



Different by Nature.

Visit Salt Lake
2015 Comprehensive Marketing Plan

INTRODUCTION

Specific initiatives within each of the Visit Salt Lake's seven programs (in the following pages) will be developed for the 2015 calendar year to meet program objectives and the long-term strategies of our ongoing 5-year Strategic Marketing Plan. The initiatives will be outlined in our detailed annual work plan that will be continuously tracked, measured and updated each month.

The purpose of the annual work plan is to develop, implement, measure and amend marketing programs to meet demands in consumer behavior and travel trends to increase market share and visitor spending in Salt Lake County. All programs and initiatives in the annual work plan correlate directly to budget line items in the annual Budget.



Different by Nature.

BRAND PROMISE

Different by Nature

The notion that Salt Lake is not like every place else: the nature of our people, the nature of our services and the nature of our natural setting all make Salt Lake uniquely different. Salt Lake is youthful, fun, individualistic, outdoors, accessible, welcoming, accepting, with a service mentality that exceeds all expectations.

We are truly Different by Nature.



Different by Nature.

WORK PROGRAM INVENTORY

CONVENTIONS

TOURISM

	1	2	3	4	5	6	7
CONVENTIONS	SALES	SERVICES	WEB SITE	COMMUNICATIONS	COOPERATIVE PROMOTIONS	PUBLICATIONS	BRAND ADVERTISING <i>Different By Nature</i>
	Community Relations	Community Awareness	Web Based RFP	Local Community Outreach			
	Convention Development	Client Services	Web Site Traffic Development-SEO/SEM	National Media			
	Trade Shows / Industry Events	Attendance Promotion	Web Site Development & Design	Social Media		Bid Presentation	
	Sales Missions	Client Development	Mobile Applications	Industry E-letters	ASAE	Convention Hotel	
	Sales Deployment	Surveys / Market Research	Listing Integration	Media Relations	Meet in Utah	Meeting Planner Guide	Conventions / Meetings
TOURISM							
	Community Relations	Visitors	Web Site Traffic Development-SEO/SEM	National Media	Ski City USA	Visitors Guide	Ski City USA
	Travel Trade Development	Partner Integration	Web Site Development & Design	Social Media	Connect Pass	Connect Pass Brochure	Visit Salt Lake
	Trade Shows / Industry Events	Community Relations	Content Development	Industry E-letters	NowPlayingUtah.com	Super Pass Brochure	Group Tour
	Sales Missions		Mobile Website	Visit Salt Lake Media Relations			
	Sales Deployment		Listing Integration	Ski City USA Media Relations			
			On-line Travel	Local Community Outreach			

SALES: Community Relations

CONVENTIONS

PROGRAM DESCRIPTION

Convention Committee meetings and Convention Sales meetings are held on a regular basis to ensure that maximum communication and synergies exist between Visit Salt Lake and the local hospitality community.

PROGRAM ELEMENTS

- The Convention Committee is comprised of:
 - *Major hotel general managers*
 - *Salt Palace general manager*
 - *Visit Salt Lake Executive Committee members*
 - *Visit Salt Lake leadership team*

This committee meets every other month to discuss current issues, and provide direction for the Visit Salt Lake sales and marketing initiatives. General managers from all Salt Lake County hotels are invited to attend every other meeting.

- Convention Sales meetings are attended by the Director of Sales and/or Marketing from each of the Major hotels. These meetings take place every other month and provide a forum to discuss key accounts, hospitality issues and the specifics of Visit Salt Lake's sales and marketing efforts.

PROGRAM BUDGET

\$5,000

PERFORMANCE MEASURES

- Six Convention Committee meetings will be held in 2015.
- Six Convention Sales meetings will be held in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Sales

SALES: Convention Development

CONVENTIONS

PROGRAM DESCRIPTION

The convention sales department utilizes a number of tools to book meetings and conventions into Salt Lake:

- Conducting site inspections for prospective clients is the most effective way to demonstrate Salt Lake's ability to host successful meetings and conventions. Site inspections also give the Visit Salt Lake sales team members, select hospitality partners and community leaders one-on-one time with the prospective clients.
- To maximize the benefits of hosting the American Society of Association Executives 2016 annual meeting, a launch campaign will be put into place in 2015. (The 2016 meeting will attract approximately 5,500 delegates; two thirds are executives who are influential in selecting sites for their respective conventions.)
- With an announcement of a new convention center hotel anticipated in 2015, a launch campaign will be developed to maximize pre-bookings.
- The Event Opportunity Committee evaluates Salt Palace and South Towne rent waiver/rent reduction requests in an effort to increase the probability of booking conventions with the greatest economic impact upon Salt Lake County. The Committee is comprised of representatives from:
 - *Salt Lake County:*
 - *Salt Palace Convention Center*
 - *Visit Salt Lake staff, including appropriate sales team members*
 - *Visit Salt Lake Executive Committee*
- Highly customized, comprehensive Bid Presentations enable Visit Salt Lake to communicate Salt Lake's citywide bids in a compelling, professional manner.
- Annually repeating conventions comprise a significant portion of Salt Lake's total convention business. Personal visits to these repeat city-wide clients demonstrate Salt

Lake's commitment to their organization, convey gratitude for the business and help to ensure re-booking of their future conventions.

- Providing financial incentives to large, select city-wide clients is an effective method to land highly desirable business in a competitive market place. When appropriate, the pre-approved funds are provided to city-wide conventions upon the selection of Salt Lake. These funds are typically used for expenses related to shuttle, attendance promotion, and general convention marketing.

PROGRAM ELEMENTS

- Visit Salt Lake hosts highly customized site inspections for targeted clients. Site inspections include tours of hotels as specified by the clients, the Salt Palace Convention Center or South Towne Expo Center, select restaurants, pertinent off-site venues and visitor attractions.
- The ASAE launch campaign will highlight Salt Lake's host status in all sales presentations, bids, newsletters, and other client communications. Upon conclusion of the 2015 annual meeting in Detroit, a multi-faceted promotion campaign will be implemented to maximize attendance in 2016. The cooperative partnership with ASAE will continue in 2015 to extend VSL's comprehensive outreach to the association market.
- The sales team will further refine its list of target city wide conventions that will fill the convention center hotel, and entire convention district upon its opening. Extra focus in the form of site inspections, sales trips and bids will be extended to this select group of accounts.
- The Event Opportunity Committee convenes on an as-needed basis to evaluate rent reduction and/or rent waiver requests for select groups. Consideration is given to large groups that create a significant amount of economic impact and convene during 'need' times.

- The Convention Sales staff utilizes a unique presentation 'package' for city wide convention bids, one that truly conveys the image branding of Salt Lake as "Different by Nature." The package is a box in the shape of the Visit Salt Lake logo containing a pre-loaded memory stick, designed as a solar panel which contains the targeted bid presentation addressing the client's specific bid requirements. In addition to further conveying the brand message of Salt Lake, this unique, high-tech bid presentation is hand-delivered by a Visit Salt Lake sales person whenever possible.
- Members of the Visit Salt Lake sales team, with involvement from the Services staff and key hospitality partners, when appropriate, personally visit all repeat citywide clients on an ongoing basis throughout the year.
- Financial incentives to select citywide clients are based on the competitive environment and evaluated on a case-by-case basis. Consideration is given to large groups that create a significant number of room nights and convene during 'need' times. As competition for citywide convention continues to grow, and other cities offer incentives, this sales tool has become increasingly important.
- The cooperative partnership with the American Society of Association Executives (ASAE) will continue to provide a comprehensive outreach to this important market and will enhance Salt Lake's status as the host of the 2016 annual meeting.
- Visit Salt Lake will conduct a select VIP Buyer Education Trip during the Sundance Film Festival. This event will allow us to attract key meeting planners and executive directors that have been unable or unwilling to accept prior site inspection invitations.
- The Visit Salt Lake Customer Advisory Board meeting will be held in May to provide direction, ideas and insight to enhance VSL's sales and marketing efforts.

PROGRAM BUDGET

\$ 780,000

PERFORMANCE MEASURES

- The Convention Sales team will host the Sundance Experience BET, and Customer Advisory Board meeting.
- The team will collectively host 132 site inspections.
- Each Salt Lake-based convention sales director will complete a minimum of 104 outgoing prospecting calls and/ or e-mail contacts to new potential convention clients.
- Each executive meeting manager and national sales manager will complete a minimum of 240 outgoing prospecting calls and/or e-mail contacts to new potential meeting clients.

IMPLEMENTATION RESPONSIBILITY

Vice President of Sales

SALES: Trade Shows / Industry Events

CONVENTIONS

PROGRAM DESCRIPTION

The convention sales team attends select trade shows and industry events to meet with and generate leads from targeted clients. Attending these trade shows and events also enables the sales team to interact with existing clients, and enhances their awareness of industry trends and issues.

The ASAE 2016 launch campaign will include a heightened presence at ASAE's various events in 2015. Pre and post-show correspondence, signage, and staff uniforms will tout Salt Lake's host status.

PROGRAM ELEMENTS

- The convention sales team will attend the following trade shows and industry events in 2015:

TRADE SHOWS

- *Destinations Showcase Washington DC*
- *MPI Tradeshow in Northern California, Southern California and North Carolina*
- *American Society of Association Executives (ASAE) annual meeting*
- *ASAE Springtime Expo*
- *HSMIA's Meet*
- *Nursing Organizations Alliance*
- *TEAMS - the athletic event conference*
- *National Association of Sports Commissions*
- *Holiday Showcase Chicago*
- *Meeting Industry Council of Colorado*
- *IGLTA Global Convention*
- *AIBTM*
- *MPI World Education Conference*
- *Connect*
- *Collaborate/ Collaborate Sports*
- *IMEX*
- *IEEE Expo*

INDUSTRY CLIENT EVENTS

- *Professional Convention Management Association (PCMA) Annual Meeting*
- *Council for Engineering & Scientific Society Executives Annual Meeting*
- *ASAE Five Star Weekend*

- *ASAE's Great Ideas Conference*
- *Simpleview Summit - CRM*
- The Visit Salt Lake satellite sales directors participate in dozens of regional industry events and chapter meetings of MPI, PCMA, ASAE and other organizations within their respective geographical areas.

PROGRAM BUDGET

\$100,000

PERFORMANCE MEASURES

- The Convention Sales staff will attend 23 targeted national convention industry trade shows and events that are focused on generating citywide convention and single hotel/resort leads.

IMPLEMENTATION RESPONSIBILITY

Vice President of Sales

Convention Sales Directors

National Sales Managers

SALES: Sales Missions

PROGRAM DESCRIPTION

Conducting highly customized, face-to-face sales presentations is an effective way to sell Salt Lake. Making the effort to visit prospective clients in their hometown further demonstrates Salt Lake's desire to host their meetings or conventions.

PROGRAM ELEMENTS

- Sales team members will collectively conduct 55 sales missions to make personalized presentations to targeted clients. We encourage hospitality partners from hotels, resorts and the Salt Palace to join these sales missions. Whenever possible, sales missions are combined with travel to targeted trade shows/industry events in order to maximize the Visit Salt Lake's budget and staff time.

CONVENTIONS

PROGRAM BUDGET

\$60,000

PERFORMANCE MEASURES

- The Convention Sales team will conduct 55 personal targeted sales trips.

IMPLEMENTATION RESPONSIBILITY

Directors of Convention Sales

National Sales Managers

SALES: Sales Deployment

CONVENTIONS

PROGRAM DESCRIPTION

Each member of the sales team is deployed against specific vertical and/or geographical markets.

