482	395
Benefits	34,419	35,113	694
Taxes + Insurance	31,341	36,506	5,165
Sub-Total Talent	440,709	456,411	15,703
Board of Directors	4,148	4,550	402
Community Relations/Goodwill	28,912	31,300	2,388
Memberships/Affiliations	41,152	14,698	(26,454)
Human Resource Programs	3,830	3,000	(830)
Professional Development	14,601	14,000	(601)
Cell Phone Reimbursements	4,462	4,800	338
Travel + Entertainment	22,000	25,000	3,000
Legal	6,000	9,000	3,000
Audit/Accounting	19,100	19,000	(100)
Benefits/HR Services	82,270	40,300	(41,970)
Payroll Services	6,177	6,100	(77)
Consulting/Facilitation	10,350	11,500	1,150
Lease/Rent/CAM	140,787	146,109	5,322
Janitorial/Maintenance	6,826	6,600	(226)
Operations Taxes	64	100	36
Operations Insurances	15,221	17,000	1,779
Internet/Phone Service	10,382	10,380	(2)
IT / Cloud Service	62,260	65,000	2,740
Banking / Merchant Services	5,439	4,600	(839)
Equipment Leasing/Maintenance	11,449	12,500	1,051
Stationery	5,156	5,500	344
Office Supplies	7,106	7,200	94
Conference/Break Rm Supplies	4,500	4,200	(300)
Computer/Software	24,250	23,460	(790)
Furniture/Fixtures	3,500	3,000	(500)
Postage, BM Permit, PO Box	2,051	2,000	(51)
Sub-Total Programs	541,993	490,897	(51,096)
Total Administration	982,702	947,308	(35,393)
% of Total Expenses	14%	13%	
Destination Salinas Agreement	33,000	0	(33,000)
Total Destination Salinas Agreement	33,000	0	(33,000)
% of Total Expenses	0%	0%	
Total Expenses	7,113,641	7,254,311	140,670
Net Retained	(14,670)	(64,405)	(49,736)

INCREMENTAL SPENDING PLAN

With additional resources, additional digital tools for the Monterey Visitor Center and other team members would be purchased.

ADDITIONAL INFORMATION

- ❖ Exhibit S: Workstation Asset List – Tech Calendar

EXHIBITS

EXHIBIT A: MCC Comp Set

1. NAPA VALLEY
2. SANTA BARBARA
3. SAN DIEGO
4. SAN FRANCISCO
5. SONOMA COUNTY
6. PALM SPRINGS
7. LAKE TAHOE
8. ORANGE COUNTY
9. SAN JOSE

Source: MONTEREY COUNTY INDUSTRY RESEARCH - Project Report—March 2014, Destination Analysts

EXHIBIT B: MCC Target Customer Profile



Target Customer Profile

- 300-1,000 rooms on peak
- 500-1200 attendees
- Targeted Room Rate and Revenue Generator
- Varying Off-Peak and Peak Qualifiers
- Use up to 85,000 SF or willing to shuttle

18 Months In

- Corporate - Regionalized and National
- State & Regional Associations (opportunity dates)

18 Months Out

- National Association
- State and Regional Association
- SMERF (opportunity dates)

EXHIBIT C: Big Sur Recovery Planning Grid

Big Sur Recovery Planning Grid		
Task	Budget	FY 16-17 / 17-18
Leverage VCA partnership to amplify messaging	n/a	ongoing
Market Situation Reports (MSR)	n/a	ongoing
Leverage SF Travel and CCTC partnership to amplify messaging	n/a	ongoing
Internal travel emails as conditions change	n/a	ongoing
Campground/trails reopening promotion	n/a	ongoing
Pitch Big Sur Businesses	n/a	ongoing
State park reopening (partial) pitch	n/a	ongoing
Pitch Camping at Ventana	n/a	TBD
Big Sur south reopening promotion	\$ 40,000	TBD
Big Sur Group media FAM	\$ 20,000	TBD
Big Sur North promotion	\$ 40,000	16-17
SF Chronicle/SF Gate promo - eblasts/custom content/ banner ads	\$ 8,100	16-17
Paid Search program - targeting visitors searching for info about Big Sur and Hwy 1	\$ 6,000	16-17
Promoted social posts	\$ 2,000	16-17
Satellite Media Tour - promoting Big Sur is open for Business (North)	\$ 12,000	16-17
Email to members: "order" inserts for hotel packets/menus	n/a	16-17
Flyer about Destination Big Sur (North)		16-17
Menu Insert "Chart Your Course to Destination Big Sur"	\$ 15,000	16-17
Check in Packet insert "Chart Your Course to Destination Big Sur"		16-17
Big Sur Map / Brochure for VS	\$ 1,000	16-17
Large Scale Map of Big Sur for Visitors Center	\$ 80	16-17
Travel Updates/Conditions Landing Page	n/a	16-17
Big Sur expanded PPC (April - June)	\$ 6,000	16-17

Task	Budget	FY 16-17 / 17-18
SF Chronicle banner ads - April	\$ 8,100	16-17
SF Chronicle eblasts - April		16-17
Trip Advisor messaging	\$ 20,000	16-17
Promoted Big Sur blog post	\$ 1,000	16-17
Promoted Big Sur blog post	\$ 1,000	16-17
Satellite Media Tour - promoting Big Sur is open for Business (North)	\$ 12,000	16-17
San Francisco VCA Media Mission	\$ 2,000	16-17
SeeMonterey eNewsletter- featuring Big Sur	n/a	16-17
Talking Points on Big Sur	n/a	16-17
Scenic drives (without Big Sur)	n/a	16-17
Hiking (without Big Sur)	n/a	16-17
Spring Wildflower	n/a	16-17
FAM sent to Glen Oaks for two nights 3/28-30	n/a	16-17
Exploring Big Sur from Monterey	n/a	16-17
Bixby Bridge Image	n/a	16-17
Amplifying Big Sur Events	n/a	16-17
Highway 1 is open from Carmel to Pfeiffer Canyon Bridge	n/a	16-17
Visit CA reposted our IG post	n/a	16-17
Promoted Big Sur blog post	\$ 1,200	16-17
Southern Big Sur Handout	n/a	16-17
Northern Big Sur Handout	n/a	16-17
Big Sur Welcomes Visitors Press release	n/a	16-17
Summer of Love/Big Sur Village FAM	\$ 1,442	16-17

