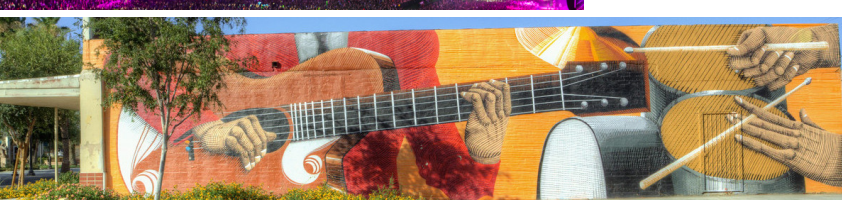
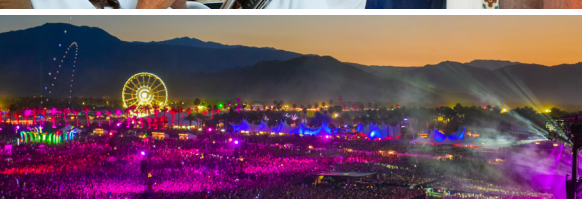
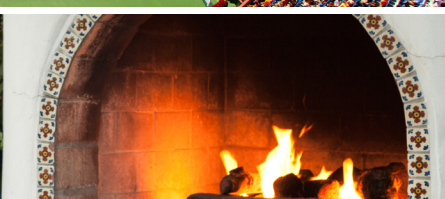
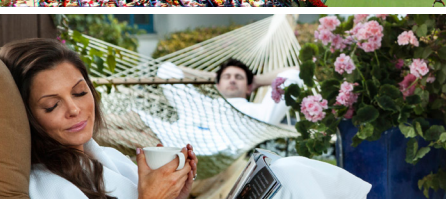


2018 SALES & MARKETING PLAN GREATER PALM SPRINGS



find your oasis.



The outlook for tourism in Greater Palm Springs has never been more exciting! We begin 2018 with the newly opened Kimpton Rowan, as well as the AC Paseo Hotel opening in January. We have multiple new hotels on the horizon, including the Montage, Pendry, Andaz and the Dream Hotel. Many of our small boutique hotels have new owners who are undertaking exciting renovations. This type of investment provides a strong signal for our future, making a CVB tourism master plan even more essential. Although we must keep focused on the short-term, it is very refreshing to have a Board with a vision for the long-term future. It is critical for the CVB to balance our core fundamentals while moving our destination to remain competitive in the future.

Major priorities for moving forward have been adopted in the CVB's Destination Development Plan, a comprehensive ten-year blueprint with the goal of attracting more than 16 million visitors to the valley by 2026. The CVB is working closely with all nine cities to align resources and strengthen a unified tourism community.

One of our top priorities will be transportation: air, rail and car. We dedicate the majority of our transportation time and resources on developing year-round air service. We will build off our success with JetBlue, American, United, Virgin and WestJet. The CVB conducted dozens of appointments with the airlines throughout the year, and the feedback is very positive. We recognize one critical component is missing from our presentation: the corporate business traveler. We are working on strategies to utilize our resources in the most effective manner to attract new businesses to the valley that will positively impact the need for air service.

Another priority is education and ensuring the Cal State San Bernardino campus in Palm Desert grows to its maximum capacity. It is critical to the tourism industry and for economic development. The CVB has commissioned a study showing the impact of the campus on the destination with the primary goal of convincing Sacramento that we need the resources and support to have a stand-alone campus.

In 2018, the CVB will continue to build upon its successful collaborative marketing campaigns that extend the resources and reach of our Partners. Once just a summer campaign, the marketing program has expanded to include the important fall and winter periods. Collaboration benefits all of us, and we look forward to developing new programs based on your input and our research.

Video content and social media have proven extremely effective ways of communicating "our story," and the CVB will be investing even more this year in both video content and social networking that have resulted in record numbers in 2017. The popular Chill Chaser video series, featuring many of our Partners, will debut a second season in 2018. High-profile celebrity personalities will continue to put Greater Palm Springs in the national spotlight in 2018 with well-known celebrities such as Mario Lopez. An exciting new film incentives program is set to position our region as a film friendly destination, bringing additional income to our region as well as added visibility of our scenic tourism assets.

Our Convention Sales team is focused on finding new business in 2018, as well as shifting existing business to a midweek pattern. The strategy is gaining momentum, with the team generating 53% more new leads for future business last year. Partnership services will also continue expanding in 2018 with new events and perks for Partners with redesigned, attractive Partnership levels. In 2018, we will also continue to invest in attracting international markets with greater emphasis on both training and marketing in key locations around the world, with a focus on the affluent traveler.

Tourism is our destination's largest industry, generating 50,000 jobs and more than \$6.4 billion for the local economy. Without tourism, local residents would pay more than \$3,200 a year in additional taxes to maintain the same services and quality of life.

Working together, we will take our destination's tourism economy to even greater heights in 2018! We sincerely appreciate your support!



SCOTT WHITE
President & CEO
Greater Palm Springs CVB



TOM TABLER
Chairman CVB Board of Directors
GM, JW Marriott Desert Springs
Resort & Spa



LINDA EVANS
Chairman Joint Powers Authority
Executive Committee
Mayor, City of La Quinta



VISION

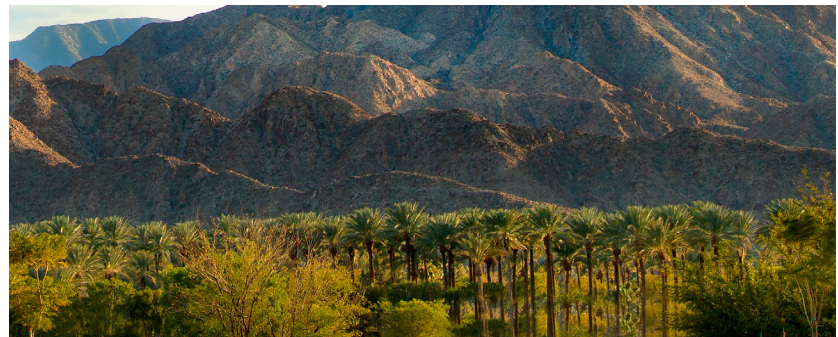
The CVB will be recognized as the premier regional destination marketing organization among its competitive set. The CVB will pursue its mission with a focus on innovation, partnerships and results. The organization will be considered successful when: the business model attracts additional funding; when the programming attracts more partners; when the brand is recognized across all stakeholder groups and targeted consumer markets; when the deployment strategies are recognized as innovative and "leading edge;" when the performance exceeds expectations and when the management practices are fully accountable and considered "best in class."

MISSION

The mission of the Greater Palm Springs Convention & Visitors Bureau is to market Greater Palm Springs as a premier visitor and meeting/convention destination for the purpose of positively affecting the area's economy and the quality of life for its citizens.



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GPSCVB STRATEGIC PLAN

DESTINATION DEVELOPMENT PLAN

As we look toward the future of Greater Palm Springs in our ever-changing world, it is important for the CVB to collaborate with the region's tourism industry leaders to plan for the destination's long-term future. The CVB worked with two firms to create the Destination Development Plan to develop a long-term destination development strategy. The Destination Development Plan, revealed in spring 2016, is based on extensive research and features more than 85 individual recommendations. The recommendations are targeted to meet the primary goal of attracting more than 16 million visitors to the valley by 2026. This master plan depends on collaboration with our Partners. Without the support and involvement of our tourism Partners, no plan can entirely succeed.

► MOVING THE DESTINATION DEVELOPMENT PLAN FORWARD IN 2018

To meet the changing needs of the tourism industry and the visitor to the Coachella Valley, the CVB has identified key priorities for 2018. These priorities include:

- Transportation
- Supporting Education
- Health & Wellness
- Outdoor Adventure
- Arts & Culture

The Greater Palm Springs CVB is tasked with developing strategies to implement the Destination Development Plan priorities. Understanding that this master plan depends highly on collaboration with our Partners, the CVB will work closely with our Partners to align the Destination Development Plan priorities, all aimed at growing our tourism industry in a competitive global environment. The CVB Partners include local, regional and national governments, economic development, hospitality and tourism industries, DMO's, business sectors and stakeholders.

The CVB will curate the content and work together with each city to promote related elements in each of their destinations. Together, we will position ourselves as a premier destination, increasing the overall long-term awareness and visitation of Greater Palm Springs.





► TRANSPORTATION

AIR SERVICE

For Greater Palm Springs to be a year-round destination, it must have year-round air service. The CVB has been successful in providing subsidy funds to secure JetBlue service to our destination and has entered into a cooperative marketing agreement to promote their winter service. The CVB has also provided subsidy funds to extend American Airlines service to Greater Palm Springs to extend months of service in the future, but equipment issues might delay the normal full-service schedule. United Airlines is growing seat capacity and could envision growth opportunities in 2018 and beyond. Delta is happy with the current performance and may entertain the idea of extending the Minnesota frequency in 2018. Alaska and Virgin America have merged and the equipment change should be complete in 2018, but there is not an expected change in service at this time.

The reality is that continuing and expanding subsidy will require much greater support. We know that airlines will not risk year-round service into Greater Palm Springs without a minimum revenue guarantee or cooperative marketing agreement.

Consistent year-round air service will also be beneficial in attracting new companies and diversifying the economy as well as serving the growing needs of tourism and meetings. The master plan also recommends the establishment of immigration and customs facilities at the airport for international flights, expansion from Canada, new markets such as the UK, Mexico and long-term Asia market.

RAIL SERVICE

Access from Southern California will continue to be an issue. Adding daily Amtrak service would enhance the accessibility of the destination to in-state, group business and international travelers tremendously. RCTC is coordinating the effort to address all of the requirements to help make this a reality. This is considered a long-term initiative that will not likely develop until 2020 or beyond.



► EDUCATION

HOSPITALITY PROGRAM

The CVB and Partners are supportive of the hospitality program being developed for California State University, San Bernardino Palm Desert Campus (CSUSB) and College of the Desert. Professional hospitality programs designed to enhance industry skill sets will result in positive visitor experiences, resulting in return visitation and a continuous well-trained tourism workforce to meet the needs of our growing industry locally.

SUPPORT UNIVERSITY GROWTH

With the knowledge that continuing education plays a vital role in the local economy and that the lack of labor pool is a main obstacle in the hospitality industry, we should all be united with the goal of reaching 8,000 enrolled students at Cal State University Palm Desert. The CVB has dedicated \$25,000 to support fundraising efforts for CSUSB to stand alone. The positive impact of having students here from all over the world and country would be a game changer for our destination and our industry.

► OUTDOOR ADVENTURE

Outdoor adventure tourism is an industry that is growing rapidly and has measurable effects on destinations worldwide. Greater Palm Springs offers outdoor adventure as a natural component of the destination with a variety of geographic terrain, natural beauty and an abundance of opportunities for the adventure traveler. The product is being developed naturally and will need the support of local and regional government to overcome issues related to permitting, land use and signage. For instance, hiking and biking trails need parking, restrooms, shade and street signage to help the visitor find the trail and have a good experience. Cities may need to consider building facilities to grow amateur sporting events and invest in such amenities as water activity features for attracting families during the summer months. There are also opportunities to

attract events and establish new product, both of which may require added incentives to attract them to Greater Palm Springs. The CVB has taken first steps to add an “outdoor adventure” lifestyle section on our website and collected new content in the form of Partner listings, interesting articles for the adventure travelers, imagery and adventure videos on our site and YouTube Channel. The CVB has also spearheaded an effort with Friends of the Desert Mountains, Bureau of Land Management and CVAG to establish one list of authorized trails to be utilized by all organizations as the official list of trails. These trails would be promoted and uploaded to websites and popular hiking apps. The next step in the process is to work with CVAG and each of the cities to place street signage pointing people to the trailhead and parking.



► HEALTH, WELLNESS AND MEDICAL TOURISM

Health and Wellness offers a rich history as one of the destination's “authentic experiences.” People have come to Greater Palm Springs for decades to relax, rejuvenate and heal their body, mind and spirit.

The Health & Wellness tourism segment also has synergy with many other niche tourism segments including: Spa Industry, Hot Springs, Outdoor Adventure, Beauty & Anti-Aging, Fitness & Weight Loss, Nutrition & Healthy Eating, Holistic Healing & Alternative Medicine, Mindfulness & Meditation, Preventative & Functional Medicine and Eco-Friendly & Sustainability. A wellness visitor may be simultaneously engaging in many segments during one trip so the destination that addresses the interests of the wellness visitor will gain their business and loyalty as the experience is truly authentic and fully encompasses Health & Wellness from every aspect of their visit.

It is also important to note that according to the Global Wellness Institute, a domestic wellness visitor spends nearly 164% more per trip than the average domestic visitor, and the international visitor spends 61% more than the average international visitor.

Health and Wellness is a pillar that all nine cities can embrace and integrate into each city's long-term plans. There are opportunities for each city to make Health, Wellness and Medical Tourism a priority for product development in terms of attracting events, conferences and developing programs that benefit both the resident and the visitor.



► ARTS & CULTURE

The art and cultural fabric of a destination supports elements that help create first-time and repeat visitation. The CVB is investing in and partnering with the Desert Arts Council, recognizing that a strong arts and cultural community is critical to our brand for the destination. It will be important for all nine cities to work together on supporting a strong creative community and attracting world renowned artists and events. The 2018 initiatives will include brand development of Greater Palm Springs as a premier cultural destination; new programming, tours and experiences around new and existing art assets throughout our nine cities; cultural arts visitor itineraries; and more.



► SALES AND MARKETING AND SOCIAL MEDIA

Collaborative efforts to market Greater Palm Springs between the CVB and Partners has achieved great strides in the last two years with an award-winning marketing campaign that united the unique message of each involved Partner with Greater Palm Springs' branding. Last year, this collaboration included eleven Partners working together with the CVB on its KTLA "Chill" campaign, amassing increased reach and impact to visitors at a value of more than \$825,000. This collaboration should continue and be enhanced in every possible aspect of marketing efforts.

Although our nine cities compete against each other for tourism, there is proven value in unifying the destination by developing a solid, cohesive brand positioning plan that truly connects the nine cities into one modern oasis. The CVB's goal is determining areas in which to collaborate on strategies and campaigns to eliminate redundancies and stretch each Partner's reach. The CVB website has recently expanded the content for each of the cities and will integrate user-generated content in the future.



► PROGRAM DIVERSIFICATION

The CVB will continue internal planning of program prioritization to include leisure and international markets in tandem with convention and group sales. We will further advance the brand platform through traditional and technology-based distribution channels in the following ways:

- Build comprehensive sales plans that prioritize new segments designed to address group booking requirements.
- Re-prioritize leisure segments and research technological applications that enhance reach to targeted drive and short haul markets.
- Pursue e-commerce applications and social media techniques that align with consumer buying habits and generate revenue.
- Maximize the use of technology to advance the brand platform and messaging to new demographic segments, including the younger consumer.



