

GBCVB Marketing Plan

GBCVB
Marketing
Plan

2020



**GREATER BOSTON
CONVENTION & VISITORS BUREAU**

Updated: January 2, 2020

GBCVB Marketing Plan

TABLE OF CONTENTS

I. Executive Summary.....	4
II. Market Analysis.....	7
Transportation To & Within the Area	7
Boston/Cambridge Market	7
Variations in Demand	7
Customer Demographics	8
Sporting Events & Sports-Related Meetings	8
International.....	10
Demand Growth & Hotel Development	10
Boston/Cambridge Historic Performance 2000 – 2019(P)	12
Competitive Analysis in the Meetings & Conventions Marketplace	12
III. 2020 Sales & Marketing Programs	14
Group Sales.....	14
BCMC.....	16
Group Tour	16
Sports Marketing.....	17
International.....	18
International Association, Corporate and Incentive Meetings Program	19
Destination Services Meetings and Events	19
Competitive Analysis in the Leisure Marketplace.....	22
Targeted Leisure Marketing Initiatives	23
Boston Neighborhoods & Cross Cultural Initiative	23
Cultural & Historical Initiative	24
Family/Intergenerational Initiative.....	25
Culinary & Craft Beer Initiative.....	25
Flynn CruisePort Boston Initiative	26
China Marketing initiative	26
Advertising.....	27

GBCVB Marketing Plan

Leisure	27
Meetings.....	28
Promotions	28
Media Relations/Communications	30
Online and Mobile Marketing.....	30
Member Events.....	33
Open Houses	33
Member Meet & Greets	34
Publications	34
Visitor and Leisure Market	34
Convention and Meetings Market.....	35
Leisure Destination Services	35
Visitor Information Centers	35
Citywide Destination Information and Restaurant Reservation Service	35
Appendix I Citywide Conventions 2019-2022.....	37
Appendix II GBCVB’s International & Domestic Trade Shows, Sales Missions, Leisure Travel & Consumer Shows.....	41
Appendix III 2019-20 Advertising Schedule.....	44
Appendix IV New International Airline Service for 2019 & 2020	46
Appendix V 2019 Airline Route Maps	47
Appendix VI International Students in Boston & MA.....	49
Appendix VII MOTT’s International Trade Shows, Sales Missions and Consumer Shows.....	50
Appendix VIII The Impact of Sports on the Travel Industry.....	51
Appendix IX Tourism Marketing District	53

GBCVB Marketing Plan

I. EXECUTIVE SUMMARY

While Boston is a treasure trove of Americana, it is the city's ability to innovate, adapt, and evolve that speaks to Boston's essence. Cutting-edge industries such as smart manufacturing, advanced consumer technology, biotech and life-sciences drive Boston's economy. As a hub of higher education, Boston's colleges and universities have a unique relationship with its world-class research hospitals, and together these institutions incubate innovation districts. The Boston meetings and hospitality industry markets this atmosphere of innovation in selling the city to the world. And in Boston, innovation is not confined to one sector or theme, it is social, cultural, infrastructural and, above all, community-driven.

Visitors enjoy Boston's quintessential blend of history and cutting-edge innovation. As a beautiful port city with iconic waterways, Boston provides fun by land and sea, featuring diverse neighborhoods, an eclectic array of performing arts and special events, chic boutiques and high-end retailers, and a foodie's paradise where visitors can find the ideal hotel and discover the true essence of BostonUSA, a cosmopolitan hub.

In CY **2019**, Boston and the region are projected to welcome 22.5 million visitors including 2.619 million international visitors. In **CY 2020** visitors are forecasted to grow 5% to 23.6 million with domestic visitors growing to 20.9 million and international visitors growing to 2.709 million. According to the Pinnacle Advisory Group's revised forecast as of October 15, 2019, the projected occupancy for 2019 is 81.5%, down 1.5%; ADR is projected at \$265, up 1.0%; and RevPAR will be flat to 2018 at \$216. For 2020, according to Pinnacle Advisory Group, it is anticipated that occupancy will drop 2.4% to 80%; ADR will increase 1.8% to \$269 and RevPAR will decrease 0.6% to \$214.

Between 2019 and 2022, approximately 5,000 new hotel rooms are expected to be added in Boston, Cambridge and nearby communities. Over a third of the rooms are planned for the South Boston Waterfront, while The Hub on Causeway (North Station) continues to undergo transformative projects. East Boston, Cambridge, Somerville, Everett, and Chelsea are also key areas of new hotel development.

There are 27 conventions with over 2,000 rooms on peak night. Twenty-one of these conventions will be held at the BCEC and four at the Hynes Convention Center. The Boston Marathon in April and The Head of the Charles in October round out the 27 conventions/events. The 21 conventions taking place in the South Boston Waterfront leave availability at the Back Bay hotels located near the Hynes Convention Center.

We are seeing the introduction of the new dual branded properties in Greater Boston. InterContinental Hotel Group opened the Holiday Inn Express and Staybridge Suites (180 total rooms) in 2019 in North Quincy. Hilton Hotels will open a total of 411 rooms in South Boston in the third quarter operating under the Hampton Inn and Homewood Suite flags.

An increase of non-traditional boutique and micro-hotels opening in Boston have resulted in positive reviews. The Revolution (Condé Nast Reader's Choice Award), citizenM, Moxy and Cambria are among these hotels that opened in 2019.

The GBCVB 2020 Marketing Plan has been developed based upon comprehensive research results and detailed positioning and industry intelligence summaries. From US industry forecasts and from analyzing primary and secondary research, major national trends that will impact us are:

GBCVB Marketing Plan

- Meetings continue to be booked with shorter lead times;
- Use of third-party companies remains high, but we have seen a decrease since the new commission policy went into effect;
- 72% of meetings booked are 250 rooms or less on peak night;
- Leisure travelers, business travelers and meeting planners continue to seek out programs that offer value;
- Consumers continue to book travel (online/mobile) and research destinations (social media) with increasing sophistication for mobile access;
- Increased use of social media to get feedback about a given hotel, restaurant, or attraction;
- All markets, including group tours, continue to seek out unique venues, experiences and activities for their business, something not offered to the average traveler;
- Loss of the Hynes Convention Center and the World Trade Center function space will greatly impact selling strategies throughout the city and the region.

Most importantly, the GBCVB continues to evaluate the ROI of our ongoing marketing initiatives and programs and we have utilized these results to continue to expand, refocus and reposition our initiative for 2020.

The 2020 Marketing Plan includes specific domestic and international marketing campaigns and sales activities and a series of targeted initiatives all aimed at increasing and improving:

- Group and convention business;
- Overnight leisure visitors;
- International meeting, group tour, and FIT visitors;
- Length of stay of visitors;
- Overall visitor spending in Greater Boston;
- Group meetings satisfaction results, through post-convention reports from meeting planners;
- Visitor satisfaction results.

We will continue to focus our priorities and resources on attracting conventions, international meetings and events, and corporate meetings, including vertical markets such as technology, healthcare and pharmaceutical meetings. We will also target international visitors, as well as domestic leisure markets that are within driving distance or have nonstop air service to Boston.

In 2020, the GBCVB's overall marketing goals will be as follows:

- Increase meetings business in shoulder seasons in the next 24 months;
- Increase international meetings and events and groups to Boston & Cambridge;
- Increase the number of group tour and FIT bookings;
- Increase domestic and international leisure visitors.

GBCVB Marketing Plan

The 2020 Marketing Plan will focus on the following priorities:

- Marketing Boston, Cambridge and the region as an exciting destination by identifying and promoting significant value-added offers for leisure visitors and meeting professionals/delegates throughout the year, but especially during need periods;
- Aggressively sell and promote Boston, Cambridge and the region to both domestic and international corporate, association and incentive planners;
- Continue our MOTT/Brand USA partnership to grow our international visitor activity;
- Continue our Strategic Partnership with American Express focusing on both leisure and meetings initiatives;
- Coordinate with local partners, including the MCCA and MOTT, on sports-related sales and marketing initiatives;
- Expand our partnership with Massport and Flynn Cruiseport to grow Boston's appeal as a cruise destination, with new experiential shore excursions and pre/post itineraries;
- Sending targeted themed electronic messages and newsletters to our leisure visitors and to meeting professionals about Boston/Cambridge and all there is to do and experience;
- Continue to expand our permission marketing initiative by growing our e-newsletter subscription list as well as its frequency;
- Bolster the online presence of BostonUSA.com, driving people to our site to find getaway information and itineraries, special events and cross-cultural activities;
- Offer 2020 and 2021, specifically Quarter 1 and 3, as potential need times for meeting, convention and group tour business;
- Offer dedicated hotel packages that focus on our cultural attractions and major special events;
- Expand social media applications such as Facebook, Twitter, Instagram, YouTube, and Pinterest to promote our programs such as Dine Out Boston®, special events, seasonal programs and BostonUSA Passport to Savings program throughout the year;
- Utilize public relations and advertising to market and promote specific targeted initiatives such as Cultural Historical Boston, Boston's Diversity and its Neighborhoods, Cross Cultural Boston, and Culinary & Craft Beer programs;
- Integrate leisure pre/post-stay opportunities into our meetings and convention sales and destination services initiatives via online microsites on BostonUSA.com;
- Promote 'Bleisure' travel opportunities to all segments.

GBCVB Marketing Plan

II. MARKET ANALYSIS

TRANSPORTATION TO & WITHIN THE AREA

In 2018, Boston's Logan International Airport, New England's largest transportation center, served nearly 41 million passengers, a 6.6% increase over 2017, and is forecasted to exceed 42.5 million passengers in 2019. Located just three miles from the city, Logan International Airport presently has nonstop domestic service to 77 destinations and nonstop international service to 56 destinations. Through September 2019, year to date domestic passengers have increased by 2.3% and international passengers have increased by 11.1%. Tourism-related travel currently accounts for 45% of domestic and overseas passengers at Logan.

Logan International Airport continues to see major upgrades. Massport has invested more than \$160 million over the last two years in Terminal E including a newly completed post-security connector between Terminal C and E for transferring passengers; state-of-the-art Customs and Border Protection (CBP) processing kiosks which include Global Entry and passport processing kiosks; and the renovation of gates to accommodate the Airbus A-380 aircraft – the largest commercial aircraft flying. Terminal E operates with the same number of gates (12) as it did in 1974 while international visitors have increase nearly 300%. Massport has proposed 7 additional gates and renovations to passenger check-in, hold room, concession and baggage area in Terminal E. The new gates will be phased in between 2022–2025. In February 2018 Massport awarded a design and engineering contract for \$750 million worth of additional Terminal E upgrades phased in over 10 years.

Passengers traveling into the city have several options besides taxis, Uber and Lyft. The MBTA subway costs \$2.75 per person, and the Silver Line from the airport to South Station is complimentary. The nonstop Back Bay Logan Express shuttle bus service from Logan now includes two Back Bay locations: Hynes Convention Center and Back Bay Station. The bus service is complimentary from Logan International Airport and \$3.00 from Back Bay to the Logan. There are also shuttle services available to a number of Boston hotels. Another way for visitors to arrive from the airport is by water shuttle, with services offered by Boston Harbor Cruises and Rowes Wharf Water Transport.

In 2019 the MBTA introduced a pilot program with regular train service from South Station to Gillette Stadium in Foxboro. Service will be provided ten times Monday-Friday and will bring visitors to Patriot Place as well.

Boston is part of the AMTRAK railroad system serving the Northeast, as far north as Brunswick, ME, and connecting passengers to New York City, Washington, DC, Philadelphia, Baltimore, and other cities across the country. 260 million passengers are served every year along the corridor with 19 high speed trains every day between Boston and New York City.

BOSTON/CAMBRIDGE MARKET

VARIATIONS IN DEMAND

GBCVB Marketing Plan

Traditionally the strongest months of lodging demand in Greater Boston are March-November. In recent years, we have seen our shoulder months of April, May and November become demand months. The weakest months for lodging demand are December, January, and February. The average length of stay remains at 2.2 nights.

The months of July and August, traditionally shoulder months except for years 2016-2018 once again are offering better value to clients seeking June or September dates.

CUSTOMER DEMOGRAPHICS

The drive market is very strong with interest from New York, Canada and the rest of New England. While a significant portion of Boston's target market remains college or graduate school-educated individuals, or families with household income over \$150,000, research indicates the younger target markets are willing to forgo amenities to focus on the overall experience of a destination. They are not coming to Boston to just see the history, they want an experiential, immersive, "live like a local" destination dive. The older millennials with young families, as well as empty nesters, value the comfort of a hotel experience according to research reports.

