



STRATEGIC PLAN

Mission:

Increase tourism's economic impact to Oakland through destination development and brand management.

Brand Statement:

Oakland is the social, cultural and creative incubator of California.

visitoakland.org | [#oaklandloveit](https://twitter.com/oaklandloveit)

TOURISM OUTLOOK

Oakland has had a very positive year, with new city leadership firmly in place and working through key initiatives that are shining a very positive light on the destination. Residential and commercial real estate deals have highlighted the demand for Oakland to be the hub of the East Bay and new announcements like UBER are emphasizing Oakland's position as a destination.

From a destination development point of view, this is all very positive but we join the other leaders in the city who are committed to balancing the demand for "new" and the needs of the existing community. As the residential population increases and the city swells with workers during the day – transportation and access become critical and Visit Oakland looks forward to working with other city leaders to identify ways to educate residents and visitors on how to get here, and how to move around the destination. There is an opportunity to look at beautification of our entry ways, and to develop a better city-wide "way finding" that would help the destination grow in a way that benefits residents as well as visitors.

According to industry sources, Oakland's hotels will continue to experience growth with a 12% increase in ADR and 9% increase in REVPAR forecasted. Occupancy will be flat, or slightly down, indicating that market demand is not expected to increase. With three or four hotel projects in the development pipeline, Oakland could see 150-400 rooms enter the market within the next 3 - 5 years. Visit Oakland's marketing efforts will continue to be focused on emphasizing the destination's benefits. We will continue to create value for customers by working together with our hotel partners and destination attractions to create an experience that exceeds their expectations.

The market outlook for convention business is limited for growth due to the limitations of convention space and hotels within walking distance of the Oakland Convention Center. Growth again, will need to come in rate and length of stay. Oakland's largest growth potential is in the weekend leisure business and Visit Oakland will work together with hotel partners to create leisure weekend packages with attractions, food and music festivals, and sporting events.

The sharing economy is going to have an impact on the visitor economy this year with Airbnb listing over 1500 hosts in Oakland. Over 44,000 Airbnb visitors stayed in Oakland in 2015 and Visit Oakland is committed to finding new ways to engage with those visitors and educate them on all the destination has to offer, especially the neighborhoods they are located in. With UBER and Lyft now available in Oakland and at OAK, Visit Oakland will look to engage with these industry partners.

Lastly, Visit Oakland will continue to partner with other city agencies to move the positive narrative of Oakland forward. The Mayor's office, the Chamber of Commerce, SPUR, neighborhood BID's and the city's Economic Development Department will work together to establish a singular brand for the city that can be used for attracting more investment, more residents, top talent in our workforce, and of course, more visitors.

We look ahead to 2016 with great anticipation and we are thankful for all the people who make our vision and work come to life.



BOARD OF DIRECTORS

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STAFF LIST

Mark Everton, President & CEO
Natalie Alvanez, VP, Marketing & Business Development
Stephanie Nash, Finance & Administrative Manager
Ben Taylor, Digital Marketing & Communications Manager
Samantha Scott, Sales Manager
Frances Wong, PR & Community Relations Manager
Kent Sundgren, Sales Coordinator
Paul Lim, Marketing Coordinator
Helen Green, Visitor Services Manager
Kenneth Brown, Visitor Center Associate

INDUSTRY PARTNERS



STRATEGIC IMPERATIVES

STRATEGIC IMPERATIVE 1: INCREASE OAKLAND'S BRAND AWARENESS

Objectives

- Promote a research based destination brand through marketing materials, collateral distribution and advertising.
- Shift outward perception of Oakland through positive media coverage.
- Promote a singular brand for Oakland across multiple platforms - City Hall, Chamber etc.

STRATEGIC IMPERATIVE 2: GROW DEMAND FOR THE DESTINATION

Objectives

- Deploy destination sales resources towards corporate, association and third party planners, while also continuing efforts in the travel trade, and diversity markets.
- Provide destination support services to ensure a positive visitor experience.
- Develop a strong sales strategy in key international travel trade markets where there is strong air lift (Europe, Canada, Mexico)
- Sponsor familiarization trips to Oakland by travel decision makers.
- Develop programs that bolster occupancy during weekends and November/December.

STRATEGIC IMPERATIVE 3: BE A LEADER IN DESTINATION DEVELOPMENT

Objectives

- Influence all destination development decisions that impact tourism or the visitor experience.
- Advocate on behalf of the tourism industry in Oakland.