Task	Budget	FY 16-17 / 17-18
B-roll video	\$ 5,000	16-17
Big Sur Promotional Film	\$ 5,000	16-17
Check-in packet/menu inserts for county hotels, restaurants and visitors center promoting Big Sur + Flyer	\$ 15,000	16-17
Peter Greenburg show feature	\$ 15,000	16-17
Trip Advisor value-add promo for Big Sur north promotion	\$ 20,000	16-17
Morning Show - National or Large media market - Live from Big Sur	\$ 100,000	17-18
Bridge reopening paid media promotion	\$ 65,000	17-18
16-17 Total	\$ 196,922	
17-18 Total	\$ 165,000	
TBD (timing dependent upon slide clearing)	\$ 60,000	
TOTAL	\$ 421,922	

EXHIBIT D: Resident Sentiment Study



RESIDENT SENTIMENT STUDY (NOV 2016)

86%
Tourism is an economic engine

72%
Tourism brings more benefit than problems

78%
MCCVB promoting responsible tourism improves opinion of tourism and visitors



"Describe your view of tourists"

EXHIBIT E: Business Development Platform: Engage, Action, Transaction, Participation

The scope of work will focus on four core objectives:

- **ENGAGE** new clients/business with prospecting, business development best practices and resources.
- Inspire clients to **ACTION**. Client participation at strategic in-market client events, FAMS, site inspections and tradeshows.
- Moving clients to **TRANSACTION** with RFP distribution (leads) with conversion to hotel room nights and conference center define programs.
- Increased partner **PARTICIPATION** at MCCVB events and lead responses.

Engage

Implement a business development selling strategy with a focus on targeted market segments in proactive geographic areas with “ideal” room night peak and total room nights. This replaces broader prospecting practices of the past.

MCCVB has in the past taken a largely ‘shotgun’ approach to targeting new business via reactive buying and selling situations i.e. traditional tradeshow and appointment-based, hosted buyer one-day shows. There are qualified clients at these events; however, not necessarily the target audience for our destination. This approach was useful for smaller, short-term opportunities (MCC closure) but not for new & larger, future years (18+ months out) “city wide” conference center or “meetings hotel” prospect development.

We will capture new business with prospecting tools to be utilized by the RSE’s. Adding to and aligning current support staff resources, using prospecting tools such as Insight, LinkedIn Sales Navigator, Simpleview CRM and other resources to prospect specific key markets and territories to significantly shift to garnering new & qualified business leads. Assigning specific KPIs to RSE’s will be imperative for measuring engagement success.

Additionally, marketing resources will need to aligned/augmented to meet the needs of developing brand awareness and destination familiarity. The awareness that we are a unique and inspiring destination for meetings and events is crucial to the prospects chances of engagement and conversion to action.

Action

Once the RSE has established the client’s objectives in the prospecting & engagement phase they can now best “sell” our destinations features and benefits most appropriately.

The ability to showcase our setting, host an occasion, and exhibit at industry events are generally favorably received by prospective clients. Clients may best understand the dynamics of our unique and inspired meetings and events destination by participating directly and tangibly at an event, mission, site or FAM. The adage of “*you have to feel it for yourself*” speaks directly to that marketing and selling proposition.

Traditional methods of showcasing our destination as we have in past years remains an effective and relevant approach.

FAMS/Site inspections:

We propose targeting more opportunities to engage clients within the destination for 2017-2018. By offering varying FAM options that speak of our destinations vibe (signature events and seasonality) we can showcase “the best of the best” experience to our clients. Having multiple FAM opportunities throughout the year will give the client more reasons to say yes to our experience. If a FAM is not appropriate for a client, we can invite them to a customized site experience tailored to their specific needs, availability and time allotments.

Our plan contemplates 5 signature FAM opportunities to choose from: JazzFest, Harvest Bounty, MCC Grand Opening, AT+T Celebrity Pro-Am, and PBFW. In addition, we propose quarterly MCC-specific FAMs, with an ideal group size of 8-10 qualified customers per event.

Internationally we propose a target of 1 event per month in conjunction with Visit CA efforts, receptive tour operators, East-West, airlines and direct sales efforts.