The GBCVB is communicating with this market through social media channels, online and print advertising, blogs and e-newsletters to promote the offerings which they are seeking, i.e. culture/history, sports, dining, shopping events, cross-cultural programs and events, recreational and experiential/learning activities, and reinforcing the value of the Greater Boston region.

Year-to-date in 2019, we have seen RFPs from MICE groups based in United Kingdom (68%), Canada (23%), Ireland (5%), France (2%), Australia (1%), and The Netherlands (1%) each. We will continue to focus on these destinations in 2020 as well as emerging markets with new nonstop air service to Boston.

In the meetings area, our top drivers of business continue to be the Healthcare, Pharmaceutical and Biotechnology markets, which represent over 27.8% of our meetings and conventions, followed by Scientific, Engineering, and Technology focused companies and organizations, representing 13.7% of our business. Education represents 9% of our business. In addition, Finance and Accounting now represents 7.7% of our business. We receive the most business from the following states: Washington, DC, Virginia, Maryland, Massachusetts, New York, New Jersey, Illinois and California. While some conventions/meetings have gotten larger over the past few years, in general, we have seen the average meeting size shrink. This year 78% of the meetings booked have 250 rooms or less on peak. Third party planners continue to remain important, however we have seen a slight decrease in the number of RFP's received since the decrease in the amount of commission was announced.

SPORTING EVENTS & SPORTS-RELATED MEETINGS

Sports tourism is one of the fastest growing sectors in the tourism industry. Cities across the globe are increasingly bidding for events and constructing facilities to attract sports tourism in hopes of attaining the substantial growth potential that is associated with this type of tourism. With an increase in the number of national and international events being planned, the sports tourism market will witness considerable growth through 2023.

GBCVB Marketing Plan

According to a 2018 report compiled by the Sports Events and Tourism Association (formerly the National Association of Sports Commissions), estimated 2017 spending (professional sporting events excluded) was \$11.40 billion, an increase of 9% from the \$10.47 billion reported in 2016. Visitor spending has increased 37% over the past five years, signaling the continued strength of the industry overall and as a reflection of the innovative leadership in sports events and tourism in the United States. For example, annual sporting events such as the Boston Marathon and the Head of the Charles Regatta not only create huge spending impacts, but they also draw visitors from across the world to Boston, Cambridge and the Greater Boston region. In 2019, the Boston Marathon generated an estimated \$200M spending impact with over 30,000 official participants, including more than 7,600 runners traveling from 118 countries outside the United States. In addition, members of the media from more than 200 outlets covered the Boston Marathon, providing the Greater Boston region with unparalleled international exposure. The Head of the Charles Regatta is also a major driver of visitors to the destination bringing 2,300 entries with 11,000 athletes from 24 countries around the world. An estimated 225,000 people head to the banks of the Charles River over two days to watch the races. Nearly 55 percent of those individuals will travel from 50 miles or more to come to Boston and Cambridge for the Regatta.

Sporting events and sports related meetings have significant impact on Boston, Cambridge and the region. In addition to all the aspects on which it is possible to place a monetary value, there are many others that are simply intangible such as the images of the region that appear during broadcasts of major events and the broad exposure of the area. These sporting events often cause people to return to the region, thus creating an incalculable amount of future spending impact for the area.

From 2020-2022, the region will host the following sports related meetings and events:

- March 20 & 22, 2020 – 2020 NCAA Women’s Frozen Four at Agganis Arena at Boston University
- April 20, 2020 – Boston Marathon
- August 1-2, 2020 – Boston Triathlon at DCR Carson Beach & Mother’s Rest Fields & South Boston
- August 10-16, 2020 – The Northern Trust at TPC Boston
- August 21-24, 2020 – WWE SummerSlam Week at TD Garden
 - 8/21 Smackdown LIVE
 - 8/22 NXT TakeOver
 - 8/23 SummerSlam
 - 8/24 Monday Night RAW
- September 25-27, 2020 – LAVER CUP at TD Garden
- October 17-18, 2020 – Head of the Charles Regatta
- 2020 Fenway Bowl
- 2022 NCAA Division III Indoor Track & Field Championships at Reggie Lewis Track & Athletic Center
- 2022 NCAA Men’s Frozen Four at TD Garden
- 2022 US Open at The Country Club in Brookline

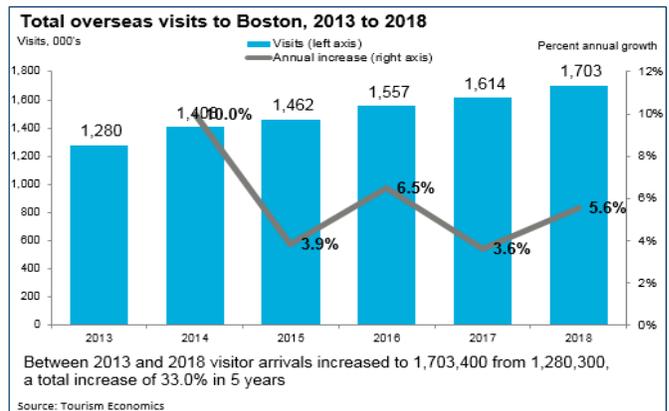
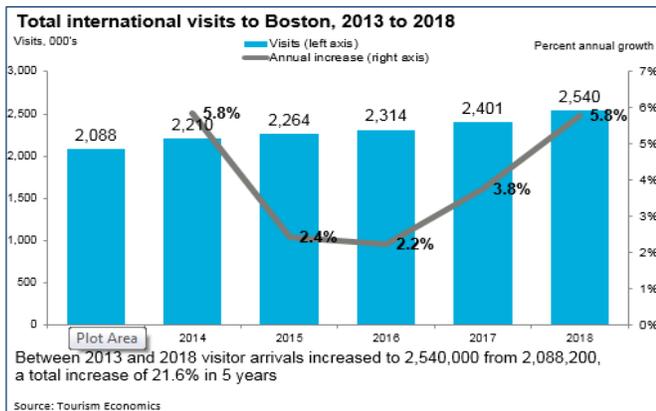
On the international meetings side, Boston and Cambridge continue to attract association, corporate and incentive meetings. The increase in nonstop air service, available professional speakers and other professional resources, and the tourism infrastructure in the region continue to support our initiatives. For the last several years, Boston and Cambridge have successfully carried out a marketing program aimed at increasing international meetings market share. In 2018, Boston ranked fourth on the list of United States destinations for international

GBCVB Marketing Plan

meetings according to the International Congress & Convention Association. Chicago, New York and Washington, DC ranked one, two and three respectively for the top three spots. The majority of these meetings continue to be held at hotels, conference centers and colleges and universities.

INTERNATIONAL

In 2018, international visits to Boston totaled 2,540,000 with overseas visitors representing 1,703,400 of those visits. China was the top overseas visitor market to Boston and the region. Visitors from China have grown dramatically over the past decade, up 164% since 2013 and 623% since 2008. Following China, top overseas visitors came from the UK, Brazil, France, Germany and India. For CY 2019 we expect to see 2,619,800 million international visitors. A combination of new and improved air service from key international markets to Boston along with the Bureau’s international marketing initiatives has driven the growth in international visitors to our area. See **Appendix V** for nonstop international air service to Boston.



Massachusetts is home to over 68,000 international students, most of which reside in Boston and a third of which come from China. The GBCVB will continue to assist these students in acclimating to Boston while promoting the destination to their families and friends. See **Appendix VI** for information on international students in Boston and Massachusetts.

DEMAND GROWTH & HOTEL DEVELOPMENT

GBCVB Marketing Plan

Between 2018 and 2022, nearly 5,000 new hotel rooms will be added in Boston, Cambridge and nearby communities.

Hotels opened in 2018:

- The Alise Boston, South End, 56 rooms - opened in February 2018
- AC by Marriott Boston Downtown, Ink Block Project, South End, 205 rooms - opened in March 2018
- Courtyard Boston Downtown/North Station, 220 rooms - opened in March 2018
- Groton Inn, Groton, 60 rooms - opened in May 2018
- AC Hotel by Marriott, Cleveland Circle, 162 rooms - opened in May 2018
- Studio Allston Hotel, 117 rooms - opened in June 2018
- The Row, Autograph Collection, Assembly Row, Somerville, 159 rooms - opened in August 2018
- Holiday Inn Boston Logan Airport - Chelsea, 124 rooms - opened in August 2018
- Revolution Hotel, South End, 164 rooms - opened Q4 2018
- Hotel 1868, Cambridge, 50 rooms, opened Q4 of 2018

TOTAL ROOMS: 1,317

Hotels opened in 2019:

- Hyatt Centric, Downtown Boston, 163 rooms
- Residence Inn by Marriott, Roxbury, 108 rooms
- Cambria Hotel, South Boston, 159 rooms
- Four Seasons Hotel, Christian Science Plaza, 215 rooms
- The Whitney, Beacon Hill, 65 rooms
- Marriott Moxy Hotel, 240 Tremont Street, 346 rooms
- Holiday Inn and Staybridge Suites hotel, North Quincy, 180 rooms
- Encore Boston Harbor, Everett, 671 rooms
- CitizenM, Hub on Causeway, 260 rooms

TOTAL ROOMS: 2,167

Hotels opening in 2020 and beyond:

- Hampton Inn, Boston Marine Industrial Park, 253 rooms - projected opening Q2 2020
- Homewood Suites, Boston Marine Industrial Park, 158 rooms - projected opening Q2 2020
- Hyatt Place, Seaport District, 294 rooms - projected opening Q2 2020
- Brighton Hotel at Boston Landing, 175 rooms - projected opening 2020
- The Omni Boston Hotel at the Seaport, 1,055 rooms - projected opening 2021
- Raffles Hotel, Back Bay, 147 rooms - projected opening 2021
- Canopy by Hilton, 225 rooms – projected opening 2021

GBCVB Marketing Plan

TOTAL ROOMS: 2,307

Short-term rentals need to be factored into supply. Currently, Airbnb has upwards of 6,000 active listings in Boston, which has prompted the Boston City Council to pass regulatory legislation. The Massachusetts Legislature and the Governor are negotiating a statewide short-term rentals law. See **Appendix X** for related Airbnb articles.

BOSTON/CAMBRIDGE HISTORIC PERFORMANCE 2000 – 2019(P)

There are 27 citywide conventions scheduled for 2020. A complete list of citywide conventions through 2022 can be found in **Appendix I**.

Year	Citywide Conventions	Room Nights
2000	23	183,500
2001	17	124,287
2002	15	110,250
2003	15	107,262
2004	18	160,250
2005	21	236,055
2006	29	435,792
2007	28	409,389
2008	28	388,000
2009	26	360,000
2010	22	378,000
2011	22	264,000
2012	28	479,000
2013	21	291,000
2014	25	443,000
2015	22	437,000
2016	30	442,000
2017	31	490,000
2018)	25	N/A
2019 (P)	23	N/A
2020 (P)	27	N/A

COMPETITIVE ANALYSIS IN THE MEETINGS & CONVENTIONS MARKETPLACE

In the meetings market, our competitive set is Washington, D.C., Chicago, Philadelphia, Atlanta, Nashville, New York and Denver. Secondary cities such as Nashville and Austin continue to rise in popularity thanks to new hotels, venues and a cultural appeal. Research confirms that these destinations offer lower hotel rates and larger hotel room blocks, and their convention center prices and costs are more affordable to meeting planners.

GBCVB Marketing Plan

Many of these cities have a TMD (Tourism Marketing District) assessment that helps maintain lower costs through an incentive fund for prospective meetings and conventions. Our competitive set in both the leisure and meetings market generally have dedicated local and state hotel tax revenues available for sales, marketing and advertising.

Boston was ranked 20th in 2019, down one position from 2018, in a **Cvent** list of best meeting destinations in the United States. The ranking was based on meeting and event booking activity, room supply and meeting and event venues. Of our competition, Chicago ranked #3, Atlanta was #4, Nashville was #6, New York was #8, Washington, D.C was #10, and Denver was #14 with Orlando being the #1 destination once again. Las Vegas and Dallas round out the top 5 meeting destinations in the United States.

In order to remain competitive and increase market share, the GBCVB must continue to be creative with marketing efforts, base programs on results, and stay on the cutting edge of the latest technology.

Planners are continuously searching for ways to make their clients' meetings more efficient. We continue to struggle with the lack of large and affordable hotel room blocks to host some groups. This will be addressed by increasing the hotel supply, which is already being done, and working to improve the communication and collaborative network that exists between all of the Boston hospitality community.

In 2020, as a destination, we will adjust to the closing of the World Trade Center which afforded the destination of a meeting and exhibition option for those groups needing more than 25,000 square feet of space.

The Board of Directors of the MCCA approved to put the Hynes Convention Center on the market. To date, bookings will be accepted through 2021.