PROGRAM ELEMENTS

- Four sales people focus exclusively on securing citywide conventions into Salt Lake. These are groups that utilize the Salt Palace Convention Center and a minimum of 750 rooms on peak night. Specific market assignments for the five directors include: Health/Medical, /Key Accounts, Corporate/Trade Show, Education, Social Welfare and Scientific/Technical/Engineering. These sales people will increase their focus on large groups that can fill the convention district upon completion of the convention center hotel.
- Four sales people book meetings into single hotels and resorts. The Executive Meeting Manager is responsible for groups from all market segments that utilize up to 150 rooms on peak night. The three National Sales Managers pursue meetings that utilize between 150 and 749 rooms on peak night. The national sales managers are deployed against geographical regions of the country.
- One sales person focuses on booking athletic events and meetings of all sizes that produce room nights in Salt Lake County. Efforts are made to work synergistically with the Utah Sports Commission.
- Three satellite sales directors are located in the three geographical markets with the nation's highest concentration of meeting and convention clients; One in Washington DC, one in Chicago, and one in New Jersey. These sales team members work from home offices, and are responsible for generating sales leads within their respective areas.
- Two administrative assistants support the efforts of the sales team.
- One database administrator is responsible for the on-going maintenance of the Visit Salt Lake's Client Relationship Manager (CRM) software program that is used in all aspects of the sales process.

PROGRAM BUDGET

Salaries and Benefits

PERFORMANCE MEASURES

- Total convention room night goal for 2015 is the greater of a 6% increase over 2014 room night production, or 554,055 room nights.

IMPLEMENTATION RESPONSIBILITY

Vice President of Sales

SERVICES: Community Awareness

CONVENTIONS

PROGRAM DESCRIPTION

Community Awareness campaigns conducted during conventions in Salt Lake, assure a welcoming environment for convention attendees. In addition to extending hospitality to our clients, this service also heightens awareness of the convention within the hospitality community and gives Visit Salt Lake partners and opportunity to participate in convention-related business activities, including a sponsorship role if available.

PROGRAM ELEMENTS

- Community Awareness Campaigns include the following promotions, based on peak room night attendance and client preferences:
 - *Customized electronic greeting at Salt Lake City International Airport*
 - *Window Clings placed in area businesses*
 - *Salt Palace Welcome Flags*
 - *Downtown Street Banner program*
 - *Sponsorship opportunities to maximize convention events*
 - *Special offer solicitation from Membership for repeat clients*

PROGRAM BUDGET

\$45,000

PERFORMANCE MEASURES

- Receive the Meetings & Conventions Gold Service Award and maintain membership in the M&C Gold Award Hall of Fame.

IMPLEMENTATION RESPONSIBILITY

Director of Convention Services

SERVICES: Client Services

CONVENTIONS

PROGRAM DESCRIPTION

Through implementation of programs such as traditional attendance promotion, social media outreach, site inspections and other client interaction, Services maintains a high level of customer satisfaction, thereby making it easier to retain current clients and to increase the positive perception about Salt Lake as a destination.

PROGRAM ELEMENTS

- The Services Department will actively manage meeting content profile on member area of VisitSaltLake.com. All Citywide meeting data will be available 6-12 months prior to convention meeting dates.
- The Services Department continues to host meeting planners in Salt Lake for their pre-convention planning trips and will provide any necessary information and services that will assist in planning a successful convention.
- The Services team will offer convention specific microsites to groups to allow them to better showcase Salt Lake destination content along with meeting content. Services will audit convention microsite and regular meeting site content to make sure that the Visit Salt Lake brand message is best displayed to meeting attendees.
- The Services Department will create sustainable meeting guidelines and policies and provide meeting planners with information about Corporate Social Responsibility programs that convention groups can easily access.

PROGRAM BUDGET

\$42,500

PERFORMANCE MEASURES

- Receive the Meetings & Conventions Gold Service Award and maintain membership in the M&C Gold Award Hall of Fame.
- Maintain post-convention survey satisfaction average of 4.8 or higher.

IMPLEMENTATION RESPONSIBILITY

Vice President of Services

SERVICES: Attendance Promotion

CONVENTIONS

PROGRAM DESCRIPTION

Convention attendance continues to be one of the major concerns of meeting planners as they select a destination to host their meeting. Visit Salt Lake has been active in this process but as the meeting industry changes we will reposition the way we approach attendance promotion that will engage the meetings planners as a sales tool but ultimately drive more attendance and awareness of larger conventions before, during and after they are hosted in Salt Lake.

PROGRAM ELEMENTS

- The Services Department is attending as many as 6 conventions in 2015 for conventions to be held in Salt Lake in 2016 in order to promote Salt Lake the ideal convention and tourism destination to help increase future convention attendance.
- The Services Department will continue to offer traditional attendance promotion services such as customized e-mail campaigns, logos & photos, promotional text, and convention reservation links.
- The Services Department will now utilize Social Media Tools and will offer large groups a customized approach to attendance promotion campaigns. Social Networks Hub will be used to bring together and optimize current group social network sites as well as engage association members, exhibitors, thought leaders and Visit Salt Lake member businesses to increase attendance numbers.
- Meeting specific microsites will be offered to groups who are looking for Salt Lake information that can be accessed from their own websites. These microsites will feature a welcome to each group and highlight top items such as things to do, where to eat, events and Hot Deals but will be sensitive to room blocks when looking for places to stay.
- Convention profiles and booking links will be offered on regular site and can be accessed through member areas and on the booking widget.
- Conventions Services will actively work with the Marketing liaison that will be assigned to aid in the implementation of marketing tools for each convention.

PROGRAM BUDGET

\$36,000

PERFORMANCE MEASURES

- Receive the Meetings & Conventions Gold Service Award and maintain membership in the M&C Gold Award Hall of Fame.
- Maintain post-convention survey satisfaction average of 4.8 or higher.
- Promote Social Media Attendance promotion with a 70% adoption rate.

IMPLEMENTATION RESPONSIBILITY

Vice President of Services

Online Sales & Marketing Manager

SERVICES: Client Development

CONVENTIONS

PROGRAM DESCRIPTION

The Services Department engages with meeting planners of booked conventions to conduct site inspections of hotels, the convention center and off-site venues to ensure maximum use of the most appropriate facilities and businesses available to assist in producing the most successful meeting possible. The Services Department personally visits various repeat in-state clients to maintain rapport, to cater to developing needs and to demonstrate that return business is not taken for granted.

PROGRAM ELEMENTS

- Services Department conducts quarterly sales contacts to various repeat in-state clients.
- The Services Department will continue to host meeting planners for site inspections to showcase Salt Lake, meet the area's key hospitality partners and to inspect Salt Lake's meeting and hotel inventory.
- The Services Department continues to maintain an inventory of unique amenities for use in the sales process and for post-booking gifts to meeting planners, VIPs and other guests visiting Salt Lake.
- Using Visit Salt Lake's Customer Relationship Manager (CRM), Services will create new programs which will enable customized and personalized client contact and outreach. This will help to further distinguish Visit Salt Lake as one of the leaders in the convention services industry.
- Group assignments are distributed among the Vice President of Services, Director of Convention Services, and Convention Services Manager, based on factors which include: the size of the group, staff calendars, repeat or returning clients and other ongoing assignments and relationships.

PROGRAM BUDGET

\$70,500

Salaries and Benefits

PERFORMANCE MEASURES

- Quarterly visits to various in-state repeat clients
- Maintain customer satisfaction survey average of 4.8 or higher.

IMPLEMENTATION RESPONSIBILITY

Vice President of Services

SERVICES: Surveys / Market Research

CONVENTIONS

PROGRAM DESCRIPTION

Customer satisfaction is the cornerstone of the Services department. Providing great service increases the probability conventions will return, encourages meeting planners to spread the word, and also helps in selling future conventions. The Services Department conducts its own customer surveys after each convention to measure client satisfaction.

Conventions and meetings booked by Visit Salt Lake generate over \$260 million in direct spending in Salt Lake County. Knowing the economic impact patterns of specific market segments enables the Visit Salt Lake sales staff to evaluate potential business and identify markets that have the best return on investment. It also enables the Visit Salt Lake to demonstrate the enormous economic impact meetings and conventions bring to the community. Shared with the convention's meeting planner, this information is invaluable to groups in proving their respective value to future destinations. Visit Salt Lake contracts with the University of Utah's Bureau of Economic and Business Research (BEBR) department to conduct surveys and calculate economic impact, thereby providing a credible source for this information.

Taken together, these two measurement methods demonstrate in a verifiable and visceral way, the economic impact of the meeting and convention industry in Salt Lake.

PROGRAM ELEMENTS

- The Services Department conducts its own customer satisfaction survey for larger groups booked by Visit Salt Lake to measure client satisfaction with the city, hotels, Convention Center, Utah Food Services and Visit Salt Lake.

Topics covered on these surveys include statistical information on the meeting, Salt Lake as a convention city, hotel and convention center information, and Visit Salt Lake sales and services. This information is shared with all entities who were involved with the convention.

- The University of Utah's Bureau of Economic and Business Research (BEBR) department conducts in-person surveys during selected conventions. Survey results will show the impact of conventions on the Salt Lake community specifically in the following areas:
 - *Average convention delegate spending*
 - *Transportation patterns of convention attendees*
 - *Average length of stay*

PROGRAM BUDGET

\$31,500

PERFORMANCE MEASURES

- Maintain a post-convention survey satisfaction average of 4.8 or higher (with 5 representing "Excellent").

IMPLEMENTATION RESPONSIBILITY

Vice President of Services

WEB SITE: Web Based RFP

CONVENTIONS

PROGRAM DESCRIPTION

Visit Salt Lake' Web-based Request For Proposal (RFP) provides meeting planners easy-to-use way and streamlined format that will be easily and quickly distributed to the appropriate Convention Sales staff member and to potential lead candidates. The RFP form will be globally featured on the meetings microsite.

PROGRAM ELEMENTS

- Submit RFP will be one of the main navigation items featured on the Meetings section of the VisitSaltLake.com website.
- The easy-to-use RFP form will encourage submission and generate greater follow-up from Convention Sales staff.
- The RFP form integrates with the Visit Salt Lake CRM tool to generate quicker transferal of information to Convention Sales and other partners.
- This Simpleview RFP is also leveraged with EmpowerMINT. This is the industry's most comprehensive meetings database. It is a web portal that connects planners to CVBs to create a one-stop-shop for the growing online meeting and convention planning marketplace.
- Visit Salt Lake will continue is relationships with Cvent. Cvent is an online software tool for Event Management, Web Surveys and well as a global event directory with over 150,000 venues. RFP and leads are generated directly to Visit Salt Lake as well as our partners.

PROGRAM BUDGET

\$5,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.
- Total convention room night goal for 2015 is the greater of a 6% increase over 2014 room night production, or 554,055 room nights.

IMPLEMENTATION RESPONSIBILITY

Vice President of Sales

Vice President of Marketing

Online Sales & Marketing Manager

WEB SITE: Web Site Traffic Development SEO / SEM CONVENTIONS

PROGRAM DESCRIPTION

Visit Salt Lake's web team will run key search engine optimization (SEO) strategies and targeted paid search engine marketing (SEM) campaigns to optimize and develop greater search results and traffic to the meetings microsite of VisitSaltLake.com. These strategies will be targeted specifically at meeting professionals and the potential group and meetings they represent.

Specific SEO/SEM Strategies will be applied to the new Convention Hotel content to create awareness in this new product that will align with a new brand messaging for the Convention market.

PROGRAM ELEMENTS

- Visit Salt Lake will work with the SEO team at Simpleview to optimize all meeting web pages and target key words and phrases that will increase our search rankings.
- Visit Salt Lake will continue a monthly paid search campaign with Simpleview to drive traffic on the meeting area of VisitSaltLake.com.
- Visit Salt Lake will employ paid search specifically to address the announcement and further construction of the new Convention Hotel along with Visit Salt Lake's new Convention campaign.
- Visit Salt Lake staff will increase content pages in relevant areas to allow better search performance in key areas.
- Press releases will feature new and relevant content about Salt Lake and will aid in search results for meeting information.
- Visit Salt Lake will work with Simpleview's SEO/SEM team to craft more enhanced analytics that will help display various meeting focused web results, including e-mail delivery success, visitors analytics and most used pages.
- In 2015 Visit Salt Lake will work with Destination Analysts to conduct user studies of the Visit Salt Lake Website. Study will include usability and ROI of the meetings area of the website.

