



# 2017 - 2018 BUSINESS PLAN

**MONTEREY**  
Monterey County Convention  
& Visitors Bureau

[SeeMonterey.com](http://SeeMonterey.com)

BIG SUR | CARMEL-BY-THE-SEA | CARMEL VALLEY | DEL REY OAKS | MARINA | MONTEREY | MOSS LANDING  
PACIFIC GROVE | PEBBLE BEACH | SALINAS | SALINAS VALLEY | SAND CITY | SEASIDE

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## 2017-2018 BOARD OF DIRECTORS

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## EXECUTIVE SUMMARY

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The Monterey County Convention & Visitors Bureau (MCCVB) is the Destination Marketing Organization (DMO) for our county. Our primary purpose is to grow the tourism economy to the benefit of our businesses and residents. This mission is critically important as tourism is the second largest industry in the county. More than 25,000 people are employed in our \$2.8 billion industry, which generates more than \$110 million in local taxes, benefitting every single person living in our region.

We work diligently with elected officials, hotels and other members of the tourism industry, but we consider our scope to be much wider. While we continue to pursue strategies to market our region to visitors both domestic and international, consideration for how the tourism industry affects locals, businesses and our environment is always top-of-mind. With this perspective, we seek to serve not only the tourism industry, but every resident of Monterey County.

How we do what we do is outlined in the pages that follow. This business plan is not only about how we serve Monterey County, but how we work together as an organization. We all have a stake in creating success. We are all accountable to one another. And we cannot achieve success without collaboration. In the past few years we have achieved incredible victories. The plan that follows presents a path toward defining new levels of success.



## OpportUNITY

Opportunity in the tourism industry is not possible without unity. A destination can only truly thrive with shared vision, collaboration and developed partnerships between members, residents and the DMO. The MCCVB has worked closely with all of our stakeholders to develop new opportunities that will be expanded upon and leveraged, and that will in some ways redefine success.

One of our most important areas of focus is Group Sales. In any year, Group Sales is critical to destination success for all stakeholders, whether they directly service groups and meetings or not. Group Sales brings valuable travelers who typically outspend leisure travelers, creates opportunities for group attendees to stay longer and return for leisure trips, and creates compression that benefits hotels without group space. This year in particular, Group Sales will play an especially vital role with the opening of the newly renovated Monterey Conference Center, which promises to be a boon not just to the City of Monterey but to all parts of Monterey County.

Group Sales isn't just an area of focus—it is an area of refocus and resetting. The goals for the MCCVB and how we achieve them are being reengineered. Much of the past year was spent collaborating with stakeholders, the MCCVB Sales Committee and the team at the Monterey Conference Center to reconfigure our approach. This plan lays out the path to a new level of success.

Marketing Communications has made significant advancements in content marketing, ranging from new ways to gain and measure earned media to innovations in synergizing content curation. One of our highest priorities in growing our tourism economy will be reaching out to new, farther markets in order to expand our potential.

Research has become increasingly critical, and its role will continue to grow in the coming year. Our various research studies provide insights ranging from travel planning behavior to social media trends. Through our own research programs as well as collaborations with others in our destination, we significantly increase the value of market intelligence for our stakeholders.

Visitor Services is expanding opportunities for member exposure by coordinating experiential displays, integrating more technology at the Monterey Visitors Center and enhancing the role of our staff as Destination Travel Experts.

Unity continues to be the key to our destinations success. Unity is especially important in the following four areas we've designated as key strategic initiatives in the coming year:

- Monterey Conference Center
- Big Sur Recovery
- Sustainable Moments
- International Marketing

**This Business Plan highlights our approach for the coming year. A more detailed plan that provides specifics on each strategy and initiative is available at [SeeMonterey.com/2017](http://SeeMonterey.com/2017).**

# 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

# GOALS

Group Sales	2017-18	2018-19	2019-20
Booked Room Nights	65,000	70,000	75,000
Marketing Communications			
Intent to Visit	44%	44%	44%
Social Engagement	740,000	15% over EOY 17-18	15% over EOY 18-19
Earned Impressions	2,966,000,000	2.4B	2.7B
Unique Web Visits	1,717,000	1,717,000	1,717,000
Visitor Services			
% of Visitors Influenced to Stay/Extend Stay	60%	60%	60%

