

2017-18 Business Plan Extended Version



MONTEREY
Monterey County Convention
& Visitors Bureau

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Executive Summary

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 the businesses and residents. This mission is critically important, as tourism is the second largest industry in the county and the top industry for most of the cities we serve. More than 25,000 people are employed in our \$2.8 billion industry, which generates over \$110 million in local taxes, benefitting every single person living in our region.

It comes as no surprise that 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 single 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 cannot truly thrive without 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, such as the Monterey Bay Aquarium, we significantly increase the value of market intelligence for our members.

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 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

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 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**
- ✓ **Maintain and 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			
	FY 2017-18	FY 2018-19	FY 2019-20
Definite Group Booked Room Nights	65,000	70,000	60,000

Marketing Communications			
	FY 2017-18	FY 2018-19	FY 2019-20
Intent to Visit	44%	44%	44%
Social Engagements (Owned)	740,000	15% over EOY 17-18 (690k est)	15% over EOY 18-19 (793.5k est)
Earned Impressions (Domestic)	2,966,000,000	2.4B	2.7B
Unique Web Visits	1,717,000	1,717,000	1,717,000

Visitor Services			
	FY 2017-18	FY 2018-19	FY 2019-20
% of Visitors Influenced to Stay or Extend Stay	60%	60%	60%

Metrics

Department	Metrics
Group Sales	Group Bookings
	Group Leads
	Group Lead Room Nights
	Group New Business Bookings
	Group New Business Leads
	Group New Business Lead Room Nights
Marketing Communications	Communication Effectiveness
	Unaided Brand Awareness
	Facebook Fans
	Twitter Followers
	Instagram Followers
	Visitor Database
	Room Nights Booked through Web
	Economic Impact of RN through Web
	Total Onsite Referrals
	Total Offsite Referrals
	Total Pageviews
	Total Earned Media
	Total Impressions
Journalists Assisted	
Visitor Services And Membership	Influenced Room Nights
	EI of Influenced Room Nights
	Room Nights Booked
	EI of Room Nights Booked
	Visitors Assisted
	% of Visitors Influenced to Contact Accommodations
	Member Retention Rate

	New Members
	Member Engagement

Budget Snapshot

Revenue	
Jurisdiction Investment*	FY17-18
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
Subtotal Jurisdiction Investment	\$2,614,146
Tourism / Hospitality Improvement District	
Jurisdictions	FY17-18
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
Subtotal TID/HID	\$4,176,689
Private Revenue	\$299,570
Total Revenue	\$7,090,406

Expenses	
Group Sales and Services	
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
Total Group Sales and Services	\$2,910,037
Marketing Communications	
Advertising Programs	\$1,400,900
Media Relations	\$141,200
Research	\$128,741
Website	\$144,700
Programs & Talent	\$1,128,433
Total Marketing Communications	\$2,943,975
Visitor Services	\$423,641
Administration	\$947,308
Membership	\$127,193
Total Expenses	\$7,352,155

*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.

Situation Analysis

Monterey County Travel Impacts	Figure	Growth
Total Travel Expenditures	\$2.8 Billion	3.60%
Total Tax Revenues	\$247.1 Million	3.80%
Total Jobs/Employments	25,220	4.20%
Total Person-Trips	4.6 Million	2.20%

THE TOURISM ECONOMY

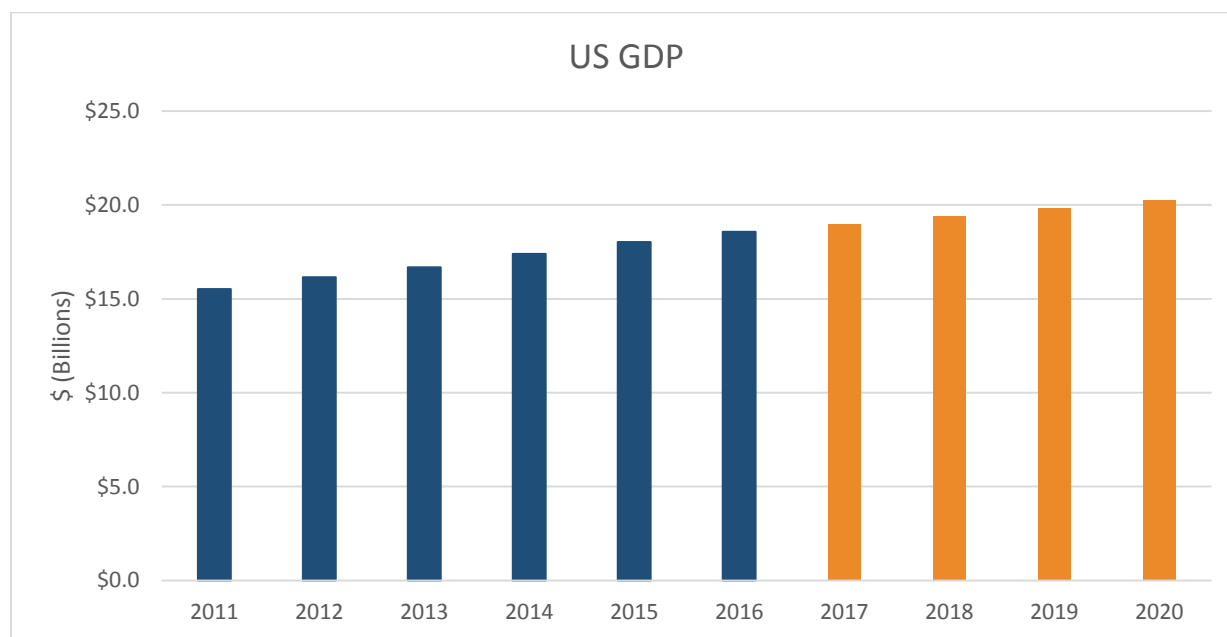
The tourism economy is thriving globally and the United States is a leader in the industry. The United States Travel Association estimates that international and domestic traveler spending increased 2.1% to \$990.3 billion in 2016. This travel expenditure is directly responsible for 8.6 million jobs and composes one of the largest sectors in the economy. In 2016, California tourism outperformed the nation when travel expenditures increased 3.1% to \$126.3 billion directly supporting over one million jobs. Monterey County's tourism industry is the fourth largest employer, second largest in income and plays a vital role in the local economy. Visitor spending experienced strong growth of 3.6% to \$2.8 billion - surpassing statewide growth. The \$2.8 billion in visitor spending supported more than 25,000 jobs, contributed \$247 million in total taxes and generated \$115 million local tax dollars that directly benefited the community.

While the figures representing the tourism economy are optimistic, there is still uncertainty in the future. Optimism is present in the stock market, consumer sentiment, low employment and total economic production, but factors driving uncertainty range from political turmoil to cost of living concerns. We plan to insulate Monterey County from uncertainty by unifying our tourism efforts more than ever before. Individual cautious optimism unifying in the face of uncertainty is the prescription of our situation analysis. We are stronger together.