PROGRAM BUDGET

\$120,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Content Strategy

Simpleview SEO/SEM Analyst

Webmaster

WEB SITE: Web Site Development & Design

CONVENTIONS

PROGRAM DESCRIPTION

Visit Salt Lake will continue to enhance the Meetings area of the VisitSaltLake.com website that will be easier to navigate and feature content most relevant to the perspective meeting planner. The Meetings site will feature Why Salt Lake, Salt Palace and South Towne Meeting Facilities, Meeting Facilities, Services, Convention Calendar and Submit RFP. Third party endorsement of Salt Lake's Meeting product will be weaved throughout each section of the site, showcasing the viability and desirability to host meetings of all kinds.

Visit Salt Lake will also continue to manage, edit and update the website for the Salt Palace Convention Center. New site in queue for development are the Salt Lake Equestrian Park and the South Towne Exposition Center for 2015.

PROGRAM ELEMENTS

- Meetings site will focus directly on our largest Salt Lake County owned convention Facilities, The Calvin L. Rampton Salt Palace Convention Center and the South Towne Exhibition Center in Sandy. Highlighting maps, booking information, virtual tours, and facility calendars.
- Meeting section of VisitSaltLake.com will include Why Salt Lake pages that will feature positive aspect of hosting meetings and convention in our area. Including, access, value, service level, destination appeal, etc.
- Meetings area of our site will highlight other Salt Lake County venues including the Salt Palace Convention Center, The South Towne Exposition Center, and the Salt Lake Equestrian Park. Visit Salt Lake will manage and build websites for all three facilities.
- Visit Salt Lake will develop web content following the announcement of the new Convention Hotel. This area will include continual
- Meetings tab will feature convention calendar and basic content for all meetings booked in the future. Information will be pulled dynamically from the Visit Salt Lake CRM.
- Meetings tab will feature meeting and business support and Convention Service provider members. We will enhance the ability to search business categories and display additional content regarding specific area of expertise.
- Meetings tab will also focus on the Convention Services that Visit Salt Lake can provide to incoming meetings and Conventions.
- Attendance promotion toolkit will be upgraded to include tools with downloadable logos, images, and videos that can be utilized and customized for each meetings planner as they see fit to promote their convention.
- Sports Event Planning area will be added to the Meetings area of the website. This area will include valuable links

to/ from Utah Sports Commission website allow planners to access lodging and room block information as well and our online RFP.

- Meetings tab will continue to integrate "Green Meetings" as an important selling feature of our destination. The Salt Palace solar panels and commitment to sustainability will be a common message throughout our website We will continue to all "green" initiatives of the Salt Palace, Visit Salt Lake, Salt Lake City, Salt Lake County, and if relevant, the state of Utah.
- VisitSaltLake.com/meetings will also provide links to/ from the MeetInUtah.com website and will develop strategies that will interact with statewide campaign.

PROGRAM BUDGET

\$140,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Content Strategy

Simpleview Account Manager

Webmaster

PROGRAM DESCRIPTION

Visit Salt Lake will continue to use Mobile Website optimized technology to highlight Salt Lake as a viable destination for meeting attendees. However, VisitSaltLake.com will be transformed into a responsive site that will no longer require a separate mobile site for handheld devices.

This response design will allow content in the meetings segment to be represented on all device platforms including mobile devices.

PROGRAM ELEMENTS

- Visit Salt Lake will utilize its mobile site technology until a full responsive design can be completed in later 2015 and will continue to target the visitor and convention attendee when viewed with a mobile device.
- Visit Salt Lake will continue to offer mobile site options for incoming conventions until responsive site technology is implemented. Once implemented, microsites built for incoming conventions we will also be designed with responsively, therefore eliminating the need for a separate mobile site solution.
- Visit Salt Lake will utilize convention calendar feed to display content for upcoming conventions as well and all events held in the Salt Palace Convention. Visit Salt Lake will be exploring the convention calendar tool for the STCC.
- Visit Salt Lake can now display the Salt Palace Convention Center interactive map across all device platforms, allowing sales to showcase the facility on site inspections while out in the building.
- Visit Salt Lake responsive sites will utilize what's nearby functionality to establish businesses in closest proximity to mobile device.
- Visit Salt Lake will incorporate Trip Advisor reviews on any hotels or attraction listing. Open Table booking functionality will also be incorporated in 2015 on all restaurant partners who utilize this service.

PROGRAM BUDGET

\$130,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Content Strategy

Webmaster

WEB SITE: Listing Integration

PROGRAM DESCRIPTION

Partner Integration in all member listings on VisitSaltLake.com is designed to create greater presence and functionality to all member businesses with specific content that targets the meeting and event planner. Destination listings are also generated to provide a more inclusive, representative and relevant search for businesses and attractions in the Greater Salt Lake area.

PROGRAM ELEMENTS

- Member listings include enhanced hotel, venue and restaurant page listings and provide links to meeting room specifics and details.
- Additional mapping features are utilized in member page listings, including Google Maps street view, directions and “What’s Nearby” functionality that allows or easier search of nearby members.
- Each member page includes up to ten (10) images, with links to possible video content.
- Paid content creation opportunities will be offered to Members. Full length featured content will be created and feature by Visit Salt Lake.
- Visit Salt Lake’s CRM integration allows members to update their own content, details and images.
- Improve content in member area of the site to provide complete and better information for the members
- Visit Salt Lake will continue to integrate destination and non-member listings from businesses and attractions that include restaurants, shopping, attractions, golf courses, hiking and biking trails, etc.

PROGRAM BUDGET

\$140,000

PERFORMANCE MEASURES

- Increase visitor sessions by 25% to the VisitSaltLake.com, resulting in 1.5 million visits in 2014.
- Increase advertising sales on Visit Sat Lake Web Properties by 4% over 2014.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Content Strategy

Vice President of Partner Development

Webmaster

COMMUNICATIONS: Local Community Outreach

CONVENTIONS

PROGRAM DESCRIPTION

Visit Salt Lake will continue to contract with a local PR agency (Boe Marketing) to offer a Local Media Outreach program to incoming meetings, conventions and events, a unique and incredibly successful program within the meetings and conventions industry. The PR agency works in conjunction with Visit Salt Lake's in-house media relations' staff to provide exceptional service to VSL's meeting, convention and event clients. In addition, the program creates community awareness of incoming conventions and events, and the importance of presenting exceptional service levels to these impactful groups.

PROGRAM ELEMENTS

- In 2015, the Visit Salt Lake Local Media Outreach program will include extensive programming for incoming conventions and events, and distribution of key messages.
- The Local Media outreach program calculates and distributes the local and statewide economic impact information produced by Visit Salt Lake's sales efforts to targeted local media outlets.
- Convention key messages are disseminated to targeted media outlets throughout the local market.
- Local media outreach program will distribute key Visit Salt Lake messages, particularly economic impact and event information.
- Local media efforts will be used as needed once the new Convention Hotel location and developer is announced.

PROGRAM BUDGET

\$44,000

PERFORMANCE MEASURES

- Generate the equivalent advertising value of \$14.4 million worth of positive earned media for Salt Lake.
- Maintain customer satisfaction survey average of 4.8 or higher.

IMPLEMENTATION RESPONSIBILITY

Director of Communications

Communications Manager

Local PR Firm

COMMUNICATIONS: National Media

CONVENTIONS

PROGRAM DESCRIPTION

Visit Salt Lake will continue to contract with a national PR firm to complement the in-house media relations staff and provide additional resources in order to execute an extensive national media relations plan. In addition, the firm works in conjunction with the Visit Salt Lake Communications team to develop a targeted, national strategy with key messages to specific markets and audience while strengthening the overall brand messaging and promise of Salt Lake being “Different by Nature.”

PROGRAM ELEMENTS

- Visit Salt Lake and its National PR firm (Conran Communications) will implement an in-depth media plan to attract and produce relevant information by way of news releases and story pitches to the meetings and conventions media outlets (print and electronic magazines, and newsletters).
- The National PR firm will handle the coordination of a targeted media blitz with meeting/convention media outlets in two key target markets.
- National PR firm’s outreach program will distribute key Visit Salt Lake messages, particularly the development of the convention hotel.

PROGRAM BUDGET

\$54,000

PERFORMANCE MEASURES

- Generate the equivalent advertising value of \$14.4 million worth of positive earned media for Salt Lake.

IMPLEMENTATION RESPONSIBILITY

Director of Communications
Communication Manager
National PR Firm

COMMUNICATIONS: Social Media

CONVENTIONS

PROGRAM DESCRIPTION

Visit Salt Lake's Social Media program will continue to play an important role for VSL to reach, influence and share messages about Salt Lake as a destination as an ideal meeting and convention destination.

PROGRAM ELEMENTS

- Visit Salt Lake will contract with Sparkloft Media to strategize, manage and program the VSL Facebook page. Monthly editorial posting calendars will be reviewed as a team and may target specific groups or events that may be in town during that time. Daily posts will encourage engagement and all questions and inquiries will be answered in a timely manner.
- Visit Salt Lake, in concert with Sparkloft Media, will also continue to be active in the growth of its Twitter account and followers. It will engage and respond to all @followers during meetings or events while in town. Sparkloft Media will also be contracted to post and engage while listening to key words and phrases that may be particular to a certain group or event.
- The Visit Salt Lake YouTube Channel will feature videos that will be of particular interest to the meeting planner as well as the attendees.
- Visit Salt Lake will work with Sparkloft Media to create and implement an overall social media strategy that will highlight selection and construction of the new Convention Center Hotel.
- Visit Salt Lake, in concert with Sparkloft Media, will strategize and implement a LinkedIn program designed specifically for VSL's sales efforts as meeting professionals utilize this social media platform in greater numbers, and it allows for the most targeted one-to-one interaction between sales directors and meeting professionals.

PROGRAM BUDGET

\$135,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.
- Increase Facebook likes to 300,000 and Twitter followers to 20,000.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing
Director of Communications
Director of Content Strategy
Communications Manager
Online Tourism Manager

COMMUNICATIONS: Industry E-letters

CONVENTIONS

PROGRAM DESCRIPTION

Visit Salt Lake will continue to produce a “Meet In Salt Lake” electronic newsletter targeting its top meeting planners and VSL clients, currently being distributed to over 5,000 people. These e-letters provide pertinent and updated information regarding new developments, projects, and upcoming events for meeting planners with currently booked business and select industry colleagues.

PROGRAM ELEMENTS

- Visit Salt Lake Meetings E-letter is produced monthly and includes new and fresh information pertinent to meeting planners and their attendees that may include:
 - *updates regarding new Visit Salt Lake programs*
 - *city/convention district developments*
 - *upcoming events and activities*
 - *Salt Lake hospitality community news*
- Each issue of “Meet In Salt Lake” will promote all upcoming conventions and large meetings. We will continue to make mention of the legacy of hosting particular past events such as the 2002 Winter Olympic Games, Outdoor Retailer, 2009 MPI and the upcoming 2016 ASAE event.
- Meetings Newsletter will announce and follow the progress the new Convention Center Hotel from site selection, through construction and any other pertinent information.

PROGRAM BUDGET

\$15,000 E-mail Delivery Costs

PERFORMANCE MEASURES

- Distribute monthly Meetings e-letter to our targeted database of meeting planners with a 25%+ open rate.

IMPLEMENTATION RESPONSIBILITY

Vice President of Sales

Director of Content Strategy

Director of Communications

COMMUNICATIONS: Media Relations

CONVENTIONS

PROGRAM DESCRIPTION

Visit Salt Lake conducts media blitzes throughout the year, targeting trade publications in key media markets, tailoring media messages and pitches to the publications' specific audience and keeping Salt Lake front-of-mind as a meeting destination. In addition, the Visit Salt Lake hosts trade publication editors and writers throughout the year, emphasizing Salt Lake's meeting and convention attributes and qualities while at the same time giving ample opportunity to sample Salt Lake's tourism-related attractions and experiences.

To assist print and electronic media with producing Salt Lake stories and articles, Visit Salt Lake will continue to provide a full menu of media materials for both print and electronic media outlets. These materials will provide all media outlets, regardless of format, the most current and up-to-date information and materials necessary to promote or enhance media coverage of Salt Lake as a year-round, world-class meeting destination.