GBCVB Marketing Plan

III. 2020 SALES & MARKETING PROGRAMS

The following section offers an overview of 2020 programs for conventions, meetings and leisure sales, destination services, marketing, communications, and publications.

GROUP SALES

In 2020, the GBCVB will implement the following programs as we assist in driving sales and destination service efforts for our members:

Business Development: Working collaboratively with industry partners, we will continue to identify key industries, corporations and associations that can meet in Boston, Cambridge and the region. Group sales pace for 2020 is currently 4% ahead of the five-year average and 2021 is also ahead of the five-year average. We will continue to work with our Partners to identify organizations that have the potential to meet in Greater Boston and Cambridge during need and off-peak time periods, such as the first and third quarters, December and all holidays.

Sales Missions: In 2020 Sales Missions will be conducted in conjunction with our members to Raleigh, San Diego, Denver, Houston, North Carolina, Washington, DC area, New York, and Philadelphia, and special emphasis will continue to be placed on the Greater Boston area due to the large influx of companies now calling Boston home

Fam Trips: Throughout the year, we will offer and host 3-4 small, market focused familiarization trips to Boston, including, but not limited to, third party management companies.

Sales Calls: Sales Calls will continue in all territories and markets. We have had great success when sales trips are made separately from planned events. We continue to have success receiving RFPs from secondary markets, therefore our efforts will continue with the West Coast, Denver and Houston, secondary cities in the Midwest such as Milwaukee and Minneapolis, the Southeast including Raleigh and other Southeast cities, and the Greater Boston area.

Third Parties: We will continue to partner with our third-party customers. We will attend HelmsBriscoe and ConferenceDirect meetings as well as Preferred and ALHI. The decrease in business we saw in 2018 influenced by the lower commission was not a factor in 2019 and we are hopeful that trend continues in 2020 and beyond.

We will continue to target planners prior to key industry events when feasible. They include the following shows:

- HelmsBriscoe & ConferenceDirect Partner Meetings
- Destination Showcase
- IMEX Frankfurt
- XDP, formerly Springtime
- IMEX America
- ASAE Annual Meeting
- Connect Shows

GBCVB Marketing Plan

- ibtm World
- MEET NYC
- Holiday Showcase

For a complete list of international and domestic trade shows, sales missions, leisure travel and consumer shows the GBCVB will be participating in, see **Appendix II**.

- We will continue our key account outreaches four times a year focusing on need dates and periods for 2020-2022;
- We will also continue to utilize standardized collateral for sales and destination services to present to clients. Collateral includes, but is not limited to, the *Official Visitors Guide*, *Destination Planners' Directory*, Boston and Cambridge maps, photos, PowerPoint presentations and various destination videos;
- In January approximately 750 copies of the *Destination Planners' Directory* will be mailed to meeting planners;
- Holiday greetings from the sales and destination services teams will be sent to 1000+ planners.

To supplement the current business that is being booked, the GBCVB Group Sales Department will prospect for accounts with a special emphasis on clients currently using competitive cities. The GBCVB will:

- Work with key third parties such as ConferenceDirect, HelmsBriscoe, and others to identify new accounts that will help to increase Boston's visibility and desirability as a meetings destination;
- Attend meetings of ConferenceDirect, HelmsBriscoe, and other third-party organizations;
- Maintain continued, regular contact with these top third parties that handle meetings for major corporations and their clients and solicit those conferences that are viable for Boston and Cambridge;
- Continue to identify Boston sporting events taking place in key markets for the entertaining of prospective clients. Cultural events will also be utilized to build relationships with our best clients;
- Identify additional business that can meet over shoulder and off-season periods to help stabilize occupancy levels in Boston;
- Develop content, messaging and implementation strategy to assist hotels in filling need dates for 2020 and beyond;
- Be proactive in soliciting meetings for Greater Boston hotels by researching essential markets representing industries that are necessary for the continued well-being of our nation such as healthcare services, technology, innovation, and education;
- Identify future years Need Dates where business levels are low, and develop a strategic plan with our members to place business into selected dates;
- Work current databases and other account lists to maintain updated target lists for active solicitation. The GBCVB will continue to use EmpowerMINT to gain history and further qualify the list;
- Exhibit at industry events to promote Boston as a meetings destination to planners;
- Attend regional and chapter meetings for MPI, PCMA and HSMAI when travelling to specific destinations and locally;

GBCVB Marketing Plan

- Plan and coordinate sales calls in conjunction with hotel partners in markets where organizations that represent our top vertical markets are located;
- Leverage the marketing capabilities of convention bureau alliances such as NESCVB (New England Society of Convention & Visitors Bureaus), PCMA, MPI, Cvent, and other organizations to generate new bookings for Boston.

BCMC

The GBCVB will continue its collaboration with the Boston Convention Marketing Center (BCMC), the partnership between the GBCVB and the Massachusetts Convention Center Authority, to promote and sell meetings and conventions at the BCEC, the Hynes Convention Center and Lawn on D.

The sales teams will participate in trade shows, familiarization trips, sales missions and other direct selling activities to promote Boston. Members of both sales teams will jointly participate in the following shows and events among others:

- PCMA Convening Leaders
- PCMA Bowl-A-Thon – Washington DC
- XDP, formerly Springtime
- ASAE
- Holiday Showcase

GROUP TOUR

In 2020, the GBCVB will continue to develop and educate tour operators on the local Boston market and the region as a top destination and help to increase revenue for our members by continuing to grow and maintain the group segment. In order to achieve this, we will undertake a variety of initiatives that include:

- Tracking and monitoring activity by tour operators in our CRM so that we can determine our top producers;
- Solicit top producers for additional business for Boston and Cambridge;
- Host tour operators' familiarization trips and individual site visits that will showcase the Greater Boston and Cambridge area and expand the client's knowledge of available tour product;
- Partner and support our members and MOTT sales efforts on various projects such as FAM trips, sales calls, sales missions and other sales related activities;
- Capitalize upon the expansion of international air service to Boston;
- Continue to work with the Boston Attractions Group (BAG) to expand this program to gain additional business and host an annual tour operator fam in collaboration with the BAG every August;
- Target national tour group leaders with Boston hotel, attraction, tour and destination information to increase group tour business;

GBCVB Marketing Plan

- Continue to work with members and Flynn Cruiseport Boston/Massport on development of pre- and post-cruise business;
- Participate in the Student & Youth Travel Association (SYTA) marketplace, the American Bus Association (ABA) marketplace, Discover New England Summit, U.S. Travel Association's IPW, National Tour Association Travel Exchange among other shows to assist in increasing business to the area:
- For each show, we will:
 - Collect information from members on "What's New" and other useful information for this market segment and share this information with buyers during and after the show;
 - Use this opportunity to advise members on new themes, issues or concerns in the marketplace;
 - Introduce new tour and hotel product to buyers;
 - Expand the GBCVB database of tour planners;
 - Collaborate with other regions of Massachusetts and New England to promote Boston;
 - Focus on generating more travel trade and online features on Boston and Cambridge for tour and meeting planners worldwide.

SPORTS MARKETING

Boston is a true sports town, from our exciting professional teams to consistently attracting top national collegiate tournaments, Olympic Governing Body championships and youth athletic events. The GBCVB will continue to work with Mayor Walsh's Office of Tourism, Sports & Entertainment, MOTT, our professional sports teams, our college and university athletic directors, Gillette Stadium, TD Garden, Fenway Park and GBCVB member companies to position the city as a premier sports special events and sports meetings destination. We will focus on initiatives to increase both international and domestic sporting events that will drive room nights and create significant economic impact in the Greater Boston area.

Efforts will include:

- Continuing to solicit major events, regardless of size, and sports related meetings with a targeted emphasis on need periods;
- Continuing to offer a Fan Housing hotel program with our travel partner, onPeak, to make it simple for fans to book hotel rooms, ultimately leading to increased attendance at these events;
- Continuing to work with local organizing committees for major events already confirmed for Boston;
- Continuing to work with interested venues and host institutions on the NCAA 2022-26 bid process, where hosts and sites for 86 of the 90 NCAA championships will be determined for the academic years spanning 2022-23 through 2025-26.
- Targeting US Olympic Governing Bodies for solicitation of Olympic Trials and Annual Championships RFPs;
- Targeting LGBT sporting event opportunities;

GBCVB Marketing Plan

- Targeting the growing e-Sports sector for opportunities as by 2021 it is estimated that the number of eSports enthusiasts worldwide is expected to rise to over 250 million.
- Targeting international event opportunities;
- Building awareness of Boston as a sports destination where it's easy to run events;
- Attending sport industry trade shows and conferences including, but not limited to:
 - National Sports Forum
 - Sports Events and Tourism Association Sports Symposium
 - Connect Sports
 - US Olympic Sportslink
 - TEAMS Conference

In 2020, GBCVB marketing strategies for this segment will continue to be more digitally inclined than one year ago, complimented by event owner marketplaces and selling.

INTERNATIONAL

We will target specific international markets, focusing on programs that separate Boston and GBCVB members from our competition. Value, affordability, and ease of air travel will continue to be promoted with emphasis also being placed upon promoting our history, culture and education.

Logan International Airport is now servicing direct, non-stop service to 56 international destinations in 39 countries, including Hong Kong, Beijing, Shanghai, Dubai, Tokyo, Istanbul, Oslo, Tel-Aviv, Doha, Lisbon, Bogota, Mexico City, Panama City, Sao Paulo, and San Salvador. In 2019, Logan introduced new airlines and destinations including Seoul on Korean Air, Amsterdam on KLM, and Casablanca on Royal Air Maroc. Emirates began using the A380 on its service from Boston to Dubai – Boston is only the sixth city to have A380 service from Emirates. See **Appendices IV** and **V** for international nonstop service maps and info.

In 2020, Delta will launch four new trans-Atlantic flights from Boston, including new seasonal service to Rome, the carrier's second daily flight to Paris and new service to London-Gatwick and Manchester. The carrier will also extend seasonal service between Boston and Edinburgh and Lisbon, two popular destinations added in 2019. American Airlines will also begin a nonstop service from Logan Airport to London Heathrow Airport on March 29, 2020.

We will continue to partner with Massport and MOTT in 2020 to carry out marketing initiatives that focus on China, Korea, United Kingdom, Europe, Canada, Japan, Brazil, and India. See **Appendix VII** for MOTT's International Trade Shows, Sales Missions and Consumer Shows available for private sector participation for FY20.

GBCVB Marketing Plan

INTERNATIONAL ASSOCIATION, CORPORATE AND INCENTIVE MEETINGS PROGRAM

We will aggressively target association, corporate and incentive meeting planners in key international markets through various sales and marketing activities. We will capitalize on emerging markets and continue to focus on our legacy markets in Europe and Canada. With the onset of Brexit, we will continually monitor the markets that we serve and look carefully at what sectors will succeed in the changing markets.

In 2020, the GBCVB will undertake the following sales and marketing efforts to drive corporate, incentive and meetings business from target market segments:

- Participate in international meetings and trade shows such as IMEX Frankfurt, The Meetings Show, ibtm World, and IMEX America;
- Collaborate with East Coast cities to create multi-city incentive itineraries;
- Create and host key familiarization tours and training seminars;
- Schedule sales calls and presentations targeting key prospects in our major international markets;
- Where appropriate, host interactive customer events in key markets with partner members;
- Participate in marketplaces, when appropriate, in an effort to expand our network of potential clients and drive business;
- Integrate prospects and clients into the distribution system to receive e-newsletters and social media updates.

DESTINATION SERVICES | MEETINGS AND EVENTS

Our Destination Services team - formerly referred to as Convention Services - is one of Boston's key selling strengths. The department went through a rebranding in 2018 as it was clear the scope of services was evolving. Clients and attendees have been seeking overall destination support from the department. Connecting them with philanthropic opportunities, industry leaders and local Boston innovators are among the requests from clients. For the attendees, it's no longer just a "tour," but they are looking for a full Boston experience. By broadening the scope of services offered, the Destination Services team hopes to keep Boston in the forefront when comes to meeting services.

The Destination Services team directly supports the selling efforts of the BCMC and the GBCVB sales team. The team also works very closely with our members including Massport and the Mayor's Office of Tourism, Sports & Entertainment by providing services that help ensure the meeting planners and the delegate's experience in Boston is top notch. Evidence of this is seen by the number of industry honors that the GBCVB team has been awarded by our customers and clients. These awards contribute to the overall success of the GBCVB and supports Boston's hotel community with a strong relationship between sales, convention and event services and the customer. It is a seamless approach for all involved.