► ADVOCACY, ENGAGEMENT AND COMMUNICATIONS

The CVB is committed to a wide-ranging destination/industry advocacy and communications plan to educate elected officials, affected stakeholders and the public as to the value and importance of the industry and the role of the Greater Palm Springs CVB. As advocates of the U.S. Travel Association's initiatives, the CVB participates in promoting National Tourism Week with the annual Oasis Awards, as well as major national tourism issues throughout the year that relate to the power and importance of travel. We will continue to engage the CVB Board of Directors in their role as stewards and community leaders to enhance general business understanding and commitment. In the last three years, the CVB took an active role in marketing the urgent need to restore the Salton Sea aimed at tourism and quality of life issues through a variety of marketing programs and two economic impact studies, the latest to be released in early 2018. Another major

marketing initiative for the Salton Sea will be unveiled in spring 2018 to prompt support for a Bond measure that could fund the Sea's 10-Year mitigation plan adopted by the state.

The CVB also took an active role in the call for President Obama to designate three National Monuments in the California desert: the Mojave Trails, Sand to Snow and Castle Mountains National Monuments, which are now a reality, and has worked to convince the current administration to keep the designations intact.

In 2018, the CVB will continue its commitment to the 2013 State Rail Plan as one of the priorities in the Destination Development Plan implementation. The CVB recognizes the positive impact that increased passenger rail service from Los Angeles to Greater Palm Springs will have on the destination and tourism industry. The CVB has taken an active role in pursuit of this vision and continues to participate in regional rail plan forums.

► FINANCIAL AND ADMINISTRATIVE OPERATIONS

Under the guidance of the Vice President of Finance and Administration, the CVB is continuing to elevate and upgrade its operations and policies. The CVB is working effectively with a combined Tourism Business Improvement District and creating new departments and positions, including a Director of Human Resources, to meet new and future needs in the changing tourism climate. New Joint Powers Authority Executive Committee and Board of Directors bylaws were structured and adopted in January 2016 to ensure effective oversight that will advance the organization as an industry leader.

FUNDING

On July 1, 2016, a new Greater Palm Springs Tourism Business Improvement District (TBID) went into effect. The modernized, combined TBID replaced the former 2% and 1% BIDs, resulting in a new 3% TBID designed to increase overnight tourism in 2017 and beyond.

The CVB maintains three governmental type funds: the recently established TBID; City/County funding; and private funding:

- The TBID represents 83.3% of total funding and is sourced from a 3% assessment levied on overnight guests staying at hotels with 50 or more rooms. The Agua Caliente Band of Cahuilla Indians also participates in the TBID on a voluntary basis, and

we greatly appreciate their support of the tourism industry.

- City funding represents 10.1 % of total funding to the CVB. The County of Riverside contributes to this funding for those areas outside of city jurisdiction, and the Agua Caliente Band of Cahuilla Indians makes a voluntary contribution to this portion of the fund on a quarterly basis as well.
- Private funding represents 6.6% of overall funding and includes revenue received through partnership, event hosting, advertising co-ops, joint share participation with local businesses, cities and interest.

HUMAN RESOURCES

A new Director of Human Resources position was established in mid-2017 dedicated to implementing strategies to enhance and elevate employee engagement and expertise. Priorities for 2018 include: the restructuring and standardization of employee evaluation procedures; reviewing and reassessing employee benefits; revising the employee handbook; maintaining compliance standards; and employee training programs aimed at expanding job performance and improving workplace standards.

JOINT POWERS AUTHORITY EXECUTIVE COMMITTEE (JPA)

CHAIR Linda Evans, Mayor, City of La Quinta

VICE CHAIR Stan Henry, Mayor, City of Cathedral City

Richard Balocco, Council Member, City of Indian Wells

Jan Harnik, Council Member, City of Palm Desert

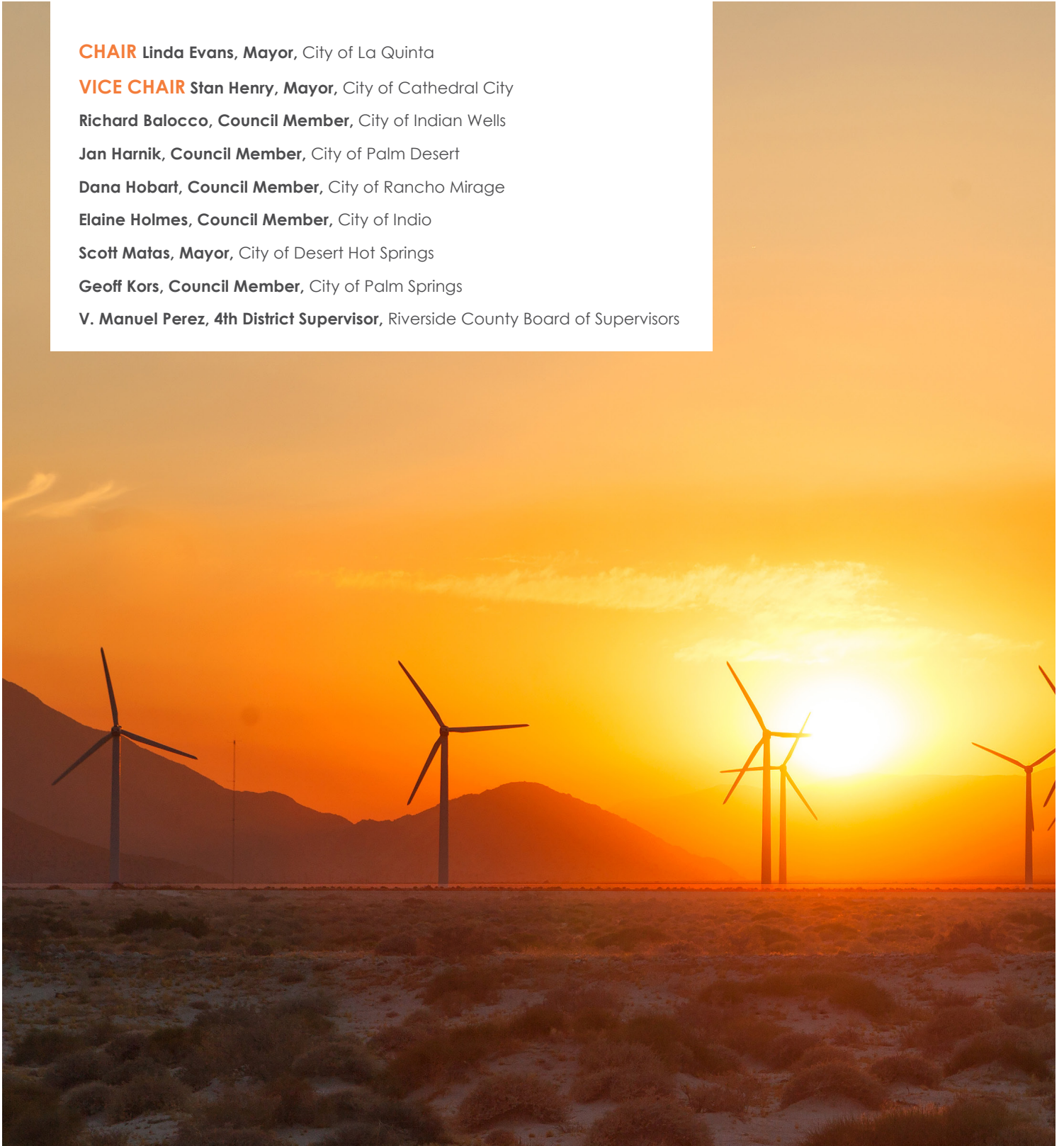
Dana Hobart, Council Member, City of Rancho Mirage

Elaine Holmes, Council Member, City of Indio

Scott Matas, Mayor, City of Desert Hot Springs

Geoff Kors, Council Member, City of Palm Springs

V. Manuel Perez, 4th District Supervisor, Riverside County Board of Supervisors



GPSCVB BOARD OF DIRECTORS

CHAIR Tom Tabler, General Manager, JW Marriott Desert Springs Resort & Spa

VICE CHAIR Rolf Hoehn, Director of Business Development, Indian Wells Tennis Garden

SECRETARY Robert Del Mas, General Manager, Empire Polo Club & Event Facility

TREASURER Aftab Dada, VP/Managing Director, Hilton Palm Springs Resort

Bruce Abney, Owner/Innkeeper,
El Morocco Inn

Rick B. Axelrod, MD, Immediate Past President,
Coachella Valley Economic Partnership

Lorraine Becker, Immediate Past President,
Cabot's Pueblo Museum

Dr. Sharon Brown-Welty, Dean,
CSU San Bernardino Palm Desert Campus

Tony Bruggemans, General Manager,
Le Vallauris Restaurant

James Canfield, General Manager,
Palm Springs Convention Center

Gary Cardiff, Owner/President,
Cardiff Limousine & Transportation

Jay Chesterton, Vice President of Hotel Operations
and Food & Beverage, Fantasy Springs Resort Casino

Stephen D'Agostino, General Manager,
Hyatt Regency Indian Wells Resort

Tim Ellis, General Manager,
Palm Mountain Resort & Spa

Jerry Keller, Owner,
LULU California Bistro and Acqua California Bistro

Lance Levitt, Director of Sales and Marketing,
Hospitality and Tourism, Southern California, Enterprise
Rent-A-Car

Jay Mainthia, General Manager/Owner,
LaMere, LLC, dba Indio Super 8 & Suites

Michael McLean, CEO/Owner,
McLean Company Rentals

Allen Monroe, President/CEO,
The Living Desert

Lee Morcus, Owner,
Kaiser Restaurant Group

Thomas Nolan, Executive Director,
Palm Springs International Airport (PSP)

Brad Poncher, General Manager,
Homewood Suites by Hilton, La Quinta

Greg Purdy, Vice President, Marketing & Public Affairs,
Palm Springs Aerial Tramway

Christoph Roshardt, General Manager,
Renaissance Indian Wells Resort & Spa

Tom Scaramellino, General Manager,
Westin Mission Hills Golf Resort & Spa

Bob Schneider, President and CEO,
Desert Adventures Red Jeep Tours & Events

Barb Smith, Partner,
Access Palm Springs

Kelly Steward, General Manager,
The Ritz-Carlton, Rancho Mirage

Kari Stout-Smith, General Manager,
Agua Caliente Casino Resort Spa • Spa Resort Casino

Doug Watson, Area General Manager,
Riviera Palm Springs

Victor Woo, General Manager,
La Quinta Resort & Club

Elie Zod, General Manager,
Renaissance Palm Springs

CVB TEAM

[HTTPS://VISITGREATERPALMSPRINGS.COM/PARTNERS/TEAM-AND-BOARD/](https://visitgreaterpalmsprings.com/partners/team-and-board/)

RESEARCH

The 2018 Sales & Marketing Plan was built upon the success of 2017 programs, while taking into consideration new and emerging markets, industry research, industry input and committees, changes in purchasing patterns and reaching key influencers. The plan focuses on the following goals:

- Expand the Greater Palm Springs brand footprint
- Deepen engagement with our destination
- Increase product awareness with new and diverse meeting planners
- Further Greater Palm Springs' international exposure

The plan outlines a scope of work that has been designed to aggressively move the CVB forward to meet challenges and achieve superior results. The research process utilizes quantitative data and industry trends to determine optimal success in reaching our markets. Each market segment was analyzed by examining market growth potential and macro and micro environmental factors, as well as marketing costs and historic investment. This resulted in determining the key market prioritizations, detailed strategies and tactics for accomplishing goals.

► VISITOR RESEARCH

VISAVUE: DOMESTIC MARKET RESEARCH

To better understand where our visitors reside, as well what they purchase while visiting, the CVB partnered with Visit California to receive Visa cardholder geographic and spending information. With every Visa credit or debit card transaction, a cardholder's spending data and zip code of origination is captured, which creates a picture of visitor buying characteristics in the destination. The CVB utilizes VisaVue Data Research to assist in building marketing strategies based on these spending insights. The data shows:

- Los Angeles (which includes Riverside and Orange counties), San Francisco and San Diego MSAs (Metropolitan Statistical Areas) remained the top markets throughout the entire year, in terms of spend. As a result, these markets have been identified as **"Year Round Markets"** and marketing initiatives in these areas will be implemented year round in the 2018 media plan. In addition, Sacramento, Phoenix and Las Vegas were among top visitor markets and have been grouped with Year Round initiatives.



- Seattle, Portland, Chicago, New York, Minneapolis and Denver were the following top spend locations, respectively. These markets have been identified as **"Seasonal Markets"** and marketing initiatives in these areas will be implemented during the destination's peak and shoulder season months. In addition, top Canadian markets (Vancouver, Calgary, Edmonton, Toronto and Winnipeg) have been grouped with Seasonal Market initiatives. This data will continue to be used to prioritize the strongest markets, domestically, throughout the year.



VISITOR INTERCEPT AND ECONOMIC STUDY

The CVB launched a Visitor Intercept and Economic Study in 2015. The purpose of the study was to better understand the demographic and geographic make-up of the visitor in Greater Palm Springs. The results of the study were released in 2016 and continue to provide great insights as to who the visitor is and why they visit the destination. This information is used to guide the CVB's sales and marketing efforts and provide areas of focus to maximize ROI.

The entire Visitor Intercept Study is available at <https://visitgreaterpalmssprings.com/partners/reports-and-agendas>



► ADVERTISING EFFECTIVENESS AND ROI RESEARCH

In order to guide advertising efforts for 2018, the CVB has partnered with Strategic Marketing & Research Insights (SMARInsights). The following research studies are implemented for two major markets, including "Year Round Markets" and "Seasonal Markets." Throughout the year, SMARI surveys pre-qualified travelers to measure the awareness of advertising, effectiveness of media plan and overall return on investment. These studies continue to be invaluable resources for formulating advertising strategy.

2017 SEASONAL MARKETS ADVERTISING EFFECTIVENESS REPORT

- The national campaign achieved the highest awareness measured at 48% (compared to previously tested campaigns since 2014).
- Highest recall was among travelers ages 18-34.
- Highest recall overall was with digital media, which is among the most efficient medium at just \$0.04 per aware household.
- Television had the second highest awareness at 35%.
- TV leads with recall among Millennials by medium at 53%.
- With an 8-point travel increment, the 2017 campaign influenced 780,000 GPS trips, a 15% increase in influenced trips over 2016.

2017 YEAR ROUND MARKETS ADVERTISING EFFECTIVENESS REPORT

- The campaign represented a cooperative initiative with 12 local Partners, targeting the drive markets during the summertime.
- Recall of the campaign was 42%.
- The CVB achieved a high level of awareness for the television spots at 33%.
- Overall awareness remains the highest among 18- to 34-year-olds.
- Travelers were aware of the 2017 campaign and report greater likelihood to visit the Greater Palm Springs area than those unaware of the ads. The campaign is associated with a 9-point lift in visit intent.