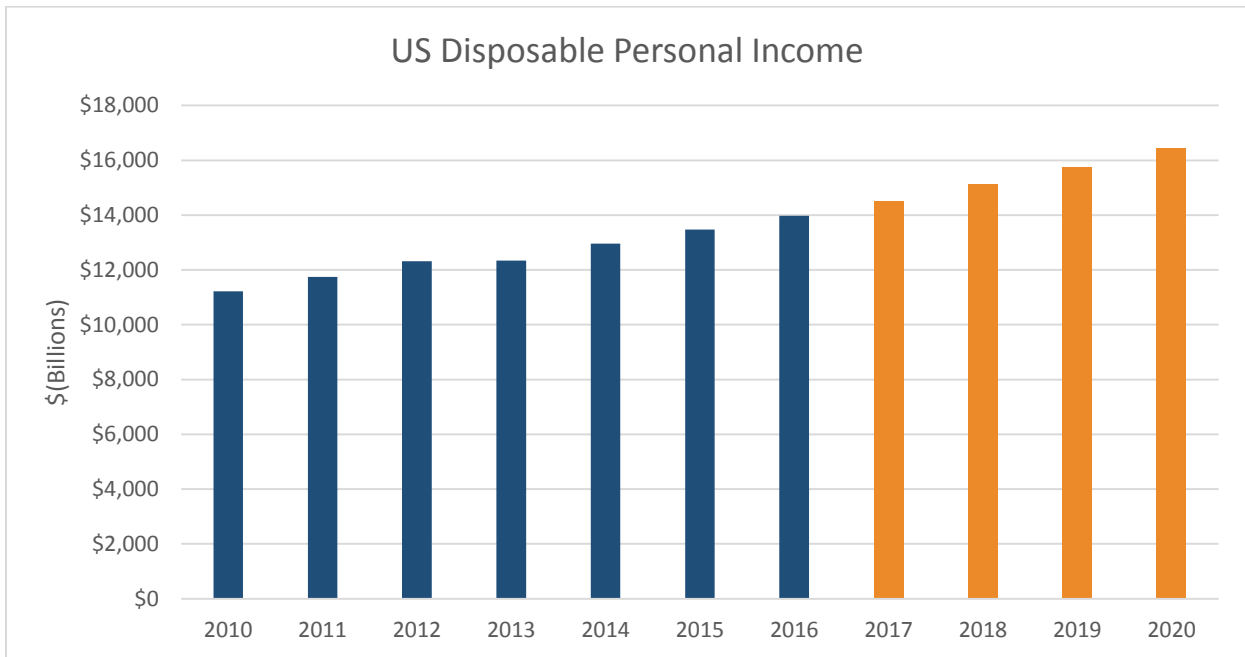
OUTLOOK

The start of 2017 brought tumultuous times for the travel industry. Even during these times, most if not all indicators continued to show signs of growth and economic activity in the United States. It appears that overall travelers want to come to America due to the brand equity that has been generated over the decades. The allure of California as a travel destination domestically and internationally is powerful and Monterey County will continue to experience growth by gaining market share through partnerships, compelling advertising and content, and an ever-expanding social presence. We look towards the future positively.

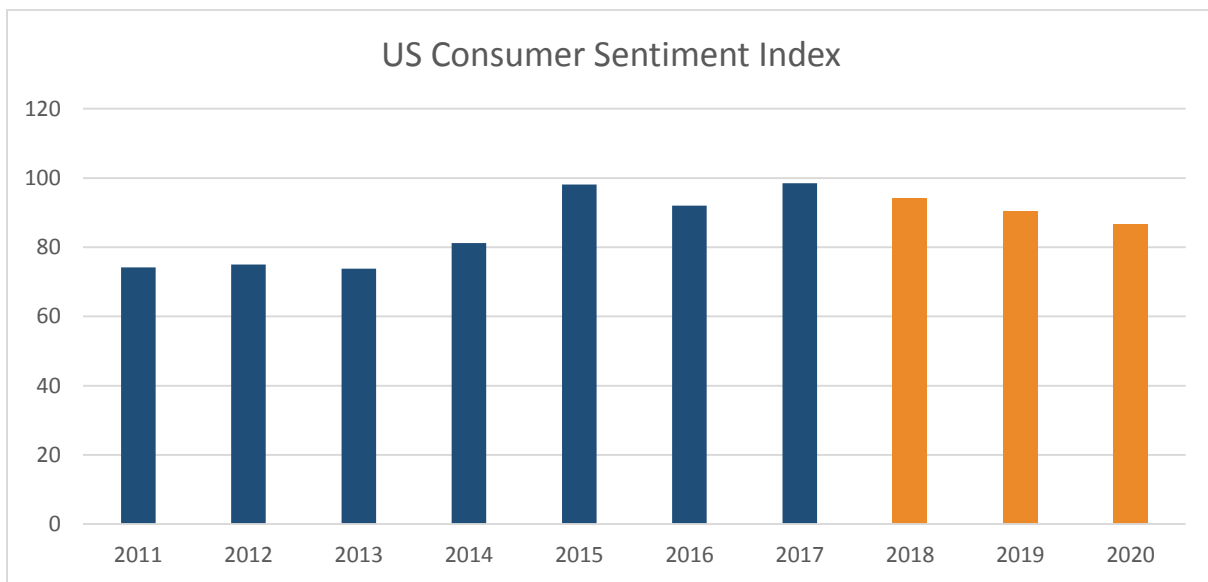
At a macro level, GDP is a key economic indicator in determining the overall productivity of the nation. It represents the sum total of all goods and services produced by a country. After experiencing an economic resurgence from the 2008 subprime mortgage crisis and subsequent recession, the economy has stabilized and is in a period of moderate growth. In 2016, the GDP for the United States increased 3.5%. This signals growth, but at a decreased rate since the recession and as a result our economic activity is growing steadily without the vigor it had several years ago. The Bureau of Labor Statistics (BLS) projects a growth rate of 2.2% for the next 4 years.



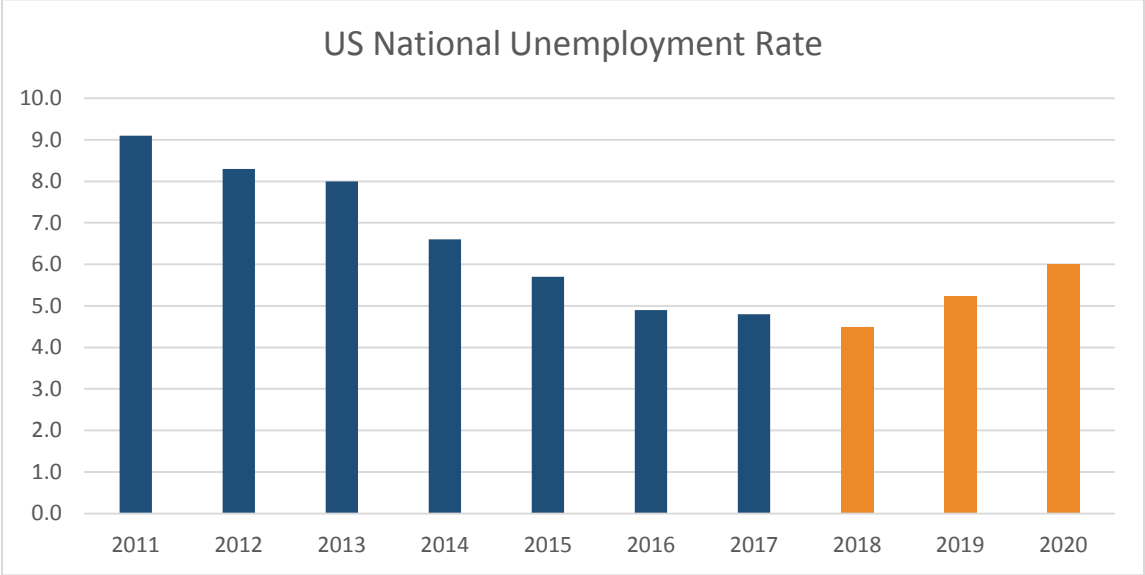
Leisure travel is dependent on disposable income. Examining disposable income will lend insights into how the industry has performed and if current trends are likely to continue. Indeed, the United States has enjoyed gradually increasing disposable incomes over the past decade and will continue this trend. The uncertainty for the travel industry lies in cost of living increases and how policy will shape costs for the next three to five years.