In most cases the Destination Services team becomes actively involved with groups approximately 18-24 months prior to the group's meeting date. Services offered to the planner include:

- Sending RFPs to members;

GBCVB Marketing Plan

- Convention Housing utilizing onPeak;
- Coordinating and conducting site inspections;
- Providing collateral on the Greater Boston area, including electronic maps;
- Assisting with marketing and sponsorship requests;
- Connecting clients with local philanthropic opportunities;
- Banners at Logan International Airport and street poles around both convention centers;
- Creating programs to help increase and build attendance;
- Utilizing social media such as Twitter, LinkedIn, Instagram;
- Creating individual microsites;
- Distributing the BostonUSA Passport to Savings to convention delegates;
- Working with city and state governmental agencies to ensure a smooth and flawless event;
- Travel to prior year's destination to help build awareness and interest in Boston for the delegate;
- Calculate the Direct Spend a group has in the destination using data from the association and destination assumption determined by Destination International/Tourism Economics;
- Support opportunities whether while traveling to the meeting the year prior to Boston or while the group is meeting in our destination;
- Continue our charitable donations to citywide conventions targeting local charities and Meetings Mean Business.

Face-to-face time with planners continues to be the best way to build and maintain a positive and productive relationship. In addition, it has proven to be very beneficial for our Destination Services team to travel to the destination where the convention will be held the year prior to meeting in Boston. GBCVB staff attends the group's annual meeting one year out to promote their Boston meeting and to generate interest and attendance at future Boston meetings. The GBCVB will travel to designated 2020 conventions to promote their 2021 meetings in Boston. We will also provide information on other regions of Massachusetts.

In 2020, the Destination Service Manager, the Sales Manager and citywide hotel salespeople will meet with definite citywide groups one month before their meeting in Boston. The Boston Team conducts a fun and educational session on all things Boston to key members of their staff. This allows the planners to become familiar with Boston and become an "expert" in answering questions from their staff, attendees and membership.

The team will continue to develop appreciation programs for our annual and local clients. Examples of these programs include:

- "Halfway to SENA" luncheon that takes place in September, which is six months prior to the Seafood Expo North America Conference at the BCEC each March. The Boston team travels to Portland, ME to take the conference organizers, Diversified Communications, to lunch to celebrate the halfway mark to their meeting.

GBCVB Marketing Plan

- “Yankee Swap” luncheon takes place in December for the clients who organize the Yankee Dental Congress each January. The Boston team travels to Southboro, MA to take the conference organizers, Massachusetts Dental Society, to lunch and conduct a traditional “Yankee Swap”.

The GBCVB Destination Services team work closely with our local partners. This relationship allows delegates and planners to experience a seamless welcome and visit in Boston. We do this by offering:

- Welcome banners at Logan International Airport for citywide and special event groups;
- Restaurant and concierge desks at the both the BCEC and Hynes Convention Center for citywide convention and other key events;
- Special discounts at local retail outlets;
- Stock photography of the destination for use by planners and media – especially of events, tours, and attractions.

GBCVB Marketing Plan

COMPETITIVE ANALYSIS IN THE LEISURE MARKETPLACE

In the leisure market, the competitive set for Boston and Cambridge continues to be New York, Philadelphia, and Washington, D.C. Our analysis shows that these destinations offer similar special events that Boston does: historical and cultural activities, weekend getaways, and shopping. Situated in the upper mid-Atlantic and Northeast regions, these destinations are also easily accessible to our target visitors. In addition, these destinations spend significantly more dollars on advertising and marketing because they receive dedicated hotel tax funding from their state and city governments through special marketing district assessments.

The Greater Boston CVB has joined with other RTCs to support enabling legislation for the formation of a Tourism Marketing District (TMD). The TMD would be funded through a self-assessment levied by hotels. As an assessment, these collections would not be subjected to legislative appropriation or discretion. See **Appendix IX** for Boston Globe article on TMD efforts.

According to the 2019 Destination Analysts State of the American Traveler survey, over one third of American travelers (33.4%) plan to enjoy more trips in the upcoming year. However, expectations for leisure travel spending are down with 31.7% of American travelers expecting to increase their leisure travel spending in the next year, down from 34.4 % last summer. This year the typical travelers expects to budget \$3,133 for leisure travel down from \$3,544 from last summer.

GBCVB Marketing Plan

TARGETED LEISURE MARKETING INITIATIVES

Research has shown that visitors respond and engage more often when targeted by their interests. Boston, Cambridge and the region offer a wide variety of activities for visitors of any age, interests and background. In 2020, targeted marketing efforts will focus on the following market segments: Boston Neighborhoods and Cross-Cultural, Cultural and Historical, Family/Intergenerational Travel , Culinary and Craft Beer, and Cruising. Specific initiatives will include the following:

BOSTON NEIGHBORHOODS & CROSS CULTURAL INITIATIVE

The GBCVB's Multicultural Committee continues to focus on promoting Boston and Massachusetts as an inclusive destination that celebrates diversity and cross-cultural experiences, with a goal of positioning our region as a welcoming destination for cross-cultural leisure, meetings and group travel, as well as to generate media coverage that showcases our diversity and cross-cultural attractions, museums, events, neighborhoods and ethnic fare. According to the Boston Indicators Research Center of the Boston Foundation, diversity is core to making cities great and Boston is now the sixth most diverse US city according to the new US Census data.

In 2020, the Boston Neighborhood & Cross-Cultural Initiative will include the following actions and strategies:

- Work with the Boston Main Streets organizations to create digital guides and dedicated content (video and photography) for every Boston neighborhood showcasing these communities in authentic ways.
- Continue to build upon our Cross-Cultural landing page/portal, created in mid-2018, to include content and promotions highlighting Boston Neighborhoods, Heritage Trails, Museums, Events, and Resources designed to appeal to visitors with diverse backgrounds and interests;
- Promote the Roxbury International Film Festival, Dorchester Film Festival, Discover Roxbury's tours, open studios and other cultural events, Hibernian Hall events, Black History Month, Chinese New Year, the National Park Service African American Meeting House Historic Site and the Black Heritage Trail;
- Continue our partnership with the Museum of African American History, including multi-year marketing campaigns;
- Expand partnerships with local and regional companies and government agencies to promote diversity in the hospitality industry;
- Disseminate the GBCVB Diversity at Events Guidelines;
- Continue working with King Boston, the organization spearheading a new memorial and related programming about Dr. Martin Luther King, Jr. and Coretta Scott King and their time and work together in Boston;
- Work with restoration partners of the Shaw 54th Regiment Memorial, the City of Boston, the National Park Service, Friends of the Public Garden and the Museum of African American History to promote the significance of the monument and participate in programs to keep the message alive and relevant today;
- Plan another "Meet & Greet" symposium to explore ways to support cross culturalism as it relates to tourism in Boston.

GBCVB Marketing Plan

CULTURAL & HISTORICAL INITIATIVE

As a region rich in cultural and historic attractions, the GBCVB capitalizes on this market segment by integrating the message that Boston, Cambridge and the region are destinations for visitors seeking a cultural and/or historic experience. In 2020 strategies will include:

- Distribution of monthly *What's New in BostonUSA* featuring openings, cultural and attraction updates to media and tour planners. *What's New* is also posted on Bostonusa.com;
- Development of curated *What's New* page for leisure traveler audience/repeat traveler;
- Continuing to meet and work with marketing directors of area museums and major attractions;
- Continuing to include cultural sections in GBCVB publications and website;
- Continuing to participate in MOTT's monthly Arts & Culture Bulletin;
- Working closely with cultural umbrella organizations such as the Boch Center, Celebrity Series of Boston, Arts Boston, the Mayor's Office of Tourism, Sports & Entertainment, and Massachusetts Cultural Council;
- Using data on comparative cities to develop unique ways to promote Greater Boston as a destination of choice for culture, diversity, history, and experiential travelers;
- Supporting events such as First Night, Boston Harborfest, ArtWeek, Head of the Charles, Boston Tea Party Reenactment, Patriots Day, Plymouth/MA 400, and Revolution 250;
- Promoting the 16th anniversary of the Mayor's Holiday, a collaborative program designed to engage the arts to attract more people to the city for shopping, dining and overnight stays during the holiday season;
- Supporting the Boston Attractions Group (BAG), providing customized future cultural event calendars at group leader marketplaces;
- Working with cultural organizations in the Fenway, Theatre District, Harvard Square, and other neighborhoods to develop and drive business to these vibrant cultural areas;
- Promoting Boston CityPASS, Go Boston Card and FIT packages in the North American and overseas markets for growing the independent travel market, especially to international visitors and international travel booking sites;
- Promoting Boston and Cambridge as a premier jazz destination and cross-promoting Boston Jazz Week in April, Cambridge Jazz Festival in July, Boston Jazz Fest in August; and Jazz in the Park on the Greenway during the summer months.
- Promoting ArtWeek MA (May 1 - May 10), a collection of cultural events and experiences throughout Massachusetts highlighting quality and diversity of art, culture and entertainment, with an emphasis on Boston neighborhoods and the creativity that resides within each. We'll continue to partner with the Boch Center, MOTT and participating RTCs through social media, newsletters, blogs, and Google Ads;
- Continue work with Revolution 250 to plan major celebrations and commemorations in Boston related to the 250th anniversary of the American Revolution.

GBCVB Marketing Plan

- Collaborate with PLYMOUTH 400 and other partners on the 400th anniversary of the *Mayflower*, and promoting the *Mayflower Sails* event happening in Boston Harbor with the USS *Constitution* May 14-19, 2020.

FAMILY/INTERGENERATIONAL INITIATIVE

With the continued increase in family and intergenerational travel, in combination with business travel, the GBCVB hopes to increase the number of family travel media features about Boston, Cambridge and the region.

In 2020, the GBCVB will undertake the following to promote Boston as a family friendly destination:

- Host family travel media;
- Create family and intergenerational fun itineraries and highlight experiential programs with broad appeal;
- Utilize online ads, e-blasts, and social media to increase awareness of the BostonUSA Passport to Savings program.

CULINARY & CRAFT BEER INITIATIVE

In 2020, the GBCVB will continue to position the Greater Boston region as a top culinary destination to generate new business for member restaurants, breweries, food festivals, food, wine and beer tours and the multitude of food markets that now exist across Boston and Cambridge.

Strategies will include:

- Featuring the region as a year-round food destination by highlighting communities that demonstrate a strong culinary landscape, as well as farm to table programs. In doing so, we expect to enhance Boston and the region's reputation as a food mecca by promoting new food, wine and beer experiential opportunities such as cooking classes, demonstrations, and food and brewery tours;
- Promoting the Greater Boston Craft Beer Trail and the Massachusetts Craft Brewers Trail at our Visitor Information Centers and online, as well as continuing to partner with and promote the Boston Local Food Festival;
- Maintaining our collaborations with programs promoting Food Trucks, Boston Wine Festival, Boston Local Food Festival, the James Beard Foundation Taste America and other culinary initiatives such as cooking classes, culinary walking tours and food truck festivals;
- Promoting the Boston Public Market and their experiential programs such as cooking classes, wellness, tours, workshops and special events;
- Promoting Dine Out Boston® in March and August with our Strategic Partner, American Express;
- Inclusion of all culinary programs and events on MOTT's website to benefit cross-regional promotions;

GBCVB Marketing Plan

- Promoting quarterly culinary events including Craft Beer Festivals; ATK Boston EATS; Boston Local Food Festival; Boston Seafood Festival; Taste of WGBH Food & Wine Festival; Mass Eat Local Month; Chowderfest; Taste of Cambridge; and Taste of the Seaport;
- Continue development of the Greater Boston Craft Beer Trail with dedicated landing page that includes craft beer trail map as well as related festivals and events.

FLYNN CRUISEPORT BOSTON INITIATIVE

We will conduct joint sales calls on cruise lines with Massport/Flynn Cruiseport Boston and undertake joint promotions to further grow the lucrative cruise tour business. We will assist Massport/Flynn Cruiseport Boston to increase the number of cruises that use Boston as a port of call, as well as add new customer service programs and unique shore-side experiences to enhance the passenger's stay. We will target the general cruise, and international and group tour markets. We will promote Flynn Cruiseport Boston at tour planner marketplaces, host travel writers, and expand our visitor and trade information to tour planners, MICE market planners, and travel agents. In 2020, we will expand this program by:

- Distributing walking maps and materials to media and cruise lines attending Massport's marketplaces;
- Working with Massport and cruise lines on unique shore excursions in Boston and the region, and promoting Flynn Cruiseport Boston by expanding our domestic and international cruise industry media database;
- Attending cruise-related trade shows and making sales calls in conjunction with Massport/Flynn Cruiseport Boston including sponsorship of the Cruise Canada New England Symposium in June 2020;
- Using social media to drive further cruise business;
- Work in conjunction with Massport/Flynn Cruiseport Boston to host media FAMs for cruise writers and publications;
- Work to grow small ship cruise market that utilizes different ports in the Northeast;
- Work with Massport/Flynn Cruiseport Boston on training programs for cruise travel agents and GBCVB members.