► CONVENTION SALES, STRATEGIC DATABASE RESEARCH (SDR)

In the ongoing search for meeting professionals, organizations, corporations, sporting events, etc. that aren't yet familiar with Greater Palm Springs, the CVB will continue to partner with Strategic Database Research (SDR) to uncover new opportunities. As the sales team members prepare to go into market to meet with clients around North America, SDR assists by locating additional new prospects. This "supplementing" of our sales efforts will continue to be a valuable resource in 2018, as SDR becomes a very strong extension of our sales team and our ongoing efforts to find new business for Greater Palm Springs.



► NON-PRIMARY RESIDENCES BY LOCATION OF OWNER *NEW*

In 2017, the CVB commissioned a study by Lauren Schlau Consulting to better understand non-primary home ownership in the Coachella Valley. The insight in the study, published in July 2017, will be crucial in understanding and tracking this growing sector of hospitality in the destination. The analysis was based on 66,578 Coachella Valley properties representing second residence ownership. Key findings reveal the following: 91% (60,400) are individually owned and 9% (6,175) are corporate owned; 57% are single family and 43% are multi-family (condos); 93% of properties are owned by U.S. residents; 6% owned by Canadians; and 2% owned by residents of other countries. Ownership by region shows that the Coachella Valley has the most owners, followed by Greater Southern California (excluding Los Angeles), then the Greater Los Angeles area; and non-primary residences by city shows that nearly 60% of properties are in Palm Desert, Palm Springs and La Quinta, combined.

For the complete study, visit <https://visitgreaterpalm Springs.com/partners/reports-and-agendas>

► THE ECONOMIC IMPACT OF A PROPOSED HOSPITALITY MANAGEMENT PROGRAM AT PALM DESERT CAMPUS *NEW*

The CVB contracted with Tourism Economics in spring 2017 to study the economic impact of an academic program in Hospitality Management within the Jack H. Brown College of Business and Public Administration at California State University, San Bernardino (CSUSB). The overall goal is to establish a self-sustaining Hospitality Management program that targets the local industry needs of San Bernardino and Riverside Counties with the largest emphasis on the Coachella Valley. The program will also serve as a cornerstone on which to build the Palm Desert Campus as a destination campus with direct recruiting potential nationwide for students who wish to sample the full range of hospitality careers while pursuing their undergraduate degrees. The study, published in August 2017, analyzes the potential long-term economic benefits that the proposed program would generate in Greater Palm Springs in terms of economic and fiscal impacts, including economic output, labor income, jobs and taxes generated.



► **THE ECONOMIC IMPACT OF A FULLY UTILIZED PALM DESERT CAMPUS** *NEW*

The CVB contracted with Tourism Economics in winter 2017 to study the economic impact of a Palm Desert Campus in two stages: 1) Growth to 3,000 students with Hospitality Program in place; 2) Growth to 8,000 students when campus is fully utilized. The plan will be available in early 2018.

► **REVITALIZED SALTON SEA ANALYSIS OF POTENTIAL ECONOMIC BENEFITS** *NEW*

In the CVB's ongoing effort to support the mitigation and revitalization of the Salton Sea, this study was contracted with Tourism Economics in 2017 to analyze the economic benefits of a hypothetical future scenario which would result from the current proposed Phase 1 (10-year) revitalization plan, as well as a potential Phase 2 plan that combines Phase 1 through 2028. This study that was unveiled in early 2018, augments a 2016 study the CVB commissioned that studied the economic impact on tourism of the continued decay of the Salton Sea without mitigation. Key economic highlights from Phase 1 (with the implementation of the 10-Year Plan) are: \$3.7 billion avoided loss of visitor spending; \$5.2 billion in business sales; \$1.3 billion in labor income; 40,000 job years; and \$752 million in tax revenue, including \$415 million of state and local taxes.

Key economic highlights with a combined Phase 1 and Phase 2 are: \$9 billion economic benefits to Greater Palm Springs with avoided loss of visitor spending associated with Phase 1, plus additional benefits associated with Phase 2; \$11.1 billion in business sales; \$2.8 billion in labor income; 77,000 job years; and \$1.6 billion in tax revenue, including \$855 million of state and local taxes.

► **ECONOMIC IMPACT OF TOURISM IN GREATER PALM SPRINGS, SPRING 2018** *NEW*

To gain insight into the overall economic impact of tourism in Greater Palm Springs, the CVB contracts with Tourism Economics—An Oxford Economics Company every three years to undergo an in-depth analysis of visitor spending and its impact on the Coachella Valley. The last study published in 2015; in 2018, the CVB will undertake a new study that looks at tourism in Greater Palm Springs in 2017.

By monitoring tourism's economic impact, policymakers are able to make better informed decisions regarding the funding and prioritization of tourism development. In addition, the research carefully monitors tourism's success and future needs. To achieve this, tourism is measured in the same categories as other economic sectors, such as tax generation, employment, wages and gross domestic product. The challenge is that tourism is not easily measured in that it is not a single industry but rather a demand-side activity which affects multiple sectors to various degrees. Tourism, as a whole, spans nearly a dozen sectors including lodging, food & beverage, car rentals, taxi services, travel agents and more.

► **GREATER PALM SPRINGS IMAGE AND AWARENESS STUDY** *NEW*

In 2018, the CVB will contract research with the goal of measuring the area's image as a leisure destination. The CVB's objectives include understanding Greater Palm Springs visitor and non-visitor perceptions, competitive markets, visitor types, barriers to visitation, brand pillar motivators for visitation, marketing opportunities and advertising recall. The study will target major getaway and vacation markets in order to obtain valuable information which will guide future initiatives. The study duration will span several months, beginning in early 2018.

DESTINATION MARKETING

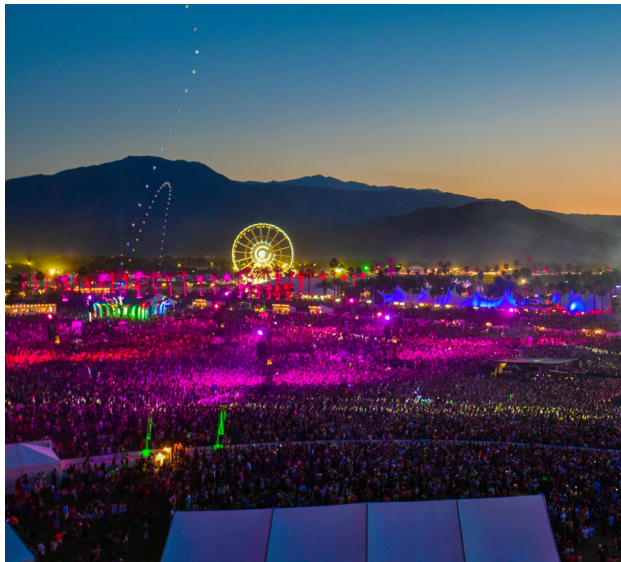


The Destination Marketing department encompasses advertising, brand development, web development, content creation, communications/public relations, destination plan implementation, film/entertainment and cultural tourism. The department leads all marketing initiatives set forth by the CVB and works collaboratively with all departments to ensure the proper and effective use of brand and marketing in all elements. The department strives to implement efforts that are successful in promoting the destination. The destination's marketing efforts focus on a global marketing approach, implementing regional, domestic and international initiatives. This approach allows local cities to use their budget to create new product and focus on local marketing.

GUIDING PRINCIPLES

Working closely with industry partners, the CVB identified key guiding principles that steered decision-making throughout the planning process and framed the overall plan structure. Those are:

- DEVELOP a destination brand that can deliver on the promise and be adopted by all nine cities and partners.
- CREATE an environment that allows the cities to create new product and enhance the overall visitor experience.
- DEVELOP new markets and consumer segments to diversify our visitor profile.
- IMPROVE and grow transportation options for all visitors and residents.
- IMPROVE and grow the workforce for the tourism industry.
- COLLABORATE and align efforts with member cities, Visit California and Brand USA leadership to drive visitation.



► MEDIA PLAN OVERVIEW

2018 MEDIA PLAN

Total Estimated Media Budget: \$3.5M

Total Estimated Impressions: Over 624M

The overall goal of the Media Plan is to increase awareness of destination brand, domestically and internationally, supporting overall occupancy in Greater Palm Springs.



TARGET GEOGRAPHIC MARKETS

The media plan is divided into three major geographic markets, which include:

- **DRIVE/GETAWAY MARKETS:** Los Angeles, San Diego, San Francisco, Phoenix, Las Vegas
- **FLY/VACATION MARKETS:** Seattle, Portland, Chicago, New York, Las Vegas, Minneapolis, Denver
- **INTERNATIONAL:** Canada (Vancouver, Calgary, Edmonton, Toronto and Winnipeg)

Note: UK, Germany, Australia and China are discussed in Travel Industry Sales.

Based on visitor research, the "Getaway Markets" remained the top markets throughout the entire year. As a result, marketing initiatives in these areas will be implemented year-round. The "vacation markets" tend to invest more time and planning into their trip, which is typically planned on a seasonal basis. Therefore, marketing initiatives in these areas will be implemented during the destination's peak and shoulder season months. In addition, top Canadian markets have been grouped with vacation market initiatives.

CUSTOMER FUNNEL

The media plan is also divided into two "Customer Funnel" groups, which include:

- **AWARENESS BUILDING MEDIA:** Print, TV, OOH
- **INTENT (TO TRAVEL) BUILDING MEDIA:** Digital, SEM, Online Promotion, Social Media, Influencer

Previous media plans have included a heavier emphasis in Awareness Building Media, which include Print, Television and Out-Of-Home. While there is still a presence in awareness building media, the 2018 plan will focus further down the funnel in Intent-to-Travel building media, which include Digital, SEM, Online Promotions, Mobile and Social Media.

TARGET VERTICALS

The media plan will emphasize three major verticals, which have been identified as key pillars for the destination.

1. HEALTH AND WELLNESS

OBJECTIVE: Help the Greater Palm Springs area



become known as the premier destination for health and wellness within the following categories:

- **Vitality/Body:** Hiking, Yoga, Biking
- **Spiritual:** Energy Healers, Integration
- **Mind:** Relaxation, Destress, Spa
- **Healing:** Medical Tourism

2. OUTDOOR ADVENTURE

OBJECTIVE: Strengthen the Greater Palm Springs position as an outdoor and adventure destination with many ways to play including:

- Hiking
- Biking
- Rock climbing
- Jeep tours, AV tours
- Golf
- Tennis and more

3. ARTS & CULTURE

OBJECTIVE: Help Greater Palm Springs become known as an area rich with arts and culture including:

- Art festivals and events
- Museums
- Art installations

VISITOR CHARACTERISTICS

A "Visitor Profile" was created from the recent Visitor Intercept Study and guides marketing efforts to target relevant consumers. As shown in the Visitor Intercept Study, 58% percent of hotel visitors are between the ages of 18 and 54, while 41% of visitors are 55-years and older. Sixty-five percent of hotel visitors have annual incomes of over \$80k+.

Also, 73% of all visitors hold an associates, bachelors and/or master's degree. In addition, 70% of hotel visitors surveyed are married, and 71% of these visitors booked their trips online. See complete Visitor Intercept Study at visitgreaterpalmsprings.com/partners/reports-and-agendas.

Total Estimated Budget: \$1.3M

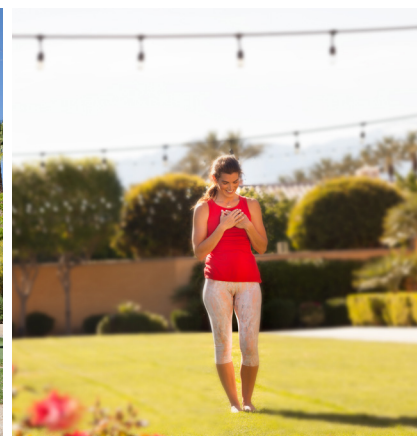
► **AWARENESS BUILDING MEDIA**

Total Estimated Impressions: Over 530M

The objective of this media is to build awareness of the Greater Palm Springs brand as a travel destination. Awareness building media includes the destination's Print, Out-of-Home and Television tactics. Print media includes in-flight publications and allows the destination to partner with airlines to develop special sections reaching travelers in key vacation markets. Out-of-Home media allows the destination to reach large populations in busy metropolitan areas in getaway and vacation markets.

NEW to 2018, television tactics will include broadcast/live television, which includes cable television and KTLA, as well as digital television. Digital television includes television programs that are viewed via on-demand and streaming online. According to BI Intelligence, 39%

of the TV watching population watches content on live television; and 24% watches content via streaming or online. Live cable television will deliver ads on channels such as Bravo, Lifetime, Food, ESPN, Golf, TNT, TBS, Logo, USA, HGTV, TLC, E Cooking, Discovery, History, Fox News, CNN, MSNBC, CNBC, ESPN 2 FX, Oxygen, TRU TV and WE. Digital television will deliver ads on similar programs on Spectrum, Cox and Comcast, and also on ABC, NBC, CBS, Fox and HBO GO Smart TV apps. In addition, the CVB will continue the co-op and partnership with LA's top morning news station, KTLA, and Spectrum Cable television to get Partner messages directly to the California travel market. This television co-op will continue to portray a refreshing "Chill" message encouraging travelers to escape to Greater Palm Springs for a relaxing or adventurous "Chill" getaway.



► **INTENT-TO-TRAVEL BUILDING MEDIA**

Total Estimated Media Budget: \$1.65M

Total Estimated Impressions: Over 93M

The objective of this media plan is to impact intent to travel. Intent-to-travel building media includes Digital, SEM, Online Promotion, Social Media and Influencer tactics. This media will have a stronger and more actionable call-to-action. Search engine marketing media will drive traffic to the website while impacting website visitation and engagement. Online promotions will include top OTAs and flash sales sites, such as Expedia, TripAdvisor and Travelzoo.

The Expedia portfolio, which includes Expedia.com, Hotels.com, Travelocity, Orbitz, HotWire and Cheap Tickets, make up 75% of the OTA market.

Based on this information, potential travelers using Expedia will be delivered GPS booking incentives in order to motivate their trip. In addition, potential travelers will be targeted on their mobile devices, based on the rise of people using their phone to search for travel-related content. Online promotions will also launch in order to target key pillar audiences, such as Spafinder.com.

► CVB PARTNER COOPERATIVE ADVERTISING PROGRAMS

The CVB has designed co-op opportunities for 2018 to leverage Partner advertising budgets, while increasing exposure year-round. The Co-op Advertising Programs offer opportunities to target the Local Drive market, the National West market, National East and/or Canadian

markets throughout the year via television and billboard placements. The CVB has designed these co-op opportunities for 2018 to leverage each participating Partner's advertising budget and increase exposure year-round.