A leading indicator that is more closely tied to visitor behavior is the Consumer Sentiment Index. The figure indicates consumer attitudes, buying intentions and an overall willingness to engage in economic activity including travel. Towards the latter part of 2016 leading up to the election consumer sentiment saw an increase in both growth and positivism. At the start of the New Year, consumer sentiment peaked and is currently projected to contract over the coming years. However, this is a leading indicator and subject to rapid change as sentiment is tied to so many economic and political factors.



Another key factor tied to the travel and tourism industry is unemployment. The United States has enjoyed increased employment as the productivity of the labor force is utilized. The unemployment rate has declined from 9.9% in 2009 to 4.8% in 2017 according to the Bureau of Labor Statistics. The Bureau of Labor Statistics also predicts this to hold steady in our current economic climate for the rest of 2017 and 2018. This statistic is a signal of continued short term growth for the travel and tourism industry as the labor force is employed and earning discretionary income to spend on travel. However, the forecast predicts an increase in unemployment towards the latter part of this decade, adding to the atmosphere of uncertainty.



Travel Economy

“The question looking forward is: will an economy stuck in a restrained 2 percent-pace accelerate to a faster growth rate?” - United States Travel Association Forecasts.

The United States Travel Association produces 5 year forecasts for a variety of economic indicators which in conjunction represent the overall trend of the economy. The travel and tourism industry mirrors the overall economy, when things are going well businesses tend to travel more as well as the consumer with extra discretionary income. From these indicators we get a clear sense of what performance should be expected in the coming years.

Overall domestic travel expenditures are projected to increase 3.5% while international expenditures grow at 0.9%. This single metric paints the narrative for the upcoming year as we forecast domestic travel driving demand while international travel recovers from a contraction the previous year. Total domestic person-trips are projected to grow 1.8% with increases for both business and leisure trips. The

U.S. Travel Forecast table references modest growth for the upcoming 3 years, but it is a cautious optimism as growth slows and hovers around 2% across the board.

U.S. Travel Forecast (Growth)					
	2016	2017	2018	2019	2020
Real GDP (chained 2005 dollars)	1.6%	2.3%	2.5%	1.7%	1.6%
Consumer Price Index (CPI)*	0.3%	3.2%	2.1%	2.0%	1.9%
Travel Price Index (TPI)*	0.0%	3.6%	3.5%	2.9%	2.6%
Total Travel Expenditures in U.S.	2.1%	3.1%	4.1%	4.1%	4.3%
U.S. Residents	2.9%	3.5%	4.1%	4.0%	4.1%
International Visitors**	-2.1%	0.9%	4.2%	4.8%	5.6%
Total International Visitors to the U.S.	-2.4%	-0.1%	1.9%	4.0%	4.3%
Overseas Arrivals to the U.S.	-2.1%	0.2%	2.9%	4.2%	4.4%
Total Domestic Person-Trips***	1.3%	1.8%	1.8%	1.6%	1.5%
Business	-0.2%	1.6%	1.1%	0.8%	0.7%
Leisure	1.7%	1.8%	2.0%	1.8%	1.7%

*1982-84 = 100

**Excludes international visitors' spending on traveling to the U.S. via U.S. flag carriers and other miscellaneous transportation.

***One person trip of 50 miles or more, one way, away from home or including one or more nights away from home.

Sources: U.S. Travel Association's Travel Forecast Model, BLS, Department of Labor; NTTO, BEA, Department of Commerce, Tourism Economics.

Group Travel

“In many ways, 2017 will reflect 2016 meetings and events activity across North America with little change in the number of meetings” – American Express Global Business Travel

Group travel has long been a staple of economic impact for the travel industry. Travel for group business contributes \$121.9 billion of spending to the economy, sustains one million jobs and contributes nearly \$20 billion in taxes. While these numbers are impressive from an industry standpoint they are likely to remain consistent in the upcoming 2017 year, predicts American Express Meetings and Events Forecast. The length of meetings remain consistent year over year and spend remains stable as well. Working within budgets that are not expected to increase poses a challenge, but every challenge presents an opportunity. In order to capitalize on the opportunities this year there is a change in strategy for FY17-18 as we switch to a hyper focus on compression causing bookings further in the future. We believe we are going to see growth in our bookings as our goals coincide with a projected 8% growth in our group bookings pace.

WHY MEETINGS MATTER


SPENDING
\$121.9 Billion


PAYROLL
\$31.9 Billion


JOBS
1 Million


TAX RECEIPTS
\$19.9 Billion

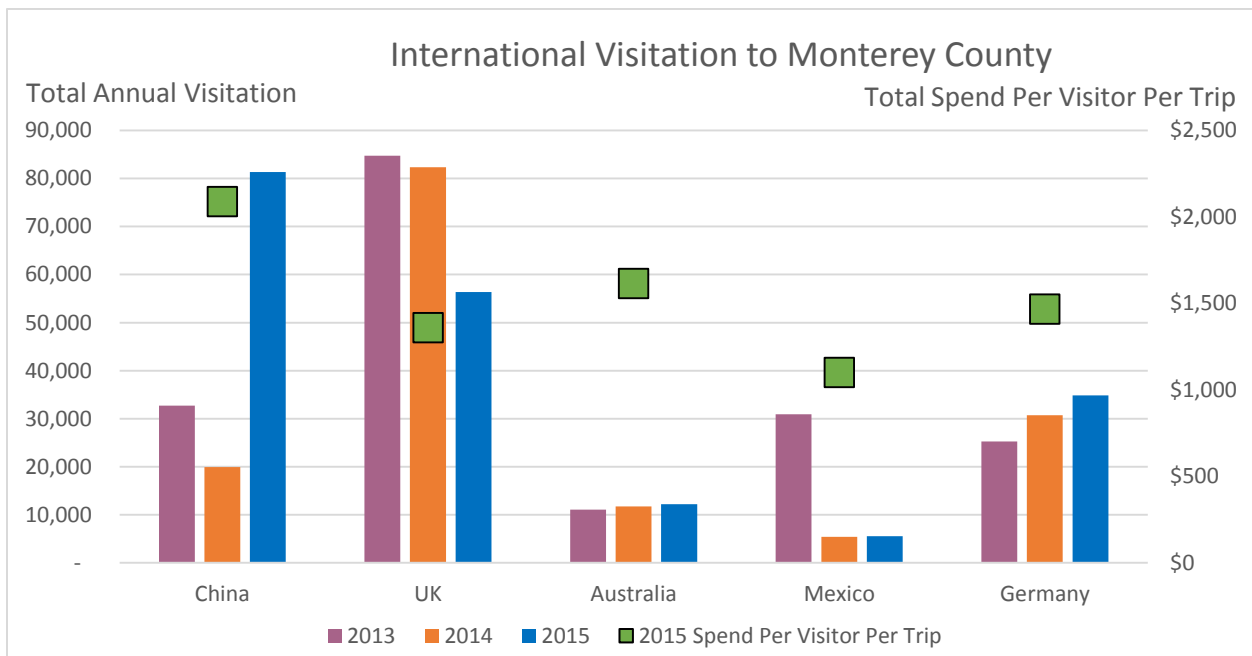
USTA, 2016

International Travel

International travel is projected to slow this year as policy has had rippling effects across the United States Brand. Overseas Arrivals to the U.S. are projected to grow at just 0.2% and Total International Visitors to the U.S. are projected to contract 0.1%.