CHINA MARKETING INITIATIVE

It is important that we make Chinese visitors feel welcome in Boston, Cambridge and our region by developing programs that accommodate their culture and language. At the same time, Boston businesses must employ effective strategies to reach Chinese consumers. To further these goals, the GBCVB has hosted two China-Friendly workshops for its member companies and embarked on a trade mission to China in March of 2017. A third workshop will be hosted in early 2020.

The mission of the GBCVB's China-Friendly Marketing Committee is to develop a comprehensive inbound China program, and it is comprised of members from the GBCVB, MOTT, and the Cambridge Office for Tourism, in addition to retailers, restaurants, and hotels. Through the Committee, the GBCVB attended a domestic trade event with Chinese receptive operators in the fall of 2018, and the committee may choose to conduct a second sales mission to China in conjunction with Bureau members in 2020. In the fall of 2018, the GBCVB Chinese

GBCVB Marketing Plan

Marketing Manager attended the World Tourism Cities Federation summit in Qingdao, China, followed by the Brand USA China-US Tourism Leadership Summit in Hangzhou.

We attended Active America China (AAC) in 2019, where Chinese tour operators and wholesalers hold meetings with U.S. suppliers over a three-day period in an effort to help grow their product. We will pursue the opportunity to host AAC in Boston in the future. Hosting this event will showcase our destination to this important market segment. In 2020, the GBCVB Chinese Marketing Manager will attend IPW, DNE to meet with Chinese tour operators, and a Brand USA sales mission.

The GBCVB has created a promotional brochure in Mandarin and collaborated with a Chinese publisher to produce a Boston guidebook in Chinese. The GBCVB also created a Chinese language microsite on BostonUSA.com with an introduction to Greater Boston and the GBCVB, including places to visit, food and dining resources, insider tips for traveling and social media (Weibo) feeds. The GBCVB is promoting members and special events on Weibo and augments its reach by having influential members re-post our content on a weekly basis. The GBCVB has worked with East/West Marketing to launch an official WeChat account that has over 9,000 followers. There are over one billion active WeChat users and the GBCVB is now be able to reach this prolific market. The GBCVB has also unveiled Chinese marketing services for its member companies, including opportunities for increased WeChat exposure, translation services, placement on top Chinese travel websites, and greater representation at international trade shows attended by Chinese operators and OTAs.

ADVERTISING

The GBCVB has planned its advertising campaigns to reach targeted audiences and provide them with information they need to select Boston and the region as their leisure and meetings destination. The 2020 leisure focus will continue to target visitors residing in the Northeast Corridor, Canada, and overseas visitors.

As consumers increasingly prefer to get their information and inspiration online and through social media, we will target our advertising and marketing efforts to such platforms as well.

A schedule of GBCVB's advertising programs can be found in **Appendix III**.

LEISURE

Domestic: In 2020, our advertising component will focus on marketing Boston, Cambridge and our region as a destination of unique experiences, a perfect blend of the historical and the contemporary. The GBCVB will target affluent consumers in New York, New Jersey and Connecticut, as well as Massachusetts and New England households of professional families with incomes in excess of \$150,000, with or without school age children. We will also target the millennial generation, whose travel interests include food, craft beer, music and experiential preferences, and who represent a new and very promising market. Select and special niche markets, including LGBT, Culinary, History/Cultural, Sports/Outdoors, and Cross-Cultural visitors, among others will also be targeted.

We will continue to target domestic leisure visitors in our primary markets, focusing on the best experiential offerings for each season. We will promote places to stay, sights to see, and things to do during Boston's signature events such as the Boston Marathon, Head of the Charles, ArtWeek, First Night, Black History Month

GBCVB Marketing Plan

and School Vacations. We will primarily use web landing pages, e-newsletters, paid and organic social media campaigns, and Google Ads to distribute content and engage visitors.

MEETINGS

We continue to work on improving awareness of the destination among meeting planners and will provide immediate decision-making information about our properties, attractions and services.

To support the sales efforts, the GBCVB will continue its web marketing and direct mail campaigns targeted to meeting planners and the convention trade media. Programs will include an advertising and advertorial campaign in targeted industry publications.

In 2020, we will seek out additional opportunities and develop campaigns that will benefit our members during need periods.

PROMOTIONS

In 2020, the GBCVB will carry out the following leisure promotions:

A Unique Boston Winter: This first quarter leisure marketing campaign has proven successful as a vehicle to promote and market Boston and the region as a winter destination. We will continue to feature special offers, cultural events and free activities for the leisure traveler on BostonUSA.com, and to utilize social media channels, blogs, video and additional digital ad programs to drive visitation in the first quarter.

Another growing trend the GBCVB will seek to capitalize on is that visitors are looking for experiential activities and adventures from cooking classes to kayaking. With a refined and expanded loyalty database, we will be able to directly target our customers by highlighting experiential activities that are of interest to them.

Expedia: The Bureau and member hotels participate in both a summer (June-August) and winter (November – February) Expedia campaign. Summer results over the last two years have generated between \$5.5M and \$6M dollars in revenue and over 18,000 room nights for our members. The winter campaign has been equally successfully generating over \$2M in revenue and approximately 10,000 room nights annually, The Bureau will participate in any future sales programs offered by Expedia that will help the shoulder season.

BOSTONUSA Summer Promotions: Building off momentum from editorial coverage that recently recognized Boston as a top US Summer Vacation Destination, the GBCVB will continue summer promotional campaigns for 2020. We will once again create an attractive, dedicated landing page on BostonUSA.com displaying summer highlights: neighborhood, cross-cultural, arts and festivals; outdoor activities on the Charles River and Boston Harbor Islands; culinary, craft beer and food truck events throughout Greater Boston; and FREE summer activities – enticing the visitor with summer details in advance so that they can plan their Boston vacation.

Dine Out Boston®: For the past nineteen years, the GBCVB has been promoting Boston as a fine dining destination, comparable to, and better than, competitive cities. Dine Out Boston offers good value for the consumer and an opportunity to increase business for restaurants during traditionally slow periods.

GBCVB Marketing Plan

Dine Out Boston promotions will include:

- Continuing our strategic partnership with American Express;
- Expanding use of video content and social media engagement to promote the program and featured restaurants.

GBCVB Marketing Plan

MEDIA RELATIONS/COMMUNICATIONS

To promote and support new initiatives and programs being undertaken by the GBCVB, we will communicate the extraordinary offerings that distinguish Boston, Cambridge and the region from its competition. We will utilize traditional media, and increase our coverage through media releases, social media, emails, newsletters, media interviews, fam trips, and influencer campaigns.

In 2020, the GBCVB will:

- Increase social media followings, particularly on Instagram, and utilize more User Generated Content on GBCVB website and social media accounts to illustrate a genuine and dynamic Boston experience;
- Curate lists of annual events and festivals, in addition to the BostonUSA Calendar of Events, and promote these events over social media channels;
- Continually update BostonUSA 2019 Travel Story Ideas that will be distributed to the GBCVB media e-list, presented during sales calls, marketplaces and in the package for every media visit, and collaborate with international writers and publications;
- Promote niche markets (culinary, craft beer, experiential travel, cross-cultural and neighborhoods, intergenerational & family travel, and travel bloggers) and their story angles;
- Outreach to travel writers and publications to promote recent GBCVB initiatives such as the Path of Presidents and the Boston Craft Beer Trail;
- Create a list of relevant social media influencers and bring them to Boston;
- Distribute What's New and a Calendar of Events to national and international tour operators and media;
- Expand the use of video content to promote the destination, including multi-language videos.

ONLINE AND MOBILE MARKETING

The GBCVB will continue to update and enhance content on BostonUSA.com. The responsive design of BostonUSA.com allows the same content to display on desktop, tablet and the mobile platform. BostonUSA will continue to provide extensive and varied travel resources for the leisure and business traveler.

Research has shown that sites with rich destination content offering a range of travel products, from tours to hotel rooms to last-minute packages, tickets, discounts, and event listings, are most successful.

In 2020 our goals are:

- Increase unique visitors on all platforms;
- Increase social media usage and followers, reach and engagement, and unique content;
- Grow visitor marketing database;
- Increase online revenue generation;
- Establish BostonUSA.com as the authority and “go to” site for tourism in Boston.

GBCVB Marketing Plan

Initiatives will include:

Website Redesign: BostonUSA.com will receive a makeover to better align with destination web design and navigation trends for 2020 and beyond.

New site will feature and/or highlight the following attributes:

- Refreshed design elements including imagery and fonts;
- Design and navigation with mobile viewing as a primary focus;
- More engaging member/partner listing format;
- More engaging event and deal listing format;
- Content and blogs driven by persona analysis;
- Custom Maps and User Generated Content highlighted;
- Optimized user experience based on interests.

Search Engine Marketing (SEM):

- Increasing frequency of search engine marketing through Pay Per Click campaigns using Google Ads, Bing Ads and Search Engine Optimization.

Search Engine Optimization (SEO):

Build inbound marketing efforts with SEO. Utilize SEO analysis to manage key conversion points in the marketing funnel, including landing pages, website calls-to-action (CTAs), and lead generating forms. We will A/B test and continually measure the performance of these conversion assets. We will promote our blogs through our social channels while managing content based on search and keyword analysis. In addition, we will manage SEO activities, including:

- Review and correct crawl errors;
- Monitor website rankings and Google analytics;
- Maintain up-to-date Google analytics tracking;
- Meta tag optimization, internal link optimization;
- Heading optimization;
- Ongoing keyword research and content optimization;
- Competitive analysis;
- Duplicate content checks;
- Broken link analysis and repairs;
- Spell check scan and corrections;

GBCVB Marketing Plan

- Site speed check;
- Create goal tracking and monitor results;
- Maintain image alt tag optimization;
- Monitor bounce rate and adjust accordingly.

Social Media Advertising:

- Maintain high frequency of Facebook campaigns to include Cost per Click and Boost campaigns;
- Expand ad campaigns to other platforms such as Instagram(Stories), and Twitter when appropriate.

Regional Web Advertising

- Reach regional and local leisure market via online publications, driving traffic to special event and special promotional web pages. Online publications and opportunities based on reach, frequency and price.

Newsletters: Enhancing email marketing and database for newsletters including:

- Increase the frequency of e-newsletters;
- Segment lists based on behaviors such as past email engagement and website interactions (content downloads, site page visits, etc.);
- Develop campaigns to increase opt-ins and work to minimize list decay and unsubscribes;
- Offer multiple e-newsletters/blasts based on areas of interest throughout the year;
- Maintain a schedule of email deployments.

Mobile Marketing: Capitalize on the high demand for mobile usage by:

- Monitoring mobile/ responsive site features for ease of use;
- Reordering web content so mobile experience more closely resembles the desktop experience;
- Optimizing Google ads and Bing Ads campaigns for mobile users.

Landing Pages/Content:

- Create landing pages for attractions, events, and promotions region-wide based upon highly searched area events;
- Add new templates, refresh content, images, and videos, and incorporate reviews, comments, and social channels;
- Further develop Boston area wayfinding pages such as The Path of Presidents, Black Heritage Trail, Boston Equality Trail, Cross Cultural Boston; Irish Heritage Trail, Native American Trail, Quincy's 50 Days of Freedom, Whale Trail, and Women's Heritage Trail;
- Enhance the Sample Itinerary and Trip Idea pages with additional resources and information;

GBCVB Marketing Plan

- Continue to enhance online media gallery with video, b-roll and hi-res images for press, meeting planners and visitors for download;
- Integrate interactive map feature to further engage visitors to Boston area trails and attractions.

Blogging:

- Continue to promote Blog Boston, the BostonUSA blog through social channels, and highlight on the BostonUSA homepage;
- Increase blog entries while enhancing the blog with guest authors and varying topics;
- Provide varying content to target different audiences especially our growing segment of millennials and intergenerational travelers.

Social Media Marketing: Utilizing social media to leverage and help distribute content and increase its reach by:

- Using blogs, Facebook, Instagram, YouTube, Twitter, Pinterest, Weibo, WeChat and other social channels for marketing promotions and special events;
- Expanding the social presence of all towns and areas within our RTC via these channels.
- Generating contests to attract, engage, and retain fans and followers on social channels.

Increase Revenue:

- Update BostonUSA.com page templates for additional ad opportunities;
- Increase website advertising or promotional opportunities on new craft beer and cross-cultural pages;
- Drive more traffic to digital version of print publications such as the *Official Visitors Guide* to attract and retain advertisers;
- Drive more traffic to online store.

Video: Continue to expand the use of online video on the website and other platforms, such as YouTube and Vimeo.