PROGRAM ELEMENTS

- Visit Salt Lake's Communications team will conduct a minimum of five trade-specific media blitz appointments with a focus on the development of the convention hotel.
- The blitz messaging will include Salt Lake as a world-class, year-round meeting destination, Salt Lake's "green" initiatives and the ongoing timeline of the convention hotel.
- Visit Salt Lake will continue to host meeting-specific media visits to promote Salt Lake as a meeting and convention destination, including experiencing Salt Lake's meeting infrastructure as well as its multitude of tourism-oriented assets: accessibility, outdoor adventure, cultural arts, dining and nightlife.
- Visit Salt Lake's media materials are updated on a regular basis, and include Salt Lake-specific news releases, an extensive online image library and high-resolution b-roll video footage.
- Visit Salt Lake's Communications team will continue to tailor topic-specific responses in response to media requests in addition to updating its electronic meetings and conventions media kit. The targeted media kit and news releases reside in the media section of VisitSaltLake.com, while photography and video resides on a hosted site (Barberstock.com).

PROGRAM BUDGET

\$18,000

PERFORMANCE MEASURES

- Generate the equivalent advertising value of \$14.4 million worth of positive earned media for Salt Lake.

IMPLEMENTATION RESPONSIBILITY

Director of Communications

National PR Firm

Communications Manager

COOPERATIVE PROMOTIONS: ASAE

CONVENTIONS

PROGRAM DESCRIPTION

Visit Salt Lake will continue its three-year cooperative program that has been developed with the American Society of Association Executives (ASAE). This Corporate Partnership creates value and awareness with association executives leading towards the 2016 ASAE annual meeting that will be held in Salt Lake City.

Visit Salt Lake will host the closing session luncheon at the 2015 ASAE Annual Meeting in Detroit. This Luncheon will allow Salt Lake to introduce itself and promote our destination as the Host City for 2016, encourage attendees to make plans to attend the annual meeting in Salt Lake, and entice them to spend time before and after the meeting to vacation in our city and state.

PROGRAM ELEMENTS

The ASAE Corporate Partnership include various elements. Guaranteed partnership benefits include:

- Year-round marketing recognition with each Signature Program and advertising credit to be used for additional promotional opportunities
- Partner recognition in Annual and Springtime programs.
- Access to ASAE proprietary research and survey results, membership database, and show attendee lists.
- Year-round partner recognition on web site, marketing collateral, press releases, and all publications, including Associations Now.
- Rotating logo on all pages of ASAE web site and Association Buyers Guide - print and online.
- Exhibit Benefits include registration to and a 10 x 20 booth at the Springtime show and 20 x 20 booth at the ASAE annual show. This will include opportunity to distribute promotional materials in registration packets
- Promotion and access opportunity to conduct a roundtable with ASAE leadership and one focus group study with ASAE members
- Registrations to major ASAE signature events and four ASAE memberships.
- A fundraising program will be developed and implemented to raise funds from our stakeholders for the hosting of the 2016 ASAE Annual Meeting.

PROGRAM BUDGET

\$144,000

PERFORMANCE MEASURES

- Total convention room night goal for 2015 is the greater of a 6% increase over 2014 room night production, or 554,055 room nights.

IMPLEMENTATION RESPONSIBILITY

Vice President of Convention Sales

Vice President of Partner Development

Vice President of Marketing

COOPERATIVE PROMOTIONS: Meet In Utah

CONVENTIONS

PROGRAM DESCRIPTION

The Meet In Utah collaborative program is a partnership of nine of Utah's Destination Marketing Organizations (DMOs) who seek to promote Utah's diverse and sophisticated meeting product. Meet in Utah is organized under the Utah Association of Destination Marketing Organizations (UADMO.) Meet in Utah's nine regions include: Cache Valley/Logan, Cedar City-Brian Head, Davis Area, Ogden/Weber, Park City, Salt Lake, St. George, Utah Valley, and Wasatch Area/Heber Valley.

Leveraging the successful hosting of MPI's World Education Congress 2009 and up-coming 2016 ASAE., Meet in Utah intends to continue with unified national branding and advertising, focusing on promoting the many attractive options for destination meetings and experiences throughout the state.

PROGRAM ELEMENTS

- The MeetInUtah.com website will continue to be maintained and updated. Partners will continue to update text on the web site in a timely manner. A Utah print brochure is available to download from the site and a link to Utah videos hosted on YouTube.com
- An incentive gift is currently being offered to meeting professionals to entice them to submit an RFP online through the Meet in Utah Web site.
- A familiarization trip (FAM) for third-party meeting planners will be developed and separate FAMS conducted in three Utah regions: north, central and south. Partners will be actively involved in organizing and executing their portion of the FAM itinerary.

PROGRAM BUDGET

\$69,900 (total including partner contributions from 2013 and 2014) - \$25,450 commitment each year from Visit Salt Lake)

PERFORMANCE MEASURES

- Successfully host five meeting planners and guests on three regional familiarization trips. Generate one lead per FAM for the MIU partners.

IMPLEMENTATION RESPONSIBILITY

Vice President of Sales

Vice President of Marketing

Online Sales & Marketing Manager

PROGRAM DESCRIPTION

Visit Salt Lake will continue to embrace greater and more efficient technology that will aid in the creation, delivery on meeting and convention bid presentations. A new online bid technology will be implemented that will allow Visit Salt Lake to leverage its own CRM assets to provide an end product that both desirable to meeting planners and decision makers.

PROGRAM ELEMENTS

- Visit Salt Lake will work with Simpleview, Inc. to utilize their Bid Generator tool to leverage existing CRM assets.
- Bid Generator will allow bid to be produced in a variety of formats (Print, digital, online) in an attractive and professional format.
- Bid Generator tool will be highly customizable based on the groups needs. It will also easily integrate hotel room blocks and convention center contracts into one document.
- Bid Generator will be able to work with both large and small groups.

PROGRAM BUDGET

\$10,000

PERFORMANCE MEASURES

- Total convention room night goal for 2015 is the greater of a 6% increase over 2014 room night production, or 554,055 room nights.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Vice President of Sales

Graphic Designer

Convention Assistants

PROGRAM DESCRIPTION

The Destination Brochure will continue to be a resource for convention/meeting planners and their members, convention attendees, Visit Salt Lake members and hospitality partners. This in-house published Destination Brochure will highlight Salt Lake's attractions and amenities, as well as that of the State of Utah, in an easy-to-use and view format.

PROGRAM ELEMENTS

- Visit Salt Lake will update, the Destination Brochure and print 20,000 in 2015.
- Distribution of the Destination Brochure is to convention attendees through the attendance promotion program, meeting planners via sales kits and sales calls, and hospitality partners using this brochure for Salt Lake promotional purposes.
- Content of the Destination Brochure includes information related to:
 - *attractions & entertainment*
 - *shopping*
 - *dining & nightlife*
 - *culture*
 - *convention facilities including new plans for Convention Hotel*
 - *Ski City USA*
 - *Salt Lake as a gateway to adventure*
 - *Utah parks & monuments*
 - *Salt Lake facts*

PROGRAM BUDGET

\$5,000

PERFORMANCE MEASURES

- Total convention room night goal for 2015 is the greater of a 6% increase over 2014 room night production, or 554,055 room nights.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Creative Services

Graphic Designer

PROGRAM DESCRIPTION

The Visit Salt Lake will develop a new Meeting Planner Guide that will continue focus on the key factors of Salt Lake as a Convention Destination but will feature the new Convention Hotel that is due to be announced in 2015. This piece also focuses on detailed information about the SPCC and STEC. Air access to Salt Lake, proximity of our convention district to both the airport and downtown amenities and Salt Lake's nearby outdoor opportunities will highlight this piece.

PROGRAM ELEMENTS

- Visit Salt Lake will publish and print this guide to highlight the new Convention Hotel. We will approach some meeting publications to inquire about poly-bagging or inserting this guide along with their regularly distributed magazine.
- Hotel one-sheet information pieces can be included with Meeting Planner Guide as needed based on the request of the particular meeting or convention planner request.
- Convention Sales Team will still utilize Meeting Planner Guide as sales tool for in-office visits and trade show opportunities.
- Meeting Planner Guide will highlight Salt Lake hosting of the 2016 ASAE annual conference.
- Meeting Planner Guide will highlight the selection and impact that the new Convention Hotel will have on the Salt Lake Meetings & Convention Market.

PROGRAM BUDGET

\$50,000

PERFORMANCE MEASURES

- Total convention room night goal for 2015 is the greater of a 6% increase over 2014 room night production, or 554,055 room nights.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Vice President of Sales

Director of Creative Services

Advertising Agency

PROGRAM DESCRIPTION

Visit Salt Lake's branding for conventions and meetings will undertake an entirely new effort that will begin with the selection of the site for the new Convention Center Hotel. Salt Lake will work with its advertising agency to develop a new campaign that can be a springboard upon hosting the 2016 ASAE Annual Conference. Visit Salt Lake will be developing a brand and style guide specifically for this new Convention and Meetings messaging. Additional budget will shift to support these new initiatives.

PROGRAM ELEMENTS

The advertising campaign feature the announcement and continued progress of Salt Lake's new Convention Hotel. We will begin to show the Salt Lake will be the future host of the 2016 ASAE Annual Conference.

Because campaign development is on a parallel path with development of the 2015 Marketing Plan, a detailed media plan is being produced as an addendum to this plan. In broad terms, the campaign is including, but not necessarily to be limited to:

Print

Ads being placed in major convention industry publications and through their online channels that target the professional meeting planner.

- Associations Now - *official publication of the American Society of Association Executives (ASAE).*
- Convene - *official publication of the Professional Convention Management Association (PCMA).*
- One+ - *(formerly The Meeting Professional) official publication of Meeting Professionals International (MPI).*
- Additional Publishers will be considered through an RFP process that will go out in October of 2014 that will consider add placement for 2015.

Internet

Electronic advertising is being increased with ads placed on major convention industry web sites to complement the above print advertising.

- Media plan is being based on selecting issues in which editorial is focused on Utah and/or Salt Lake, western destinations, convention centers, and other pertinent topics that play to Salt Lake's strengths.
- All advertising includes the VisitSaltLake.com/meetings URL to drive traffic to the meetings microsite and pertinent meeting and convention information.
- A small percentage (10%) of the budget is being allocated to take advantage of new advertising opportunities within the year to extend the Salt Lake brand.

PROGRAM BUDGET

\$303,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Content Strategy

SALES: Community Relations

TOURISM

PROGRAM DESCRIPTION

The Marketing/Tourism Committee will convene throughout the year to provide guidance and direction to Visit Salt Lake's tourism sales and marketing teams and to ensure that maximum synergies exist between the Visit Salt Lake and key Tourism partners.

PROGRAM ELEMENTS

- The Tourism Committee is made up of Executive Committee Members. This group will meet quarterly, four times throughout the year to discuss tourism programs and how to convey messages to members and Tourism Partners.

PROGRAM BUDGET

\$1,000

PERFORMANCE MEASURES

- Four (4) Tourism Committee meetings will be held.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Tourism Sales Manager

PROGRAM DESCRIPTION

Tourism sales implements a dual strategy in booking groups; focusing on Salt Lake County as a ‘destination,’ and also as a ‘gateway’ to the surrounding region. Key destinations include travel to targeted trade shows, sales trips, sales presentations, and hosting site inspections and FAM tours.

PROGRAM ELEMENTS

- Creation of new group/FIT tour packages for domestic and international tour operators. Focus will be on the internet wholesalers who can extensively promote and sell the Visit Salt Lake Connect Pass, and the Ski City Super Pass.
- A continued focus on face-to-face meetings with Salt Lake County hotel and lodging properties to enhance their business growth by educating them on the Ski City Super Pass and the Visit Salt Lake Connect Pass as valuable tools for hotel package development.
- The ‘Ski and Save’ rebate program will reward tour operators for booking group business into Salt Lake County.
- The ‘Stay & Ski Free’ campaign will promote a Lodging + Super Pass package with participating Salt Lake County hotels and resorts.
- The tourism sales team will host site inspections and familiarization trips for pre-qualified individuals and groups to educate them about Salt Lake’s tourism offerings.
- The Tourism Sales Manager continually refers the services provided by Visit Salt Lake member organizations to tour operators.
- The Tourism Sales Manager continually and aggressively prospects each and every month for new business over the telephone and email.
- To sell Salt Lake as a gateway, Visit Salt Lake will partner with the Utah Office of Tourism and other Utah DMOs to leverage Salt Lake’s proximity to area attractions, particularly the area national parks.