STRATEGIC IMPERATIVE 4: STRENGTHEN AND GROW OUR PARTNERSHIPS

Objectives

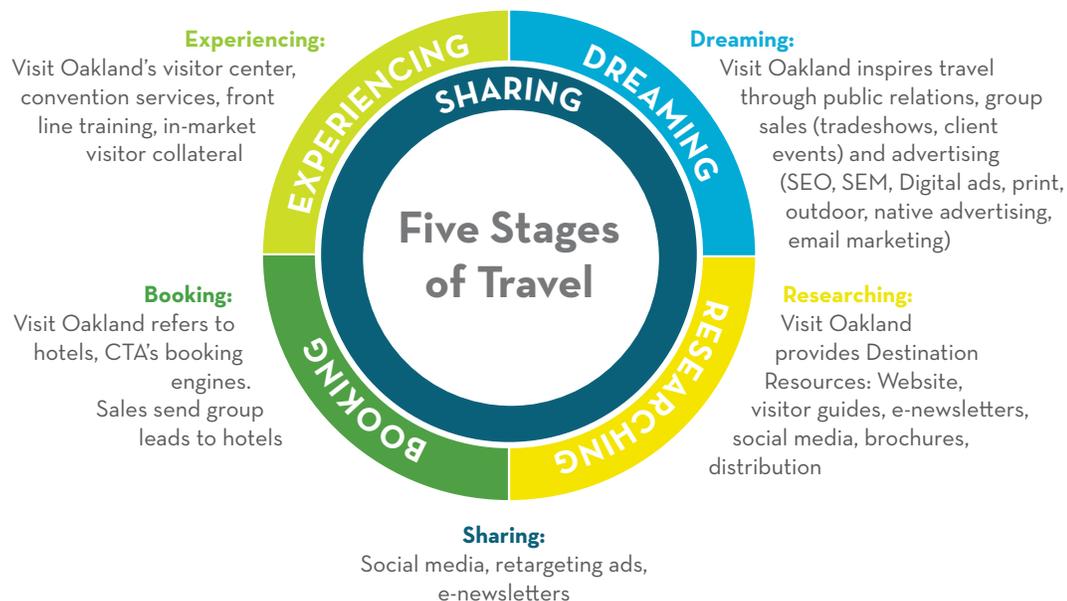
- Measure and ensure all expectations are met based on agreements with all partners, including local organizations.
- Increase partnership activity with Visit California and Brand USA
- Continue corporate partnerships that are aligned with the brand.

STRATEGIC IMPERATIVE 5: REINFORCE A CULTURE OF ACCOUNTABILITY AND INNOVATION

Objectives

- Run an effective and efficient organization through fiscal responsibility, highly effective staff and engaged board of directors.
- Fully implement stakeholder reporting process based on CRM data.
- Perform economic viability research to better understand tourism's economic importance to Oakland.

VISIT OAKLAND'S ROLE IN THE FIVE STAGES OF TRAVEL



COMPLETED ORGANIZATIONAL GOALS

1. Increased funding for Visit Oakland - It takes money to compete against other better-funded destination marketing efforts in the Bay Area and California. With the inclusion of the OTBID, the new organizational budget is \$4 million.
2. Unify behind a consistent brand developed by Visit Oakland, and have the brand be adopted by other agencies within the city.

DESTINATION GOALS

1. **Five-year plan for a new Destination!** – Visit Oakland cannot succeed alone. A five-year destination development plan will identify roles for all economic and development entities in Oakland, so that everyone can work as a team to improve Oakland’s image and overall visitor experience.
2. **Oakland must continue to change its image** – Oakland must cleanup crime and graffiti and continue efforts to make the streets safe for travelers and residents alike. A city can change its image through partnerships to address the issues and then change the story that is told in the media.
3. **Nimitz Freeway Gateway Plan** – First image is critical and the majority of visitors to Oakland arrive on the Nimitz Freeway, which is not reflective of Oakland. Improved lighting, improved landscaping, improved signage, reduced graffiti and attractive off-ramps into the city will make a better first impression of Oakland.
4. **Focus on connectivity and way finding** – Oakland is a diverse city with many unique areas of interest. Use signage, maps and GPS technology through mobile apps to connect visitors with the different neighborhoods and communities within Oakland.
5. **New Lodging** – Room demand growth will force the development of new lodging - Oakland hotels are running high occupancy when compared to many areas of the state and nation. Sites for future hotels should be identified and plans made to drive the development of new lodging opportunities.