In addition, the GBCVB will continually explore new forms of digital and consumer online behavior and incorporate new channels into web, mobile and social marketing efforts.

MEMBER EVENTS

OPEN HOUSES

The GBCVB will continue to hold Open Houses once a month (excluding December). This networking opportunity is open to all members and is a great vehicle for members to showcase their venue to other members of the GBCVB.

GBCVB Marketing Plan

MEMBER MEET & GREETINGS

The GBCVB will host quarterly meet and greet events led by our department directors and representatives. This event is intended for new members and members who would like to further maximize their membership to gain better understanding of marketing opportunities. Members will have ample time to connect with GBCVB staff and fellow members in a collaborative setting.

PUBLICATIONS

VISITOR AND LEISURE MARKET

A travel guide can be a positive, powerful reflection of the destination. GBCVB publications target leisure visitors in an effort to move them to make the decision to visit Boston. We provide up-to-date information on Boston and the region to promote services, special events and member businesses through print and interactive online versions of publications. Print and interactive online materials include:

- *Official Visitors Guide*
- *Dining, Shopping & Entertainment Guide*
- Boston Map

In 2020 publications will include:

- *Official Visitors Guide*: an annual guidebook that includes appropriate GBCVB members, contact information and description of their business or services as well as detailed maps, visitor resources, information on Boston, Cambridge and Beyond Boston, itineraries, cross cultural festivals, neighborhood information and an annual calendar of events.
- *Dining, Shopping & Entertainment Guide*: a comprehensive guide on where to dine, shop and be entertained in the Boston area. Restaurant listings, entertainment venues and the best places to shop will be highlighted in this book. The guide's "Where to Go" and "What to Do" editorial sections include information on Boston neighborhoods and cross-cultural festivals and events.

The *Official Visitors Guide* and the *Dining, Shopping & Entertainment Guide* are available online at BostonUSA.com in an interactive PDF format featuring searchable text and website links. The *Official Visitors Guide* is also available as a web key postcard which provides a link to BostonUSA.com and the online version of the guide.

GBCVB Marketing Plan

Additional promotional materials are created to support marketing efforts including the Boston Map which features Boston, Cambridge and Greater Boston hotels and area attractions.

CONVENTION AND MEETINGS MARKET

The GBCVB produces one specific book for the convention and meetings market, the *Destination Planners' Directory*. This publication serves as a reference guide for meeting, incentive travel and tour planners to all that Boston has to offer and features detailed listing of GBCVB members. The *Destination Planners' Directory* is available as a web key postcard for distribution at trade shows and is posted online in the Meeting Professionals section of BostonUSA.com. The convention schedule *Masterlist* is also available online as well as other reports as they are published.

LEISURE DESTINATION SERVICES

The GBCVB's Leisure Destination Services Program is a multi-pronged program that includes in person and by phone visitor assistance, mail fulfillment, ticket sales, distribution of citywide and regional visitor information, restaurant and attraction reservation service, social media visitor promotion and engagement, weekly updates to concierges, e-newsletter highlighting special offers and events, regional cross-promotion on our Visitor Centers video display boards and ongoing highlighted industry partner program to increase member sales.

In 2020, the GBCVB will continue to increase the marketing and promotion of our online Boston store that sells member products and tickets. Additional services will be added to BostonUSA.com to create a one-stop shopping section for publications and information, Boston items, tour and attraction tickets and bulk items. We will also expand our social media promotions.

VISITOR INFORMATION CENTERS

The GBCVB's Visitor Information Centers (VICs) located at Boston Common and Copley Place field questions, provide service and handle ticket and merchandise sales for over 1 million customers each year. Our call center fields requests for information by both phone and e-mail. The GBCVB Visitor Information staff work very closely with the Concierge Association to educate and familiarize concierges with events and offers available in the Boston region. Services that continue to be available at the VICs for 2020 will be:

- Trolley, attraction and tour tickets sales;
- Merchandise available for purchase;
- Video display promotional ads;
- Brochure distribution for members and other RTCs.

CITYWIDE DESTINATION INFORMATION AND RESTAURANT RESERVATION SERVICE

GBCVB Marketing Plan

For key conventions at the Hynes Convention Center and the BCEC, the Leisure Destination Services Department staffs a visitor information and restaurant reservation desk which is sponsored by American Express. Attendees can stop at the desk for referrals to Boston restaurants and the staff will assist in making reservations, as well as provide information on city attractions, regional events, and post-convention trips across Massachusetts. In 2020, the Bureau will continue to staff a larger number of conventions that will require extended hours and days at both the BCEC and the Hynes Convention Center and promote statewide activities with a focus on keeping delegates in the Commonwealth during and after their convention. The GBCVB staff will continue to expand social media communications to convention attendees about our desk services and city information. We will also undertake promotions and giveaways through our social media channels to increase desk traffic. In 2020, our Leisure Destination Services Representatives will continue to participate in our welcome program for convention attendees and their guests and offer suggestions, handout materials and answers questions.

GBCVB Marketing Plan

APPENDIX I

CITYWIDE CONVENTIONS 2019-2022

Citywide Conventions								
2019								
Date Booked	Dates	Peak Dates	Name of Group	Peak Night	Total Room Nights	Projected Attendance	Hynes	BCEC
December-10	January 27-February 3	January 31-February 2	Yankee Dental Congress	5,234	17,444	27,880		X
June-13	March 1-9	March 4-7	American Physical Society - March-April Meeting 2019	3,500	17,060	6,500		X
December-10	March 12-21	March 17-19	Diversified Communications Seafood Expo North America / Seafood Processing North America	4,500	15,075	18,000		X
January-12		March 29-31	Confidential Group	4,983	15,745	26,000+		X
October-14	April 8-16	April 11-14	Specialty Coffee Association of America Annual Exposition	2,382	9,439	11,000		X
	April 12-16	April 15	Boston Marathon/John Hancock Sports & Fitness Expo	4,500	NFRB	12,000		
August-09	April 25-May 3	April 29-May 2	Confidential Group - Please contact GBCVB	8,000	41,600	15,000		X
August-14	May 5-11	May 6-9	Red Hat Inc. Red Hat Summit	3,000	12,360	6,000		X
June-08	May 15-24	May 18-22	International Trademark Association Annual Meeting	4,400	21,575	9,000		X
December-09	May 29-June 5	May 31-4	American Society of Transplantation: American Transplant Congress	3,093	14,793	6,000	X	
October-10	May 30-June 7	June 3-6	IEEE International Microwave Symposium	3,300	14,682	14,000		X
May-15	June 5-17	June 9-12	PTC Live Global 2019	2,000	8,185	3,500		X
May-14	June 15-29	June 22-24	Institute of Food Technologists Annual Meeting & Food Expo - Cancelled due to hold on expansion of BCEC	7,300	27,886	25,000		X
December-09	August 2-7	August 4-6	American Correctional Association Summer Conference	2,200	9,350	3,000	X	
June-14	August 6-15	August 11-14	Academy of Management Annual Meeting	4,430	21,550	Unknown	X	
June-11	August 20-29	August 25-27	National Association of Chain Drug Stores - The Total Store	2,800	12,006	5,000		X
		September 2-6	Confidential Event	3,600	12,295	Unknown		X
September-16		September 11-14	International Myeloma Society: International Myeloma Workshop	2,500	10,789	Unknown	X	
January-08	September 16-22	September 18-21	American Association of Oral & Maxillofacial Surgeons	2,500	10,795	6,500		X
	October 18-20	October 18-20	Head of the Charles Regatta	NFRB				
March-10	October 16-23	October 20-22	Association for Financial Professionals Annual Conference	5,000	20,970	7,500		X
September-15	October 15-25	October 27-29	& Then, A DMA (Direct Marketing Association) Event - cancelled 3rd qtr 2018	2,900	9,085	8,000		X
		November 4-7	Akamai Edge Conference -CANCELLED	2,200	8,800	Unknown		X
July-10	November 6-12	November 6-11	American Association for the Study of Liver Diseases	4,000	18,366	7,000	X	
June-12	December 1-6	December 1-5	Materials Research Society Fall Meeting	2,775	13,071	7,200	X	
TOTAL			22				6	14

GBCVB Marketing Plan

Citywide Conventions								
2020								
Date Booked	C	Peak Dates	Name of Group	Peak Night	Total Room Nights	Projected Attendance	Hynes	BCEC
December-10	January 26-February 2	January 30-February 1	Yankee Dental Congress	5,287	17,619	28,159		X
		February 28-March 1	Confidential Group	5,332	16,849	30,000		X
September-18		March 8-10	International Antiviral Society - USA Conference on Retroviruses and Opportunistic Infections	3,400	15,516	Unknown	X	
December-12	March 10-19	March 15-17	Diversified Communications Seafood Expo North America / Seafood Processing North America	4,700	15,927	18,000		X
		March 25-28	American Occupational Therapy Association Annual Meeting and Exposition	3,400	13,980	Unknown		X
June-12	March 31-April 5	April 1-4	National Science Teachers Association Annual Convention	6,000	22,790	21,000		X
	April 17-21	April 20	Boston Marathon/John Hancock Sports & Fitness Expo	4,500	NFRB	12,000		
		April 26-29	American Association of Neurological Surgeons Annual Meeting	3,200	13,365	7,000		X
September-17		May 5-7	Association for Unmanned Vehicle Systems International XPONENTIAL 2020	4,000	14,370	Unknown		X
June-10		May 15-19	American Society of Cataract & Refractive Surgery	8,000	39,725	13,000		X
March-17		May 30-June 3	Pegasystems Inc. PegaWorld 2020	5,000	20,436	Unknown		X
April-15	June 3-15	June 8-10	PTC, Inc., LiveWorx	2,000	8,185	3,500		X
	June 15-22	June 17-19	National Apartment Association Education Conference and Exposition	4,750	16,436	7,000		X
June-12	June 23-28	June 23-27	International Society for Stem Cell Research Annual Meeting	2,080	9,985	4,700		X
		August 18-21	Confidential Event	3,600	12,295	Unknown		X
April-15	August 23-September 2	August 28-31	National Guard Association of the United States General Conference & Exhibition	2,800	12,654	4,000		X
December-16		September 12-	American Academy of Otolaryngology Head and Neck Surgery Foundation Annual Meeting and OTO Expo	4,800	23,280	Unknown		X
December-13	October 2-10	October 5-8	Confidential Event	4,200	24,260	8,000		X
March-17		October 13-1	LinkedIn Talent Connect	3,000	8,950	Unknown		X
		October 17-18	Head of the Charles Regatta	NFRB				
August-12	October 23-30	October 26-28	EDUCAUSE Annual Conference	3,900	14,274	7,000		X
June-14		November 9-1	Schwab Advisors Services IMPACT 2020	2,522	8,872	4,000		X
August-03	November 8-1	November 13-1	American Association for the Study of Liver Diseases	4,500	21,030	10,000	X	
December-10	November 18-25	November 19-24	Annual Meetings 2020, Boston Hosted by AAR and SBL	5,125	20,861	10,000	X	
June-12	November 29-December 4	November 28-December 4	Materials Research Society Fall Meeting	2,775	13,071	7,200	X	
TOTAL				25			4	19

GBCVB Marketing Plan

Citywide Conventions								
2021								
Date Booked	Dates	Peak Dates	Name of Group	Peak Night	Total Room Nights	Projected Attendance	Hynes	BCEC
Mar-13	January 21-31	January 28-30	Massachusetts Dental Society / Yankee Dental Congress	4100	13657	28000		X
Jun-18		February 8-11	National Title1 Association National ESEA Conference	2200	10640		X	
Dec-12	March 9-18	March 13-16	Diversified Communications Seafood Expo North American / Seafood Processing North America	4,700	15,927	18,000		X
January-12		March 26-28	Confidential Group	5,332	16,849	30,000		X
		April 12-15	Red Hat, Inc. Red Hat 2021 Summit	3,000	12,360	Unknown		X
	April 16-20	April 19	Boston Marathon/John Hancock Sports & Fitness Expo	4,500	NFRB	12,000		
June-12	April 22-27	April 23-27	American Association of Orthodontists	4,500	21,800	18,000		X
June-17		May 10-12	PTC, Inc., LiveWorx	3,300	11,135	Unknown		X
December-06	May 15-23	May 19-22	Heart Rhythm Society Annual Scientific Sessions	7,000	29,750	10,000		X
October-14	May 20-June 1	May 27-30	American Academy of Pediatric Dentistry Annual Session	2,253	9,202	6,600	X	
April-15	June 6-21	June 14-17	Biotechnology Innovation Organization International Convention	10,000	41,800	15,500		X
March-15	Unknown	June 26-29	Healthcare Financial Management Education Foundation Annual National Institute	3,200	11,990	6,000		X
September-16		June 27-29	Rockwell Automation TechED	2,000	10,987	Unknown	X	
		July 9-12	International Literacy Association	4,800	18,048	Unknown	X	
June-18		July 11-5	Alzheimer's Association International Conference on Alzheimer's Disease & Related Disorders	2,100	11,487	Unknown		X
June-17		August 22-25	Harley-Davidson Annual Dealer Meeting	2,862	10,638	Unknown		X
		September 7-10	Confidential Event	3,600	12,295	Unknown		X
February-13	September 23-October 3	September 28-October 2	North American Spine Society Annual Meeting	4,400	16,764	9,000		X
	October 16-17	October 16-17	Head of the Charles Regatta	NFRB				
September-18		October 11-13	Blackbaud, Inc. Conference for Nonprofits	3,500	11,725	Unknown		X
December-12	October 12-21	October 16-19	Direct Marketing Association Conference and Exhibition - Cancelled 3rd qtr. 2018	3,300	12,128	9,000		X
June-13	October 20-30	October 23-27	American College of Emergency Physicians 2021	4,000	17,940	10,000		X
March-16	October 31-November	November 2-5	American Academy of Optometry Academy	3,000	12,500	Unknown		X
December-11	November 11-17	November 13-17	American Heart Association	11,800	51,200	12,000		X
June-14	November 28-December 3	November 28-December 3	Materials Research Society Fall Meeting	2775	13071	7,200	X	
TOTAL			24				5	17