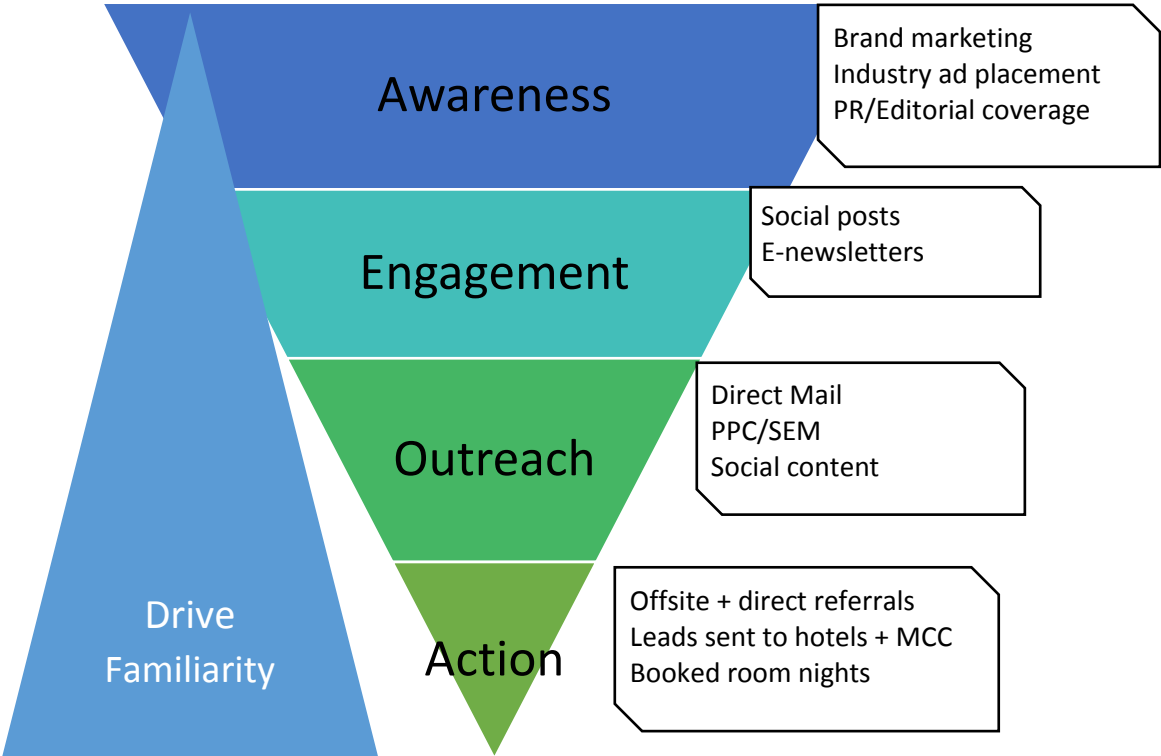
Partnership participation opportunities are abundant depending on specific itineraries and client needs.

EXHIBIT F: Group Marketing Brief

In order to support the recommended Group Sales team’s shift from the short term, transactional practice/mindset to an emphasis on business development practices and prospecting fundamentals, Group Marketing will play a pivotal role in supporting this new direction. Primary objectives will be:

- Build buzz in the industry through ongoing brand campaigns (Paid search, Social, digital, etc.)
- Reach prospects and leads through targeted direct mail, both traditional and digital to generate interest in engagement (client events, FAMs, site tours, etc.).
- Build on brand awareness and focus on building familiarity with the destination through marketing communications efforts in target markets to key segments.
- Align and augment marketing resources to further develop brand awareness. The awareness that Monterey County is a unique and inspiring destination for meetings and events is critical to the prospect engagement and conversion to action.

Strategy Overview: Awareness → Engagement → Outreach → Action/Transaction



Audience: C-suite decision makers and meeting planners interested in 200-500 rooms on peak

Messaging: Brand awareness (who we are) + familiarity (a unique and inspiring destination for meetings and events)

Considerations: Clients best understand the dynamics of our unique and inspired meetings and events destination by participating directly and tangibly at an event, mission, site or FAM. The adage of “you have to feel it for yourself” speaks directly to that marketing and selling proposition.

Marketing Tactics:

- **Content Marketing:**

Highlight various content angles to pump up the need season in Monterey County. Content pieces will be shared on all social and digital platforms and amplified with “shares” from strategic partners and MCCVB members as well as promoted posts on Facebook.

- **Direct Marketing:**

Reach prospects identified through the new business development platform using traditional and non-traditional direct marketing tactics.

- **Paid media:**

Paid media will only be used to support prospect events (e.g. annual meeting sponsorship via program ad) or to support ongoing “always on” brand advertising, primarily through paid search (PPC), social and targeted eblasts.

- **Public Relations:**

Managed in-house and in conjunction with MCCVB’s PR agency, to focus on new and renovated properties and other newsworthy group buzz.

EXHIBIT G: Sales & Strategic Client Services Organizational Chart



EXHIBIT H: Strategic Client Services

Strategic Client Services (SCS) works with our community to create the magic for Monterey County meeting professionals and attendees. Focused on enhancing the destination's value proposition, we offer a number of services to meeting planners. These services are designed to make our customers' jobs of planning a memorable and profitable meeting—and, therefore, their destination choice—easier. These services include:

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

Leveraging these services will deliver an enhanced experience for our clients. A stronger client outreach program is underway 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 ensures that each experience is 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 County.

Strategic Client Engagement

The Strategic Client Engagement Specialist is responsible for all sales department's client facing events. Organizing, coordinating and directing the marketing and logistics of tentative site inspections, Familiarization trips (FAMs), client events, and tradeshow. This position works as liaison between meeting professionals and tour operators with MCCVB partners, stakeholders and sales staff.

Strategic Business Development

Strategic Business Development identifies, qualifies and peruses new business opportunities that best fits the destinations profile. Targeting the ideal compression causing opportunities from key deployed markets to drive room nights, the SBDS passes the qualified lead onto the RSE's for a more strategic selling engagement.

EXHIBIT I: Trade Shows, Client Events, Sponsorships

Proposed Trade Shows

Reduce the number of trade shows down YOY (55/24). Expenses too are down YOY by \$48k. Eliminated are the one-day, appointment based shows, that although are not expensive on the surface, the investment of time and travel outweighs the ROI. The shows that we will participate in are renowned and highly regard industry shows; PMCA, ASAE, IMEX, IPW, HB ABC and regionally with MPI Chapters and with CalSAE. We have increased our investment on the shows year over year for best placement and increased size to accommodate the number of partners who have expressed interest in attending. We will set realistic lead and room night goals, based on investment, (cost per lead metric) and historical data.

Proposed Client Events

Reduce the number of client events (37/22) by eliminating the "signature" events in favor of intimate strategic, market-driven events within a sales mission frame work. Expenses up YOY by \$29k. Expenditures are up do to longer periods of times in-market for personnel while attracting more clients at more events. Spend per target market segments are consistent across the sales mission model. The sales mission model is being adopted to allow more time to prospect clients, garner best attendance and offer partners more in-depth ways to participate in MCCVB core programming. We will host events in proactive regional markets by offering a variety of event types to best capture clients' interests.