*Destination Goals as outlined in Young Strategies Oakland Research Report.

OAKLAND KEY PILLARS

Through research and brand awareness, Visit Oakland has developed the following Brand Pillars that will drive sales, marketing & PR efforts.

PILLAR 1: Urban Excitement	PILLAR 2: Culture Attractions	PILLAR 3: Outdoor Beauty	PILLAR 4: Tech & Innovation Community	PILLAR 5: Culinary	PILLAR 6: Sunny Side of the Bay/Regionalism
					
Diversity	Art Galleries	Oakland Waterfront	Oakland Makers	Oakland Urban Wine Trail	Location
Entertainment	Festivals	Jack London Square	Tech	Oakland Restaurant Week	Weather
Shopping	Sports Events	Parks & Recreation	Social Justice	Culinary Tourism	Access (OAK, Amtrak, BART, Ferry)
Music	Landmarks	Lake Merritt	Progressive Community	Craft Brewers	
Performing Arts	Museum	Gardens		Food Tours	
	Historical Points of Interest	Oakland Hills			
	Family Friendly Attractions				

TARGET AUDIENCES

GROUP SALES MARKETS

By surveying the OTBID hotel partners, and reviewing industry trends, VO is targeting the following group meeting & event planners.

Top Priority Markets

Recent OTBID hotels survey results indicate that corporate, association and third-party are top priority markets. Therefore, the Sales Department will vigorously court these markets by attending appointment-based trade shows with enhanced exposure through sponsorships and hosting familiarization tours and client events within our top 10 feeder markets.



Secondary Markets

LGBTQ/Diversity are markets that largely generate weekend business which continually provides a thriving opportunity for Oakland hotels, who generally run strong occupancy during the week due to business transient and groups. LGBTQ Sports is an ideal market for Oakland given its diverse and inclusive demographic. The Sales Team is working to grow and foster relationships through trade shows and meaningful participation on a LGBTQ Task Force. International Travel Trade continues to be developed, with focus on FIT in the UK, Canadian, Scandinavian and Mexican markets. These markets have strong lift into Oakland, and with a strong partnership with Visit California, it's important to continue to market to these international travelers.



Low Priority Markets

OTBID hotels have identified religious, government and SMERF as low-priority markets. Subsequently, since these markets are relationship driven, the Sales Team will continue to maintain current relationships. Visit Oakland will support individual hotel's sales efforts in these markets.



Individual Leisure Travel

A key market to focus advertising and marketing dollars is the weekend leisure traveler, specifically the Adventure Seeker and Experience Seeker, both which have high internet search rates for Oakland, but have a lower booking ratio. However, each of these audiences both value cultural attractions, authentic experiences and off the beaten path destinations. They are highly connected on social media, and spend money on travel.

Target Audience

California Drive Market including Greater Bay Area, Los Angeles, Sacramento and Northwest (Portland/Seattle)

Audience Profile



THE ADVENTURE SEEKER

- 25-35 years old
- Moving up in their career
- No family or very young family
- HHI @ 100K+
- 6+ trips per year, 2-3 trips around authentic experiences
- Frequently travels with other individual travelers
- Active on social media, spends time and money on interests
- Desired experience: Culture and adventure; motivation

Secondary Audience



THE EXPERIENCE SEEKER

- 36-50 years old
- Professionals, established in career
- Double income, no kids
- HHI \$200K+, high disposable income
- 6+ trips per year
- Immersive travel experiences
- Looks at reviews, recommendations from experts and friends
- Desired experience: Leisure and culture; me time



STRATEGIC IMPERATIVES

Strategic Imperative: GROW DEMAND FOR THE DESTINATION



STRATEGY: ADVERTISING

Develop a strong advertising campaign to redefine the destination of Oakland while driving awareness, consideration and visitation to Oakland.

Tactics

- Leverage visitor research and destination brand to optimize campaign messaging in targeted markets
- Support new creative with integrated media; utilize seasonal and geographic priorities to maximize efficiencies and paid social media to further branding and word of mouth
- Increase outreach to meeting professionals via print and online efforts - craft content to promote new destination offerings

STRATEGY: SEASONAL/NEED TIMES PROMOTIONS

Target audiences with an affinity for dining, art & culture to increase leisure visits during need times.