GBCVB Marketing Plan

Citywide Conventions								
2022								
Date Booked	Dates	Peak Dates	Name of Group	Peak Night	Total Room Nights	Projected Attendance	Hynes	BCEC
May-13	January 5-11	January 5-9	Allied Social Science Associations Annual Meeting 2022	7,000	24,150	12,000	X	
Mar-13	January 20-30	January 27-29	Massachusetts Dental Society / Yankee Dental Congress	4,100	13,657	28,000		X
		February 25-27	Boston Volleyball Festival	2,300	6,950	Unknown		X
Sep-17		March 3-4	National Association of Independent Schools Annual Convention	2,003	6,108	Unknown		X
December-12	March 18-17	March 12-15	Diversified Communications Seafood Expo North American / Seafood Processing North America	4,700	15,927	18,000		X
December-14		March 25-27	American Academy of Dermatology	7,500	34,575	20,000		X
October-14	April 4-12	April 8-10	Specialty Coffee Association of America Annual Exposition	2,382	9,439	11,000		X
	April 15-19	April 18	Boston Marathon/John Hancock Sports & Fitness Expo	4,500	NFRB	12,000		
January-12		April 21-24	Confidential Group	5,332	16,849	30,000		X
June-18		May 15-17	American Association for Thoracic Surgery Annual Meeting	2,084	8,034	Unknown	X	
September-18		May 28-30	Association for Behavior Analysis International Annual Convention	2,000	9,620	Unknown		X
January-13	June 1-8	June 3-7	American Transplant Congress 2022	3,100	14,425	6,000	X	
		June 5-8	National Fire Protection Association	2,200	9,026	Unknown		X
June-17		June 13-15	PTC, Inc., LiveWorx	3,300	11,135	Unknown		X
June 208		June 26-29	Million Dollar Round Table Annual Meeting	2,600	11,778	Unknown		X
June-14	August 16-26	August 20-23	National Association of Chain Drug Stores Inc. Total Store Expo	3,000	11,700	3,000		X
		September 6-9	Confidential Event	3,600	12,295	Unknown		X
		September 17-21	Cardiovascular Research Foundation TCT	6,000	27,180	Unknown		X
June-12	October 7-12	October 8-11	Medical Group Management Association Annual Conference	2,600	10,816	5,500		X
	October 15-1	October 15-16	Head of the Charles Regatta	NFRB				
December-12	October 13-21	October 16-19	American Association of Pharmaceutical Scientists Annual Meeting	3,500	14,350	9,500		X
		October 23-26	American College of Chest Physicians CHEST Annual Meeting	3,000	14,790	3,000		X
May-10	October 25-November 3	October 28-November 1	American Society of Plastic Surgeons	3,200	13,184	7,000		X
June-18		October 27-29	American Osteopathic Association	2,000	8,118		X	
December-12	November 3-10	November 5-9	American Public Health Association Annual Meeting & Exposition	5,000	19,200	13,000		X
June-13	November 13-21	November 17-22	American Council on the Teaching of foreign Languages Annual Convention & World Languages & EXPO	2,800	9,450	7,000		X
June-14	November 27-December 2	November 27-December 2	Materials Research Society Fall Meeting	2,775	7,200	13,071	X	
TOTAL			27				5	20

GBCVB Marketing Plan

APPENDIX II

GBCVB'S INTERNATIONAL & DOMESTIC TRADE SHOWS, SALES MISSIONS, LEISURE TRAVEL & CONSUMER SHOWS

January		
January 6-10	PCMA Convening Leaders	Pittsburgh
January 10-11	C&IT Corporate Forum	London, England
January 11-13	ESPA	Charlotte
January 18-20	Boston Globe Travel Show	Boston
January 25-27	NY Times Travel Show	NYC
January 25-29	American Bus Association	Louisville, KY
January 27	FICP Regional Meeting/Welcome Reception	Boston
February		
February 12	Destinations International Dinner	Washington DC
February 13	Destination Showcase	Washington DC
TBD	Celtics at Milwaukee or Chicago	WI or IL
February 19-21	EDUCAUSE Annual Conference	Anaheim
February 26	MPI Northern California Annual	San Francisco
March		
March 3 - 7	ConferenceDirect APM	Atlanta
March 6	NYSAE Meet NY	NYC
March 12 - 13	Meetings Industry Council	Denver
March 13 - 14	Boston Client Event	Denver
March 26-28	Active America China	Anchorage
TBD	Japan Receptive Operator Event	Los Angeles
TBD	China Receptive Operator Event	Los Angeles
TBD	China Sales Mission	China
TBD	RIMS Conference Kick Off	NYC
April		
April 4-7	American Occupational Therapy Association, Inc. Annual Conference & Exposition 2020 - <u>Prepromote</u>	New Orleans

GBCVB Marketing Plan

April 11-14	National Science Teachers Association Annual Convention 2020 - Prepromote	St. Louis
April 13-17	American Association of Neurological Surgeons Annual Meeting - Prepromote	San Diego
April 29-May 2	Association for Unmanned Vehicle Systems International XPONENTIAL -Prepromote	Chicago, IL
April 11 - 12	XDP ASAE DC	National Harbor
TBD	Discover New England Sales Calls / Japanese Tour Operator Receptive Event	Los Angeles
TBD	International Trade Mark Association Conference Kick off	NYC
TBD	IEEE - 2019 International Microwave Symposium Conference Kick Off	TBD
May		
TBD	PCMA Foundation Dinner	Washington DC
TBD	San Francisco Sales Mission	SF
May 6-9	National Association of Sports Commissions Symposium	Knoxville, TN
May 8-9	CONNECT New England	Stowe, VT
May 13-15	Discover New England Summit	Foxwoods, CT
May 21 - 23	IMEX Frankfurt	Frankfurt, Germany
May 29 - 31	HelmsBriscoe ABC	Houston
May 3-7	American Society of Cataract & Refractive Surgery, Inc. Annual Symposium & Congress 2020 - Prepromote	San Diego
June		
June 1-5	U.S. Travel Association IPW	Anaheim, CA
June 4 & 5	Ice Cream deliveries	DC & VA
June 15-18	MPI WEC	Toronto, Canada
June 26 - 27	The Meetings Show	London, England
TBD	Pegasystems Inc. PegaWorld 2020 – Prepromote	Las Vegas

GBCVB Marketing Plan

June 26-29	National Apartment Association Apartmentalize - Prepromote	Denver
July		
TBD	Academy of Management Conference Kick Off	NYC
TBD	Ice Cream deliveries	Chicago
TBD	SMART Meetings	NYC
August		
August 9-13	Student Youth Travel Association	Birmingham, AL
August 10 - 13	ASAE	Columbus, Ohio
August 26-28	CONNECT (Corporate)	Louisville, KY
August 26-28	CONNECT Sports	Louisville, KY
TBD	Kellen Managers Summit	Atlanta
September		
TBD	American Academy of Otolaryngology Head and Neck Surgery Foundation Annual Meeting & OTO EXPO - Prepromote	New Orleans
September 10-12	IMEX America	Las Vegas, NV
October		
TBD	Financial Professionals Conference Kick Off	Bethesda, MD
TBD	TEAMS Conference	TBD
TBD	US Olympic Sportslink	TBD
TBD	The Liver Meeting Conference Kick Off	Washington, DC
TBD	LinkedIn Talent Connect - Prepromote	TBD
October 27-30	ICCA Congress	Houston, TX
November		
TBD	World Travel Market	London, England
TBD	NYC Tour Operator Event w/DNE	New York
TBD	PCMA Mid-West Chapter Bowl-A-Thon	Chicago
TBD	ibtm World	Barcelona, Spain
December		
TBD	Holiday Showcase	Chicago
TBD	CVB Rep Holiday Party	Washington DC
Dec 8-12	National Tour Assoc. Travel Exchange	Fort Worth, TX

GBCVB Marketing Plan

APPENDIX III

2019-20 ADVERTISING SCHEDULE

2019/20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
GBCVB Publications Delivery Schedule													
Destination Planners Directory													
Dining Shopping & Entertainment													
Official Visitors Guide													
GBCVB Marketing Programs Available for Member Participation													
Website: BostonUSA.com Plan and Visitor Banner Ads, upgraded listings													
Visitor Mail													
Boston Common Visitor Center Poster Space													
Boston Common Digital Advertising													
Visitor E-Newsletter													

GBCVB Marketing Plan

GBCVB 2019/20 Advertising Schedule													
2019/2020	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Digital Advertising Schedule:													
Google Ads/Bing Ads													
Facebook													
Instagram													
Boston Magazine													
Boston.com													
SEO													
Brand USA Multi-channel													
NYT.com <i>dedicated e-newsletter</i>													
Travel Spike / Programmatic Advertising													
The National (Amtrak)													
Instinct (LGBTQ)													
NewEngland.com (Yankee Publishing)													
Print Advertising Schedule:													
Metro													
Boston Spirit Magazine													
Radio Advertising Schedule:													
Beasley Media													
Trade Publications Adv. Schedule:													
USAE													

GBCVB Marketing Plan

APPENDIX IV

NEW INTERNATIONAL AIRLINE SERVICE FOR 2019 & 2020

AMSTERDAM – March 2019



ROME – March 2019



LONDON – March 2019



SEOUL – April 2019



EDINBURGH – May 2019



LISBON – May 2019



MADRID – May 2019



CASABLANCA – June 2019



VIENNA – March 2020



LONDON – March 2020



LONDON-GATWICK – May 2020



MANCHESTER – May 2020



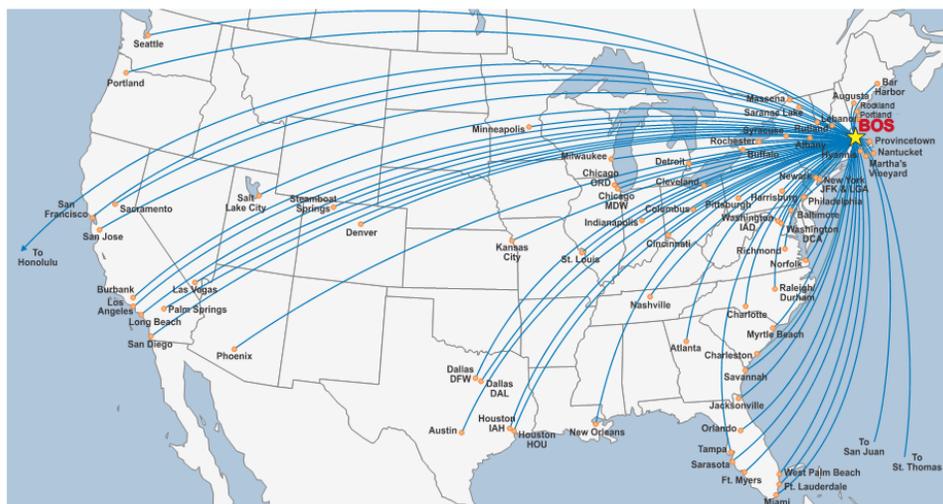
CALGARY – June 2020 (seasonal)



GBCVB Marketing Plan

APPENDIX V 2019 AIRLINE ROUTE MAPS

Boston – Nonstop Service to 77 Domestic Destinations



**83 Domestic Destinations projected for May 2020

GBCVB Marketing Plan

APPENDIX VI INTERNATIONAL STUDENTS IN BOSTON & MA

2019 FACT SHEET: MASSACHUSETTS



71,098	4.3	4	\$3,213,960,406
Int'l Students in the State	Percent Change from Previous Year	Rank in the U.S.*	Estimated Int'l Student Expenditure in the State**

* Rankings include all 50 U.S. states in addition to Washington, D.C., Puerto Rico, and the U.S. Virgin Islands.