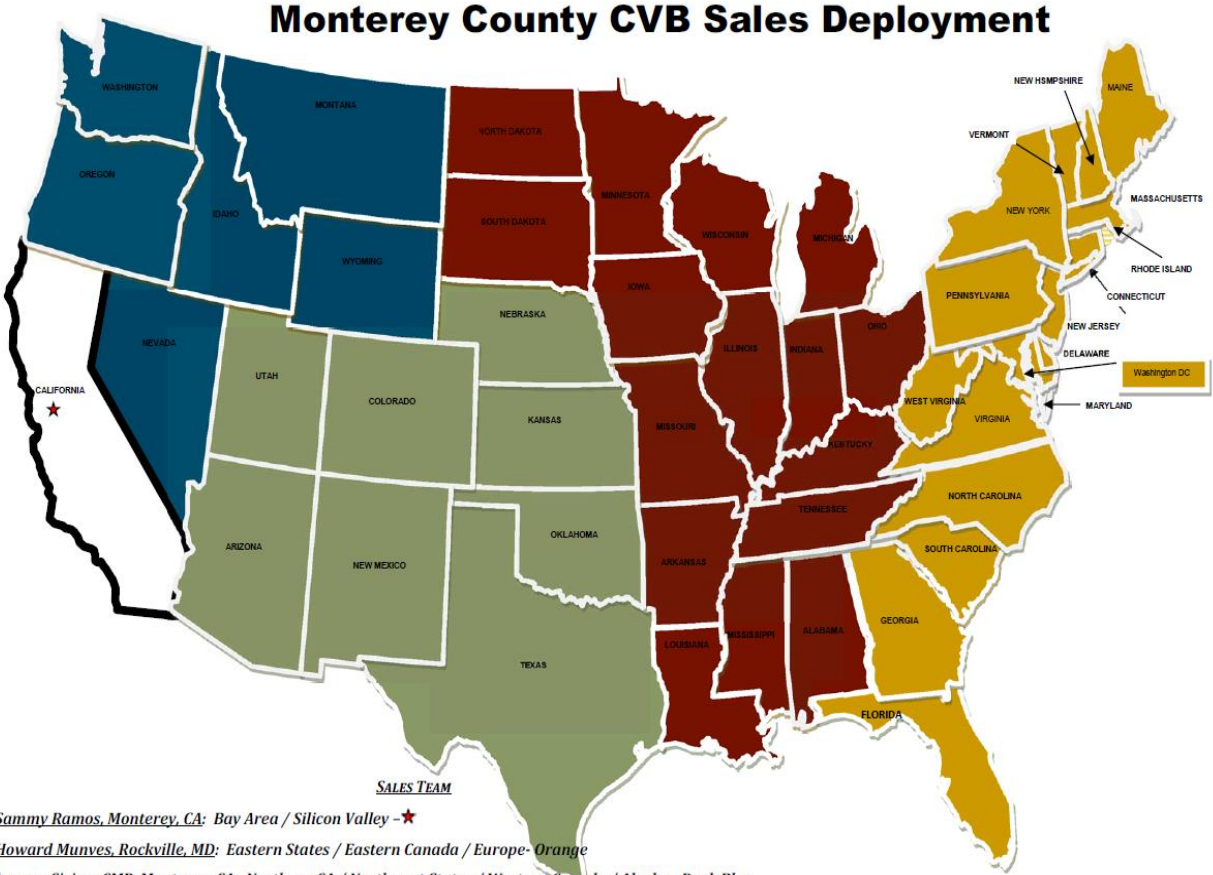
Client Event & Sales Mission goals are to be commiserate with expenses (cost per client metric) and for ROI (cost per lead metric) Specific Goals will be established per event prior to execution.

Proposed Sponsorships

A significant reduction in the number of sponsorships is proposed. Propose remaining in signature partnerships with Helms Briscoe, CalSAE, PCMA, and various SITE

Strategic Programming for Group Sales	
<p>Key Partnerships Helms Briscoe Cvent SF Travel Cal SAE Elevate Sponsor</p>	<p>Sponsorships CalSAE PCMA (Capital, NCC, GMW) MPINCC MPISSN MPISoCal AZMPI SITE (NorCal, SoCal, MW, TX)</p>
<p>Tradeshows & Key Industry Meetings IMEX ASAE PCMA MPI WEC MPINCC ACE CalSAE Seasonal Spectacular CalSAE Elevate Destination Showcase (DC) Helms Briscoe Annual Business Conference Conference Direct Annual Partner Meeting Holiday Showcase (CHI)</p>	<p>Sales Missions Silicon Valley Sales Mission SF Sales Mission 1 SF Sales Mission 2 Sacramento Sales Mission LA/OC Sales Mission</p> <p>Northwest Sales Mission (WA/OR) AZ Sales Mission Texas Sales Mission (IAH/DFW)</p> <p>DC Sales Mission NY Sales Mission Boston Sales Mission Philly Sales mission</p> <p>Chicago Sales Mission Minnesota Sales Mission Ohio - Michigan Sales Mission Midwest Sales Mission</p>
<p>FAMS SALES FAM Harvest SALES FAM AT&T SALES FAM PBFW SALES FAM MCC Grand Opening SALES FAM Monterey Jazz Festival</p>	<p>Site Inspections Customized Sites for MCC 1x Qtr</p>
Strategic Programming for Tour & Travel	
<p>Sales Missions & FAMS East West Marketing China Visit CA Mexico Visit CA Canada Visit UK Europe California Cup (12) In-market Fam Events with Operators, Airlines and Destination Partners</p>	<p>Trade Shows IPW NAGATO Go West Summit NAJ Receptive Operators NAJ Active America Chinese NTA</p>