While China remains the fastest growing country for international travel to California, Canada and Mexico are the number one and number two, respectively, top markets for California travel. These three are the top priority markets for Monterey County, and because Visit California and Brand USA both have co-op marketing programs with each of them, significant opportunities are available.

Monterey County has seen tremendous growth from China in terms of overall visitation. The expenditure and volume make this a key opportunity to invest in for the coming year. Additionally the MCCVB has also identified opportunistic markets by examining visitation growth and travel expenditures. These measures represent the total economic opportunity for Monterey County which include the United Kingdom and Germany. While the United Kingdom still represents a significant portion of international spend, the increase in visitation from Germany make these markets third and fourth tier priority. These are opportunities which will be pursued through partnerships and leisure sales active promotion and engagement in the tour and travel operator market.



Source: Survey of the International Air Traveler. Data represents a sample.

Content Marketing

Two years ago, we evolved the marketing approach from could be considered more traditional – advertising campaigns, publicity efforts, social marketing where each is somewhat independent of the other. The evolution was to Content Marketing where integrations is essential. Content marketing is fully integrating and synergizing paid media, earned media (PR) and social marketing. While this is a relatively new approach for DMOs, it has been used successfully by many top brands and has proven to be both efficient and effective.

Content can be paid, earned or owned:

PAID	<ul style="list-style-type: none"> ❖ Print Ad ❖ TV Commercial ❖ Banner Ad ❖ Promoted Facebook Post ❖ Paid Social Influencer
EARNED	<ul style="list-style-type: none"> ❖ Print Article ❖ Social Blogger/Instagrammer (not paid) ❖ Satellite Media Tour ❖ User Generated Content
OWNED	<ul style="list-style-type: none"> ❖ SeeMonterey.com ❖ MCCVB Facebook/Social Channels ❖ Visitor Information Center

With this evolution of strategy and approach have come a shift in MCCVB goal-setting and measurement. For example, several years ago DMO’s set as major goals website Page Views and/or Time on Site. These were thought to be good indicators of how well a website performed. Today these are worthy of tracking but hardly qualify as major goals. In fact, with today’s traveler visiting a DMO website, they are often quickly seeking useful information and then will move on. How long they are on our site is much less important to how fast we can serve up what they are looking for. This was part of the reasoning for the major change to SeeMonterey.com which took place in Fiscal Year 15-16.

Another critical industry trend has been the utilization of social channels for travel planning information – sometimes at the expense of DMO websites. We saw this trend early on and as a result have vastly boosted the resources required to have a highly effective collection of social networks. Social continues to be a vital tactic to support and amplify paid, earned and owned initiatives. Social influencers are becoming increasingly important as part of our earned strategy. Promoted posts and other forms of paid media also enhance our social reach and engagement. On our owned channels, social will continue to be used as an effective tool to drive web visits to the website.

Fiscal Year	Website Visits	Facebook Friends
14-15 (from previous FY)	+15%	33%
15-16	+5%	30%
16-17	+3% (estimated)	20% (estimated)

Current Goals

The current ‘marquee’ or ‘scorecard’ goals for the Marketing Communications program including the following:

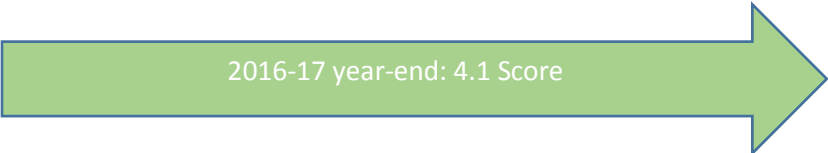
Ad equivalency

This is a traditional measure for earned media. This has historically been an industry accepted methodology for measuring Public Relations. The problem is that the industry is changing. Rapidly. It remains a relevant metric and is especially useful in characterizing for jurisdiction partners an ROI metric.



Communication Effectiveness

This is a metric that started when we launched the brand campaign in 2013. It measures how MCCVB messaging (paid, earned, owned) makes the destination more favorable or desirable. Our research company, SMARI, conducts similar research for dozens of other destinations and a high score is considered to be 3.8 on a 1 to 5 point scale. We set ours even higher at 4.1 and kept it there ever since.



Website Visits

SeeMonterey.com is the single best resource for travel planning to Monterey County. As such, many of our programs are designed to drive visits to our website. This is an important measure of success for our programs but also for an overall indication of interest in Monterey County.



Social Engagements

A new metric added in fiscal year 2015-16, Social Engagements indicates how compelling our social content is in terms of creating an activity – or engagement. To have someone see our social posts, for example on Facebook, is good. Better that they perform some level of engagement – a ‘Like’, ‘Comment’ or ‘Share’. This metric is generally accepted industry-wide and competes in terms of importance to our overall plan with Website Visits.



2016-17 year-end: 643,000 Social Engagements

There are two changes to the 17-18 fiscal year Scorecard:

- ❖ ***Intent to Travel*** – will replace Communication Effectiveness (which will be retained as a Tracking Metric). Communication Effectiveness is still a relevant metric, however it is more suited for traditional marketing approaches. Intent to Travel is a stronger indicator of our messaging especially with a content marketing approach.
- ❖ ***Impressions*** – will replace Ad Equivalency as the key goal for earned media – although we will still measure Ad Equivalency for jurisdiction reporting. Impressions are how many destinations, such as SF Travel and Team San Jose, measure PR – and MCCVB has as well but as a tracking metric and not a major goal. We will use impressions as a ‘bridge’ to an ultimately more important measure – *earned engagement*, something we have not tracked in the past. Impressions provides an indication of volume which is important, but like Social Engagements, earned engagements is a qualitative measure. Using impressions in the 17-18 fiscal year as the goal will provide a year-over-year comparison and also allow us to set a benchmark for earned impressions for goal-setting in subsequent years.

Evolving Measurement of 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

Key Areas of Focus

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.

STRATEGIC PRIORITY:

- ✓ **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:

- ❖ Meetings/Conference industry continues to be 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

Key initiatives & areas of focus:

- ❖ 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

2017-18 TARGET ROOM NIGHT GOALS

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
MCCVB Room Nights Needed to Close in FY17-18 to meet Pace	5,300	18,200	18,000	16,100	4,800
Target Room Night overall goal	35,000	39,000	48,000	58,000	68,000

MCC Competitive 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 Report - Project Report—March 2014, Destination Analysts

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.

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:

- ❖ 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.

Key initiatives & areas of focus:

- ❖ Paid advertising, a Satellite Media Tour (SMT, mass publicity) and a targeted social influencer FAM to support bridge opening and interim plan to promote north Big Sur

- ❖ Potentially a bridge ‘reopening’ ceremony in this Fiscal Year.
- ❖ Promote south Big Sur once mud creek slide is cleared to southern drive markets (SLO county and beyond)

BUDGET

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

SUSTAINABLE MOMENTS

Monterey County’s natural beauty, ample farmland and rugged coastline are 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.