# BUDGET SNAPSHOT

<b>REVENUE</b>	
<b>Jurisdiction Investment* FY17-18</b>	
Monterey County	\$1,192,875
City of Monterey	\$899,667
City of Carmel-by-the-Sea	\$176,857
City of Pacific Grove	\$113,571
City of Seaside	\$86,424
City of Salinas	\$78,034
City of Marina	\$63,718
City of Del Rey Oaks	\$1,000
Sand City	\$2,000
<b>Subtotal Jurisdiction Investment</b>	<b>\$2,614,146</b>
<b>Tourism / Hospitality Improvement District</b>	
Monterey County	\$864,870
City of Monterey	\$2,077,583
City of Carmel-by-the-Sea	\$313,967
City of Pacific Grove	\$234,702
City of Seaside	\$255,862
City of Salinas	\$270,271
City of Marina	\$159,434
<b>Subtotal TID/HID</b>	<b>\$4,176,689</b>
<b>Private Revenue</b>	<b>\$299,570</b>
<b>Total Revenue</b>	<b>\$7,090,406</b>

<b>EXPENSE</b>	
<b>Group Sales &amp; Services</b>	
Trade Shows & Sales Missions	\$305,700
FAMS, Site Visits & Sponsorships	\$311,150
Client Engagement Events	\$160,000
Group Marketing	\$530,000
Strategic Client Services & Support	\$120,700
Programs & Talent	\$1,482,487
<b>Total Group Sales &amp; Services</b>	<b>\$2,910,037</b>
<b>Marketing Communications</b>	
Advertising Programs	\$1,400,900
Media Relations	\$141,200
Research	\$128,741
Website	\$144,700
Programs & Talent	\$1,128,433
<b>Total Marketing Communications</b>	<b>\$2,943,975</b>
<b>Visitor Services</b>	<b>\$423,641</b>
<b>Administration</b>	<b>\$947,308</b>
<b>Membership</b>	<b>\$127,193</b>
<b>Total Expenses</b>	<b>\$7,352,154</b>

\*Jurisdiction investments are based upon a formula of previous years' actual TOT collections

Net retained earnings from 2016-17 were intentionally carried over to elevate investment in Monterey Conference Center and Big Sur recovery initiatives. This causes 2017-18 expenditures to exceed revenues, but does not cause an operational reserve deficit.

## KEY AREAS OF FOCUS

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The MCCVB employs a variety of strategies and tactics to drive the tourism economy in Monterey County. The following four areas are especially important in 2017-18.

### MONTEREY CONFERENCE CENTER

The Monterey Conference Center (MCC) is a centerpiece for Monterey County's ability to compete for critically important business from 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.

Additionally, the MCC has the ability to create a ripple effect of occupancy compression that positively affects the entire destination. With the grand opening anticipated in the fall of 2017, the MCC will continue to be a focal point in the MCCVB's sales and marketing programs.

### RECOVERY OF BIG SUR

The last year was one of crisis for Big Sur. First came the Soberanes fire, and then the massive rainfall from winter storms that triggered major landslides and took down the Pfeiffer Canyon Bridge. The area is on the mend but will continue to have accessibility issues for months to come.

Big Sur is a cornerstone experience not just for Monterey County, but for all of California, and if the perception of the region is that it is broken, that perception extends to all of Monterey County. Further, the economic impact (i.e., closed businesses, unemployed hospitality workers, loss of tax revenue) is immediate and dramatic.

The next year will see a continuation of the recovery and balance plan to reset tourism in Big Sur. Recovery because Big Sur businesses will reopen to full capacity and need the help. Balance because by working with the County Supervisor's office, state parks and other stakeholders there is an opportunity to reset how travelers experience Big Sur. A balance is needed between travelers, residents of Big Sur and the environment.





### **SUSTAINABLE MOMENTS**

The abundance of Monterey County's natural beauty, ample farmland and rugged coastline is one of the top reasons visitors travel to our destination. It is incumbent upon our organization and our community to ensure that the natural beauty of our region is respected and preserved. Sustainable Moments was created to keep an eye on environmental sustainability and balance between growth of the tourism economy and resident quality of life. As we challenge each visitor to Grab Life by the Moments, we must ensure that each moment they enjoy today is every bit as pristine for the visitor of tomorrow, and our community's culture remains solid as our quality of life is enhanced.