EXHIBIT J: Group Sales Deployment Map



- SALES TEAM**
- Sammy Ramos, Monterey, CA: Bay Area / Silicon Valley -★
 - Howard Munves, Rockville, MD: Eastern States / Eastern Canada / Europe- Orange
 - Lauren Siring, CMP, Monterey, CA: Northern CA / Northwest States / Western Canada / Alaska- Dark Blue
 - Liz Kara, Chicago, IL: Central States / Central Canada - Red
 - Joe Marcy, Los Angeles, CA: Southern CA (SLO South) / Southwest / Hawaii / Asia- Green
 - David Cater, Monterey, CA: T&T, Leisure Sales

EXHIBIT K: Target Client Profiles

Territory	NorCal NW	Eastern	Central	SoCal SW	Bay Area
Goals & Biz Focus	20,150 300+ Peak >18 Mons.	13,650 300+ Peak >18 Mons.	10,400 300+ Peak > 18 Mons.	10,400 100-300 Peak < 18 Mons.	10,400 100-300 Peak < 18 Mons.
Geo Targets	SAC SFO SEA POR NV	DC MD VA PHL BOS NYC NNJ	CHI MIN DTW MIL OH MO	LA/OC PHX DAL HOU AUS/SAT	SJC SFO OAK MRY
Segments	State Assn Regional Assn Corporate Natl Assn	Natl Assn Corporate	Natl Assn Corporate SMERF	Corporate State Assn Natl Assn	Corporate
Market	Tech Ag Lifestyle Retail Trade Assn	Financial Tech Pharma Ag AMC Lifestyle	Medical AMC Retail Trade Assn Automotive Hobby/Lifestyle	Tech Ag Lifestyle Automotive 3 rd Party	Tech Ag 3 rd Party
Affiliations	MPI SSN CalSAE	ASAE PCMA PMPI NY-SAE SF Travel	MPI GMC PCMA MWC Assn Forum Conf. Direct Experient SF Travel	MPI SoCal HelmsBriscoe CalSAE	MPI NCC PCMA NCC SVBTA SF Travel
Programming	Elevate OR WA MPI MPI SSN Sales Missions FAMS	IMEX ASAE PCMA Dest Show Sales Missions FAMS	Holiday Showcase IMEX PCMA Sales Missions FAMS	Elevate IMEX Sales Missions FAMS	MPI NCC ACE SVBTA Sales Missions FAMS

EXHIBIT L: Partnership Chart

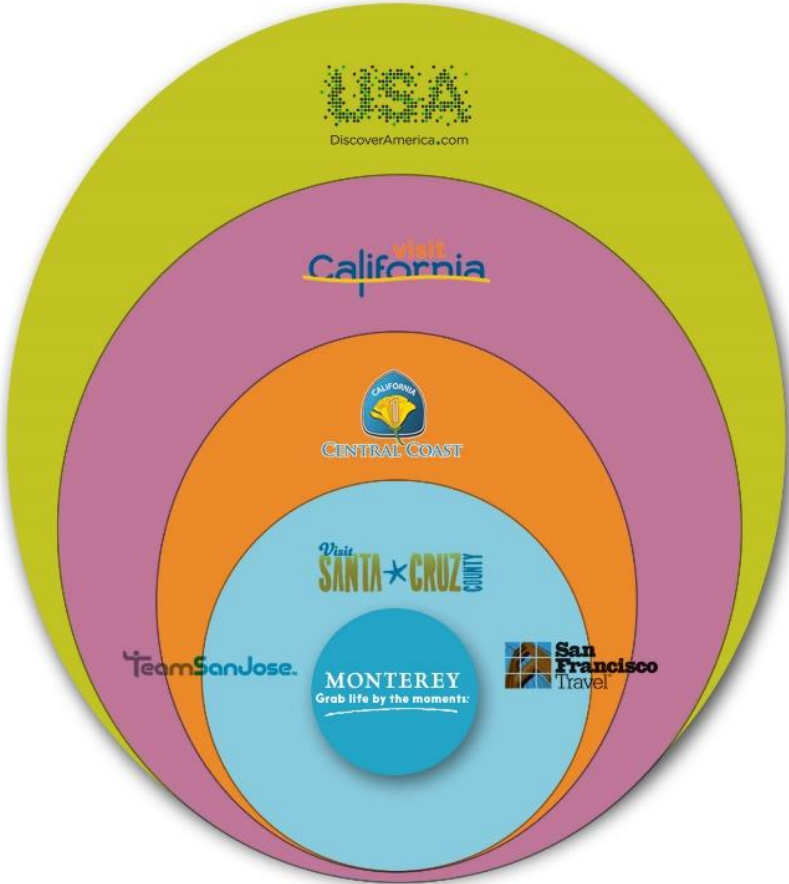


EXHIBIT M: DMO Partner examples of measuring earned media

As we looked at the evolution of the industry, we asked our DMO partners how they measure success:

Team San Jose:

From an earned media standpoint, Team San Jose measures on four key metrics. They are also benchmarking growth YOY and just began this new style of measurement last year. The key metrics are:

- ❖ Number of earned media placements
- ❖ Number of impressions on those placements (per industry standard databases)
- ❖ Number of journalists hosted in San Jose
- ❖ Number of media inquiries facilitated (can range from anything to interviews, fielding general questions, etc.)

San Francisco Travel

The team at SF Travel gauges the work that the communications team does on metric, impressions.

- ❖ The SF Travel team earned 2+ billion impressions for 2015-16. The goal for 2016-17 fiscal year is to increase it by 5%.
- ❖ In addition the team focuses on assisting media
- ❖ They have begun to look at social media, at followers and influence

San Diego CVB

San Diego CVB measures the success of the Public relations on earned media, they do not measure impressions.