2018 PARTNER CO-OP ADVERTISING OPPORTUNITIES

CABLE TELEVISION INCLUDES:

- Choice of one season (Jan – Apr/May – Aug/Sept – Dec)
- Choice of one market (Drive/ National West/Nation East/Canada)
- 1,200 – 2,000 spots per month (depending on selected market)
- 32.7M – 84.2M total impressions (depending on selected market)
- Production of :30 television spot

TELEVISION – “SUMMER CHILL” INCLUDES:

- Timeframe: May – August
- Markets: Los Angeles, San Diego, San Francisco, Las Vegas and Phoenix
- KTLA Metro Los Angeles
 - KTLA-produced :60 spot airs 120 times/20M total impressions
 - CVB-produced :30 spot airs 420 times/71M impressions
- Time Warner Cable Drive Markets
 - 4,000 spots /37M total impressions
- Production of :30 television spot and :60 KTLA spot

OUTDOOR BILLBOARDS

- Timeframe: Jan – Dec, depending on selected market
- Markets: Los Angeles, San Diego, San Francisco, Seattle, Chicago and/or Minneapolis
- Production of billboard artwork

ONLINE PROMOTION

- Expedia
 - Overview: Destination landing page on Expedia

promoting Expedia partner deals on Expedia products (Expedia, Hotels, Hotwire, Travelocity, Orbitz).

- Travelzoo
 - Overview: Digital advertising campaign on TravelZoo in target markets promoting Partner deals.
 - Partner Opportunity: Partners may submit special offering to display on destination page.
 - Timeframe: Throughout year
- SpaFinder
 - Overview: Digital advertising campaign and destination landing page on SpaFinder.com promoting Partner Health and Wellness offers.
 - Partner Opportunity: Partners may submit special offering to display on destination page.
 - Timeframe: Throughout year

PRINT

- Alaska Airlines
 - Reach PSP top airline, Alaska Airlines, via in-flight print magazine. Greater Palm Springs will advertise in the October “Best of California” and November “Greater Palm Springs” issues.
- WestJet
 - Reach PSP top Canadian airline, WestJet, via in-flight print magazine. Greater Palm Springs will advertise in the November, February and March issues which feature Greater Palm Springs.
- Westways
 - Westways' DISCOVER special sections will feature The Greater Palm Springs co-op pages in the June, September and November/December issues. These special sections target southern California AAA member households with incomes of \$75k and high propensity to travel.

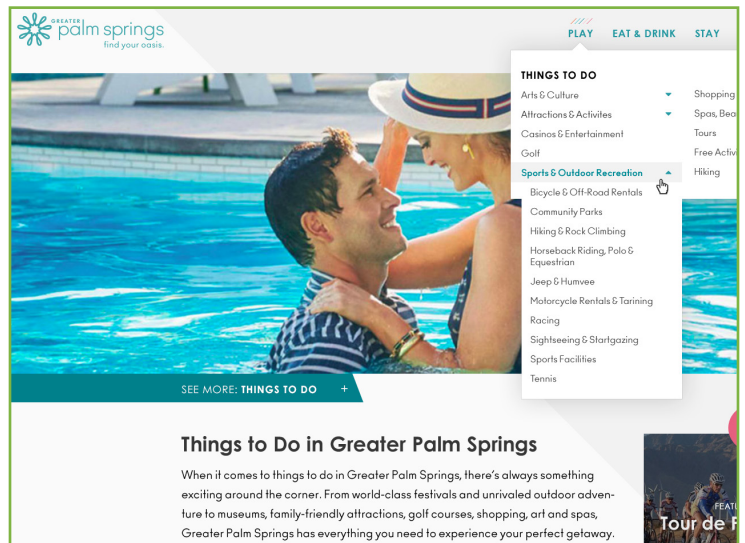
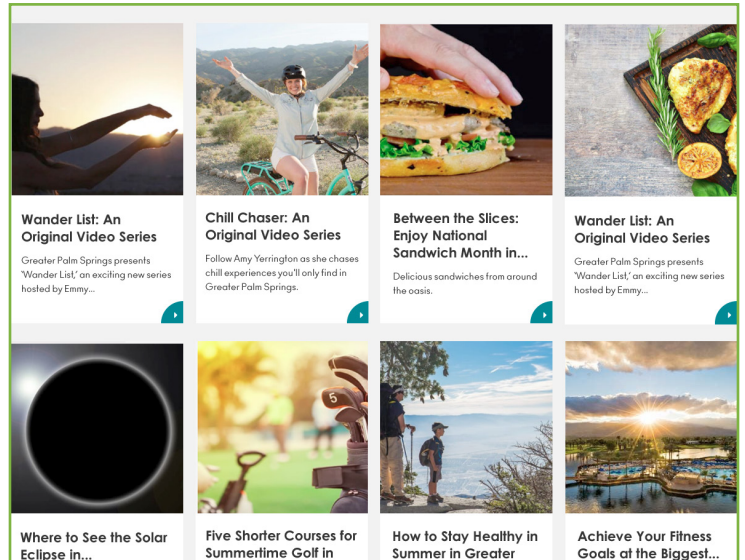
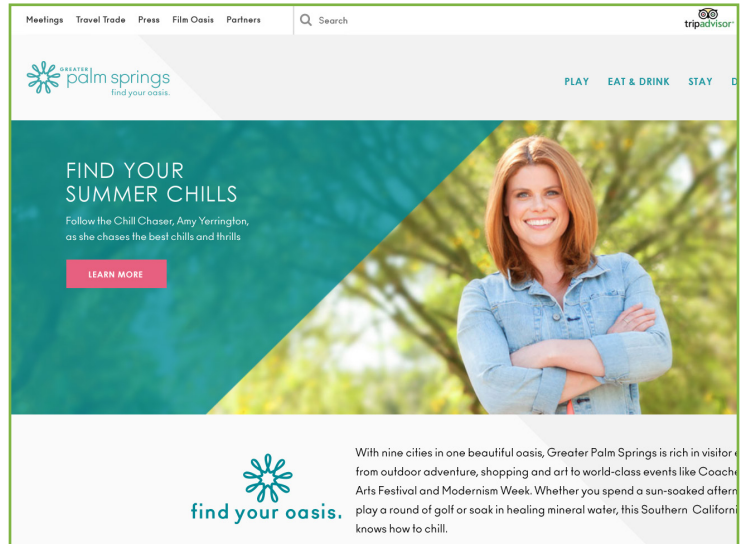
► WEBSITE MARKETING

In 2018, the CVB website will continue to play an integral role in the organization's digital marketing strategy. In January 2018, the CVB will relaunch a refreshed and improved website with changes designed to further improve the user experience, as well as increase search engine optimization and content marketing efforts. To increase the overall effectiveness of the website, the CVB will target the following areas of focus in 2018.

2018 WEBSITE OBJECTIVES

- INCREASE ENGAGEMENT
As the CVB website continues to grow in traffic, the 2018 focus will shift to an engagement model that measures website visitor engagement. The CVB will also continue to track and monitor traditional KPIs, including site sessions and bounce rate. Shifting to an engagement model, however, will ensure the CVB is effectively measuring the quality of the incoming traffic, and, by extension, the visitor's intent to travel. **NEW**
- GROW ORGANIC TRAFFIC
The CVB will measure its year-over-year organic traffic growth in 2018. Organic traffic is a key indicator of online brand presence; moreover, it is a consistent traffic source that is proven to lead to more conversions.
- RETARGET SEARCH ENGINE MARKETING
Search engine marketing, or SEM, will continue to be a focus in 2018. In tandem with the shift to focus on attracting highly engaged traffic, paid search will focus primarily on attracting this audience. In 2018, the CVB will contract with Simpleview, a Google Premier Partner, for search engine marketing services. **NEW**
- UTILIZE STRATEGIC CONTENT MARKETING
The CVB will continue to produce robust destination content to drive website visitation, increase the CVB's digital reach and improve overall brand awareness for Greater Palm Springs. Additionally, the content creation strategy will incorporate keyword research and SEO reporting. In 2018, the emphasis of the content marketing program will shift from content production to strategic distribution and amplification. **NEW**

In 2018, the CVB will continue to amplify its content distribution through native ad networks, using new highly rated networks such as Outbrain and Taboola to reach the audiences of prominent publishers such as Time, Inc., Conde Nast and Scripps Networks. **NEW**







► COMMUNICATIONS

The Communications Department is guided by its mission to be forward-thinking and creative in elevating and inspiring all CVB efforts to promote the destination. Working hand-in-hand with other CVB departments and Partners, the team works to drive positive publicity through the voices of credible journalists, influencers, content creators and the CVB to increase awareness for Greater Palm Springs as a premier travel destination, ultimately increasing demand.

Integrating Social Media, Content Development, Media and Public Relations, the Communications Department is responsible for managing all external and internal communication activities. In 2018, Communications will coordinate with the bought and owned marketing efforts of the Greater Palm Springs CVB to drive visitor arrivals and spend for the benefit of its Partners and the Coachella Valley.

BRAND AWARENESS

The Communications Department aims to elevate the Greater Palm Springs brand awareness to local consumers, media and members of the Greater Palm Springs hospitality community. The team works to maintain a regular presence in local media outlets to foster positive communications about events and attractions. Communications also is involved in promoting the positive impact of tourism through public awareness initiatives. Communications will work strategically with the Marketing and Brand teams to promote tourism campaigns to local, statewide, regional and national audiences and potential visitors.

SOCIAL MEDIA

Understanding that social media is a direct voice to potential and repeat visitors, the CVB will continue to grow the volume of followers and consumer engagement on the main social media channels as well as the dineGPS social channels in 2018 with new, targeted strategies. The Communications team will focus on delivering a mix of branded, authentic and influencer content. Engaging destination photography, articles, videos and more will be distributed to targeted social media users through earned, owned and paid social media.

The CVB will increase influencer outreach and campaigns in both earned and paid partnerships. Working with a new social media agency and public relations agency, the CVB will continue to vet influencers with specific demographic and geographic regions to position Greater Palm Springs as a top-of-mind destination for travel. The CVB will interact with these influencers and their audiences during each visit.

In 2018, the CVB will be developing a plan for increased engagement and growth by utilizing the following:

- **Social Channels:** The CVB will utilize Facebook, Instagram, Twitter and YouTube to share Greater Palm Springs with consumers. In 2018, we will begin to contract with Sparkloft, a social media agency with experience in the travel industry. The CVB will work with Sparkloft to be forward-thinking by means of the social media strategy on each of the social channels. This strategy will be inclusive for consumer messaging, crisis management, influencer and partner strategies as well as toolkits for sales and partners to reference.

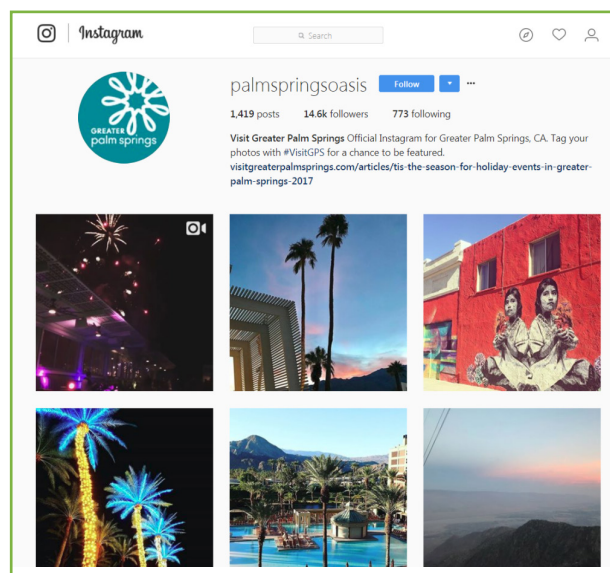
The CVB will further develop the brand voice, tone, and visual guidelines for social media to ensure all content is on brand and effective, working closely with Sparkloft. A content strategy and program plan to optimize content and paid media on each platform will also be created, using an estimated 50% of social media budgets for messaging amplification.

The CVB and Sparkloft will use ad products such as Fan Growth Ads, Promoted Content, Video View Ads, Conversion Ads, and immersive content formats like Instagram Story Ads and Facebook Canvas Ads as needed to garner increased brand awareness and affinity. Sparkloft, working closely with the CVB, will measure pre-determined metrics including but not limited to impressions, reach, fan growth, engagements, and video views, and optimize social media strategies as needed for continued success.

- **User-Generated Content:** The CVB will continue to discover brand advocates through Stackla, a user-generated content platform. This authentic content curated in Stackla will give the CVB social channels authenticity as well as increase engagement

as day- to- day interactions occur with visitors traveling in Greater Palm Springs. These engaging images will be heavily utilized on Instagram with a portion being shared to Facebook and Twitter.

- **China market: NEW** in 2018, The CVB will begin to build a digital ecosystem China market which includes social media, FIT content, information on points of interest, publications and content distribution through major Chinese platforms. Strategy for this new market will be:
 - Increase follower growth through social campaigns that implement call-to-action and highly-shareable content during peak travel seasons. The call-to-action posts will include links to hotel pages.
 - Develop a social media content strategy guide with monthly lists of trending and popular hashtags to be included into the content calendar.
- **Content Strategy:** The CVB will further develop social channels to have more consistent, timely and relevant content that inspires travelers to experience the Greater Palm Springs Region. A social media content strategy guide will be developed. Each month, a list of trending and popular hashtags will be given to the content creation team, and these buzzwords and hashtags will be included into the content calendar. These posts will have higher visibility and ranking amongst the competition. **NEW**



CONTENT

In 2018, the CVB will continue to produce robust destination content to drive website visitation, increase the CVB's digital reach and improve overall brand awareness for Greater Palm Springs. The CVB will publish an average of 15-20 articles per month, offering visitors ongoing content on events, things to do and more. Additionally, the content creation strategy will incorporate keyword research and SEO reporting to ensure the CVB's content not only informs readers but drives increased organic traffic, as well.

- In 2018, the emphasis of the content marketing program will begin to shift from the production of content to the strategic distribution and amplification of content, ensuring content reaches as many potential visitors as possible. The CVB will do this through digital influencers, native ad networks and the consumer newsletter. **NEW**
- The CVB began working with digital influencers in the summer of 2017 with positive results. In 2018, the CVB will continue to scale its influencer marketing strategy, utilizing additional influencers to create content in their respective niches for the CVB

website. By aligning digital influencers with the CVB's brand pillars, content creation will continue to focus on strategic brand goals but with the added benefit of the influencer's voice and authority. As part of the influencer agreement, all contracted influencers promote their CVB content to their own audiences via social media channels, allowing the CVB to reach new audiences through an influencer they already know and trust. The CVB will work with digital influencers both in- and out-of-market. **NEW**

- In 2018, the CVB will also continue to amplify its content distribution through native ad networks. Content will be distributed through native ad networks such as Outbrain, Taboola, Native Ads and Triple Lift to reach the audiences of publishers such as Time, Inc., Conde Nast and Scripps Networks.
- The CVB will also continue to produce a monthly newsletter in 2018 with a focus on growing a qualified distribution list. As the distribution list grows, the CVB will begin to customize its newsletter content based on brand pillars and interests.