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 are expanding in various travel channels in the FY17-18 year.

Key situational factors:

- ❖ 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.

Key initiatives & areas of focus:

- ❖ 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 will 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.

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), the exchange rate and attracting international visitors becomes 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.

STRATEGIC PRIORITY:

- ✓ **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. Our Travel Trade 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:

- ❖ 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.

Key initiatives & areas of focus:

- ❖ Continue to focus on China while maintaining sales and marketing relationships in Canada and Mexico, and participating in Brand USA and Visit California initiatives
- ❖ Continuing the partnership with San Jose and 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 will maintain it as an opportunistic market.
- ❖ Add ‘opportunistic’ markets in the UK and Germany.

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.*

The Plan

GROUP SALES AND STRATEGIC CLIENT SERVICES

STRATEGIC PRIORITY:

- ✓ **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 years' 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:

- ❖ 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

Key initiatives & areas of focus:

- ❖ 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

GOALS

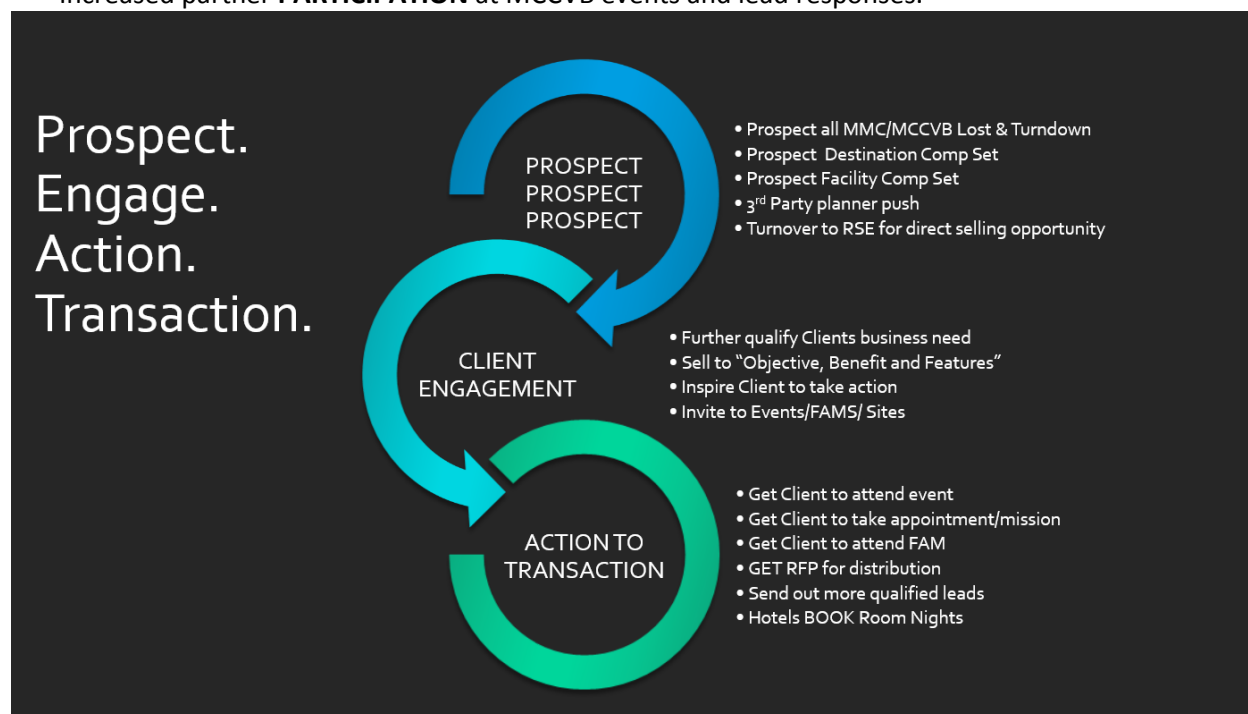
	2017-18	2018-19	2019-20
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Booked Room Nights	65,000	70,000	75,000
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Business Development Platform: Engage, Action, Transaction, Participation

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 tradeshow.
- 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 and 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 Regional Sales Executives. 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 and qualified business leads. Assigning specific KPIs to RSEs will be imperative for measuring engagement success.

Additionally, marketing resources will need to be aligned and or 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 and 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 will target 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 includes 5 signature FAM opportunities to choose from: JazzFest, Harvest Bounty, MCC Grand Opening, AT+T Celebrity Pro-Am, and PBFW. In addition, we will execute quarterly MCC-specific FAMs, with an ideal group size of 8-10 qualified customers per event.

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

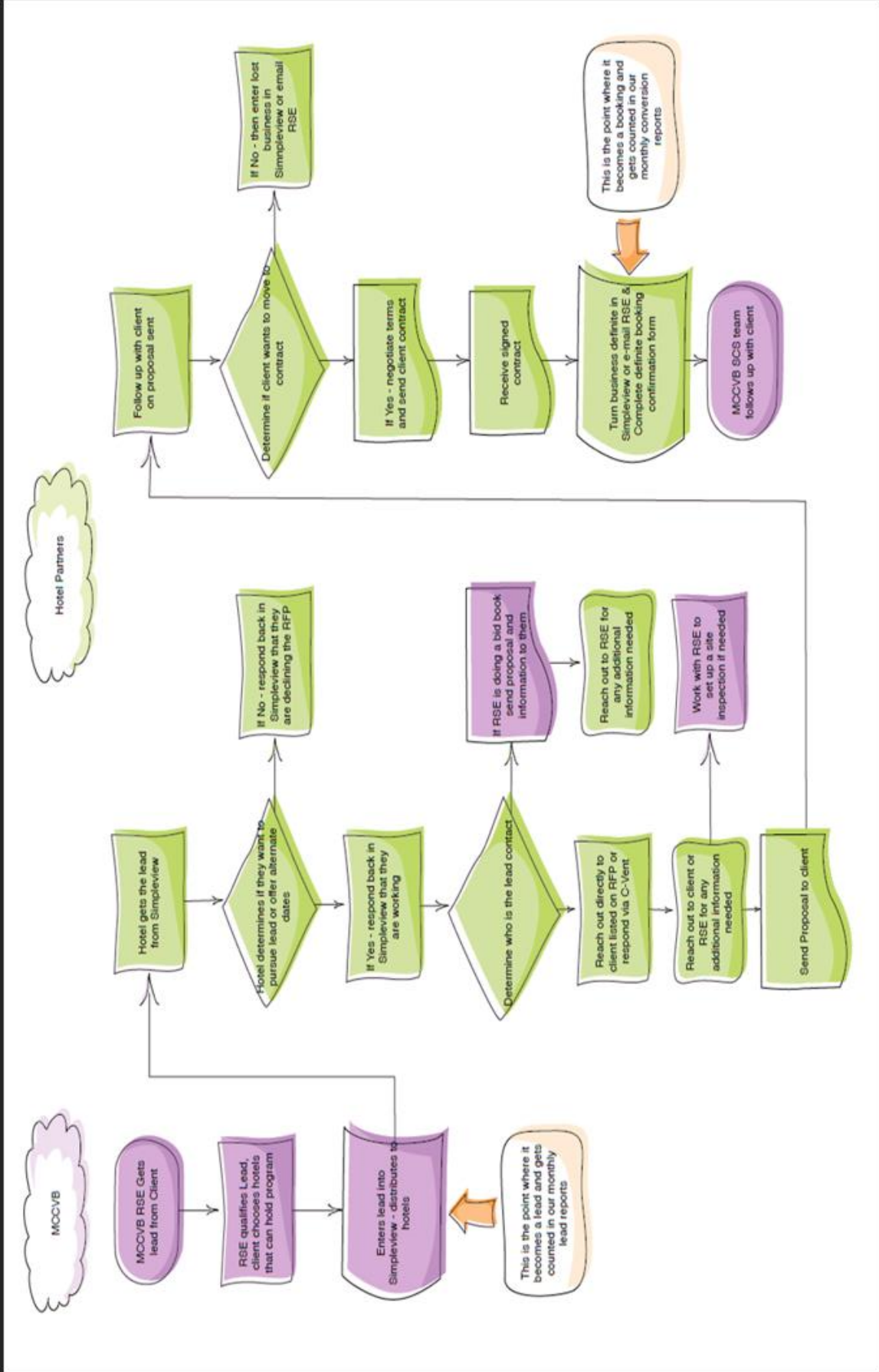
Partnership participation opportunities are abundant depending on specific itineraries and client needs.