- ❖ In 2015-16, the goal was \$25 MM, this year went up to \$35 MM (which they say is quite high – they average about \$1- \$2 million in earned media month)

Santa Cruz

Visit Santa Cruz measures the success of their communications program with earned media and impressions. The team creates their earned media goal by taking the high and low earned media generated from past five years, and with that average, increase it by 5-10%

- ❖ In 2015-16, their DMO had \$10 MM in earned media as a goal
- ❖ Visit Santa Cruz had a goal of 585,000+ impressions in 2015-16
- ❖ In 2016-17, the earned media goal was \$6+ MM

Greater Palm Springs

The communications team at the Greater Palm Springs CVB measures earned media and media assisted as their goals:

- ❖ In 2015-16, their earned media goal was \$16.5 million. In 2016-17, the goal for the team is \$22 million
- ❖ No specific goal for impressions; but had 2+ billion impressions last year.

Visit San Luis Obispo

“we are really looking to an agency to help us identify what we want to reach. Our Board does not require that we meet a certain amount of impressions. I think they are more concerned with our marketing/advertising reach, as this is reported on each month at our Board meetings and this is where most of our budget is allocated.” -one person on the communications team

EXHIBIT N: 2017-18 Community Relations Planning Timeline

Ongoing:

- ❖ Community Relations talking points for jurisdictions monthly email
- ❖ Review Community Relations Calendar at mid-month for events at SLT and assign as needed.
- ❖ Schedule quarterly GM Meetings for lodging members & SLT in jurisdictions throughout the county
- ❖ Tammy and Paul to attend MCHA Government Affairs Meetings monthly
- ❖ Monthly BOD infographs/Bulletin/CEO email/Quarterly Jurisdiction reports
- ❖ Monthly meetings with Monterey City Manager
- ❖ Attend Carmel-by-the-Sea HID monthly meetings
- ❖ Reach out to Neighborhood associations and other resident groups to involve them in Sustainable moments campaign
- ❖ Attend Quarterly COMBA meetings with City of Monterey partners
- ❖ Attend when possible Pinnacles Gateway Partnership meetings

July:

- ❖ Welcome new Board members
- ❖ Finalize Business Plan/Annual Report
- ❖ Invite VIP partners to Annual Luncheon
- ❖ Annual Luncheon registration open, internal committee finalizing details
- ❖ Extend an invitation to Councilmembers, City Managers (personal) to the Annual Luncheon
- ❖ Write Q4 Reports for all jurisdictions and send by end of month
- ❖ Schedule content meetings with jurisdiction reps, city managers (AUG)

August

- ❖ Create and distribute content calendar to membership and jurisdictions who have additional marketing entities – PG, Carmel
- ❖ Annual Luncheon (Aug. 24th at Embassy Suites)
- ❖ Community Relations Committee kick off meeting– divide up reporting responsibilities by jurisdictions
- ❖ Corporate Communications outreach on release of new business plan
- ❖ CalTravel Summer Board Meeting
- ❖ Car Week Traffic Plan outreach to city partners, associations, etc.

September:

- ❖ Review & evaluate partner/association presentations that have been requested in the last year and reach out to schedule SLT for new business plan

October:

- ❖ Create Q1 Reports for jurisdictions – distribute by end of month
- ❖ Community Relations Committee second meeting
- ❖ Quarterly Forum invite to Councils
- ❖ Visit California Fall BOD meeting

November:

- ❖ Schedule/set annual meeting with Congressman Panetta

December:

- ❖ Reach out to city managers to schedule 1-on-1 meetings to discuss mid-year presentations and sustainable moments initiative

January:

- ❖ Compile Q2/Mid-year reports for jurisdictions – send out by end of the month
- ❖ Meet with city managers to schedule 1-on-1 meetings to discuss mid-year presentations
- ❖ Reach out to local media: pitch results of new research/studies (Brand/VPS)

February:

- ❖ Write and send funding request letters to city officials – mail and email; call and verify receipt
- ❖ Mid-year presentations to councils
- ❖ Book DSA Partner appointments with Supervisors
- ❖ Community Relations Committee meeting
- ❖ Sustainable Hospitality Symposium with CSUMB (tentative)
- ❖ Visit CA Outlook Forum
- ❖ Watch for city budget meetings
- ❖ Q2 TOT results come in - Corporate Communications opportunity to share with the community

March:

- ❖ Mid-year presentations to councils
- ❖ Prepare for new DSA agreement
- ❖ Prepare for TID annual renewal
- ❖ 17-18 Budget planning

April:

- ❖ Mid-year presentations to councils
- ❖ Compile Q3 reports for jurisdictions – send by end of the month
- ❖ Quarterly Forum invite to Councils
- ❖ Schedule/meet with state representatives (Stone, Monning)
- ❖ Reach out to local media: pitch results of new research/studies (VPS)
- ❖ 17-18 Budget planning
- ❖ Send DSA Annual Report
- ❖ TID annual renewal through City of Monterey (accept annual report, set hearing)

May:

- ❖ NTTW – week in May | Corporate Comm: Dean Runyan report release on tourism impacts
- ❖ MCCVB Budget workshops (TBD)
- ❖ Attend Council budget workshops
- ❖ TID annual renewal through City of Monterey (Hearing)
- ❖ Schedule/meet with state representatives (Stone, Monning)
- ❖ Q3 TOT results come in - Corp Comm opportunity to share with the community.
- ❖ Annual Luncheon planning – Internal committee formed, Secure speakers, begin Sponsor outreach
- ❖ 17-18 Budget planning

June:

- ❖ Attend Council budget workshops
- ❖ Prepare for new board of directors – orientations with new members, chair, committees
- ❖ Annual Luncheon planning – Save the Date, member outreach

Reports/Regular outreach to audiences:

- **BOD** – monthly infographs, talking points, ROI grids
- **Hoteliers** – regional roundtables
- **Community/Association partners** – yearly presentations; distribution lists; community meetings (car week)
- **Hospitality Community** – Bulletin Board/Newsletter w/Scorecard, research, Things to know from the CEO email
- **Funding Jurisdictions/Councils** – Quarterly Reports; talking points presented by CRC rep; attendance at council meetings; mid-year presentations; 1-on-1 orientations with new members; yearly content meetings, 1:1 city manager meetings
- **State Politicians:** annual meetings
- **Residents:** corporate communications initiatives; sustainable moments integration with neighborhoods