PUBLIC RELATIONS AND MEDIA RELATIONS

Public relations and media relations include local publicity to generate community awareness and out-of-town publicity in both meetings and leisure to help generate visitor traffic to the CVB website and increase awareness of Greater Palm Springs worldwide.

- Media Measurement:
During 2018, Communications will continue to track and report media dollar value and assists. To improve accuracy, transparency and analysis, the CVB will begin moving away from circulation-only metrics and adopting a point-based qualitative measurement system to evaluate media and blogger relations programs. **NEW**



NEWS BUREAU/VISITING JOURNALIST PROGRAM

In 2018, the CVB will continue efforts to get on the list of national and regional publications with proactive pitching, in-market media tours and receptions and by the hosting of 100 journalists on Greater Palm Springs tours. Other tactics include:

- A “most wanted” media list will be updated based on outlets which reach the Greater Palm Springs target visitor. The list will be designed to complement and extend the reach of paid media.
- Target consumer and trade editorial media contacts to achieve diverse placements and exposure for Greater Palm Springs among regional and national audiences. Representative tactics include electronic releases, one-on-one pitching, desk visits, media missions or events with Partners, media familiarization tours and press kit development.
- Showcase upcoming events and “What’s New” across the destination targeting short-lead publishers such as newspapers and web outlets and long-lead lifestyle and travel magazines.
- Consistently refresh and promote accessibility of new and refined collateral materials for the online media center such as electronic press kits, B-roll, video, still images and more.
- Utilize the latest software to manage media lists, monitor and analyze media coverage and evaluate overall effectiveness of the public relations campaign.

MEDIA MISSIONS AND EVENTS

Connecting with the right editorial decision makers and content creators in key markets will uncover opportunities for immediate earned media placements. In addition, the development of relationships with these influencers ensures the destination is top of mind for future coverage. This is achieved through editorial meetings as well as participation in media programs offered by organizations such as Visit California within the United States and in key international markets including Australia/New Zealand, United Kingdom/Ireland, China, Germany and Canada.



THE 2018 MEDIA MISSION & EVENT SCHEDULE WILL INCLUDE:

- International Media Marketplace: New York City - January
- Visit California Media Reception: New York City — March
- Visit California China Mission: Shanghai, Beijing, Taipei – April **NEW**
- Visit California Media Reception: Los Angeles — April
- IPW 2018: Denver –May
- Visit California Australia/New Zealand Media Mission: Sydney, Auckland — August
- GPSCVB San Francisco Media Event: San Francisco — September
- GPSCVB Los Angeles Media Event: Los Angeles — September
- Visit California Canada Media Mission: Toronto, Montreal — October
- GPSCVB New York City Media Event: New York — TBA
- Visit California Boot Camp: Location & Date—TBA

DOMESTIC AND INTERNATIONAL REPRESENTATION:

Representation in key international markets continues to provide the CVB with media exposure that would not have been possible previously.

- United Kingdom/Ireland – Black Diamond
- Australia/New Zealand – Gate 7
- China – Aviareps
- Germany – MSI
- United States/Canada – DCI



► BRANDED CONTENT - VIDEO

As an extension of the CVB Brand department, the video production team continues to create content that carries the brand message with a delivery unique to each digital channel. Our mission is to produce entertaining video content that builds relationships with consumers through a steady stream of engaging, awe-inspiring and motivating storytelling.

Video content supports all departments including consumer marketing, Travel Industry Sales and Convention Sales. Content showcases Partners, supports the Greater Palm Springs CVB pillars of Outdoor Adventure, Art and Culture and Wellness and promotes the area's unique geography, authentic experiences and vast diversity. This is accomplished by producing content with a broad appeal, including:

"POW" VIDEO

This is the big picture video designed to raise brand awareness. It encompasses the destination story and addresses all brand pillars in a complete package. It carries the brand message throughout, sets the tone for all video content and delivers the broad destination picture.

For example, [The Destination Brand Video: Find Your Oasis in Greater Palm Springs](#)



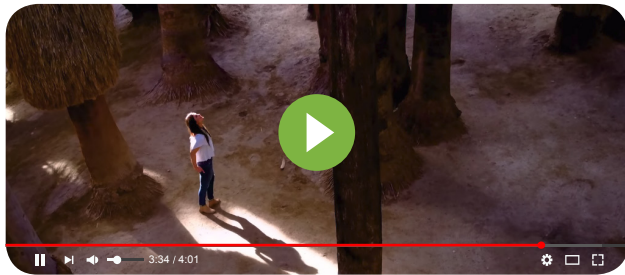
"PUSH" VIDEO

Regularly scheduled 'push' content is designed for our prime audience. These are the staples of our destination story. Videos are visually breathtaking, high energy, inspirational and weave the story together with imagery, music and natural sound in an organic video package. These are the broad appeal pieces that are regularly scheduled series content.

For example, Chill Chaser and Wander List:
Chill Chaser visits BMW Performance
Driving Center



Palm Canyon ~ Wander List



"PULL" VIDEO

These pieces narrow the scope of our destination story and focus on more urgent editorial opportunities. Short headline videos showcase our Partners' stories in a different way and are produced for the Convention Sales LinkedIn social feed. The segments are targeted towards an audience already interested in learning more about the destination.

For example, What's New:
Kimpton The Rowan Palm Springs:



ORIGINAL VIDEO SERIES IN 2018

The CVB will continue to build out our original series pieces which give us content on a regular basis and, in turn, increase our social following. The series segments will roll out weekly, on staggered weeks, and feature different hosts/destination ambassadors. The series will include:

WANDER LIST



Initiated in fall of 2016, season 1 featured 17 evergreen segments. Season 2 will include 15 new segments and a re-release of previous episodes. The series tells the stories of off-the-beaten-path attractions and hideaways from a local's perspective.

CHILL CHASER:



Initiated in winter of 2016, season 1 featured 18 segments. Season 2 will feature 6 new segments and a re-release of previous episodes. The series promotes the Chill Pass initiative by showcasing various chill spots and experiences in our destination.

INFLUENCER SERIES:



This series features celebrities sharing their favorite experiences in Greater Palm Springs, from outdoor adventure to art & culture and wellness.



► CULTURAL TOURISM

Launched in 2015, the CVB's Cultural Tourism program is focused on increasing awareness of and visitation to Greater Palm Springs' cultural attractions and events by promoting the destination as a premier cultural center. With art and culture a key brand attribute of the destination, the CVB has partnered with the California Desert Arts Council (CDAC) to advance these goals.

IN 2018, THE CVB WILL COLLABORATE WITH THE CALIFORNIA DESERT ARTS COUNCIL (CDAC) TO:

- **Brand Development:** Develop an identity to brand Greater Palm Springs as a destination for arts and culture, as well as a framework to unify all of its expressions. The brand will wrap CDAC similar to the way the Oasis brand wraps CVB. The brand and the initiatives to meet its objectives will be powered by CDAC with the destination marketing and brand development support of the CVB. CDAC has developed a rollout plan that outlines: brand position, values, mission and promise; objections and actions; audiences, messages and tactics; and communication. **NEW**
- **Product Development:** CDAC is developing a nine-city artist residency initiative that will include open-to-the-public exhibition, education and social programming for residents and visitors, as well as other tours and experiences around new and existing arts assets. CDAC is also providing guidance and resources to a student developing a public art mobile app for CVB. Ultimately, these products and others will wear the new brand identity. **NEW**

- **Market Assistance:** CDAC will assist and consult with the CVB to realize the arts and culture objectives identified in the Destination Development Plan, and provide intelligence for other product development and marketing initiatives.
- **Visitor Itineraries:** CDAC publishes and shares recommended itineraries for culture-loving visitors and residents, a reliable resource for CVB staff charged with promoting the destination's arts and culture offerings. CDAC offers separate itineraries for visual arts lovers, architecture and design lovers and music and stage lovers, as well as arts concierge suggestions.
- **Resource Information:** The CVB will continue to provide cultural assets resource information for the CDAC online platform.
- **Promote CDAC Initiatives:** The CVB will continue to promote CDAC campaigns and cultural event/tourism initiatives.
- **Economic Impact:** In 2018, the CDAC will be exploring the cost and potential benefits of commissioning a new baseline study to measure the impact of the creative economy and recommend strategies for growth and metrics to monitor progress and adjust tactics. **NEW**

IN ADDITION, THE CVB WILL BE PROMOTING THE DESTINATION'S CULTURAL ASSETS IN THE FOLLOWING WAYS:

- **Aggregate Visitors:** Identify and develop strategies to attract more cultural travelers from niche, regional, national and international markets.
- **Content:** Further integrate cultural tourism content throughout all CVB communications channels, including web articles, itineraries and CVB-branded video on social platforms.
- **Outreach:** Leverage and feature cultural tourism product during national and international sales missions, FAM trips, tradeshow, media relations and destination development initiatives and hosting arts & culture press visits.

FILM OASIS



The mission of Film Oasis is to generate economic diversification and growth in Greater Palm Springs by attracting motion picture, television, digital and other forms of visual media production. Film Oasis works in collaboration with its nine Partner Cities, Riverside County Film Commission and other film-related organizations to position the region as a leading film production destination.

Building on the successes of its first two years, Film Oasis is poised to take strategic planning initiatives to the next level in 2018. The 2018 program of work includes a brand-new production incentives program and a continued emphasis on marketing and promoting our production assets to the film and television industry in Southern California, as well as in select domestic and international markets. In addition, Film Oasis will continue its focus on educating Partners and stakeholders about film-ready best practices designed to attract more on-location production to our destination. www.gpsFILMOasis.com

► 2018 FILM OASIS OBJECTIVES AND GOALS

EXPAND MARKETING AND PROMOTIONAL ACTIVITIES

- Launch a production incentive program that provides \$5,000 to qualified productions when they spend a minimum of \$25,000 on permits, lodging and food in the incentive zone. **NEW**

- Build on social media outreach as a way to connect with location scouts on the varied landscapes available in the area, primarily focusing on Instagram as it is a visual medium. **NEW**
- Generate awareness by presence at American Film Market's new Location Expo tradeshow in November. **NEW**
- Host a valley-wide Location Manager FAM in 2018 with the Riverside County Film Commission.
- Continue to promote the destination at production industry deskside meetings in Los Angeles.
- Evaluate paid advertising opportunities that ensure maximum and cost-effective exposure and consider developing a Co-op with nine City Partners.
- Identify innovative opportunities to strengthen awareness of the destination's production assets at Greater Palm Springs' film festivals.
- Enhance the Film Oasis website with additional resources.
- Create a Film Oasis video to showcase destination to production companies.
- Assist CVB Communications department and Visit California with productions and photoshoots.

CULTIVATE A FILM-FRIENDLY ENVIRONMENT

- Develop online options to guide Partners and stakeholders in film-friendly practices.
- Host and/or create educational presentations for CVB Partners underscoring the importance, best practices and benefits of media production as a vital economic growth strategy.
- Continue to work with Film Oasis Advisory Committee, Riverside County Film Commission and other entities to align efforts focused on consistent messaging, outreach, streamlined permitting, customer service and data collection.
- Strengthen and maintain relationships with tribal, nonprofit, state and federal jurisdictions and continue to identify and map all areas available for shooting.
- Maintain visibility and grow partnerships with local media-related organizations.

CONVENTION SALES



Working closely with our destination Partners, Convention Sales leads all group sales and convention efforts. Focused on the goal of achieving growth in the overall meetings market for Greater Palm Springs, Convention Sales concentrates on uncovering new group business opportunities as well as maintaining and enhancing existing business.

The Convention Sales team offers unparalleled, experienced and highly personalized customer service for our clients and is prepared to assist the meeting planning community with all their destination needs—possibly sharing a few surprises along the way. For example, our clients may request assistance crafting tailored site inspections specific to their event needs or require airline intelligence data with detailed flight access and costs into Palm Springs International Airport. The department can also offer clients an overview of all the unique activities available in the destination that equal an unforgettable meeting experience.

Building on the success of 2017, the Convention Sales team will continue to concentrate on finding new group customers for our destination. We will also be focusing highly on increased client engagement in-market through direct sales efforts, social media, advertising, sponsorships, media and promotional efforts, always with an emphasis on new prospects, need times throughout the valley and virtually untapped niche markets such as LGBTQ, infinity (SMERF) and the entertainment market.



► CLIENT ENGAGEMENT

In 2018, Convention Sales will connect in a variety of innovative and effective ways to engage with prospective and existing clients.

SOCIAL MEDIA

In 2017, the CVB began taking a unique approach to reaching meeting professionals through various social media platforms, including LinkedIn, Instagram and YouTube. Execution in these channels involves strong content development, writing and posting of content, also ensuring local Partner engagement.



LINKEDIN



LinkedIn is used as one of the communication tools for meeting planners and influencers. Our efforts follow a structured schedule, with specific content categories assigned during the week. These categories will evolve as we continue to learn what content achieves the best results. Our efforts to grow our audience and presence on LinkedIn are designed to be a combination of organic and paid targeted distribution through LinkedIn's highly segmented database, allowing us to reach meeting planners and decision makers directly.

CONVENTION SALES VIDEO LIBRARY

What does the group meeting experience feel like in Greater Palm Springs? The CVB will address this question by producing unique, informative, thought provoking and entertaining group videos for our destination. Through client feedback, we will uncover what video message should be employed for specific markets such as corporate, LGBTQ, association and incentive.

INSTAGRAM



Instagram is currently a secondary social media communication channel for us. However, we plan to further incorporate Instagram into Convention Sales strategies to host images and videos as part of our more aggressive efforts on LinkedIn.

STRATEGIC DATABASE RESEARCH (SDR)

In the ongoing search for meeting professionals that aren't yet familiar with Greater Palm Springs, the CVB will continue to partner with Strategic Database Research (SDR) to uncover new contacts. As the sales team members prepare to go into market to meet with clients around North America, SDR assists by locating additional new prospects to supplement our sales efforts. SDR has become a very strong extension of our sales efforts over the past three years. We look forward to their ongoing efforts to uncover new business for Greater Palm Springs.

► HOTEL LIAISON TEAMS *NEW*

To move forward with our goal of being destination experts, the Convention sales team will develop and implement a hotel "liaison" program in 2018. Sales managers will be assigned to a list of properties, becoming our internal "experts" on their assigned convention network. The team members will share their findings at our bi-monthly sales meetings with Convention Sales and Destination Services staff members.

► NEED PERIODS

Top priorities of Convention Sales include strategy development of key niche markets and growing midweek, shoulder and summer group business. Our past research has shown that a large percentage of meeting planners are unaware of the savings during these need periods.

In recent years, we launched a successful "Midweek Value" campaign to increase awareness among meeting professionals, and we will continue this effective promotion in 2018. Additionally, we encourage our hotel Partner sales teams to always quote a midweek rate to a group in addition to a weekend rate, so that planners can see the dramatic value in staying midweek in Greater Palm Springs.