MCCVB Target Client Profiles

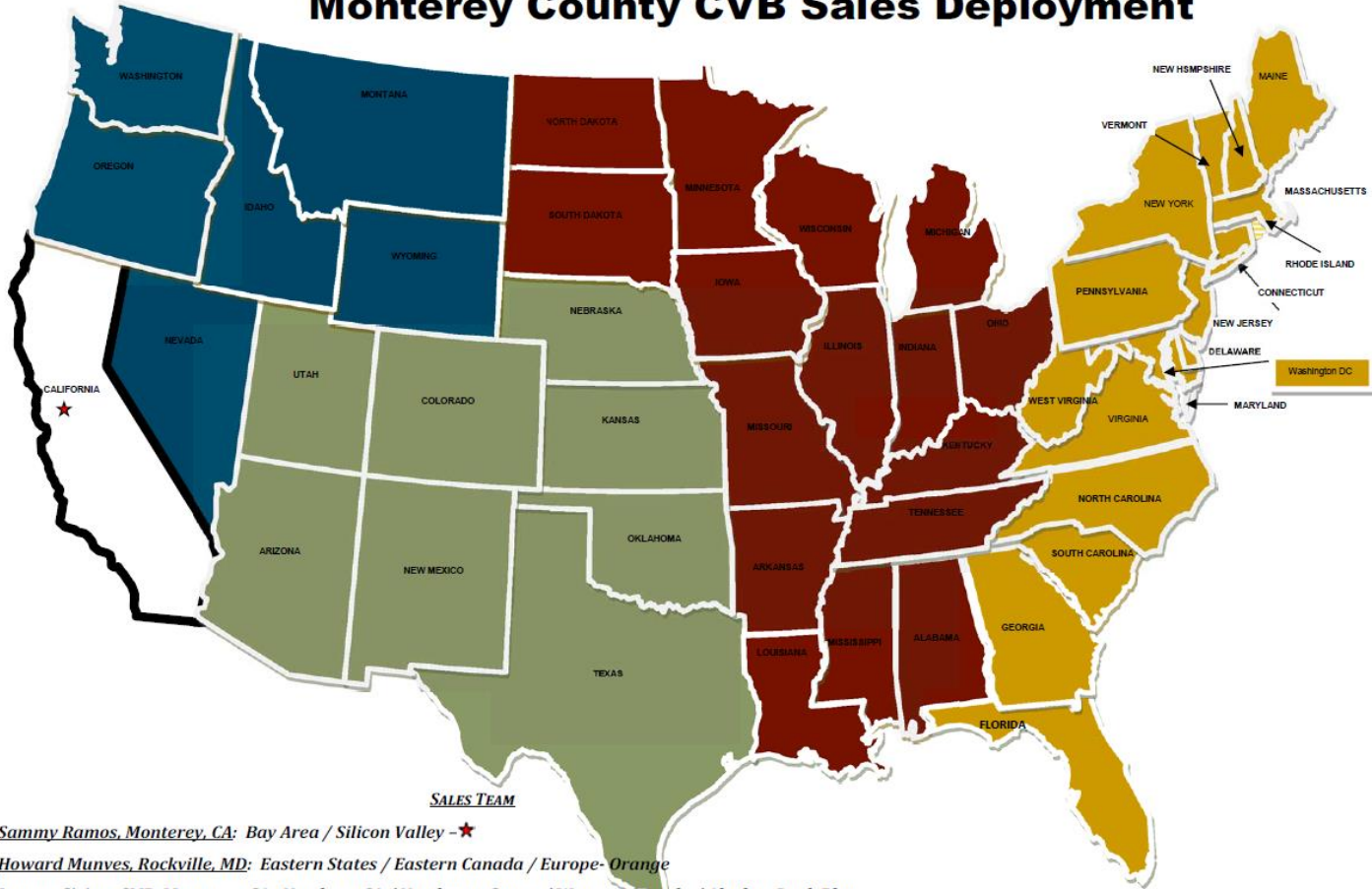
Territory	NorCal NW	Eastern	Central	SoCal SW	Bay Area
Goals & Biz Focus	20,150 300+ Peak >18 Mons.	13,650 300+ Peak >18 Mons.	10,400 300+ Peak > 18 Mons.	10,400 < 18 Mons.	10,400 < 18 Mons.
Geo Targets	SAC SFO SEA POR NV	DC MD VA PHL BOS NYC NNJ	CHI MIN DTW MIL OH MO	LA/OC PHX DAL HOU AUS/SAT	SJC SFO 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

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MCCVB Sales Flow Chart



Monterey County CVB Sales Deployment



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

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 tradeshows. This position works as liaison between meeting professionals and tour operators with MCCVB partners, stakeholders and sales staff.

Strategic Business Development

Strategic Business Development Specialist 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

Trade Shows

Reduced the number of trade shows 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.

Client Events

Reduced 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 budgeted higher due 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 and Sales Mission goals are commiserate with expenses (cost per client metric) and for ROI (cost per lead metric) Specific Goals are established per event prior to execution.

Sponsorships

A significant reduction in the number of sponsorships is planned. Remaining are signature partnerships with Helms Briscoe, CalSAE, PCMA, and various SITE.