****Dates subject to change***

EXHIBIT O: Monterey Visitor Center Walk-In Traffic Monthly Trend

Fiscal Yr	2013-14		2014-15		2015-16		2016-17				
J	16,394	-11%	J	13,859	-15%	J	13,430	-3%	J	11,940	-11%
A	17,703	-5%	A	15,064	-15%	A	13,737	-9%	A	13,741	0%
S	14,067	-7%	S	11,853	-16%	S	14,658	24%	S	11,711	-20%
O	10,901	-1%	O	10,669	-2%	O	10,002	-6%	O	11,063	11%
N	5,236	-3%	N	6,197	18%	N	5,069	-18%	N	5,209	3%
D	5,784	29%	D	5,117	-12%	D	4,456	-13%	D	4,856	9%
J	5,727	25%	J	5,010	-13%	J	3,722	-26%	J	4,281	15%
F	6,316	29%	F	5,927	-6%	F	8,338	41%	F	4,506	-46%
M	7,391	-2%	M	7,015	-5%	M	6,582	-6%	M	6,377	-3%
A	11,955	32%	A	10,038	-16%	A	7,321	-27%	A	7,813	7%
M	11,051	1%	M	10,955	-1%	M	9,653	-12%	M		-100%
J	11,442	-3%	J	11,372	-1%	J	10,417	-8%	J		-100%
	123,967	2%		113,076	-9%		107,385	-5%		81,497	-24%
				<i>%=comparison to previous year</i>							

EXHIBIT P: Monterey Visitor Center Walk-In Traffic Hourly Data

Average of Hourly Visitor Counts											
Days	Jan	Feb	Mar	Apr	May	June	Aug	Sept	Oct	Nov	Dec
Sunday	17.13	19.97	22.53	21.56	26.98	33.06	41.53	39.69	34.69	18.38	16.08
Monday	16.48	20.03	22.94	26.50	33.33	39.31	46.09	47.33	36.89	20.22	20.00
Tuesday	16.38	18.72	24.61	29.36	35.69	37.64	48.44	42.31	38.11	20.47	21.72
Wednesday	16.13	19.63	21.78	25.50	33.14	40.29	49.93	44.03	37.06	22.63	21.75
Thursday	20.41	20.38	22.31	28.47	30.86	40.00	47.86	44.04	37.64	25.08	22.83
Friday	17.00	20.00	19.42	26.31	30.75	37.92	45.25	40.44	36.33	22.21	18.53
Saturday	15.34	20.03	22.89	27.00	30.81	32.58	44.22	40.31	29.80	22.45	17.50
Average of Hourly Visitor Counts											
Hours	Jan	Feb	Mar	Apr	May	June	Aug	Sept	Oct	Nov	Dec
9am-10am	16.63	18.68	22.29	22.83	28.58	29.63	33.61	34.80	27.14	20.21	22.13
10am-11am	14.40	16.61	24.06	27.87	29.16	33.73	36.87	37.50	31.76	20.03	17.17
11am-12pm	18.80	19.46	30.65	33.03	35.16	39.23	51.55	48.87	42.07	21.86	22.73
12pm-1pm	17.17	25.18	25.48	37.67	37.10	40.47	59.74	45.73	42.93	23.52	18.37
1pm-2pm	19.53	19.79	28.03	32.73	34.65	38.60	56.74	42.03	38.48	22.59	21.30
2pm-3pm	17.13	22.43	25.39	29.17	31.26	41.43	47.23	46.70	34.79	24.28	22.17
3pm-4pm	17.23	18.11	22.74	27.43	30.00	39.63	47.58	48.50	36.45	21.59	17.83
4pm-5pm	14.67	18.32	21.52	25.47	27.35	39.00	40.03	41.13	32.24	18.97	17.33
5pm-6pm			-	-	32.85	35.65	44.44	37.58	34.32	16.60	

(There is no data available for the month of July.)

EXHIBIT Q: Monterey Visitor Center Survey Comments

- ❖ Got last room at Villa Franca!
- ❖ Got last 2 rooms at Mariposa!
- ❖ Ellen @ Colton Inn gave a really good discount!
- ❖ So brilliant information Cathy gave us in a quick time to find a suitable place to stay (including phoning!)! ... And additional brochures for travelling down Big Sur after visiting charming Monterey.
- ❖ We received a wealth of information from Ken & Marilyn to enhance our stay. Your staff shines and we appreciate their comments & smiles. Lauree & Larry Beck.
- ❖ Great setup with phone to hotel direct. Keep up the good service. Well done.
- ❖ The ladies here were most helpful. We would have driven for hours to find accommodation without them.
- ❖ Pam was an excellent help in guiding us to accommodations, advice on rt 101, Ft. Ord area. She was so helpful!
- ❖ The lodging room in the visiting centre is a great set up; more visiting centres should have 1.
- ❖ Nice and friendly help. recommended and booked a place for us spontaneously and delivered helpful information. Thank you!
- ❖ Excellent assistance to find hotel. Also very helpful info on activities and attractions
- ❖ Very helpful in finding accommodations
- ❖ Very helpful-found us rooms, gave clear directions.
- ❖ Cathy and Pam are the best. Decided to stay one more day due to the information and insight they provided.
- ❖ My boat broke down sailing. Staffers Suzan and Michael were extremely helpful & pleasant and helped me find a place and things I was looking for. My hats off to your staff!!
- ❖ Most helpful planning our three day stay. Many interesting local events.
- ❖ We appreciate the help and suggestions. It influences what we choose to do. Thanks.
- ❖ We were very well informed by Pam to find our way for a night. Thank you very much.
- ❖ Excellent recommendation by Ken. Very useful information. We will use this to plan our stay and trip
- ❖ Staff very helpful in finding a hotel and activities around the Monterey area.
- ❖ With the heavy rains we had to rethink our trip EAST to wine country. Tom was very helpful in helping us plan where to stay, what to do, where the local art is located. Great help. With thanks.
- ❖ Tom & Ken were very helpful with information regarding the golf tournament and the impact on finding a reasonably priced room for 2 nights. Great info about tours/walks & restaurants.
- ❖ Trip Advisor "Professionalism and efficiency" Rating 5 = Excellent | Arrived in town with no idea of where to stay for the night... In peak season with hotels overbooked. The hostess, not

only got me a room; she also got the best location at the very best rate. And with the smile included...