This is what Sustainable Moments is about.

Launched in 2015, the program rolled out with a focus on educating travelers to be more respectful and responsible to our destination and its residents. The MCCVB has created a significant amount of content in the form of blogs, videos and other materials carrying this message. In 2017-2018 this initiative will expand through travel trade training programs, content campaigns and new partnerships.

### **INTERNATIONAL**

A key to destination visitation growth will be attracting highly lucrative international visitors who tend to stay longer and spend more than domestic travelers. Marketing to international markets is a highly competitive field. Couple that competition with obstacles that include USA reputation management (sentiment and intent to travel from visitors outside the USA) and the exchange rate makes attracting international visitors even more challenging.

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 United Kingdom, Germany and Australia.

# GROUP SALES

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## STRATEGIC PRIORITIES

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

## 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. Our primary Group Sales 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 that must be capitalized on during this fiscal year to effectively build momentum. This will ensure that the center's potential as an economic driver is reached and that hotel properties see increases in occupancy, rates and RevPAR (revenue per available room).

### Key situational factors

- ◆ 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 a personalized approach in sales, facilitated through research, appropriate resource allocation, direct marketing and technology.
- ◆ Fierce competition for business.

### Key initiatives and areas of focus

- ◆ Enhance group marketing initiatives to ensure target customer destination familiarity.
- ◆ Employ a 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.
- ◆ Increase familiarization trips (FAMs) and site inspections to bring more prospective, qualified customers to the destination.

# TARGET CLIENT PROFILES

Territory	NorCal NW	Eastern	Central	SoCal SW	Bay Area
<b>Focus</b>	300+ Peak >18 Months	300+ Peak >18 Months	300+ Peak > 18 Months	< 18 Months	< 18 Months
<b>Geo Targets</b>	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
<b>Segments</b>	State Assn Regional Assn Corporate Natl Assn	Natl Assn Corporate	Natl Assn Corporate SMERF	Corporate State Assn Natl Assn	Corporate
<b>Market</b>	Tech Ag Lifestyle Retail Trade Assn	Financial Tech Pharma Ag AMC Lifestyle	Medical AMC Retail Trade Assn Automotive Hobby/Lifestyle	Tech Ag Lifestyle Automotive 3rd Party	Tech Ag 3rd Party
<b>Affiliations</b>	MPI SSN CaISAE	ASAE PCMA PMPPI NY-SAE SF Travel	MPI GMC PCMA MWC Assn Forum Conf. Direct Experient SF Travel	MPI SoCal HelmsBriscoe CaISAE	MPI NCC PCMA NCC SVBTA SF Travel
<b>Programming</b>	Elevate OR WA MPI MPI SSN Sales Missions FAMS	IMEX ASA 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

## STRATEGIC CLIENT SERVICES

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Strategic Client Services 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 several services to meeting planners. These services are designed to make our customers' jobs planning memorable and profitable meetings—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- and Post-Conference Activities
- ◆ Client Event Planning
- ◆ Client Site Inspections

### **BUSINESS DEVELOPMENT**

Strategic Business Development identifies, qualifies and pursues new business opportunities that best fit the destination's profile, targeting the ideal compression-causing opportunities from key deployed markets to drive room nights.

## TOUR & TRAVEL SALES

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

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

## GROUP MARKETING

Group Marketing will play a pivotal role in supporting the Group Sales shift from a short-term, transactional practice and mindset to an emphasis on business development practices and prospecting fundamentals.

### 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 prospect engagement and conversion to action

### STRATEGY OVERVIEW

**Awareness ⇒ Familiarity ⇒ Engagement ⇒ Outreach ⇒ Action/Transaction**



# MARKETING COMMUNICATIONS

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## STRATEGIC PRIORITIES

- ✓ **Expand and 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, desire and intent to visit. The goals for the Marketing Communications program are dependent upon capturing and branding our destination's 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 collaboration with Monterey County members and stakeholders.