PROGRAM BUDGET

\$18,000

PERFORMANCE MEASURES

- Tourism Sales will conduct 22 site inspections and host 3 Group FAM trips.
- Refer and record 528 tour planner services to Visit Salt Lake Members and stakeholders.
- The Tourism Sales Director will complete 180 prospecting activities.
- 100 sales leads will be uncovered and distributed to member hotels.
- 16,621 New Room Nights booked for Tourism Sales in 2015 representing an 8% increase over 2014.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Tourism Sales Manager

SALES: Trade Shows / Industry Events

TOURISM

PROGRAM DESCRIPTION

The Tourism Sales Director attends targeted domestic and international trade shows to meet with potential and existing clients. Our proactive tradeshow efforts also present the opportunity to uncover and/or educate potential new clients on Salt Lake as a year-round, world-class tourism destination and/or gateway.

PROGRAM ELEMENTS

- Trade shows that focus so on the 'Destination' visitor include: SkiTops Annual Meeting, Mountain Travel Symposium, Student Youth Travel Association, & The Snow Travel Expo in Sydney & Brisbane Australia.
- Trade shows that focus on both the 'destination' and 'gateway' visitor include: World Travel Market London, ITB Germany, Go West Summit, & International PowWow.
- One trade show that focuses solely on 'Gateway' visitors, the NTA Travel Exchange annual meeting will be attended.

PROGRAM BUDGET

\$46,000

PERFORMANCE MEASURES

- Attend a minimum of 7 trade shows and additional industry events.
- 16,621 New Room Nights booked for Tourism Sales in 2015 representing an 8% increase over 2014.

IMPLEMENTATION RESPONSIBILITY

Tourism Sales Manager

SALES: Sales Missions

PROGRAM DESCRIPTION

Tourism Sales Manager will call upon its top clients and prospective clients throughout the year, primarily domestic and international tour operators/receptive tour operators/wholesalers, in face-to-face meetings or presentations. These meetings give the Tourism Sales team the opportunity to promote Salt Lake as a leisure travel destination to group and top travel producers within the ski, motor coach, genealogy, LGBTQ, and student/youth markets.

PROGRAM ELEMENTS

- Tourism Sales Manager will conduct three sales missions to make personalized presentations to targeted clients. Hospitality partners are encouraged to participate in these sales trips whenever possible.
- Tourism Sales Manager will also attend new sales missions in collaboration with the Utah Office of Tourism, possibly including China, Mexico, Australia, France, UK, & Amsterdam.
- Tourism Sales Manger will conduct a ski.com agent training session and implement an incentive program for these agents.

PROGRAM BUDGET

\$46,000

PERFORMANCE MEASURES

- Three (3) sales trips will be conducted to meet with existing and prospective clients.

IMPLEMENTATION RESPONSIBILITY

Tourism Sales Manager

PROGRAM DESCRIPTION

The Tourism Sales team consists of a Tourism Sales Manger and an Online Tourism Sales & Marketing Manager.

The Tourism Sales Manager will focus on direct sales to our Tour Operator and group clients while the Online Tourism Sales & Marketing Manager will focus on business that will be transacted through the Visit Salt Lake web properties.

PROGRAM ELEMENTS

- The Tourism Sales Manager is responsible for new room night bookings, taking a dual strategy into account; recognizing Salt Lake County as a 'destination', and as a 'gateway' to the surrounding area.
- The Online Tourism Sales & Marketing Manager will be responsible for the online booking engine relationship with ARES Inc. and the lodging and attraction community that will transact business through that engine.
- The Tourism Sales Director receives support from the Tourism Online Sales Manager, particularly regarding the Ski City USA Super Pass, and the Visit Salt Lake Connect Pass programs.
- The international sales efforts focus on visitors who utilize Salt Lake as a 'gateway' to nearby attractions, and on visitors such as skiers who view Salt Lake as their primary 'destination'.
- The Ski City USA program will be sold by the Tourism Sales Manager to Tour Operators, Online Travel agencies and groups.
- The Online Sales & Marketing Manager will also work with the pass programs manager to service and sell the Ski City Super Pass from November to April.
- The Online Tourism Sales & Marketing Manager will also assist as needed as a member of the Social Media team and assist others in the Marketing department.

PROGRAM BUDGET

Salaries and Benefits

PERFORMANCE MEASURES

- 16,621 New Room Nights booked for Tourism Sales in 2015, representing an 8% increase over 2014.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

PROGRAM DESCRIPTION

Visitor Services encourage leisure and convention travelers to extend their visit in the state by maintaining a full-service Visitor Center. Services offered at the Visitor Center include tours, with special emphasis on The VisitSaltLake.com, the Visit Salt Lake Connect Pass, Ski City Super Pass, State and National Parks information, hotel reservation assistance and providing general information on Salt Lake and statewide attractions as tourism destination options.

PROGRAM ELEMENTS

- Employment of (2) Information Specialists and 20 Volunteer Information Specialists to assist visitors to Salt Lake.
- Promotion of Salt Lake County and statewide attractions.
- Offering of assistance with Salt Lake hotel reservations.
- Visitor Services continue its interaction with Salt Lake hotel front-line staff.
- The Visitor Services Manager will continue to implement a Citywide Concierge Service, promoting the Salt Lake Visitor Information Center to the hotel front line staff as the most complete source for all Salt Lake information.
- The Visitor Information Specialists continue to promote and sell the Connect Pass, and Ski City Super Pass programs.
- The Visitor Information Specialists continue to interface with NowPlayingUtah.com and promote it as Salt Lake's exclusive events calendar, as well as that of the entire state.
- Visitor Services will fulfill all e-mail and request for information. They will maintain e-mail databases and report monthly on progress.

PROGRAM BUDGET

\$10,000

PERFORMANCE MEASURES

- Maintain a customer satisfaction survey average of 4.8 or higher (with 5 representing "Excellent").

IMPLEMENTATION RESPONSIBILITY

Vice President of Service

Director of Services

SERVICES: Partner Integration

PROGRAM DESCRIPTION

Partnership Development will partner with the Visit Salt Lake members to assist them in marketing their products and services to those planning visits and to those interested in visiting Salt Lake.

PROGRAM ELEMENTS

- The following member events are taking place:
 - 1st Quarter: *Annual Meeting/Board of Trustees & Membership and one Social Media Seminar*
 - 2nd Quarter: *2Q Board of Trustees/Membership Meeting and one Member Connection*
 - 3rd Quarter: *President's Forum (3Q Board of Trustees) and one Member Connection*
 - 4th Quarter: *4Q Board of Trustees/Membership Meeting and one Ski Biz Expo*
- Two new member round table trainings and six member training meetings are scheduled
- One educational member event is scheduled
- One membership survey is scheduled
- Membership works in conjunction with the marketing department to maintain and update CRM integration and further create greater presence on the Web site for each member business.
- Membership continues to encourage members to meet with the individual Visit Salt Lake departments most likely to refer their services in order to educate them about products and services available through their business.
- Visit Salt Lake member partnerships have been developed and will be actively marketed to help members increase their marketing exposure on VisitSaltLake.com, NowPlayingUtah.com, and the *Salt Lake Official Visitors Guide*.

PROGRAM BUDGET

\$22,500

PERFORMANCE MEASURES

- 252 prospecting calls per year
- Increase members by 4% over 2014
- Increase membership revenue by 5% over 2014

IMPLEMENTATION RESPONSIBILITY

Vice President of Partner Development

Director of Partner Relations

Partner Development Coordinator

Membership CRM Coordinator

SERVICES: Community Relations

PROGRAM DESCRIPTION

Membership Committee convenes throughout the year to provide guidance and direction to the Partner/ Membership staff to assure that Visit Salt Lake is addressing member needs and providing the marketing tools to keep membership relevant and of value.

PROGRAM ELEMENTS

- The Membership Committee is made up of Visit Salt Lake members, representing the major member categories of Accommodations, Dining & Nightlife, Attractions, Services and Transportation. This group meets quarterly to review membership activities and discuss member needs.
- Two new roundtable trainings are scheduled, hosted by a member of the membership committee.

PROGRAM BUDGET

\$1,000

PERFORMANCE MEASURES

- Four (4) Membership Committee meetings will take place.

IMPLEMENTATION RESPONSIBILITY

Vice President of Partner Development

PROGRAM DESCRIPTION

Visit Salt Lake will continue to invest in consistent, monthly campaigns to both optimize (SEO) all areas of the VisitSaltLake.com website to gain greater search results in organic rankings as well as invest in paid search (SEM) opportunities to grow search results of key words and phrases to drive traffic to targeted areas of the website.

Ski City USA will utilize a distinct SEO/SEM strategy design to increase search results to relevant areas of SkiCityUSA.com. SEO efforts will be focused on the content created for the site while SEM will focus on content syndication and Google PPC buys to promote greater visitation and interaction.

PROGRAM ELEMENTS

- Visit Salt Lake will work directly with the Simpleview SEO team to properly tag and rank all pages on the VisitSaltLake.com website. Monthly budget will be used to optimize all content and monthly report will be delivered to show all results.
- Visit Salt Lake will also work with the Simpleview SEM team to buy key words and phrases based around targeted promotions and top incoming events.
- Visit Salt Lake will utilize additional SEM advertising budget to promote the new Ski City USA website.
- Visit Salt Lake will execute a content strategy that will re-write existing pages through Visit Salt Lake's Website as well as write and curate feature articles from area businesses and visitor relevant information.
- Visit Salt Lake will be dedicating significant resources to the Social Media networks, Facebook, Twitter, YouTube, Flickr to increase rankings with relevant social media searches.
- Visit Salt Lake's Web team is integrating all member content with its new CRM tool allowing for easier content creation and revisions.
- Visit Salt Lake will promote reciprocal links from all member businesses, and provide banners and text from which to link.
- Visit Salt Lake will utilize content from state-wide event calendar product, NowPlayingUtah.com but parse data to only display content relevant to Salt Lake County.
- Visit Salt Lake will utilize enhance analytic services from Simpleview Inc. that will newly include monthly reports on e-mail delivery performance, online commerce, database analysis, deeper website analytics, and advertising referrals.
- SkiCityUSA.com while living as a subdomain of VisitSaltLake.com will exist as a separate focus the SEO/SEM team. Great care will be taken to not list duplicate content and listing content will be modified to avoid any duplicate content issues.
- Additional SEM budget will be put into place to augment any existing SEM/SEO budget dedicated to VisitSaltLake.com.

PROGRAM BUDGET

\$120,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Content Strategy

Webmaster

Simpleview SEO/SEM Analyst

PROGRAM DESCRIPTION

VisitSaltLake.com, the official website of Visit Salt Lake will continue evolve while leveraging the new look, feel and brand that was established in early 2013. Deliberate strategy will be implemented that will separate the Ski brand messaging from VisitSaltLake.com in order to align and better target each market segment.

SkiCityUSA.com will be the new winter website that will be developed to better focus on the regional approach of Salt Lake County as a viable winter vacation destination. The website will be developed in a responsive design that will allow for better site optimization across all devices from Desktop, Laptop, Tablet, and Mobile without the need of an additional mobile site.

VisitSaltLake.com will implement a responsive design in later 2015. Responsive design will also allow other web design (microsites) to be developed for other partners and incoming group and conventions.

PROGRAM ELEMENTS

- The VisitSaltLake.com home page has been developed that will use larger sized scrollable images of the awareness of the beauty of Salt Lake to entice visitors to explore deeper into the website.
- Roll-over navigation platform allow visitors to find content easily and quickly, while being optimized for search functionality.
- VisitSaltLake.com will continue to use Simpleview's CMS web technology that will allow multiple users to create, edit and post content.
- All member listings on site will be further enhanced with added map functionality, integration to Trip Advisor reviews, Open Table restaurant reservations, integration of Coupon Offers platform, add to Trip Planner, meeting room details and video integration.
- A new Media Gallery has been created that will feature many sets of photos and Videos, including a Pic of the day that is pulled from our Flickr group page.
- VisitSaltLake.com will continue to feature Green initiatives leveraging and building a stronger message of sustainability.
- Events area of site will utilize feed from NowPlayingUtah.com to allow users to search and find events located in Salt Lake County and Wasatch Front & Back locations within 50 miles of the city center.
- VisitSaltLake.com will prominently feature social media channels: Facebook, Twitter, You Tube, Pinterest, Instagram and Flickr as well as our own Blog that will highlight multiple topics in and around Salt Lake.
- Visit Salt Lake will invest in new research technology provided by Destination Analysts. This online survey group will study the intent and trends the people who visit our website and destination. This survey will also study the usability of our website as a planning and information tool.
- The new SkiCityUSA.com website will be managed from the same Simpleview CMS platform.
- SkiCityUSA.com will lead the way with how we will create and feature content across all of our web properties.