- ❖ A pro who aims A+ in doing her job.
Don't waste your time, this is the first place to visit in Monterey.
- ❖ Lots more to see than we thought. May stay overnight - not sure yet. . . very friendly and helpful staff - thank you!

EXHIBIT R: Membership Activity Calendar

JULY	AUGUST	SEPTEMBER
Meet a Member Monday (2) Jurisdiction FAM	Meet a Member Monday (2) Member FAM Visitor Services Meet a Member MCCVB Annual Luncheon	Meet a Member Monday (2) Member FAM Member Orientation
OCTOBER	NOVEMBER	DECEMBER
Meet a Member Monday (2) Jurisdiction FAM Quarterly Forum	Meet a Member Monday (2) Member FAM Visitor Services Meet a Member	Meet a Member Monday (2) Member FAM Member Orientation
JANUARY	FEBRUARY	MARCH
Meet a Member Monday (2) Jurisdiction FAM Quarterly Forum	Meet a Member Monday (2) Member FAM Visitor Services Meet a Member	Meet a Member Monday (2) Member FAM Member Orientation
APRIL	MAY	JUNE
Meet a Member Monday (2) Jurisdiction FAM Quarterly Forum	Meet a Member Monday (2) Member FAM Visitor Services Meet a Member	Meet a Member Monday (2) Member FAM Member Orientation

EXHIBIT S: Workstation Asset List / Tech Calendar

TAG ID	computer/workstation	PURCHASED
CVB-MAC1	WORKSTATION	Jul-12
CVB-MAC5	MAC tower	Apr-13
	External hardrive on loan - Blue Seagate	
	External hardrive - Silver Iacie 500g SN#1593130620038SQR	
CVB-MAC4	MAC tower	Apr-13
	External hardrive - Silver Seagate 3TB SN# NA7DC5Z2	
CVB-32	HP EliteBook Folio 9470M Intel i7 - PN# D3K33UT#ABA	Apr-13
no sticker	MAC Laptop	Apr-13
CVB-27	HP Elite 8300 - Intel Core i7 (4GB RAM) TOWER	Jun-13
CVB-28	HP Elite 8300 - Intel Core i5 (4GB RAM)	May-13
CVB-29	HP Elite 8300 - Intel Core i7 (8GB RAM) TOWER	May-13
CVB-30	HP Elite 8300 - Intel Core i7 (4GB RAM) TOWER	May-13
CVB-33	HP ProDesk TOWER	Jan-14
CVB-34	HP ProDesk TOWER	Jan-14
CVB-35	HP ProDesk TOWER	Jan-14
CVB-MAC2	WORKSTATION and Monitor in 1	May-14
Surface 5	Surface Pro 3 Tablet SN# 056326642353	Jul-14
	Keyboard SN# 007683441754	Jul-14
Surface 4	Surface Pro 3 Tablet SN# 003505142153	Jul-14
	Keyboard SN# 031494741654	
	SP3 - i5 - 128 GB	
Surface 7	Surface Pro 3 Tablet SN# 035608643953	Oct-14
	Keyboard SN# 064849443054	Oct-14
	Display Port SN# 136555343055	Oct-14
	Docking station SN# 0091272432486	Nov-14
Surface 9	Surface Pro 3 Tablet SN# 031947443953	Oct-14
	Keyboard SN# 064819743054	Oct-14
	Display Port SN# 107371242855	Oct-14
	Docking station SN# 0091182432486	Nov-14
Surface 10	Surface Pro 3 Tablet SN# 031851343953	Oct-14
	Keyboard SN# 06486134354	Oct-14
	Display Port SN# 133236343055	Oct-14
	Docking station SN# 0091202432486	Nov-14
CVB-37	HP EliteDesk 800 G1 - SFF TOWER	Mar-15
CVB-38	HP EliteDesk 800 G1 - SFF	Mar-15
CVB-MAC3	MAC Computer Model # A1419 SN# D25PG136F8JC	Apr-15
CVB-40	HP EliteDesk 800 G1 - micro	Jul-15
CVB-41	HP EliteDesk 800 G1 - micro	Jul-15
CVB-42	HP EliteDesk 800 G1 - micro	Jul-15
CVB-43	HP EliteDesk 800 G1 - micro	Jul-15
CVB-44	HP EliteDesk 800 G1 - micro	Jul-15
	Laptop HP	Oct-15
	Laptop HP	Oct-15
	Laptop Lenovo	Oct-15
CVB-36	HP EliteBook Folio 9470m Serial # CNU4409BRN	Dec-15
CVB-45	HP ProDesk 600 G1 mini	Dec-15
CVB-46	HP EliteDesk 800 G1 - micro	Dec-15
CVB-47	HP EliteDesk 800 G1 - micro	Dec-15
CVB-48	HP ProDesk - mini	Dec-15
CVB-49	HP ProDesk - mini	Dec-15
	Laptop HP	Feb-16
	Laptop HP	Feb-16
	HP ProDesk - mini	Mar-16
	HP ProDesk - mini	Mar-16
no Sticker	HP EliteDesk	Nov-16
	LAPTOP YOGA	Dec-16
no Sticker	HP EliteDesk	Dec-16
CVB-52	EliteDesk	Mar-17
CVB-LT5	HP Laptop	Apr-17