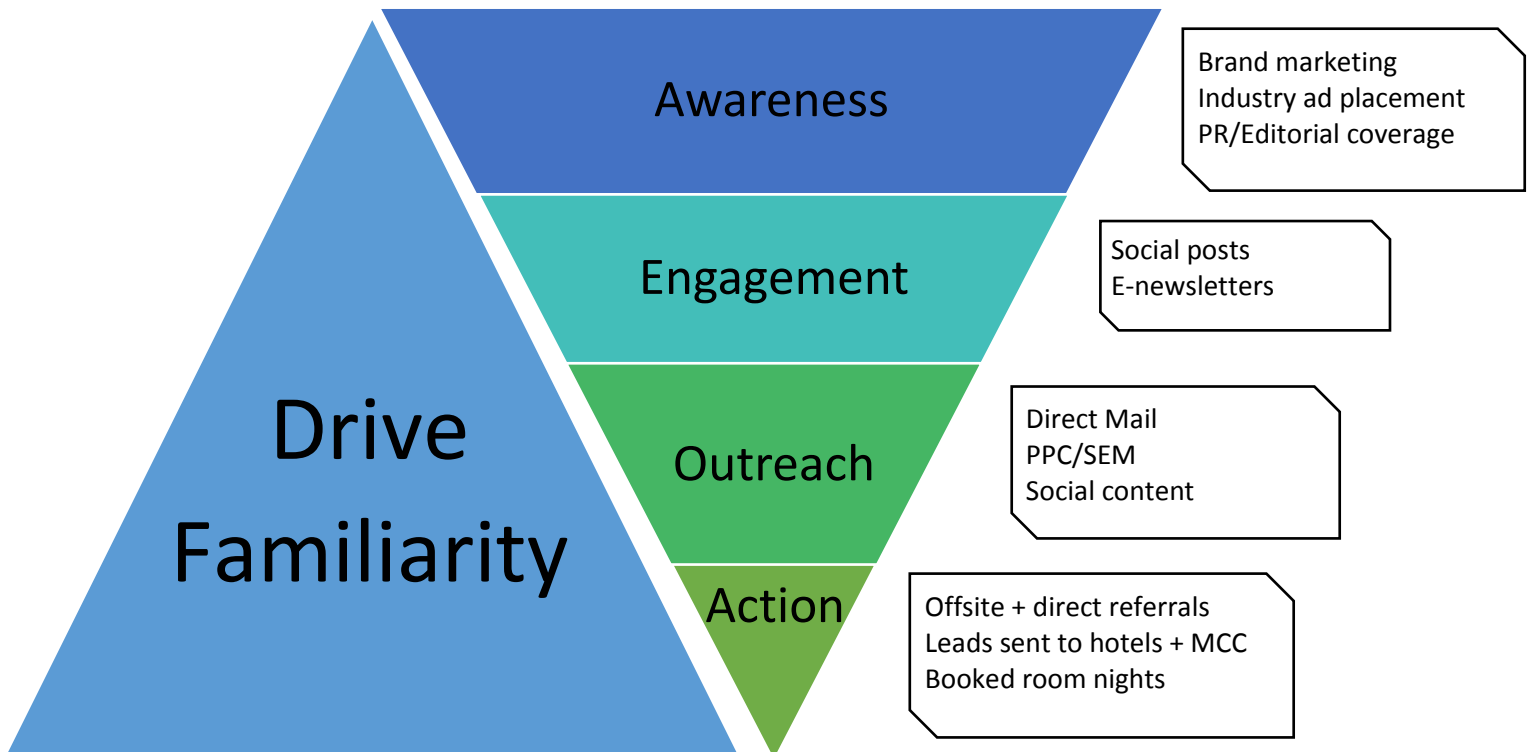
Strategic Programming for Group Sales	
Key Partnerships Helms Briscoe Cvent SF Travel Cal SAE Elevate Sponsor	Sponsorships CalSAE PCMA (Capital, NCC, GMW) MPINCC MPISSN MPI SoCal AZMPI SITE (NorCal, SoCal, MW, TX)
Tradeshows & Key Industry Meetings IMEX ASAE PCMA MPI WEC MPINCC ACE CalSAE Seasonal Spectacular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

Group Marketing

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 are:

- 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 → Familiarity → 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.

Group 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.

MARKETING COMMUNICATIONS

STRATEGIC PRIORITY:

- ✓ **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 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 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:

- ❖ 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.

- ❖ **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 will still track and report. We will 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

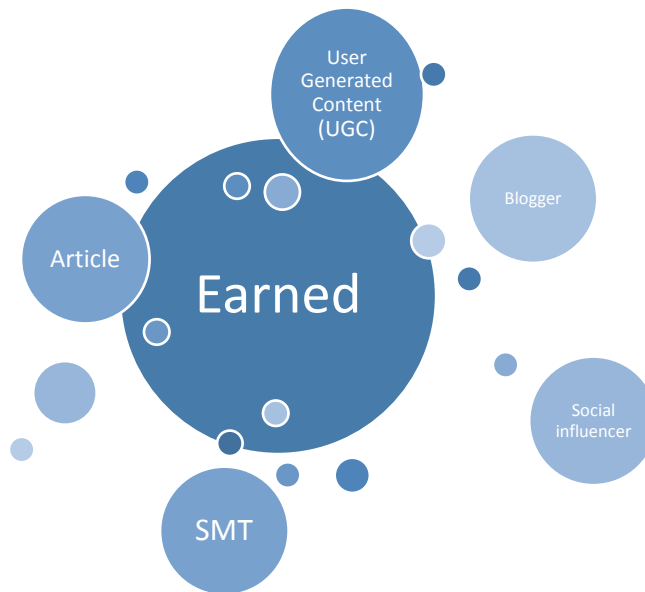
The Evolution of the Goals

Two key changes to the 2017-18 Scorecard:

- ❖ ***Intent to Travel*** –replaces Communication Effectiveness (which would retained as a Tracking Metric). Communication Effectiveness is still a relevant metric however it is more suited for traditional marketing approaches. Intent to Travel is a stronger indicator of our messaging especially with a content marketing approach.
- ❖ ***Impressions*** –replaces Ad Equivalency as the key goal for earned media – although we will still measure Ad Equivalency for jurisdiction reporting. Impressions are how many destinations, such as SF Travel and Team San Jose, measure PR – and MCCVB has as well but as a tracking metric and not a major goal. We're proposing to use impressions as a 'bridge' to an ultimately more important measure – *earned engagement*, something we have not tracked in the past. Impressions provides an indication of volume which is important, but like Social Engagements, earned engagements is a qualitative measure. Using impressions in the coming fiscal year as the goal will provide a year-over-year comparison and also allow us to set a benchmark for earned impressions for goal-setting in subsequent years.

Strategies

I. EARNED STRATEGY



Target high-value, key media outlets with an emphasis on target markets to write about Monterey County and generate print, broadcast, digital, and social content about the destination.

Tactical Approach

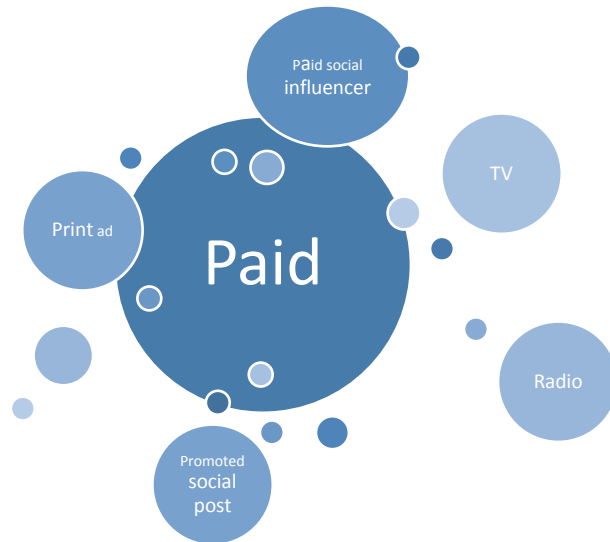
Monterey County has a wealth of experiences and continues to be a bucket-list destination. By expanding the earned media coverage for the destination, we continue to create authentic content that travelers engage with.