- Produce Annual Restaurant Week program
- Develop Winter/Holiday Campaign to drive business to hotels during November - February
- Develop Summer Advertising Campaign focused on key Oakland festivals and family friendly experiences
- Market the Oakland Urban Wine Trail to drive leisure travel to Oakland during soft months

STRATEGY: GROUP SALES/DEMAND GENERATION

Target key planners in markets.

Tactics

- Promote Oakland hotels and convention center at key industry tradeshows (see attached tradeshow schedule) through attendance and sponsorships
- Host client events in key markets (Los Angeles, Sacramento, Seattle)

- Host site tours and FAMS for key decision-makers
- Provide a tool kit to better train tour operators and agents to increase consideration of Oakland
- Educate hotel sales teams on working with Visit Oakland and marketing tools available
- Create marketing materials targeting meeting planners
- Develop an e-marketing program to drive lead to sales department

STRATEGY: DESTINATION SERVICES

- Create materials for business development support including Convention Calendar, marketing materials, landing pages and convention service booths

Strategic Imperative: INCREASE BRAND AWARENESS



STRATEGY: MARKETING RESEARCH

Utilize multiple sources of data, including aggregated big data from OTAs, contracted outside research firm, online meeting planner surveys in order to make strategic decisions on target audiences, marketing initiatives.

Tactics

- Leverage BIG Data, data segmentation, retargeting to target an audience most likely to convert
- Create and deploy a website conversion study in order to determine spending of visitors to visitoakland.org
- Subscribe to STR, PKF and Nsight Travel Data in order to best target spending to increase business for the Oakland tourism market
- Extensive economic impact research to better understand the Oakland visitor and their impact on the Oakland community

STRATEGY: BRAND AWARENESS

Drive awareness, consideration and visitation to Oakland.

Tactics

- Create and distribute compelling content, photography, visitor guide, visitor map and other collateral
- Develop a video marketing strategy, creating video “vignettes” to leverage the brand message on Facebook, YouTube and with Pre-roll advertising
- Leverage brand elements and creative assets to encourage brand engagement with all city stakeholders

STRATEGY: CONTENT MARKETING & SOCIAL MEDIA

Create compelling content in order to increase and deepen customer engagement.

Tactics

- Create compelling content for Visit Oakland website that will be shared through social media channels in order to deepen customer engagement
- Develop a strong e-mail marketing campaign for consumers and meeting planners to drive traffic to the website



STRATEGY: PUBLIC RELATIONS

Highlight variety of positive stories while also shifting outward perception of Oakland through positive media coverage

Tactics

- Target key media in industry, ethnic, LGBT, multicultural, food etc. publications for stories
- Maintain strong relationships with local news directors to ensure fair and balanced Oakland news and viewed as a valuable city resource
- Widen and grow media relationships with top tier, high profile national press
- Media calls in out of town markets (i.e. New York, LA, London)
- Organize quarterly networking opportunities for local PR professionals
- Maximize speaking opportunities (industry and community)
- Utilize outside PR agency to facilitate penetration in key feeder markets

Strategic Imperative: BE A LEADER IN DESTINATION DEVELOPMENT

**NEXT STOP:
TAKE 5 TO OAKLAND**

CAPITOL CORRIDOR
1-877-9-RIDECC
capitolcorridor.org/take5

AMTRAK
Enjoy the journey.
Amtrak.com

STRATEGY: DESTINATION DEVELOPMENT

Influence any destination decisions that impact tourism or the visitor experience

Tactics

- Partner with major transportation hubs (OAK, AC Transit, Amtrak, BART, ferry) ensuring positive visitor travel experience throughout the destination
- Work with local government to highlight the economic impact of tourism for the community
- Continue engaging in regular meetings and/or attend events to foster stronger partner relationships
- Provide partners with necessary marketing materials to promote their destination/attraction
- Have a presence on variety of community boards/committees to maintain a voice at the table and offer Visit Oakland’s position

Strategic Imperative:

STRENGTHEN & GROW OUR PARTNERSHIPS



STRATEGY: COMMUNITY RELATIONS

Maintain strong presence in the community while presenting partners with new opportunities

Tactics

- Engage with key community partners to maintain relationships
- Provide updated news through regular partner communications
- Educate the community about the importance of local tourism advocacy and the economic importance of tourism (i.e. Increased jobs)
- Facilitate community-wide partnerships which increase the destination's economic development and overall impact
- Continue to host the "I Am Oakland" hospitality training program
- Organize industry events/mixers to foster collaboration amongst partners



STRATEGY: INDUSTRY RELATIONS:

Partner with local advocates to further promote tourism and show its positive economic impact to the destination

Tactics

- Work with government officials and politicians to support tourism legislation
- Encourage Visit Oakland staff professional development opportunities through trainings, conferences, webinars, certifications, etc.
- Abide by industry accreditation through best practices, audits etc.