In 2017-18, Marketing Communications will focus on creating incremental travel from farther out markets. While the 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

- ◆ The San Francisco Bay area, Central Coast and Northern LA are important drive markets and essential to maintaining vital visitation. MCCVB Visitor Profile studies show that more than 83% of visitors come from these areas. They also indicate that the average visitor from these regions has visited Monterey County more than five times.
- ◆ Travelers from farther away tend to stay longer and spend more, and are the best opportunity to increase incremental visitation.
- ◆ Consumers continue the trend toward 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 industry-wide 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, a channel that has become increasingly important for distribution of information. While measuring earned media through ad equivalency provides some understanding of ROI, a more advanced measurement will ultimately be through measuring earned social engagement.

**Key initiatives and areas of focus**

- ◆ Continue programs that develop and distribute content via paid, owned and earned channels. 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 marketing, plus cooperative programs with CCTC and Team San Jose for international marketing to reach farther-out prospective visitors.
- ◆ Maintain website visitation while focusing on quality visits over simply quantity (i.e., 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 will still track and report. Impressions will serve as a bridge metric on the path to evolving our measurement of earned media. A new benchmark will be set for earned media engagement in the coming year that will then determine the standard for subsequent 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 audiences through targeted direct marketing and retargeting programs to complement Group Sales' business development focus.
- ◆ Expand international marketing beyond primary markets China, Mexico and Canada to include opportunity markets of United Kingdom, Germany and Australia.





For a more detailed plan, visit [SeeMonterey.com/2017](https://www.seemonterey.com/2017)



# VISITOR SERVICES

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## STRATEGIC PRIORITIES

- ✓ **Grow consumer and group market share**
- ✓ **Strengthen relationships with the community through inclusion, open communication, collaboration and accountability**

## OVERVIEW

MCCVB operates the Monterey Visitors Center (MVC) at El Estero Park. 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 or extend their already-planned stays in Monterey County. We offer language translation services, free Wi-Fi, direct dial phone system, 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

- ◆ More than 60% of walk-in visitors have a high propensity for incremental overnight influence.
- ◆ Satellite Visitor Center engagements (events) do not have as great of an overnight influence opportunity.
- ◆ 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.
- ◆ Walk-in traffic to the MVC continues to decline. This is consistent with national visitor center trends.

### Key initiatives and areas of focus

- ◆ Enhance visitor services and center offerings to include a live chat option with a Destination Specialist on SeeMonterey.com.
- ◆ Display rotating experiential exhibits to inspire things to see and do.
- ◆ Incorporate mobile device (tablet) concierge services for individual itinerary planning.
- ◆ Respond to analysis of monthly and hourly walk-in traffic with an appropriate allocation of resources and program diversity.
- ◆ Adjust Satellite Visitor Center schedule to reflect strategic allocation of resources.