The CVB's "Chill Pass" marketing promotion, emphasizing destination value year-round with a concentration not only on midweek, but also other need times such as summer and fall, will serve to further enhance the group business experience in 2018.

► CONVENTION SALES/HOTEL PARTNER TRAINING INITIATIVES *NEW*

Taking inspiration from the successful CVB-sponsored "Power Presentations" seminar conducted by Master Connection Associates in the fall of 2017, Convention Sales will implement a series of training classes for CVB staff members and hotel Partners in 2018. Tentative topics for the series include leadership development, industry technology trends and implementation, strategic account management and customer service deliverables.

► **GROUP-RELATED VIDEOS** *NEW*

The CVB has found that video engages the consumer far more than traditional forms of marketing and promotion. After experiencing record numbers of engagement on the consumer side, the CVB produced three videos specifically targeting convention participants and meeting professionals. These first videos have proven highly successful in the group space, prompting plans to continue adding to our video portfolio in 2018.



► **CHANGING DESTINATION PERCEPTIONS**

Two questions are commonly asked of the Convention Sales team by clients: "How do I get my participants to Greater Palm Springs?" and "What is there for my participants to do once we arrive?" It is vital that our sales team, as well as the sales teams of our hotel Partners, have a consistent message to relay to meeting professionals in regards to a positive perception of air accessibility into Palm Springs International Airport (PSP) and the vast array of activities at their fingertips throughout the Coachella Valley. The CVB continues to accomplish this goal in the following ways in 2018:

- By providing a sales tool kit to all new hotel salespersons in our destination. A newly produced, updated "Sales Manager Resource" guide is now available; click adjacent image to access. **NEW**
- By conducting ongoing training/education with our hotel Partners regarding air accessibility and group activities.
- By providing updated information quarterly to all Partners relative to additional flights, full flight schedules for Palm Springs International Airport, the number of available seats coming into the destination, etc.

► **FOCUS ON MILLENNIALS**

A new generation of meeting professionals and participants is influencing how and where meetings are taking place. The CVB will lead the effort for our destination in 2018 to best determine how we can meet the diverse needs of this audience. We will engage with millennial meeting planners in a variety of ways, including social media channels, to determine the following criteria:

- Is the destination desirable to younger attendees? Why or why not?
- Does the destination meet the expectations of this demographic in terms of technology necessities for meeting professionals and their attendees?
- What are the buying habits of the millennial audience?
- How and when does the millennial use social media relative to their programs?



LGBTQ MARKET **NEW**

Greater Palm Springs has already solidified itself as an attractive destination in leisure travel for the influential LGBTQ traveler. However, there is an untapped opportunity for the destination from a meetings and convention standpoint to attract LGBTQ programs. In 2018, the CVB sales team will aggressively execute a strategy to entice meeting executives to investigate and confirm programs in Greater Palm Springs.

► UNIQUE OUTDOOR MEETING SPACE

Meeting professionals have been working tirelessly to find engaging, creative solutions for their meeting stakeholders—ways to break the mold of standard 8 to 5 conferences in a four-walled meeting space. For the past few years, Convention Sales has focused on the unique offering that sets Greater Palm Springs apart from other meeting destinations: the creative use of our destination's desirable outdoor space for meetings, available under sunny skies year round. This "movement" has gained momentum in the industry, with no destination better suited to provide exactly what the meeting professionals and participants are looking for than Greater Palm Springs. Convention Sales has worked with our hotel Partners to promote and develop this idea, as well as communicate this resource through advertising, social media and written features in publications and on our website.

In 2018, the promotion and education of these exceptional venues throughout the valley will be further enhanced to ensure meeting professionals realize the unique potential our destination provides for out-of-the-box conferences that inspire and impress.

► DESTINATION SITE INSPECTIONS- SITEFLIGHT AND SITE DRIVE



In 2018, we will continue the success of our site inspection programs: siteFLIGHT and siteDRIVE, with conversion percentages that continue to

hover around 80%-90% each year. Building on this momentum, Convention Sales, in concert with our clients, hotel Partners, DMC representatives and recreation/activity allies, will host the first "Destination Site Inspection Assessment" forum in 2018. How can we as a destination improve the site inspection experience? Clients, Partners and industry leaders will help us answer these questions. **NEW**

► BOUTIQUE FAMS *NEW*

The Convention Sales team has historically held approximately three familiarization trips (FAMs) a year, averaging roughly 20 meeting professionals each. We have found that in order to gather that number of clients over established dates is extremely challenging given the daily demands on professionals' time.

Additionally, the resources required to execute tailored itineraries for 20 individuals with different needs are extensive. Therefore, in 2018, we will transition away from large, complex FAMs and begin executing a variety of Boutique FAMs, which will give the team the flexibility to be more nimble and attract the desired clients over their preferred dates to site our beautiful destination. This approach will help us bring a larger number of prospective meeting planners into Greater Palm Springs, using far less resources. We will, however, continue to execute the Palm Springs International Film Festival Gala Destination Experience each January.

PARTNERSHIP OPPORTUNITIES

Following great successes over the past few years, we will further expose the destination to vast numbers of meeting participants at national and regional tradeshows and conferences throughout North America with creative sponsorships. In 2018, we will look at several CVB-sponsored opportunities with organizations such as:

- Synapse Sandstorm Lacrosse Tournament- January
- ConferenceDirect Team Leaders Meeting- January
- Association Management Companies Institute- February
- California Society of Association Executives- March
- California Society of Association Executives- March
- SmithBucklin Annual Partner Fair- August
- MPI Thought Leaders Summit- September
- American Society of Association Executives (ASAE) Five-Star Weekend- Fall 2018
- Society of Incentive Travel Executives (SITE) Southern California- Holiday Event- December

► INDUSTRY PARTNERSHIPS

In 2018, the CVB will continue to solidify strong industry relationships with leaders in the field, as well as forge new, important relationships.

- **Association Management Companies Institute (AMCI):** The AMCI represents more than 180 association management companies that manage 1,800-plus associations full-time and nearly 900 on a project basis. The CVB will take full advantage of networking and educational opportunities provided by AMCI in 2018. **NEW**

- **Professional Convention Management Association (PCMA):** With more than 600 industry leaders and 17 chapters in the U.S., PCMA helps lead the hospitality industry worldwide. The CVB benefits greatly from having executive leadership on the Board and attending PCMA-sponsored events throughout the year. In 2016, the CVB began sponsoring and attending the PCMA Partnership Summit where we spent four days with senior level meeting planners for high level education, experiential learning and networking. We found this format to be successful for engaging clients, and we will continue sponsoring and attending the Partnership Summit moving forward.
- **CVENT:** CVENT is the most sought after electronic RFP platform used in the industry today, and Convention Sales continues to carefully position itself within the tool with enhanced advertising placements into competitor markets for further reach.
- **HelmsBriscoe (HB):** HB is the highest volume group intermediary purchaser in the meetings and event industry. Their 1,200 associates span 55 countries, with an average of 12 years of hotel, meeting planning and industry experience.
- **ConferenceDirect (CD):** CD has 325 independent meeting professionals, assisting with more than 8,200 events each year, and is responsible for 2,750,000 hotel rooms booked annually.
- **Destination Marketing Association International:** As the global trade association for official destination marketing organizations (DMOs), the CVB will continue to partner very closely with this organization, which protects and advances the success of DMOs worldwide.
- **Experient, A Maritz Global Event Company:** Experient is dedicated to perfecting the event experience for customers by consistently delivering leading-edge thinking, risk-reducing solutions and the best technology platforms in the industry. We will continue to look for additional ways to further partner with Experient in 2018.
- **HPN Global:** HPN has meeting procurement professionals in 45 countries around the world and is committed to being an industry leader, focused on being the best. The Greater Palm Springs CVB was one of the first DMOs to officially partner with HPN Global, starting in 2015. We have made considerable in-roads with the organization which

will only increase as the relationship strengthens each year.

► MARKETING

ADVERTISING

Convention Sales advertising will continue to reach meeting professionals by focusing primarily on digital media, including third party and meeting planning websites and newsletters. An emphasis on unique outdoor meeting venues, group activities and air accessibility will be ongoing CVB meetings promotions. The CVB will also continue to promote the destination as a valuable option for midweek meetings. In an effort to catch the attention of meeting professionals and business executives, the destination has partnered with midcentury-inspired, Palm Springs artist Josh Agle, better known as SHAG, on the production of a custom illustration series to represent meetings and events throughout the Coachella Valley in a unique way. The illustrations will continue to be used in advertisements, event promotion and sales collateral in 2018.

PUBLIC RELATIONS

The CVB Communications team will work to develop a comprehensive local and national public relations plan including pre-written editorial placement and a community awareness campaign to highlight local impact of meetings and conventions. As part of this plan, the team will work with all CVB meeting industry partners to promote successes of the convention and meetings being held in Greater Palm Springs and share new initiatives and developments of local hotels, venues and meeting facilities through a series of targeted, timely press releases, direct pitching and individual visits. An editorial calendar focusing on meeting and convention theme lines will be developed. The Communications team will collaborate with Conventions Sales to identify and plan two targeted sales/media events using brand-specific themes in 2018.

- To directly assist meeting and convention planners, a "Do-It-Yourself" kit will be created to guide them in the process of garnering local media exposure through press releases, press conferences, media alerts and social media. To support the new Ambassadors program, dedicated releases and background information will be created to showcase their passion for Greater Palm Springs.

NEW



2018 SCHEDULED SALES MISSIONS/SALES CALLS

Los Angeles Area (January)	Los Angeles—San Fernando Valley (August)
Seattle (January)	Vancouver B.C. (September)
Southeast (March)	Southeast (September)
Texas (March)	LA/Central California (September)
Los Angeles Area (March)	San Diego (September)
San Francisco (March)	San Francisco (September)
Central California (April)	Southeast (October)
Northeast (April)	Sacramento & COPS WEST (October)
Southern California (May)	San Diego (October)
Orange County (May)	Southern California Specialty (November)
Southeast (May)	Midwest (November)
Western Canada (May)	Pacific Northwest (November)
San Francisco (May)	Southern California (November)
Sacramento (June)	Texas (November)
Orange County (June)	Washington, DC (December)
Midwest (June)	
Mid-Atlantic (June)	
Mountain States (July)	
Pacific Northwest (July)	
New York City (July)	
Midwest (August)	

► 2018 SCHEDULED TRADESHOWS/ SALES CALLS/SALES MISSIONS

FACE-TO-FACE

Drawing on successes achieved the past few years from increasing face-to-face client engagement, we will continue to look at each market and determine the most strategic way to engage clients through a combination of in-person calls, lunch & learns, evening receptions, client dinners, large events, etc.

SALES MISSIONS/SALES CALLS/EVENTS

Direct client opportunities include any face-to-face customer engagement, including sales calls, tradeshow, FAMS (familiarization trips), sales missions, events, etc. Additionally, we will aggressively promote the new siteFLIGHT and siteDRIVE programs personally, to increase the number of group prospects we bring to our destination for site visits.

TRADESHOWS

Careful re-evaluation of all shows each year ensures the CVB is getting in front of the right clients for our destination. Our SHAG imagery, used as our booth backdrops, along with stylish, modern lounge-style furniture will continue to set us apart at tradeshow, as well as provide a unique and welcoming refuge for meeting professionals.



2018 SCHEDULED TRADESHOWS AND CONFERENCES

PCMA Annual Meeting,
Austin, TX (January)

RCMA Annual Conference,
Chicago, IL (February)

PCMA Partnership Summit,
Lake Tahoe Resort, CA (March)

CalSAE Elevate Annual Meeting,
Newport Beach, CA (April)

ConferenceDirect Annual Partner Meeting,
Baltimore, MD (April)

HelmsBriscoe Annual Business Conference,
Chicago, IL (April)

Modern Meeting Oasis Virtual Trade Show,
Greater Palm Springs, CA (May)

Meeting Professionals International (MPI) Annual WEC
Conference (June)

C2 Montreal Client Program (June) **NEW**

CVENT Connect (Summer-Tentative) **NEW**

IMN Annual Client Meeting,
Washington, DC (July)

Experient E-4 Annual Client Event,
Las Vegas, NV (July)

Kellen Manager Summit,
Atlanta, GA (August)

Incentive Works Ontario,
Canada (August)

ASAE Annual Meeting & Exposition,
Detroit, MI (August-Tentative)

Connect SPORTS Marketplace,
New Orleans, LA (August)

Connect ASSOCIATION Marketplace,
New Orleans, LA (August)

Connect CORPORATE Marketplace,
New Orleans, LA (August)

HPN Annual Meeting (Fall)

ConferenceDirect CDX (Fall-Tentative)

IMEX America,
Las Vegas, NV (October)

ConferenceDirect CEO Summit (October-Tentative)
NEW

Smart Meetings (Winter)

ConferenceDirect Forum (December-Tentative) **NEW**

CalSAE Seasonal Spectacular,
Sacramento, CA (December)

Society of Incentive Travel Executives (SITE) Southeast
Annual Meeting, Destin, FL (December)

American Express Meetings & Events,
New Orleans, LA (December-Tentative)

DESTINATION SERVICES



The Destination Services department is responsible for the planning and execution of events, sales missions, tradeshows, sites, FAMs, sponsorship fulfillment and portions of CVB-hosted events in support of all CVB sales and partnership activities. In 2017, the department had the most projects to date. In addition to the daily tasks of site visits, sponsorship execution and client service requests, the department planned and executed 62 programs encompassing 152 events, an increase of 14% over 2016.

The projections for 2018 show no sign of slowing down. Due to the initiatives of the CVB, Destination Services is anticipating an 8% increase in program management. This will result in 67 programs encompassing 164 events, bringing monthly event planning to 13.5 events per month.

Continuing in 2018 will be the integration of the CVB Partnership & Visitor Services Department into the Destination Services department. Partnership engagement, monthly partnership events and the CVB Visitor's Center and staff will fall under the purview of Destination Services. Plans for 2018 include creating digital resources for our partners, simplifying on-line transactions and reporting as well as ongoing, timely and relevant partner communications.

EVENTS

Working closely with Brand Development and Marketing, messaging will be visually and tactically represented at all events so that client and partners, after attending a CVB Program, will know and feel the Greater Palm Springs brand. This will be accomplished by use of the following:

- Fashioning client events around our brand pillars; specifically health & wellness and outdoor adventure.
- Templated marketing and collateral material designs.
- Venues that align with the Greater Palm Springs brand in terms of unique spaces, views of the out of doors and high levels of service quality.
- Custom menus, when available, using foods that are indigenous to the Coachella Valley.
- Beverage offerings with product from our local breweries and distillery and/or custom drink menus.
- Amenities that not only are aligned with the event, but have a tie back to the destination.

FAMILIARIZATION TOUR (FAMS)

Coordinating client FAMS has become an area of increased responsibility for Destination Services. Established partnership with Visit CA will be leveraged to familiarize the international market with Southern California and Greater Palm Springs.