Strategic Imperative:

REINFORCE A CULTURE OF ACCOUNTABILITY & INNOVATION

STRATEGY: FISCAL RESPONSIBILITY

Ensure Visit Oakland is fiscally responsible with a clean audit and balanced budget annually.

Tactics

- Contract with an auditor and outside accountants
- Adhere to established accounting policies and procedures
- Increase planning through purchase orders, Finance Committee Approvals for non budgeted items
- Maintain a balanced budget by appropriately forecasting expenses and receiving competitive bids for services and products

STRATEGY: HUMAN RESOURCES

Ensure Visit Oakland has an engaged, professional and highly effective staff and provide resources for employees to achieve organizational goals.

Tactics

- Ensure Visit Oakland has the professional staff needed to meet the organizational goals
- Provide a personnel liaison from Board of Directors
- Adhere to all employment laws and ensure staff adheres to employee handbook. Update handbook as needed throughout the year in order to comply with all federal and state laws
- Review and update all personnel files quarterly
- Provide annual employee reviews and share with Exec Committee
- Recruit and retain an effective, highly knowledgeable and professional staff
- Provide professional development opportunities to all staff

VISIT OAKLAND CALENDAR

TRADESHOW SCHEDULE

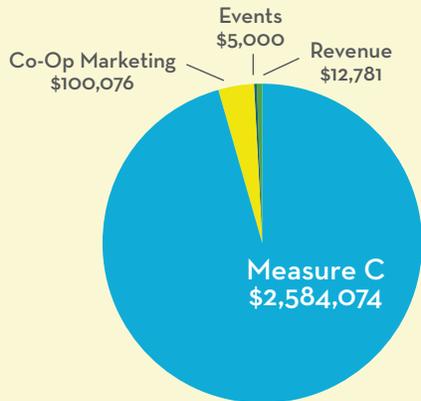
TRADESHOW	DATE	
Connect Marketplace	August	2016 Corporate/Association
Smart Meetings	September	2016 Corporate/Association
Hospitality Performance Network	September	2016 Third Party
National Coalition of Black Meeting Planners	November	2016 Diversity
World Travel Market	November	2016 Travel Trade
Holiday Showcase	December	2016 Corporate/Association
CalSAE Seasonal Spectacular	December	2016 Association
Connect Diversity Summit	January	2017 Diversity
Professional Convention Management Association	January	2017 Association
Independent Planners Education Conference	March	2017 Third Party
Experient	March	2017 Third Party
Conference Direct	March	2017 Third Party
CalSAE Elevate	April	2017 Association
Connect California	April	2017 Corporate/Association
Destination California	May	2017 Corporate/Association
Meeting Planners International	June	2017 Corporate/Association
IPW	June	2017 Travel Trade
Helms Briscoe	June	2017 Third Party

MARKETING CALENDAR

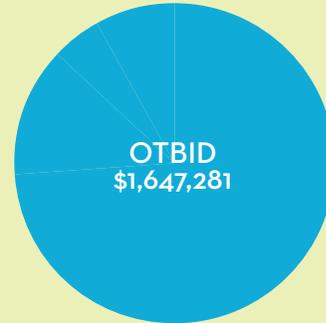
PROGRAM	PLANNING	EXECUTION	DEPARTMENT
Summer Advertising Campaign	2-3 Months	July - Sept 2016	Marketing
Visit Oakland Annual Breakfast	3 Months	July 2016	Marketing
Annual Report	3 months	July 2016	Marketing
Oakland Visitor Guide	6 months	July 2016	Marketing
Visitor Economic Impact Study	12 months	July 2016	Marketing
Client Event @ Connect	2 months	August 2016	Sales
Raiders Week	1 Week	September 2016	Marketing/PR
Fall Open House	1-2 months	September 2016	Marketing
Warriors Week	1 Week	October 2016	Marketing
Winter Ad Campaign	2-4 months	Nov 16 - Feb 16, 2016	Marketing
Oakland Restaurant Week	7 Months	January 2017	Marketing
A's Week	1 Week	April 2017	Marketing
Spring Ad Campaign		April - June 2017	Marketing
Website Conversion Study	12 months	May 2017	Marketing