<b>MONTEREY</b> Grab life by the moments: SeeMonterey.com		JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
<b>CONTENT FLIGHTING</b>						
<b>THEMES</b>						
Attractions	Big Sur Trail	Luxury Getaways/ Locals Secrets	Big Sur Bridge Opening			
Activities	101 Road Trip	Dog Friendly		Exhilarating Activities		
Arts Culture & History			Art/Artists			
Events & Holidays		Car Week/ Jazz Fest	Fall Events			Holidays
Family			Family Adventure			
Food & Wine	Happy Hours	Farmers Markets	Wine Crush	Breweries		Thanksgiving & Wine
Outdoors & Wildlife		Sea Otters	Beekeeping	Butterflies		Tidepooling
Sustainable Moments	Edible Monterey/ Responsible Camping	Edible Monterey	Edible Monterey	Sustainable Big Sur		
Campaigns/Sweeps			Fall Campaign/Sweepstakes			
Topical			New Fall	Romance		
Group/Meetings	Workcation	Summer Renovations/ Tips & Trends	Unique Activities			Fall Renovations
Corporate	Tammy DMAI Chair	Annual Luncheon	Big Sur Bridge Opening			
<b>PAID MEDIA</b>						
Digital Marketing Ads			Fall Campaign/Sweepstakes			
Paid Online Content/Articles	Outdoor Travel (Matador)					
Paid Influencers						
<b>OWNED CONTENT (NEW)</b>						
Leisure (In House, crafted from PR pitches/releases)	Big Sur Trail	Car Week Dog Friendly Sustainable Moments	Art/Artists New in Fall Locals Secrets	Big Sur Bridge Craft Beers		Wine & Thanksgiving Unique Holiday Events
Leisure (Freelance)	101 Road Trip	Monterey Jazz Fest	Wine Crush Beekeeping	Bachelorette Party		Cooking Classes
Group (Freelance)	Workcation	Expert Planning Tips/Trends	Past Inspirational Meetings	Team Building		
MCC (In House)						MCC
<b>EVENT AMPLIFICATION</b>						
Highlighted Special Events	Car Week	Jazz Festival				Holiday Events
<b>EARNED SOCIAL</b>						
Earned Influencers						
<b>PUBLIC RELATIONS</b>						
Press Releases/Pitches Leisure	Big Sur Trail/Responsible Camping	Car Week; Luxury Getaways	Big Sur Opens; Wine Crush	Butterflies and Wildlife; International		Holidays in MC
Press Releases Group		Workcation	Unique Activities			
Press Releases Corporate	Tammy DMAI Chair	Annual Luncheon				
Jurisdiction Highlight	Salinas	Pacific Grove	Big Sur	Marina		Monterey
Media Missions				Canada		Seattle
Pop-Up Events						
Special Media FAM Projects			Big Sur			
SMTs			Big Sur			
Profile Stories		Made in MC	Female Winemakers	Food Origins- AgTech		CVR Artisans
<b>EXPERIENTIAL MARKETING</b>						
Culinary Pop-Up Events						
<b>INTERNATIONAL</b>						
Canada		Microsite		Media Mission		

INTEGRATED CONTENT CALENDAR						
DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
	Golf	Romantic Restaurants	Scenic Drives	Free Things	Secret Spots	Secret Gardens
Family Day Activities		Movie Buffs	Fit-cation	Picnics	Bucket List Activities	Staycation
		Art/Literary			Culture/History	
Resolutions		AT&T	Spring Events	PBFW	Artichoke Fest	US Open 2019
Family Holidays			Spring Break			Family Itinerary
				Wine Tasting		Taste Monterey County
	Whale Watching	Pinnacles	Wildflowers	Top Hikes	Ocean Activities	
			Sustainable Wildlife	Green Travel		
Winter Campaign/Sweepstakes						
New Winter	Proposals		New Spring	Landscapes		New Summer
	MCC Opening/ Customer Advisory BOD	Unique Venues	Memorable Meetings	Green Meetings	Spring Renovations	
	Customer Advisory Board				Dean Runyan; MCHA My Monterey	
Winter Campaign/Sweepstakes						
			Family Travel			
Family Holidays New in Winter	Golf Proposals	Movie Buffs Literary (Steinbeck)	Fit-Cation New in Spring	Landscapes	Culture/History	Taste Monterey New in Summer
Give a Gift of Monterey	AT&T Pebble Beach	Filmed in Monterey	Pebble Beach Food & Wine	Famous Residents	Unique Family Activities	Golf (tee up US Open)
Sustainable/Local Business		How to Have an Inspirational Meeting	Group Endeavors/ Offsites	Green Meetings	Business Dinners	Wellness
Things to Do Around Conf. Center District	MCC Grand Opening Party		Top Restaurants Around Conf. Center District		Happy Hours Around Conf. Center District	
	AT&T Pebble Beach		Pebble Beach Food & Wine			
Solutions/Girlfriend Getaway	A Whale of a Time	Movie Buffs in MC		Green Travel	Bucket List Activities	Taste of Monterey County; Staycation
	MCC Opening	Unique Venues	Fit-cation and wellness	Green Meetings		
					Dean Runyan; MCHA My Monterey	
Wine Country	Carmel by the Sea	Pebble Beach	Moss Landing	Carmel Valley	Salinas Valley LA	Wine Country
Businesses Come Back	Psi Bands	Sustainable Pebble Beach	Whole Enchilada Family	Green Businesses	Eg Conference	Taylor Farms- Ag
			Brand USA Multi-channel spring campaign			

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