Both curated and paid opportunities will allow us to better showcase area businesses and traveler ideas both via through written and photographic content.

- SkiCityUSA.com will consume various feeds that will supply information about snow conditions, mountain cams, and upcoming events.
- SkiCityUSA.com will feature regions across Salt Lake County in a Neighborhood format. These neighborhoods will be highlighted and tagged with related content that reside within or about that neighborhood.

PROGRAM BUDGET

\$140,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.
- Create 96 Content Stories in 2015 for all Visit Salt Lake web properties.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Content Strategy

Webmaster

PROGRAM DESCRIPTION

Visit Salt Lake will reformat existing content and utilize the idea of content and feature article creation to create greater awareness of Salt Lake as a viable destination for all visitor segments.

The new brand messaging of Ski City USA and creation of SkiCityUSA.com will require extensive content creation as well as a collection and curating of existing content to populate the website.

PROGRAM ELEMENTS

- Visit Salt Lake has hired Director of Content Strategy Position to fill the role of content creator and aggregator for all new content featured on Visit Salt Lake's web properties, e-mail and Social Media Communication.
- Visit Salt Lake will create Voice, Tone, and Persona documents for each of our areas of focus, including Visit Salt Lake, Ski City USA, and the New Convention Hotel promotion.
- Long Version Content articles will be created around Salt Lake destination ideas as well as feature businesses and personalities. Feature articles will be a minimum of 500 words and will be accompanied by 5-10 hi-res images.
- Content will be promoted through Visit Salt Lake's, Ski City USA's and the new Convention Hotel promotion's e-mail communication as well as through its various Social Media Channels.
- Content stories and articles will continue to live on Visit Salt Lake's web properties with the most recent and the most popular content sorting to top.
- Visit Salt Lake and Ski City USA will also utilize tagging and related articles as a way to serve up relevant content through their website categories.
- Visit Salt Lake and Ski City USA will dedicate SEM budget to push content articles through national publishers in efforts to grow organic traffic and awareness as well.

PROGRAM BUDGET

\$36,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.
- Create 96 Content Stories in 2015 for all Visit Salt Lake web properties.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Content Strategy

Director of Communications

PROGRAM DESCRIPTION

Visit Salt Lake will continue to use Mobile Website optimized technology to highlight Salt Lake as a viable destination for all visitors. However, later in 2015, VisitSaltLake.com will be transformed into a responsive site that will no longer require a separate mobile site for handheld devices.

SkiCityUSA.com will be launched as a responsive site eliminating the need for any mobile site development.

PROGRAM ELEMENTS

- Visit Salt Lake will continue with its mobile site that will look like a mobile application for its larger site but will transition into a responsive site that will no longer need a stand-alone site for mobile devices.
- Mobile and future responsive site will feature top level content relevant to users: Places to Stay, Things to Do, Where to Eat, Events, What's Nearby and Coupon Offers.
- Ski City USA website will be launched in full responsive design that will enable end users to view all web content in the optimal view based on the device that is used. Responsive design will cover large monitors and establish break points for desktop, laptop, tablet and cell phone devices.
- VisitSaltLake.com will move its existing site to a full responsive design based on the findings from the SkiCityUSA.com website. This will allow all areas (meetings, groups, media, partners) to view their content in a full responsive ability as well.
- Once Visit Salt Lake has moved to a full responsive design, we will be able to offer responsive microsites to our incoming groups and conventions. This will eliminate the need to build specific mobile site for certain groups.
- Visit Salt Lake will explore mobile application for its Connect Pass. Application will look to create redemption process and upselling opportunities for each attractions will being able to communicate to those who have purchased the Connect Pass.

PROGRAM BUDGET

\$140,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Content Strategy

Webmaster

PROGRAM DESCRIPTION

Partner Integration in all member listings on VisitSaltLake.com is designed to create greater presence for each member business by increasing the size of their respective listing to complete/whole pages. Additional content and functionality is being added to each member listing to increase end-user experience, as well. Destination Listing will continue to be added in the categories that need a more complete representation. Restaurants, Things to Do, (inclusive of Golf, Hiking & Biking, Shopping) will be targets for these destination listings and will show, name, address and mapping location.

PROGRAM ELEMENTS

- Member listings include enhanced hotel, venue and restaurant page listings and provide links to meeting room specifics and details, booking online and website links.
- Additional mapping features are added to member pages including Google Maps street view, directions and “What’s in the Neighborhood” functionality.
- Visit Salt Lake’s CRM integration allows members to update their own content, details and images.
- Banner advertising and featured listing opportunities are now offered throughout pages on VisitSaltLake.com. Visit Salt Lake outsources website advertising sales to Destination Travel Network (DTN) and in-house sales also contacts and sells advertising through membership packages on VisitSaltLake.com and NowPlayingUtah.com.
- Online hotel bookings are offered through a booking engine powered by the ARES, Inc. Network. Revenues are created based on volume booked through this online tool. Booking widget has prominence on home page and Hotels, Things To Do and Special Package Offers pages.
- Destination Listings will need to be updated on a twice a year basis as businesses come and go.
- Additional content feeds are being looked at to provide additional content to VisitSaltLake.com. Alltrails and Open Table are two feeds will be enhanced and considered for 2015.

PROGRAM BUDGET

\$25,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.
- Increase advertising sales on Visit Salt Lake Web Properties by 4% over 2014.
- Increase the number of listing updates via members by 3% over 2014

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Content Strategy

Webmaster

Vice President of Partner Development

Director of Partner Relations

PROGRAM DESCRIPTION

The Visit Salt Lake Website features the booking engine technology that is powered by ARES, Inc. This booking technology includes Lodging, rental car, activities and dynamic and opaque packaging models.

PROGRAM ELEMENTS

- The booking widget will be featured on new home page as well as all Hotel pages. Available to all visitors of website, convention housing services will also utilize as room blocks fill-up in Salt Lake area.
- ARES will supply call center back-up based in San Diego, CA that can either service existing reservations or book entire new reservations.
- Commissions will be offered for all bookings that take place through ARES booking platform or via call center. Revenues from bookings will further enhance SEO/SEM strategies for website.
- Hotel member pages are featuring online booking link that will go directly the booking engine that is powered by ARES Inc. on our site. A secondary link will be offered on each member page that will go to their own site that may offer online booking ability of their own.
- Special Package Offer links will be made available on booking engine.
- Special Package Offer links will feature promotions throughout the year highlighting Ski City USA, Connect Pass, Holiday Shopping timeframes as well as larger events that may draw room night attendance but do not have contracted hotel room blocks.

PROGRAM BUDGET

\$140,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Online Tourism Sales & Marketing Manager

Webmaster

PROGRAM DESCRIPTION

Visit Salt Lake will continue to contract with a national PR firm (Conran Communications) to complement the in-house media relations' staff and provide additional resources in order to execute an extensive national media relations plan.

In addition, the firm works in conjunction with the Visit Salt Lake Communications team to develop a targeted, national strategy with key messages to specific markets and audience while promoting the brand messaging and promise of Salt Lake being "Different by Nature."

PROGRAM ELEMENTS

- Visit Salt Lake will target the following print and electronic travel segments in key media markets:
 - *leisure travel*
 - *active outdoor*
 - *adventure*
 - *health*
 - *gender-specific*
 - *financial*
- Regional publications, as well as daily newspapers throughout the nation, will also be targeted to promote Salt Lake as a year-round, world-class tourism destination. In addition, as part of the Ski City USA program, ski and snowboard media outlets will be targeted.
- Visit Salt Lake and its national PR firm executes an in-depth media plan regarding Salt Lake as a year-round tourism destination, including the production and dissemination of relevant information via news releases and story pitches to an extensive list of both print and electronic media outlets.
- As part of the national PR strategy, the Visit Salt Lake Communications team hosts 10 media visits, coordinates four (4) media blitzes in media-rich cities, and updates and utilizes a comprehensive array of media materials.
- The national PR Firm will continue to distribute Visit Salt Lake's key messages including Salt Lake's urban messaging, new developments and sustainability initiatives.
- Following all media blitzes and visits, the national PR firm will handle the coordination of required follow-up with each media outlet and continue targeted media pitching efforts pertinent to the outlet and its audience.

PROGRAM BUDGET

\$54,000

PERFORMANCE MEASURES

- Generate the equivalent advertising value of \$14.4 million worth of positive earned media about Salt Lake.

IMPLEMENTATION RESPONSIBILITY

Director of Communications

National PR Firm

Communications Manager

PROGRAM DESCRIPTION

Visit Salt Lake's Social Media program will continue to be a critical tool for us to reach, influence and share messages about Salt Lake as an ideal leisure travel destination.

Separately, a new Social Media strategy will be developed for Ski City USA. Ski City USA will create a Social hub that will aggregate Ski City content from Instagram, Tumblr, and YouTube. Social media channels will be able to amplify content created specifically for Ski City USA.

PROGRAM ELEMENTS

- Visit Salt Lake's Social Media networks will aggregate and publish new and relevant content about Salt Lake throughout all of VSL's Social Media Channels (Blog, Facebook, Twitter, YouTube, Flickr, Pinterest, Instagram and LinkedIn), while engaging individual travelers and driving additional traffic to VisitSaltLake.com.
- Visit Salt Lake's Social Media networks include Blog entries; Twitter, Facebook and LinkedIn posts; photo uploads to Flickr; and Video uploads to a the dedicated Visit Salt Lake YouTube channel.
- Visit Salt Lake will contract with Sparkloft Media to strategize and maintain the editorial content on VSL's Facebook and Twitter channels.
- Visit Salt Lake's Communication team will work with Sparkloft Media to develop monthly social media editorial calendar for posting as well as listening/engagement methods to all inquiries and interactions.
- VSL, in conjunction with Sparkloft Media, will design and implement four (4) social media campaigns designed to increase followers/fans, engagement and drive traffic to VisitSaltLake.com.
- Visit Salt Lake will actively seek out blog contributors to enhance the collection of blog content. Blog content will be featured on website, e-letters and Social Media posts.
- Ski City USA will implement and social media hub and social media icons will link directly to specific Ski City USA Social media content, channels and areas on each network.
- Ski City USA will utilize #SkiCityUSA to tag its content to Ski City Social Media Channels, Twitter, Instagram, YouTube and Tumblr.
- SkiCityUSA.com will have a Facebook link to a specific tab on VisitSaltLake.com. This tab will contain curated Ski Content and ski related Facebook posts will mostly refer to Ski City USA.
- Ski City USA will engage in a mid-season influencer campaign where 8-12 top social media influencers will be brought to Ski City USA to experience and celebrate the

positive aspects of Salt Lake. This influencer campaign will highlight many of the elements that make Ski City USA unique from any other ski and winter destination.

PROGRAM BUDGET

\$140,000

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2014.
- Increase Facebook Fans to 300,000 and Twitter Followers to 20,000.
- Generate the equivalent advertising value of \$14.4 million worth of positive earned media about Salt Lake.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Communications

Director of Content Strategy

Tourism Communications Manager

Marketing Manager

PROGRAM DESCRIPTION

Visit Salt Lake will write and produce e-letter communication in market segments that include, Visit Salt Lake, Ski City USA, Meetings & Conventions and Membership.

Visit Salt Lake will work with new e-mail company to build existing databases while maintain high levels of engagement and interaction.

Visit Salt Lake will create e-mail strategies around the databases of consumers they collect from Online Hotel Reservations as well as online Connect Pass and Super Pass sales.