VISIT OAKLAND BUDGET

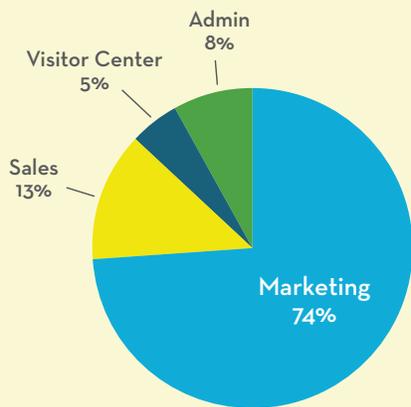
MEASURE C REVENUE



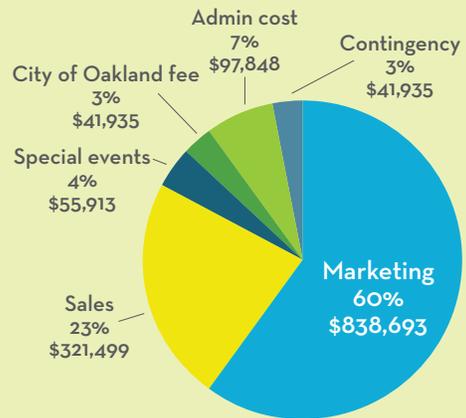
OTBID REVENUE



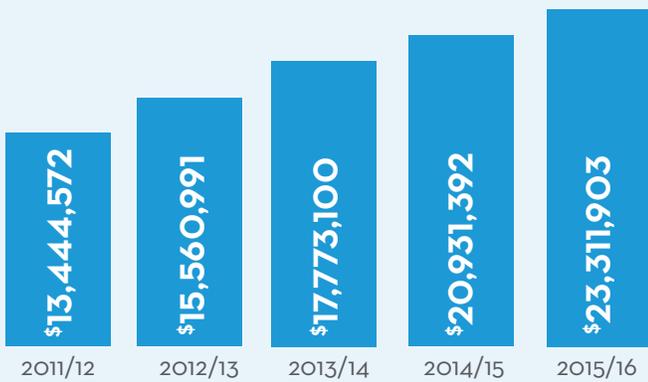
MEASURE C EXPENSE



OTBID EXPENSE



TOTAL TRANSIENT OCCUPANCY TAX COLLECTED BY CITY OF OAKLAND



(Source: City of Oakland)

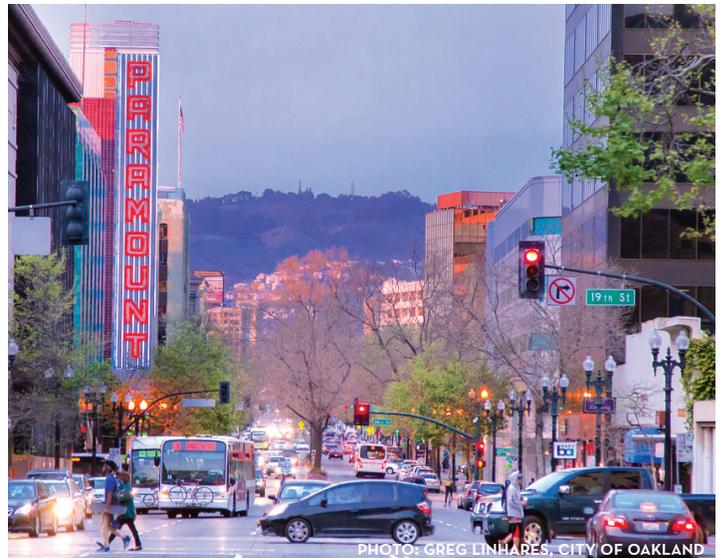


PHOTO: GREG LINHARES, CITY OF OAKLAND



RETAIL SPACE FOR LEASE
925-974-9115

- WELLS FARGO
- Sprint
- City Center Grill
- L'Espresso
- CITY CLEAN Cleaners
- The Salon Station
- Tia Maria
- TAKE 5
- Roma

VISIT
Oakland

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Oakland, CA 94607

visitoakland.org