For the Convention Sales team, FAMS will become more frequent with a smaller number of clients participating. These FAMS will be customized to each client's interest and schedule.

TRADESHOWS

Tradeshows are an important sales strategy and an opportunity to introduce thousands of people to our destination. As with client events, tradeshows in 2018 will feature the following elements:

- Continued use of the commissioned SHAG meeting images as the backdrop for Convention Sales displays.
- For IMEX, the largest tradeshow for Convention Sales, we will revisit the possibility of creating a custom-designed booth for this tradeshow, the industry's largest.

CONFERENCE SPONSORSHIPS

When large conferences with ties to tourism are booked in the destination, the CVB will typically provide a sponsorship. Once those details are finalized, the contract is turned over to Destination Services. Although each sponsorship is individualized, some items will be consistently managed through 2018. These items may include:

- Organizing and contracting transportation services to and from Palm Springs International Airport.
- Exhibit Hall space to be designed using the tradeshow elements as listed above.
- Organizing unique and interesting meals in the destination for groups as small as 12 and as large as 300.
- Sourcing, ordering and delivering amenities to attendees that will provide them a reminder of their visit to Greater Palm Springs.

SITE VISITS

Destination Services assists Convention Sales with the scheduling of, and oftentimes hosting of, in-market sites. With 5 of the 8 Convention Sales salespeople being regionally located, Destination Services has increased responsibility in this area.

- Regular review of the established procedure to verify it is in keeping with client needs and CVB goals.
- Continued training for not only the Destination Services Sales Manager but the rest of the Destination Services management team.
- Ongoing DS staff cross-training to subsequently be able to accommodate nearly every client request so that Greater Palm Springs becomes the destination choice for over 85% of those meeting planners.

SERVICE REQUESTS AND PARTNER REFERRALS

Each month, clients request a variety of information from the CVB; 2017 averaged 16 client service requests per month. In 2018, each member of the Destination Services team will remain equipped to work with our partnership base to offer the best information to our clients. Continuation of periodic site visits of local venues and attractions will be scheduled in 2018 so that the staff is equipped to handle these client requests.

Ultimately Destination Services strives to provide exceptional service levels, seamless transition from sales to services, brand messaging consistency throughout all programs and creativity to best highlight Greater Palm Springs both within and outside of the destination.



► PARTNERSHIP

Partnership is the key liaison between the CVB and the hospitality and tourism business community. Partnership works with investing Partners to understand their business goals and then develop innovative programs, new opportunities and strategic packages aimed at increasing awareness for their organization. The department focuses on expanding the CVB's footprint through Partner participation in the local market with a wide range of marketing and sales opportunities.

PARTNERSHIP RETENTION AND GROWTH

In 2018, Partnership will continue to retain and grow Partnerships by giving all Partners the opportunity to build strategic packages that increase involvement with the CVB and engagement in various programs and opportunities, such as the Chillpass. This will be accomplished with new Partnership benefits and packages that are strategically designed for the needs of each business. Our Partner e-newsletter, In the Loop, will continue to enhance communication with our Partners and greater target their business goals and needs. Our guiding motto remains: "How can the Greater Palm Springs CVB help your business?"

In 2018, we will continue to build relationships with third-party clients and organizations to offer special discounts and options to investing Partners. With new Partnership options, the CVB will be able to offer greater marketing opportunities that enhance Partner presence on our newly enhanced website CVB website. Details on Partnership benefits are available on www.visitgreaterpalmsprings.com/partners.

Partner-featured videos continue to be very successful in 2017 as our in-house video production department expanded. In 2018, the CVB will continue to create even more custom videos in-house, many featuring our Partners.

GROW COMMUNICATION WITH PARTNERS

In 2018, we plan to simplify the extranet for greater user involvement and engagement, granting Partners greater control of their presence throughout CVB channels. Our Partners will continue to enjoy access to the latest research and other useful tools via extranet access and information in Partnership e-newsletter highlighting additional benefits of the extranet.



EXPAND OUTREACH TO PARTNERS

We celebrate and honor tourism and hospitality employees annually at the Oasis Awards each spring. We know that acts of exceptional hospitality service that deserve recognition occur every day in our valley. For this reason, in 2018 we will begin celebrating those acts of outstanding service with the **Above & Beyond** recognition program. Tourism and hospitality managers now have the opportunity to recognize employees who go above and beyond at any time through a simple form on our Partner website. The CVB will recognize those employees with a certificate, and select candidates will be documented through photo and/or video and their story shared on our website.

NEW

To maximize the value of Partnership, Community Relations will enhance Partner opportunities to showcase their business to a broader audience. One tactic will be to provide paid positioning opportunities for special Partner levels. With our newly designed website, CVB Partners will have more opportunities to advertise through multiple channels. Additionally, the CVB's relationship with Palm Springs Life presents many Partner exposure opportunities. With the continuation of the CVB's Chill campaign, Partners have the opportunity to submit a special deal for the Chill Pass, which will be displayed on the CVB website and promoted with annual advertising initiatives. The 2018 advertising campaign also provides opportunities for Partners to be involved in cooperative television campaigns, including the KTLA co-op, and online programs such as Travelzoo and Expedia.

BUILD ON SUCCESSFUL PARTNER EVENTS

In 2017, the CVB hosted 15 Partner events, including two major annual events, our annual Oasis Awards and the CVB Holiday Business Reception. Our goal is to increase Partner attendance in 2018 using several strategies. In 2018,

- We will continue to join with Chambers of Commerce and other organizations to enhance the venue experience for attendees as well as venue hosts, providing a larger audience for networking.
- **NEW** The CVB will resume monthly Partner orientations giving Partners a better understanding of the marketing and sales efforts of the CVB and



how they can participate, as well as increasing awareness and use of the Partner extranet.

- **NEW** The CVB will offer informative boot camps for Partners on specific subjects, like social media marketing, and enlist third party advertisers, like TripAdvisor and OpenTable, to share important tips, information and updates to help our Partners remain competitive on their platforms.

PROMOTE AND GENERATE CVB PARTNER AWARENESS

In 2018, the CVB will strive to further promote awareness within the tourism-related business community regarding the CVB and beneficial opportunities for Partnership. We will use social media to communicate specifically with Partners and increase awareness of our programs and offerings.

VISITOR CENTER

In 2018, Partner collateral will continue to be collected on a regular schedule to ensure our inventory is relevant, up-to-date and informative. The Visitor Center will continue to offer merchandise gifts that represent all nine cities. Merchandise levels will be increased with fun gifts and souvenirs specially selected to add enhancement to our guests' experiences.

TRAVEL INDUSTRY SALES

The Travel Industry Sales (TIS) team works closely with domestic and international travel agents, tour operators and receptive operators to provide destination information to position Greater Palm Springs as a premier leisure travel market. Through sales efforts such as familiarization (FAM) tours, destination trainings, webinars, marketing promotions, sales missions and tradeshows, TIS ensures that Greater Palm Springs stands out as a unique travel destination worldwide.

▶ MARKET REACH

The department focuses on key domestic and international markets through multiple sales efforts. In 2018, TIS will target travel professionals in the drive markets of Southern California, as well as key fly markets such as Chicago, Minneapolis, New York, San Francisco and Seattle/Portland. The primary international markets for the destination are Australia, Canada, China, France, Germany and the United Kingdom. The TIS team distinguishes some of their key markets based on marketing initiatives, new flight service and international representation.

Gaining more attention in these markets will enhance the overall perception of Greater Palm Springs and bring awareness to new clients who have previously overlooked the destination. The TIS team is establishing a larger presence in feeder fly cities through organized sales missions and client events inviting airline partners for additional support. In addition, TIS is focusing on destination training in airline and agency call centers as well as webinar trainings with key tour operators for their reservation staff.

The ROI for TIS is based on key measurable goals, which are to:

- Develop new business via bookable packages, listing or itinerary featured by tour operators, consortia or OTA previously not promoting Greater Palm Springs or a Partner as a bookable option to their clients; or the development of a new itinerary featuring Greater Palm Springs or a Partner with an existing client.
- Increase traffic from clients to the Travel Industry Sales travel trade page to provide destination assets and information.
- Host memorable in-market client events and experiences to engage clients directly through our



brand culture.

- Meet face-to-face with travel professionals by attending tradeshows, conducting sales missions, client events, product trainings, webinars, hosted FAM tours and site inspections.
- Implement domestic and international trade cooperative campaigns through online, direct mail, advertising, in-store promotions, etc.
- Conduct 100 programs in 2018 consisting of hosting FAMs and/or site inspections, attending tradeshows, sales missions, client meetings or client events, conducting trainings, webinars and educational seminars for clients.
- Develop and implement plans for new and emerging markets.

► KEY STRATEGIES IN 2018

Client Engagement: TIS will continue to narrow sales activities and marketing to our top clients in the destination's key source markets and maintain a customized annual outreach program. TIS will research new methods of client engagement via technology and in coordination with the CVB's Brand and Marketing teams as well as our international offices, TIS will execute (9) in-market brand activation events.

Partner Engagement: Via newsletters, surveys and one-on-one meetings, TIS will solicit feedback from our Partners to gauge their interest level in TIS activities, understand their current business levels from source markets and desired support from TIS and the CVB. The annual TIS Marketplace in Greater Palm Springs will continue to be enhanced by providing Partners an opportunity to engage with key clients and attend educational seminars featuring industry leaders.

New Business Development: TIS will actively pursue new booking channels in key international markets via new tour operators and OTA's or increased itineraries featuring Greater Palm Springs with existing clients.

Programs: We will conduct 100 programs in 2018 consisting of hosting a FAMS and/or site inspections, attending a tradeshow, sales mission, marketing campaigns, client meetings or client events, conducting trainings, webinars and educational seminars for clients.

Marketing & Communications Synergy: Working closely with the CVB's Marketing & Communication's team, TIS will coordinate the brand image and messaging into our sales activities and trade co-op marketing campaigns. Measurable international and domestic co-op campaigns will be reviewed between each department as well as our contracted international offices to identify enhancements through collaborative efforts.

International Offices: TIS will work closely with our international offices to develop new, creative sales and marketing tactics targeting the top and highest potential clientele.

Increase Web Traffic: The Travel Trade page on the CVB's website will continue to be enhanced and revised to meet the needs of the travel trade industry.

DOMESTIC

Our efforts in domestic markets are vital to our destination's success. The CVB has proactively targeted travel agents and tour operators in our primary markets with in-market sales missions, client events and destination trainings. Our key accounts for the leisure sector are AAA, luxury consortia and airline vacations, as well as our tour operators focused on FIT and group travel.

With continuous flight service to Palm Springs International Airport, the CVB will partner with airline vacation departments. The goal is to support educational training initiatives and programs for call center agents at Allegiant Airlines, JetBlue Getaways, WestJet Vacations, Sun Country Vacations, Southwest Vacations and United Vacations through Mark Travel, as well as Delta Vacations through MLT Vacations.

NEW for 2018, the CVB will focus efforts on travel agent associations such as YTP in Canada, MAST in the midwest, Millennials in Travel, So Cal ASTA and MAPTA in the New York region.

NEW for 2018, CVB Texas Sales Mission – April 2018



GOLF MARKET

Golf plays an important part in our destination's status worldwide. The CVB is a member of IAGTO – International Association of Golf Tour Operators, an industry golf association for golf tour operators and suppliers. Our destination was voted #1 North American Golf Destination in 2012 by our clients. We are known to the U.S. market as a premier golf destination, but education about our valley's courses internationally still remains a critical mission. The CVB has a seat on IAGTO's USA Advisory Board and has worked closely with the organization on surveys and member benefits. IAGTO is launching an online tool for golf courses to compare business results from their comp set, and the CVB will work with local golf course members in promoting this new service. Golf tour operators have enjoyed five consecutive years of growth at an average of 8%, with forward bookings growing in the 7-9% range.

In 2018, Greater Palm Springs CVB will continue to work closely with our local courses and resorts educating them on IAGTO's services and the needs of the international golf tour operator community. We will also continue our participation with Brand USA golf tourism efforts and key golf tour operators with familiarization tours and one-on-one meetings.

LUXURY CONSORTIA MARKET

To support the overall CVB goal of reaching affluent travelers, we have allocated dollars to increasing our destination's presence with two luxury consortia: Virtuoso and Signature Travel Network. Virtuoso is the leading luxury network with more than 8,900 elite advisors in 20 countries. Signature Travel Network has more than 1,100 luxury agencies. Our partnership includes a marketing campaign with targeted direct mail, email marketing, internet exposure, training sessions and tradeshow.

In 2018, the following luxury agent outreach is planned:

- Virtuoso Travel Week – August 2018
- TravelEdge Client Event – icw: Virtuoso Week – August 2018
- Signature Travel Network Conference – December 2018
- TravelEdge Chairman's Circle – December 2018
- Luxury Travel Agent FAMs
- Targeted marketing campaigns with recent merged luxury agencies **NEW**
- Target efforts with MAPTA (Metropolitan Association of Travel Agents) **NEW**



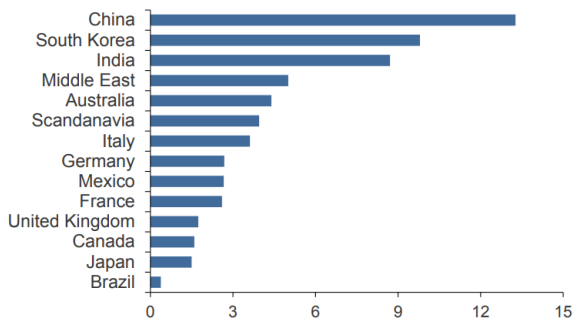
MOTOR COACH MARKET

The CVB is a member of National Tour Association (NTA), American Bus Association (ABA) and Travel Alliance Partners (TAP). These associations provide an opportunity for companies interested in the tour market

to have access to research and directories of motor coach tour operators.

Projected International Visits to California

Average annual % growth, 2015-2020



Source: Tourism Economics

INTERNATIONAL MARKETS

The international markets are vital for our destination as the primary travel period encompasses our summer months. These travelers typically have a longer length of stay and greater spend as well. The CVB will continue to have a strong focus on top markets such as Canada, but our largest potential growth sector is the overseas international markets of U.K., France, Germany, China, Australia and South Korea. NEW focus in 2018 will include partnering with other regional CVB's on marketing campaigns for multi-destination itineraries.

The CVB works very closely with Visit California and their 13 international offices. This alliance provides crucial guidance in strategy and marketing efforts that we would not be able to accomplish as successfully on our own. The CVB contracts with four offices in-market: Australia, China, Germany and the United Kingdom while conducting many other ad-hoc programs with offices in South Korea, France and Scandinavia.

VisaVue data shows the destination's top international markets by spend, confirming our dedication to Canada, China, United Kingdom, Australia, Germany and France.