PROGRAM ELEMENTS

- Visit Salt Lake E-letter is the largest e-mail database (80,000+) and will employ both a monthly and weekly opt-in to receive. This e-letter showcase new featured content that is added to VisitSaltLake.com and will highlight upcoming events and promotions.
- Ski City USA E-letter will be a monthly e-letter and move to a weekly send through the Ski Season (November 15 – April 15) Current e-mail database (18,000+) will be added to from Warren Miller and website contest promotions.
- Produced and distributed monthly to Visit Salt Lake members and targeted industry members, “Member News” provides updates on the local convention and tourism industry, member updates and industry topics. Currently sent to 2400+, the focus of this e-letter is to showcase the efforts of Visit Salt Lake while keeping them aware of industry trends and ideas.
- Meetings News Letter will be sent out monthly to meetings clients database of over 5000+. As the Convention Hotel is announced the theme of this e-letter will shift to our new Convention campaign.
- Visit Salt Lake will work with the What Counts e-mail marketing platform to better manage existing database and e-mail delivery strategies.
- Visit Salt Lake will employ re-engagement strategies to all user who have not open e-mails from Visit Salt Lake for the previous 12 months
- Visit Salt Lake will also interact with promotional messaging with all consumers who purchase products on any of Visit Salt Lake’s web properties.

PROGRAM BUDGET

Salaries and Benefits

PERFORMANCE MEASURES

- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.
- Beginning in January of 2015, Visit Salt Lake will establish a new baseline for all active e-mail addresses. Goal will be to increase active e-mail database by 10% in 2015 and achieve an average of a 25% open rate for all e-mail communication.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Content Strategy

Director of Communications

Communications Manager

PROGRAM DESCRIPTION

Visit Salt Lake conducts various media blitzes throughout the year targeting travel-specific publications, on-line publications and newspapers in key media markets, tailoring media messages and pitches to the publications' various audiences while strengthening VSL's overall brand messaging and promise of Salt Lake being "Different by Nature," focused on sustainability.

In addition, Visit Salt Lake hosts domestic and international editors and writers throughout the year, emphasizing Salt Lake as a year-round tourism destination, giving ample opportunity to sample Salt Lake's varied and extensive tourism-related attractions and experiences.

To assist print and electronic media with producing Salt Lake stories and articles, Visit Salt Lake continues to develop and update a full menu of media materials for both print and electronic media outlets. Visit Salt Lake's media materials provide all media outlets, regardless of format, the most current and up-to-date information and materials necessary to promote or enhance media coverage of Salt Lake as a year-round, world-class tourism destination.

PROGRAM ELEMENTS

- Visit Salt Lake's Communications team organizes and attends two (2) media blitzes to media-rich and targeted locations (New York City and Southern California), conducting a minimum of 25 one-on-one desk-side appointments with editors and/or writers of targeted publications.
- The PR team, in partnership with the Utah Office of Tourism and other hospitality partners, hosts a minimum of 10 domestic media visits to promote Salt Lake as a world-class tourism destination, highlighting Salt Lake's pertinent tourism product as it relates to the journalists' outlet and audience. Media outlets targeted include leisure travel, active outdoor, adventure, health and gender-specific publications.
- Internationally, Visit Salt Lake works in partnership with the Utah Office of Tourism to host 10 international media visits by journalists from targeted international markets to promote Salt Lake as an international tourism destination and/or a gateway destination. The international media outlets targeted include leisure travel (particularly ski), and focus on lodging in Salt Lake valley to take advantage of the varied product mix and resort accessibility.
- Visit Salt Lake media materials continue to be regularly produced and updated, and include Salt Lake-specific news releases, an extensive image library and high-resolution b-roll video footage.

The Communications team continues to update its electronic media kits, including a general Visit Salt Lake kit. The targeted media kits and news releases all reside in the media section of VisitSaltLake.com, while photography and video resides on a hosted site (Barberstock.com).

PROGRAM BUDGET

\$18,000

PERFORMANCE MEASURES

- Generate the equivalent advertising value of \$14.4 million worth of positive earned media about Salt Lake.

IMPLEMENTATION RESPONSIBILITY

Director of Communications

Communications Manager

National PR Firm

PROGRAM DESCRIPTION

To promote Salt Lake as the ideal urban ski and snowboard destination featuring one of the most flexible and convenient lift ticket programs in the industry -- the Ski City USA Super Pass -- Visit Salt Lake cooperatively conducts media blitzes and events with its four resort partners promoting the Ski City USA brand to ski/snowboard, leisure, active and outdoor travel media outlets. In addition, the Ski City USA PR program hosts ski and snowboard editors and writers throughout the winter, highlighting Salt Lake's urban experience, its four world-class resorts and the Super Pass, giving ample opportunity to sample Ski City USA's varied skiing options and Salt Lake's non-ski attractions and attributes.

To assist ski-specific print and electronic media with producing Ski City USA stories and articles, VSL continues to develop and update a full menu of media materials for both print and electronic media outlets. Ski City USA's media materials provide all media outlets, regardless of format, the most current and up-to-date information and materials necessary to promote or enhance media coverage of Salt Lake the ultimate urban ski/snowboard destination.

PROGRAM ELEMENTS

- The Ski City USA PR team and its four resort partners organize and attend a minimum of four (4) Ski City USA-specific media blitzes and participate in at least three (3) Ski Utah cooperative blitzes to media-rich and targeted locations (possible markets: New York City, Southern California, Texas, Florida, Denver, Boston, Washington D.C., Chicago).
- The Tourism Communications Manager organizes and attends three (3) media events, social gatherings and activities where Ski City USA staff and its resort partners interact with a large group of editors and freelance journalists, discussing the many aspects of the Ski City USA program in media-rich and targeted locations (New York City, Southern California and San Francisco).
- The Ski City USA PR team and its four resort partners host a minimum of 30 media visits to promote Salt Lake as a world-class tourism destination, highlighting Salt Lake's pertinent tourism product as it relates to the journalists' outlet and audience.
- Continuing on the success of the annual Ski Salt Lake Shootout, a competition among top photographers that again produced exceptional exposure to Salt Lake and its resort partners in 2014, the Tourism Communications Manager will produce and manage the Shootout again in 2015.
- Specific Ski City USA media materials continue to be produced and updated regularly, and include Ski City USA-specific news releases, an extensive image library, high-resolution b-roll video footage, and a targeted ski/snowboard electronic media kit.

PROGRAM BUDGET

\$18,000

PERFORMANCE MEASURES

- Generate the equivalent advertising value of \$14.4 million worth of positive earned media about Salt Lake.
- Benchmark Ski City USA positive earned media value in 2015

IMPLEMENTATION RESPONSIBILITY

Director of Communications

Communications Manager

National PR Firm

PROGRAM DESCRIPTION

Visit Salt Lake continues to contract with a local PR agency (Boe Marketing) to assist the Marketing and Communications staff disseminate information regarding Visit Salt Lake programs targeting the local community, including the Visit Salt Lake Connect Pass and Salt Lake's sustainability message, via targeted local media outlets. The local PR agency also assists with the dissemination of large-scale events happening in Salt Lake (film festivals, sporting events, etc.).

PROGRAM ELEMENTS

- The local PR agency disseminates Visit Salt Lake-produced program information to targeted local and regional media outlets.
- The Local Media Outreach program reinforces the Visit Salt Lake's economic impact on Salt Lake and its sustainability message level via media exposure for Visit Salt Lake programs in local and regional news outlets.
- The local PR agency disseminates event program information to target local and regional media outlets when appropriate as directed by VSL.

PROGRAM BUDGET

\$40,000

PERFORMANCE MEASURES

- Generate the equivalent advertising value of \$14.4 million worth of positive earned media about Salt Lake.

IMPLEMENTATION RESPONSIBILITY

Director of Communications

Communications Manager

Local PR Firm

PROGRAM DESCRIPTION

The Ski City USA cooperative promotion is a joint marketing, sales, PR and ticketing program funded by Salt Lake County, Visit Salt Lake and the four Salt Lake ski resorts (Alta, Brighton, Snowbird and Solitude) as well as participating hotel and lodging partners. The Ski City program creates greater awareness of the unique Super Pass product and allows our local area hotels the ability to promote and package Salt Lake as a winter vacation destination with one easy-to-use product.

PROGRAM ELEMENTS

- Salt Lake County is legislated to allocate \$450,000 toward the Ski City USA Program.
- Visit Salt Lake is allocating over \$300,000 from its public sector budget for Ski City USA, along with staff resources to execute its associated programs.
- Alta, Brighton, Snowbird and Solitude help to fund Super Pass promotions for the 2014-15 Ski Season in terms of 4th Day FREE Super Pass promotion.
- The Utah Office of Tourism has approved \$275,000 of matching grant funds for the Ski City USA new branding initiatives as well as the Stay & Ski Free Promotion for the 2014-2015 Season.
- Ski City USA has created a new direct-to-lift Super Pass product that will be a much easier to use and redeem product than in past years. This will add a greater value proposition to the guests of our hotel partners.
- Ski City USA will be promoting the Super Pass through various tour operator programs in the 2014-2015 season.
- 150-plus Salt Lake hotels and domestic and international tour operator partners are established as sales outlets for the Super Pass.
- Ski City USA will continue to urge participating hotels to feature products through top online travel agencies including, Expedia, Orbitz, Ski.com, and Southwest Vacations.

PROGRAM BUDGET

\$775,000

PERFORMANCE MEASURES

- Increase Super Pass revenues by 5% to \$2.54 million for the 2014-15 season.
- Benchmark Ski City USA positive earned media value in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Tourism

Marketing Manager

Ticketing Manager

PROGRAM DESCRIPTION

The Visit Salt Lake Connect Pass is a cooperative program that includes 13 top attractions in the Salt Lake City area in one comprehensive ticketing program. This pass product allows and encourages visitors to see multiple attractions with an easy-to-use card that hotel and tour operator partners are able to include in their Salt Lake packages, thus increasing their value.

PROGRAM ELEMENTS

- The Visit Salt Lake Connect Pass continues is a self-guided pass that includes admission to 13 attractions around the Salt Lake area.
- Products will be offered in a 1-3 day as well as a 365 quantity. The Visit Salt Lake Summer Advertising Program will refocus on the awareness and sales of the Connect Pass for the 2015 Season.
- Visit Salt Lake will work with flash sale website to increase sales. Sites include, Groupon, Living Social, SL Tribune Daily Deals and KSL Deals.
- 150-plus hotel and tour operator partners are established as sales outlets for the Connect Pass programs.
- Cooperative Hotel promotions will be developed similar to Ski City USA promotions where hotels will be featured promoting packages including the Visit Salt Lake Connect Pass.
- Visit Salt Lake will continue to sell and market the 365-day pass that is valid for one visitation at each attraction during a calendar year.
- Visit Salt Lake will explore opportunities to involve other free attractions and coupons offering in and around the Visit Salt Lake Connect Pass.

PROGRAM BUDGET

\$75,000

PERFORMANCE MEASURES

- Increase Salt Lake Connect Pass sales via hotels attractions and online channels to 25,000 days in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Online Tourism Sales & Marketing Manger

PROGRAM DESCRIPTION

NowPlayingUtah.com (NPU) is an initiative of the Utah Arts & Cultural Coalition (UACC). Development is guided by the UACC Board of Directors, Visit Salt Lake staff and the greater Utah arts and cultural community. Partners include constituents, recipients and members of the Utah Division of Arts and Museums, Salt Lake County Zoo Arts & Parks program, and Visit Salt Lake.

NowPlayingUtah.com is the comprehensive one-stop source for arts and cultural events, performances, exhibitions, sports, and recreation throughout the state of Utah. The purpose of NowPlayingUtah.com is to build audience participation in the arts and cultural community of Utah by encouraging collaborative strategies and providing a comprehensive online resource for events, venues, and artists statewide.