Our strategy for communications in 2017-18 will center on targeting key publications and social influencers in target markets with strong influence and followings. Reactively we will engage with outlets outside of the key markets to spread awareness of Monterey County.

1. Develop engaging content to inspire coverage in line with our brand messaging
 - Press Releases
 - Pitches
 - SMT/VBR
2. Cultivate relationships with journalists and inspire them to write about our destination
 - FAM hosting
 - Pop up events

- Media missions with VCA, SFT

II. PAID STRATEGY

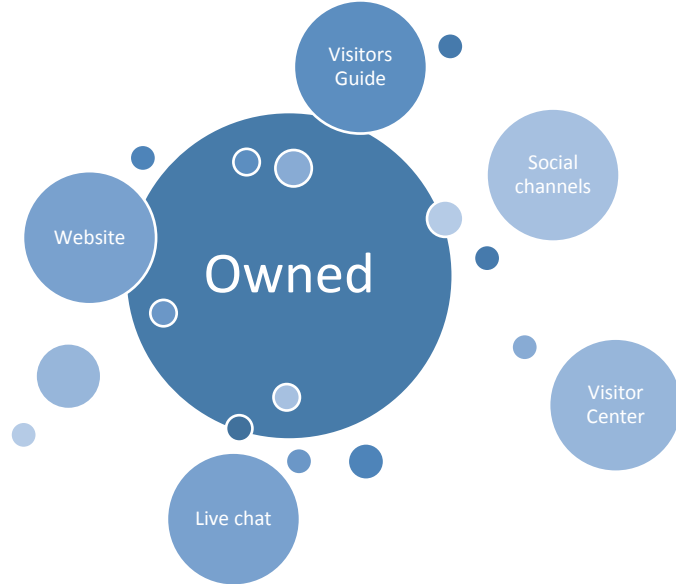


Utilize a combination of broad based digital/traditional advertising to further Awareness and Familiarity – with targeted/customized paid social content to increase Engagement, Web Visits and, ultimately Intent to Visit.

Tactical Approach:

- Always-on brand awareness (Trip Advisor, paid search, digital ad retargeting, etc.)
- Content activations (four initiatives, spread throughout the year, that align Monterey County's content pillars with prizm customer segments for highly targeted, effective marketing outreach)
- Fall campaign – large scale campaign to push off-season visitation
- Winter activation and promotion – smaller scale campaign than fall but intended to drive interest in visitation from winter and into spring
- **New:** Brand awareness campaigns into target markets

III. OWNED STRATEGY



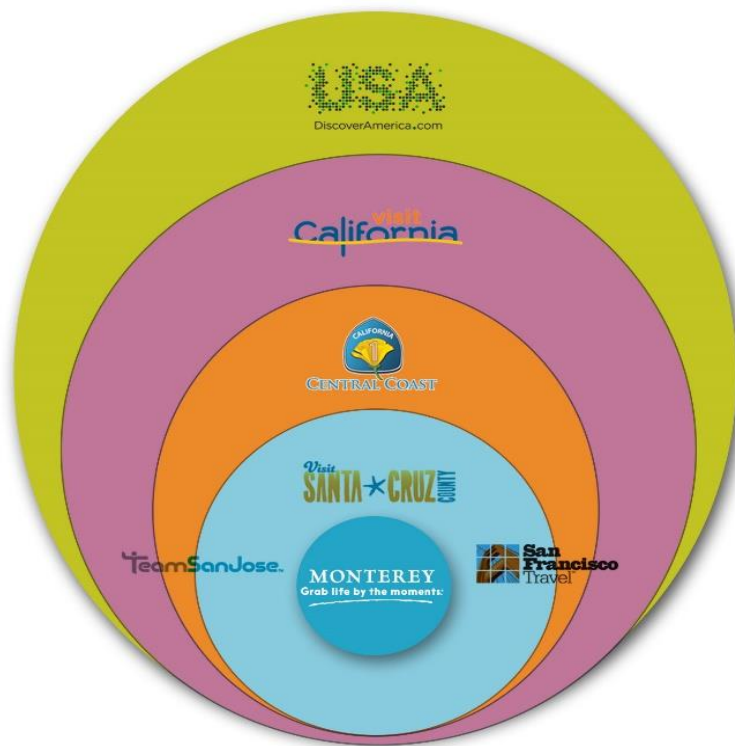
Utilize and develop content designed to drive broad based awareness of key promotions, activities and events and as well as develop customized topical lifestyle content packages (posts, videos, pictures, blogs)

Owned channels include the seemonterey.com website, social channels, visitor eblast and blog. Facebook will continue to be the main area of focus– it is both an excellent channel for content distribution and amplification as well as converting website traffic with high-potential visits. Instagram will continue to increase its importance as a primary channel of focus. Twitter, Pinterest and other channels will continue to be utilized according to the type of content and the users of these channels.

GOALS

	2017-18	2018-19	2019-20
Intent to Visit	44%	44%	44%
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)
Earned Impressions (Domestic)	3% over EOY 16-17 (2.3B estimate)	2.4B	2.7B
Unique Web Visits	1,717,000	1,717,000	1,717,000

Success in the tourism economy is not only based on smart actions, but also on cultivating collaborative relationships. Specifically, it depends on developing and leveraging relationships with key strategic and travel channel partners. As a world-renown destination, Monterey County relies on reaching out to partners across the country and around the world for continued incremental growth. In maintaining these vital relationships, we are also able to tap into accumulated knowledge and experience throughout the industry.



VISITOR SERVICES

STRATEGIC PRIORITY

- ✓ **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 systems 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.

Monterey Visitor Center Walk-In Traffic Trend

Fiscal Year	2013-14		2014-15		2015-16		2016-17	
July	16,394	-11%	13,859	-15%	13,430	-3%	11,940	-11%
August	17,703	-5%	15,064	-15%	13,737	-9%	13,741	0%
September	14,067	-7%	11,853	-16%	14,658	24%	11,711	-20%
October	10,901	-1%	10,669	-2%	10,002	-6%	11,063	11%
November	5,236	-3%	6,197	18%	5,069	-18%	5,209	3%
December	5,784	29%	5,117	-12%	4,456	-13%	4,856	9%
January	5,727	25%	5,010	-13%	3,722	-26%	4,281	15%
February	6,316	29%	5,927	-6%	8,338	41%	4,506	-46%
March	7,391	-2%	7,015	-5%	6,582	-6%	6,377	-3%
April	11,955	32%	10,038	-16%	7,321	-27%	7,813	7%
May	11,051	1%	10,955	-1%	9,653	-12%	9,112	-6%
June	11,442	-3%	11,372	-1%	10,417	-8%	8,694	-17%
	123,967	2%	113,076	-9%	107,385	-5%	99,303	-8%

%=comparison to previous year

Monterey Visitor Center Walk-In Traffic Data

Average of Hourly Visitor Counts	Jan	Feb	Mar	Apr	May	June	Aug	Sept	Oct	Nov	Dec
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.)

Monterey Visitor Center Survey Comments

- ❖ Cathy and Pam are the best. Decided to stay one more day due to the information and insight they provided.
- ❖ 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.
- ❖ 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
- ❖ 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
- ❖ 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...

GOALS

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

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:

- ❖ 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.

Key Initiatives and Areas of Focus:

- ❖ 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

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

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

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