Australia

Australia continues to be a top market for California due to 73 weekly nonstop flights to Los Angeles and San Francisco, as well as a favorable exchange rate and brand awareness which accounted for 635,000 visitors in 2016. California is the number one long-haul travel destination for Australians. The CVB has worked with Gate 7 in Sydney to promote the destination directly to the travel trade. Due to our marketing initiatives with Virtuoso, we will target luxury agents in Australia. The CVB will continue to work with key tour operators on enhanced brochure and online placement:

- Australia Product Manager FAM
- IPW – May 2018
- Virtuoso Travel Week - Australia
- Visit California Australia Sales Mission – August 2018

Canada



Canada is our top international market and the one with the largest spend with 1.6 million visitors to California in 2016 representing \$2.08 billion in spend.

With increased air service to Palm Springs International Airport, we will coordinate our annual sales mission targeting trade clients in Vancouver, Calgary and Toronto. In 2018, we plan the following Canada sales activities for our Partners:

- IPW – May 2018
- CVB Canada Sales Mission – September 2018
- Visit California Canada Sales Days – October 2018
- Canadian Tour Operator Product Manager FAM
- Canadian Travel Agent FAM
- Targeted efforts with YTP (Young Travel Professionals) **NEW**

China



China continues to grow faster than any other country. By the end of the decade, China is projected to surpass Canada in arrivals to California, bolstering its already-lofty position as state's top overseas market.

China provided California with 1.3 million visitors in 2016 spending \$2.9 billion dollars. The under-35 demographic is growing and outspending their elders, which benefits Greater Palm Springs as this group is fluent in English and comfortable renting cars, allowing them to experience California's secondary markets. The market remains a critical focus for Travel Industry Sales including our office in Shanghai.

- LA Receptive China Event **NEW**
- Visit California China Sales Mission – April 2018
- IPW – May 2018
- Brand USA Roadshows
- Club California China – trainings in various cities

France



France maintains a robust, growing propensity for travel, buoyed by an increase in low-cost direct flights to California. While safety concerns have affected the market,

California is still a highly desired destination in the global landscape for French travelers. 448,000 French tourists visited the state in 2016 spending \$857 million dollars. In three years, France is projected to be responsible for \$1 billion in visitor spending in California. The French market takes great interest in the midcentury architecture and geographic beauty of Greater Palm Springs.

- Air France Training Day – March 2018
- IPW – May 2018
- Top Resa Travel Show – September 2018
- Product Manager Event – icw: Top Resa – September 2018
- France Travel Agent / Product Manager FAM – Fall 2018

Germany



In Germany, where traditional tour operator bookings outnumber travel online travel agency bookings four to one, the dollars invested in travel trade go a long way.

Despite the projected slow in travel in the short term, potential for growth still exists in a country that promotes vacation as a priority and where workers enjoy extended time off. Brakes on German trade due to Brexit are not expected to last in 2018, when overall market growth projects more travelers. In 2016, California saw 427,000 visitors from Germany spending \$813 million dollars. Germany still is a traditional country with 80% of all travelers to California booking via a tour operator. Sixty-five tour operators package California, but ten main tour operators control 80% of long-haul travel.

- Visit USA Roadshow – February 2018
- German Product Manager FAM – Summer 2018
- Visit California Germany Sales Mission – November 2018
- IPW – May 2018

United Kingdom

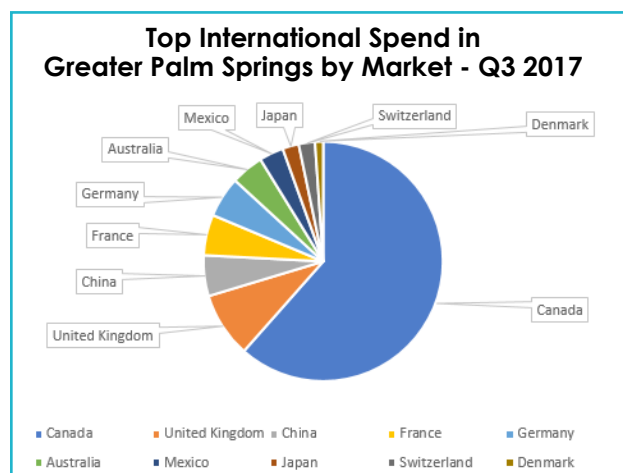


The UK market is a top market for Greater Palm Springs and second to China in California with more than 115 weekly flights to San Francisco, Los Angeles and San Diego, as well as San Jose. TIS continues to work closely with Black

GREATER PALM SPRINGS

Diamond, the CVB's contracted UK office, on specific marketing programs to showcase the destination, conduct annual sales calls, destination trainings and host FAMs and site inspections.

- IPW – May 2018
- UK & Ireland Sales Mission – July 2018
- Tour America's Red Cow Sales Day, Dublin – Oct 2018 **NEW**
- UK Super FAM – Fall 2018
- World Travel Market – November 2018



SECONDARY MARKETS

The following markets are second-tiered markets that the CVB approaches in a "B2B" manner by meeting with established tour operators at IPW, Go West Summit and other industry shows. In 2018, we will be partnering with Visit California on sales missions and opportunities in these markets. As market share to Southern California increases over time, the CVB will evaluate our sales and marketing programs and increase budget as warranted in these markets.

Latin America (Mexico & South America)

TIS will join Visit California once again on their sales mission to Mexico. Our research demonstrates that Mexico is third in terms of spend from our overseas international markets. We will work with key tour operators and airline partners to add product as well as target the Virtuoso agents in Mexico.

- Visit California Mexico Sales Mission – March 2018
- IPW – May 2018
- Virtuoso Travel Week – August 2018
- Tour Operator FAM – Fall 2018

- New product development in Brazil and Mexico - **NEW**
- Target Mexico receptive tour operators based in Southern California **NEW**

Japan

Though one of Visit California's oldest markets,



Japanese travelers are largely focused inward on rediscovering their own country thanks to improved tourism product and infrastructure in preparation for the Tokyo 2020 Olympics.

Still, all of the country's largest 25 tour operators carry significantly more influence given the language barrier, and all package and sell California sending 591,000 Japanese visitors to the state in 2016 representing \$1.2 billion dollars in spending. The destination continues to experience a larger exposure in Asia as a result of the LPGA Tour ANA Inspiration. We will continue to partner on Club California trainings as well as work directly with Japanese receptive operators on product development in 2018.

- Club California – trainings in multiple cities
- IPW - 2018
- Ad-hoc programs with Visit California's Japan office

Scandinavia

The Scandinavian countries of Sweden, Norway, Finland and Denmark constitute a small but important market for California. With six weeks of paid vacation annually, Scandinavians are heavily incentivized to explore the rest of the world. The proximity to so much of that rest of the world – Europe, Asia and the East Coast – makes California a longer haul. Still, Scandinavians are responsible for approximately half a billion in travel spending dollars annually and 287,000 visitors to the state in 2016. The Scandinavian consumer is increasingly migrating to OTAs with 62% booking their travel online. Limited awareness of destinations beyond Highway 1 and Yosemite National Park provides Greater Palm Springs an opportunity to educate the Scandinavian consumers on the destination.

- Discover America Denmark – March 2018
- Product Manager / Golf Tour Operator FAM
- FDM Travel USA Event – March 2018 **NEW**
- Swanson's America's Travel Day – March 2018 **NEW**



► MARKETING & PRODUCT DEVELOPMENT

In our industry, we need to find unique ways to be in the forefront of our clients. Our clients sell destinations all over the world, so it is important for us to make sure they are as knowledgeable on our area as possible. In order to impact the travel trade worldwide, we need to be creative in conveying our destination's story.

In 2018, TIS will continue to involve Partners in marketing efforts, from in-market hosting to tradeshow and sales missions and FAMs. An emphasis will be placed on cooperative marketing efforts with Partners in key international markets. Creative opportunities will engage more Partners, such as webinars.

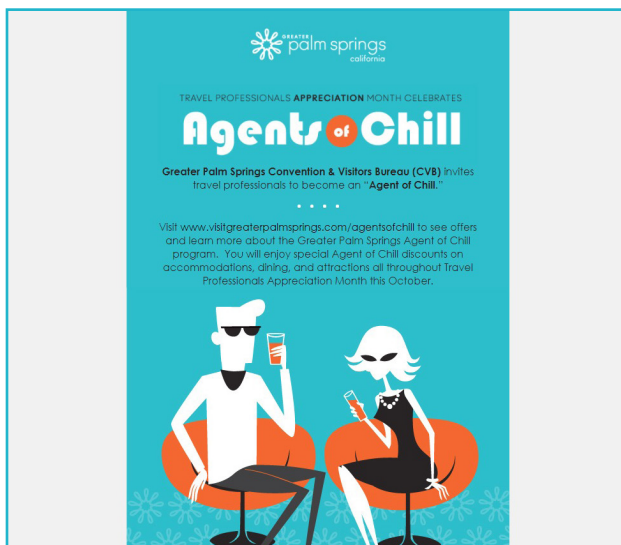
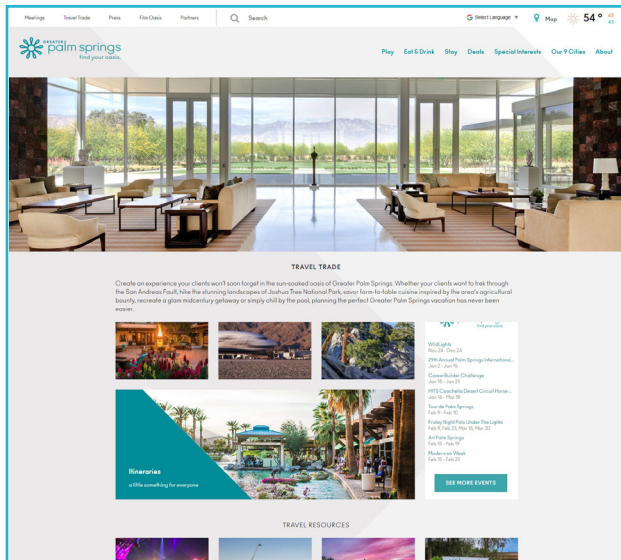
GROW MARKET SHARE: TRADE MARKETING & PRODUCT DEVELOPMENT

Newsletters & Website

Our travel trade newsletter is sent to more than 6,000 travel professionals and includes a "What's New" about our destination's offerings. The launch of the CVB's new website has provided TIS a visually attractive space and a portal for travel agents and tour operators to learn more about the destination and CVB Partners.

Travel Trade Campaigns

Travel trade campaigns are multi-levelled promotions that bring awareness to the consumer as well as travel agents. These promotions include direct mail, banner ads, social media components, destination landing pages, print advertising, travel agent booking incentives and email newsletters. For our international campaigns, the CVB has partnered with other California destinations to combine dollars and showcase regional itineraries that a consumer might book for their vacation. The international consumers visit multiple locations during their stays, so it is beneficial for cities to work together to create target messaging as well as useful information for the traveler.



Travel Professionals Month – Agents of Chill

October is “Travel Professionals Appreciation Month,” designed to encourage clients to experience the destination. The CVB branded the campaign “Agents of Chill” and offers exclusive offers for agents to “Chill.” Promotion for Travel Professionals Appreciation month includes email blasts, a dedicated webpage, promotion during sales missions and tradeshows.

Destination Training & Webinars

Webinars offer agents the opportunity for education on their own time and in the comfort of their office space. The CVB is able to reach a broader audience and allow Partners to participate in this cost-effective way of educating the travel trade industry. We will continue our destination trainings in tour operator and airline call centers, including JetBlue, Southwest Vacations and American Express. **NEW** for 2018, the CVB has partnered with Visit California and Brand USA on their respective online training programs with enhanced

exposure and opportunities for direct marketing to agents completing the destination's training modules.

In-Market Event Hosting

We actively look for opportunities to host a travel industry event in Greater Palm Springs. Many of the attendees are first-time visitors who may not have planned a trip to Greater Palm Springs had it not been for the conference or industry event.

Tour Brochures & Websites

Many international countries still rely on tour brochures as their main selling tool, especially in the European markets. The CVB reviews many of our clients' tour brochures to make sure Greater Palm Springs is positioned in a way that will attract a booking. The CVB also pays special attention to travel company websites to make sure Greater Palm Springs can be easily found online and the images, as well as the copy, accurately portray the overall destination.



Tradeshows

CVB participation in industry tradeshows is crucial. To name just a few, we will be attending U.S. Travel's IPW, World Travel Market, Go West Summit, Signature Travel Conference and Virtuoso Travel Week. These are appointment-based shows in which pre-scheduled appointments allow us to showcase new offerings to current top accounts, as well as reach potential new customers. As home based agents increase, virtual tradeshows are a way of the future. CVB participates in a virtual tradeshow where our “virtual booth” features interactive live chat sessions with agents, destination videos, web links, information and brochures.

Sales Missions & Client Events

Sales missions and client events give us face-to-face contact with clients to develop and build stronger relationships, as well as discuss products featured in

each client's portfolios. In 2018, TIS will continue to create synergy between our brand pillars and brand voice in all client interactions and events. With many other destinations competing for clients, the CVB creates a highly memorable environment that results in professionals encouraging their clients to visit.

FAM Tours & Site Inspections

FAM and site inspections are critical for a destination, often resulting in increased room nights from a travel trade company. By hosting FAMs and/or client site inspections, our destination's attributes are showcased to travel professionals, which, in turn, allows the travel professional to promote and sell the destination from first-hand experiences.

► VISIT CALIFORNIA TOURISM MARKETING GRANT

The CVB oversees the Visit California Tourism Marketing Grant funding program by providing opportunities to raise awareness for the Desert Region through a variety of sales and marketing efforts, tradeshows and the region's website: www.visitcaliforniadeserts.com.

Up to \$60,000 is available for marketing and promotions for the Desert Region through the Tourism Marketing Grant. In the FY 2017-2018 grant scope of work, the travel trade, media and consumer marketing departments will assist in various programs.

COMBINED DEPARTMENT PROGRAMS AND GOALS IN 2018 INCLUDE:

- The CVB will expand the presence of the Desert Region by collaborating with desert region visitor centers, CVBs, chambers of commerce and tourism businesses to support and showcase the uniqueness of the region.
- Travel Industry Sales (TIS) will lead the domestic and international sales and marketing efforts as it relates to the travel trade in the following ways:
 - San Diego Travel Show – March 2018
 - IPW Desert Region Booth – May 2018
 - Inclusion on tradeshow flyers, sales materials and presentations
 - Inclusion in international familiarization tours
 - Representation in France – targeting travel trade through training, email blasts, attending tradeshows and FAM opportunities
- Communications Department will assist in the development of positive coverage through both earned and owned channels in the following ways:
 - Inclusion in Visit California domestic and international media familiarization tours
 - Media outreach for regional story inclusions
 - Representation in France with media
 - Content creation for both VisitCADeserts website and TripAdvisor California Deserts.
 - Launch of Twitter and Instagram channels - @VisitCADeserts **NEW**





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