PROGRAM ELEMENTS

- Software for NowPlayingUtah.com is licensed from Artsopolis.
- Content management is subcontracted to BeDynamic; web master, website administrator services and grant writing are also subcontracted.
- NowPlayingUtah.com sells and supplies data feeds of the content in an effort to increase the reach of events, reduce duplication of effort for partners statewide, and generate revenue.
- Weekly e-mail blasts are sent to registered subscribers seeking events information in Utah.
- NowPlayingUtah will be actively involved in pursuing marketing opportunities through the Salt Lake County/Salt Lake City Cultural Core initiative.
- NowPlayingUtah.com actively seeks revenue-generating opportunities by:
 - *selling/supplying data feeds*
 - *selling website and email advertising opportunities*
 - *pursuing foundation grants and corporate financial support*

PROGRAM BUDGET

\$41,000

PERFORMANCE MEASURES

- \$60,000 Fund-raising
- \$46,500 Website Sales
- Increase website visitor sessions by 15% over 2014
- Increase registered e-mail contacts by 10% over 2014

IMPLEMENTATION RESPONSIBILITY

Vice President of Partner Development

Director of Partner Relations

PROGRAM DESCRIPTION

Produced twice a year (Fall/Winter and Spring/Summer), the *Salt Lake Official Visitors Guide* is the recognized visitor publication for the entire Salt Lake Valley. The *Salt Lake Official Visitors Guide* is an indispensable resource for visitors, that helps them make the most of their stay, and is a primary response piece for requests for information about Salt Lake received via telephone, mail, Web site and e-mail. Visit Salt Lake will utilize a publishing partner *Salt Lake Magazine* to produce the guide. They will sell advertising, produce content with the oversight of Visit Salt Lake and handle distribution to all key channels both in and outside of the Salt Lake market.

PROGRAM ELEMENTS

- Visit Salt Lake, through its partnership with *Salt Lake Magazine*, will produce two issues totaling 320,000 *Visitors Guides*. 170,000 for the spring/fall issue and 150,000 for the fall/winter issue.
- *The Salt Lake Official Visitors Guide* will focus more as an in-destination publication. Greater emphasis will be placed on things to do and maps.
- Distribution of the *Salt Lake Official Visitors Guide* includes:
 - *individuals who request the Guide via phone, mail, the Visit Salt Lake Web site or email*
 - *convention attendees and individual visitors*
 - *members, including hotels, restaurants, and attractions*
 - *state and regional visitor centers.*
- Content of the *Visitors Guide* includes information relating to:
 - *transportation*
 - *recreation*
 - *arts & culture*
 - *hotels & lodging*
 - *restaurants & bars*
 - *shopping*
- More than 25 Visit Salt Lake members advertise in each issue of the *Salt Lake Official Visitors Guide*.
- *The Salt Lake Official Visitors Guide* will be produced in a digest size allowing for easier distribution. The digest size, being easier to carry, will also aid in increasing the usage as a guide for visitors while in Salt Lake.
- The Fall/Winter edition of the *Salt Lake Official Visitors Guide* will feature a flip book design showcase the regular visitor guide information while the Ski City USA Visitors information will be accommodated beginning from the back cover. This will allow for more advertising opportunities as well as being able to better target each market with specific messaging.

PROGRAM BUDGET

Outsourced to Custom Publisher, *Salt Lake Magazine*

PERFORMANCE MEASURES

Increase total advertising sales, which includes the Visitors Guide, by 4% over 2014

IMPLEMENTATION RESPONSIBILITY

President/CEO

Vice President of Marketing

Vice President of Partner Development

PUBLICATIONS & COLLATERAL: Connect Pass Brochure TOURISM

PROGRAM DESCRIPTION

The Visit Salt Lake Connect Pass brochure is an easy-to-use rack brochure explaining in detail the Visit Salt Lake Connect Pass including each of the program's 13 attractions, unique offerings and pricing.

PROGRAM ELEMENTS

- The Connect Pass brochure will be produced in-house by the Creative Services of Visit Salt Lake
- Visit Salt Lake is producing 40,000 Connect Pass brochures.
- Distribution of the Connect Pass brochure is from the Visitor Center and local hotel properties, as well as to all interested individuals and groups upon request. Visit Salt Lake will utilize Certified display racks across the Wasatch Front with over 300 locations of distribution.
- Content of the Connect Pass brochure highlights each program's attractions, times and rates.
- Connect Pass Venues will distribute brochures at individual point-of purchase locations.
- Connect Pass brochure will also highlight new 365-day pass allowing one visit at each participating attraction over an entire year after the first redemption.
- Visit Salt Lake will explore new mobile technology to be able to sell, manage and communicate Connect Pass information through mobile cell phone application.

PROGRAM BUDGET

\$9,000

PERFORMANCE MEASURES

- Increase Salt Lake Connect Pass sales via hotels attractions and online channels to 25,000 days in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Creative Services

Graphic Designer

PROGRAM DESCRIPTION

The Super Pass brochure is produced as a companion piece to the Ski City Super Pass as well as a quick planning tool for the Ski City USA destination. Resort information, visual maps and Super Pass details highlight this 8-panel brochure.

PROGRAM ELEMENTS

- The Super Pass Brochure will include a complete map rendering of entire Salt Lake valley the mountain resort areas within a 1-hour drive. Mileage chart to/from will be included.
- The Super Pass Brochure will include major UTA bus routes that access all four of the Ski City USA resorts.
- 50,000 Super Pass Brochures will be printed for the 2014-2015 season.
- The Super Pass Brochure will be distributed in Wasatch Front Certified racks programs as well as Certified Ski Shop distribution through the Southwest and Southern California. The Super Pass brochure will be a companion piece to all those who purchase the pass as well in Hotels and through travel partners.
- Ski City USA Resorts Map will promote the 2014-15 package opportunities and cost savings.
- Ski City USA Resorts Map will include resort details of each of the four Salt Lake area resorts.

PROGRAM BUDGET

\$15,000

PERFORMANCE MEASURES

- Increase Super Pass revenues by 5% to \$2.54 million for the 2014-15 Season.
- Benchmark Ski City USA positive earned media value in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Creative Services

Graphic Designer

PROGRAM DESCRIPTION

“Ski City USA” is the new regional brand initiative that focuses on Salt Lake as a viable winter destination for skiers and snowboarders across all neighborhoods of Salt Lake County. Ski City USA is a place, both a tangible and intangible, where skiers and snowboarders never have to settle or compromise and can find both an economical benefits by being part of the Ski City USA community. Ski City USA is built on 4 main ideas:

1. Salt Lake has a past and potentially future Winter Olympic host. An idea that reaches a worldwide audience for all winter sport activity.
2. Salt Lake as a hub for Ski/Winter business and economic development. As the annual host for Outdoor Retailer and as the home for many outdoor businesses, Ski City USA can offer opportunity that most smaller ski destinations cannot.
3. Salt Lake as an educational hub for winter enthusiasts. Both the University of Utah as well as Westminster have developed winter targeted approaches to potential students.
4. Salt Lake as the ideal place to take your next Ski/Winter vacation.

Ski City is more than just an advertising campaign but an initiative that locals as well as visitors can embrace, based on the idea, “Once you have stayed in Ski City USA you’ll wonder why you ever stayed in a ski town. Welcome to Ski City USA.”

PROGRAM ELEMENTS

- An entirely new responsive website will be designed and implemented for Ski City USA that will showcase the urban aspect and advantages of Salt Lake.
- The Ski City USA advertising campaign will be broken into three different areas of activation, Watch, Win Explore.
- Watch will be to visitors to view our new video to promote Ski City USA and then visit other curated video to help inspire them to visit.
- Win – This will be an area to capture and grow the Ski City USA database along with a number of prize-giveaways that will further the Ski City USA message through stickers, branded amenities and ski hard and soft goods.
- Explore – The area to plan vacation elements as well as book future packages and Super Pass products.
- The print advertising campaign includes insertions in:
 - *ski magazine verticals*
 - *outdoor and travel publications*
 - *airline and regional travel publications*
- A comprehensive Web banner campaign utilizing mostly 15 and 30 second clips to entice visitation on SkiCityUSA.com.
- The Ski City USA campaign will utilize paid search programs on Google targeting key words and phrases highlighting Salt Lake and the four area resorts.
- Ski City USA collateral including the Super Pass Brochure will have a messaging that will highlight the urban aspect of Salt Lake as the hero.
- Ski City USA will leverage promotions with top tour operator partners; Expedia, Orbitz, Southwest Vacations, Delta Vacations, Voyages Gendron and a few other International Ski Partners. Each company will promote Ski City USA within their product mix in exchange for marketing and sales support.
- Ski City USA will be utilizing booking engine technology powered by ARES Inc. A promotional page will feature Salt Lake and drive traffic to featured hotel partner packages on their own websites as well as VisitSaltLake.com.

PROGRAM BUDGET

\$550,000

PERFORMANCE MEASURES

- Increase Ski City Super Pass revenues by 5% to \$2.54 million for the 2014-15 Season.
- Benchmark Ski City USA positive earned media value in 2015.
- Increase visitor sessions by 14% to VisitSaltLake.com, resulting in 2 million visits in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Tourism Sales Manager

Director of Creative Services

Advertising Media Buyer

BRAND ADVERTISING: Visit Salt Lake

TOURISM

PROGRAM DESCRIPTION

The brand promise for Visit Salt Lake is “Different by Nature” focusing on the top area attractions that can be seen and experienced via the Visit Salt Lake Connect Pass as well as the top events and festivals that are held in and around Salt Lake during the Summer time frame.

PROGRAM ELEMENTS

- Visit Salt Lake non-winter campaigns will feature top events and attractions that Salt Lake has to offer.
- The Visit Salt Lake Connect Pass will continue to be our main attraction’s product that features 13 attractions. 1,2,3 and 365 day passes will be available for sale through Hotels, Attractions, Tour Operator Partner and Online Flash Sale websites.
- Flash sale opportunities will be offered via, Living Social, Groupon, SL Trib Daily Deals, KSL Deals and possibly others for the 365 Product to increase visitor as well as local traffic to participating attractions.
- Visit Salt Lake will again highlight the top events and festivals that take place in the Memorial Day to Labor Day Summer time frame.
- Visit Salt Lake will utilize Newspaper, Radio, Online and Mobile advertising to promote Summer in Salt Lake Campaign.
- Visit Salt Lake will also utilize its Social Media Networks and Event Calendars powered by NowPlayingUtah.com to feature these top events Regionally as well as locally.

PROGRAM BUDGET

\$75,000

PERFORMANCE MEASURES

- Increase Salt Lake Connect Pass sales via hotels attractions and online channels to 25,000 days in 2015.
- Increase visitor sessions by 14% to the VisitSaltLake.com, resulting in 2 million visits in 2015.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Online Tourism Sales & Marketing Manager

Tourism Sales Manager

PROGRAM DESCRIPTION

The branding for the Travel Trade market focuses on Salt Lake as the gateway to the numerous natural wonders Utah and the surrounding states have to offer. We are truly located at the Crossroads of the West “The Gateway” the perfect place to begin or end your travel western US itinerary with additional days in Salt Lake.

PROGRAM ELEMENTS

- To promote Salt Lake as the “The Gateway”, ads focus on the proximity of all the National Parks located both North and South and promote Salt Lake as the best access point for all of these parks.
- Because campaign development is on a parallel path with development of the 2015 Marketing Plan, a detailed media plan will be provided as an addendum to this plan. In broad terms, the campaign includes, but is not necessarily limited to:

PRINT

Ads are being placed in major group tour industry publications that target the professional group tour operator and group travel planner.

- Courier - *official publication of the National Tour Association (NTA).*
- Trip Planner for Student Travel - *NTA’s planning tool as well as SYTA’s print publication geared towards student travel planners published annually with a global distribution.*
- Group Tour - *published quarterly with regional editions that target the group tour planner in which pages are dedicated to each state in that region in each issue.*

INTERNET

Electronic advertising is increasing with ads placed on major travel trade industry Web sites to complement the above print advertising.

- The Yellowstone Journal co-op advertising is continuing that includes print advertising, e-mail name retrieval and Web banner advertising.
- Tour Operator co-op partnerships have been implemented with Tauck Tours and American Tours International.

PROGRAM BUDGET

\$46,000

PERFORMANCE MEASURES

- 16,621 New Room Nights booked for Tourism Sales in 2015 representing an 8% increase over 2014.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Tourism Sales Manager