**Source: NAFSA: Association of International Educators. For more information, see www.nafsa.org/economicvalue.

LEADING PLACES OF ORIGIN FOR INTERNATIONAL STUDENTS IN THE STATE

Rank	Place of Origin	% Total
1	China	35.6
2	India	17.7
3	South Korea	4.2
4	Canada	3.6
5	Vietnam	2.2

INSTITUTIONS WITH THE HIGHEST NUMBER OF INTERNATIONAL STUDENTS

Institution	City	Total
Northeastern University - Boston	Boston	16,075
Boston University	Boston	10,598
Harvard University	Cambridge	6,222
Massachusetts Institute of Technology	Cambridge	5,068
University of Massachusetts - Amherst	Amherst	4,153

GBCVB Marketing Plan

APPENDIX VII

MOTT'S INTERNATIONAL TRADE SHOWS, SALES MISSIONS AND CONSUMER SHOWS

Sales Missions						
Market	Start Date	End Date	Lead Organizer	Location(s)	Private Sector Registration Fee*	Status
GERMANY	11/12/2018	11/16/2018	DNE	TBD, GERMANY	\$2,000	planning
JAPAN/KOREA	Feb-2019		MOTT/DNE	Tokyo, JAPAN; Seoul, SOUTH KOREA	\$2,500	planning
SCANDINAVIA	Mar-2019		MOTT	TBD, DENMARK	TBD	TBD
CHINA	Spring 2019		TBD	TBD, CHINA	TBD	TBD
CANADA	May-2019		MOTT	Ontario, Quebec, CANADA	\$750	planning
UK	6/26/2019	6/30/2019	DNE	TBD, UNITED KINGDOM	TBD	planning
IRELAND	TBD		DNE	TBD, Ireland	\$2,000	TBD

Trade and Consumer Shows, Sales Events								
Market	Activity	Start Date*	End Date*	Type	Lead Organizer	Location(s)	Registration Fee*	Status
CANADA	SITV	10/19/2018	10/21/2018	Consumer Show	MOTT	Montreal, CANADA	\$1,000	planning
JAPAN	Receptive Operator Event	11/13/2018	11/13/2018	Trade Event	DNE	New York City, NY	\$400	planning
UK	World Travel Market	11/5/2018	11/7/2018	Trade Show	DNE	London, UK	\$5,000	planning
IRELAND	Dublin Holiday World	1/25/2019	1/27/2019	Consumer Show	DNE	Dublin, IRELAND	\$2,000	planning
AUSTRALIA	Visit USA Expo - Aus/NZ	2/18/2019	2/26/2019	Trade Event	DNE	Sydney, Brisbane, Melbourne, AUS	\$5,000	planning
GERMANY	ITB Berlin	3/6/2019	3/10/2019	Trade Show	DNE	Berlin, GERMANY	\$3,500	planning
JAPAN	Receptive Operator Event	Mar-2019	Mar-2019	Sales Event	MOTT/DNE	Los Angeles, CA	TBD	TBD
CHINA	Receptive Operator Event	Mar-2019	Mar-2019	Sales Event	MOTT	Los Angeles, CA	TBD	TBD
GLOBAL	DNE Summit	5/12/2019	5/15/2019	Trade Show	DNE	Foxwoods, CT	\$695	planning
GLOBAL	IPW	6/1/2019	6/5/2019	Trade Show	MOTT	Anaheim, CA	TBD	planning

GBCVB Marketing Plan

APPENDIX VIII THE IMPACT OF SPORTS ON THE TRAVEL INDUSTRY

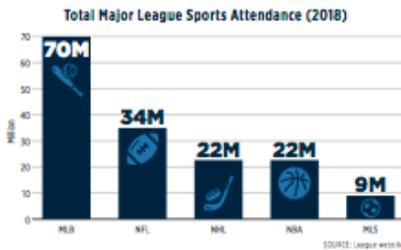
FACT SHEET

THE IMPACT OF SPORTS ON THE TRAVEL INDUSTRY



OVERVIEW

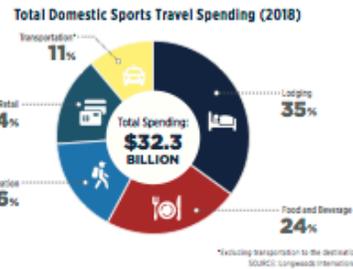
- The North American sports market (United States, Canada and Mexico) totaled **\$69.1 billion** in 2017 and will **grow 3% annually, reaching \$80.3 billion** in 2022. *Source: PwC*
- More than **150 million** individuals attended professional sporting events in 2018 across the five major sports leagues.



SPORTS TRAVEL IMPACT: DOMESTIC

And it's not just locals attending sporting events. Whether it's to cheer on your alma mater in the NCAA tournament, attend a large-scale event such as the Super Bowl, soak up some sunshine and baseball during spring training in Arizona and Florida or even travel to your child's soccer tournament, sports and travel are connected.

- In 2018, sports travel¹ made up 7.5% of the total domestic overnight travel market, resulting in **124 million domestic overnight trips** to attend or participate in a sporting event.
 - On average, sports travelers spend 3.9 nights in a destination.
 - The average party size for sports travelers was 3.2 people – slightly larger than for leisure travelers overall.
 - Nearly half (47%) of sports travelers bring children on their trips.
 - 10% of sports travelers are first-time visitors.
 - One-quarter of sports travelers included a flight on their travels – slightly higher than leisure travelers overall.
- Travelers staying at least one night to attend or participate in a sporting event spent an impressive **\$32.3 billion** in 2018, up 2% since 2016.
 - More than \$11 billion was spent on lodging alone, resulting in over 90 million room nights.



SPORTS TRAVEL IMPACT: INTERNATIONAL

There is also growing demand from international travelers to attend sporting events to take part in an iconic American experience.

In 2018, the United States welcomed 80 million international visitors. These visitors stay on average 17.5 nights in the United States, visiting 1.4 states per visit. Repeat visitors in particular are interested in exploring beyond the gateway cities along the coasts and seeing more of the United States.

International travelers average spending was \$2,500 in 2018, nearly three times more than the \$900 domestic travelers average on a trip.

Top Destinations Visited by Overseas* Travelers (2017)

RANK	CITY (MSA/MDJ)**
1	New York-White Plains-Wayne, NY-NJ
2	Miami-Miami Beach-Kendall, FL
3	Los Angeles-Long Beach-Glendale, CA
4	Orlando-Kissimmee-Sanford, FL
5	San Francisco-San Mateo-Redwood City, CA
6	Las Vegas-Paradise, NV
7	Honolulu, HI
8	Washington (D.C. Metro Area), DC-MD-VA
9	Boston-Quincy, MA
10	Chicago-Joliet-Naperville, IL



* Excludes Canada and Mexico
All metro areas with a minimum 0.5% market share and minimum sample size of 100 are listed.
** City names correspond to U.S. Bureau of Census, Metropolitan Statistical Area (MSA) or Metropolitan Division (MD).
SOURCE: U.S. Department of Commerce

U.S. TRAVEL ASSOCIATION

1100 New York Avenue, NW Suite 450 Washington, D.C. 20005 | TEL 202.408.8422 | ustravel.org

1

GBCVB Marketing Plan

FACT SHEET

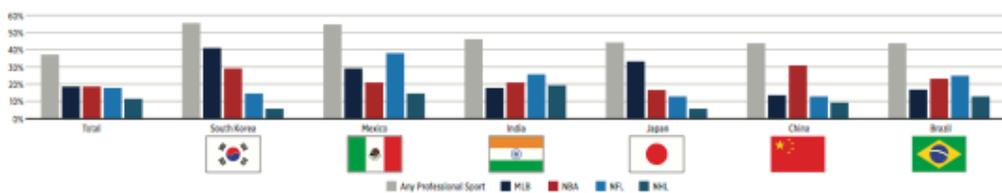
THE IMPACT OF SPORTS ON THE TRAVEL INDUSTRY



• Nearly 4 in 10 (37%) international travelers indicated that they were interested in an NBA, NFL or MLB experience when visiting the U.S. in 2019, up from 24% in 2018. This translates into nearly 30 million visitors.

• More than half of South Koreans and Mexicans are interested in attending a sports game.

International Travelers Interest in Professional Sports (2019)



SOURCE: Destination Analysts

• Many sports leagues are promoting themselves internationally to spur new demand and tap into new fanbases across the globe. Destinations are looking at this increased growth as an opportunity to attract new travelers to their markets.

Top International Source Markets (2018)

Country	International Arrivals to the U.S. (millions)
All Countries	79.6
Canada	21.2
Mexico	16.5
United Kingdom	4.7
Japan	3.5
China	3.0
South Korea	2.2
Brazil	2.2
Germany	2.1
France	1.8
India	1.4
Australia	1.4
Italy	1.1
Argentina	1.0

SOURCE: U.S. Department of Commerce

MLS

• Of the total 628 MLS players across 24 teams, more than half (55%) were foreign-born in the 2019 season.

• Top countries represented: Canada, Argentina, Brazil, Colombia, Ghana, France, Costa Rica and Venezuela.

MLB

• A record-high 29% of MLB players were foreign-born, spanning 21 countries.

NHL

• Canada contributes the highest number of NHL players to teams' roster, with 44% of the total, followed by the U.S., Sweden and Russia.

NBA

• The NBA now has over 100 international players on rosters, representing 42 countries.

• According to the Chinese Basketball Association, more than 300 million Chinese play basketball.

• Basketball is set to become the next soccer and is experiencing its largest growth in Australia, Italy, China, Russia, Vietnam, South Africa and India.

NBA International Players by Country (2018)

Canada	11%	Senegal	1%
France	9%	Sweden	1%
Spain	7%	Tunisia	1%
Australia	7%	United Kingdom	1%
Republic of the Congo	1%		
Russia	1%	TOTAL	104

SOURCE: National Basketball League

DOMESTIC COMPETITIVE YOUTH SPORTS

And it's not just major league sports in large cities. Domestically, with the rise of competitive youth sports, families across America are increasingly combining their vacations with their children's sports events, resulting in "tounacations".

• The U.S. youth-sports economy—including travel, equipment, team membership, facility rentals, etc.—was a \$17 billion market in 2018 and has increased by 55% since 2010. Source: WinterGreen Research

• In 2018, 2% of domestic leisure trips included participation or attendance in a youth sporting event. Source: Longwoods International

U.S. TRAVEL ASSOCIATION

1100 New York Avenue, NW Suite 450 Washington, D.C. 20005 | TEL 202.408.8422 | ustravel.org

2

GBCVB Marketing Plan

APPENDIX IX TOURISM MARKETING DISTRICT

CHESTO MEANS BUSINESS | JON CHESTO

Momentum is building for bill that would allow surcharge on hotel taxes for tourism efforts

By [Jon Chesto](#) Globe Staff, October 22, 2019, 7:24 p.m.



One of Martha Sheridan’s first tasks as Greater Boston’s new tourism chief was to [ask lawmakers](#) for a bigger piece of the hotel tax pie.

That didn’t get far: Another budget season, another round of level funding.

So Sheridan returned this month, with a different ask: Let hotels impose their own assessments, on top of existing room taxes, to raise millions for tourism promotion.

This idea might have traction. The concept of tourism taxation districts has kicked around the State House for a few years but hasn’t gone anywhere. Sheridan’s counterpart in Springfield [was the original proponent](#), but that group is smaller and has less clout than the Greater Boston Convention & Visitors Bureau.



Martha Sheridan, chief executive of the Greater Boston Convention & Visitors Bureau HANDOUT

GBCVB Marketing Plan

The momentum shifted in August, when the Greater Boston council's board got behind the bill. Mary Kay Wydra, president of the Greater Springfield Convention & Visitors Bureau, calls the endorsement a "game-changer."

[The bill](#) would allow regional tourism districts to impose new room assessments of up to 3 percent. Sheridan doesn't like to call them taxes, because state government would administer the money but would not decide how to spend it. A majority of hotels within a particular district would have to agree on the surcharge.

The new funds would be controlled by the local tourism council to promote the region. In Greater Boston, Sheridan says, a 1.5 percent assessment could mean \$27 million more.

Talk about a game-changer. The state collected [\\$284 million](#) in hotel taxes in the last fiscal year, but only \$10 million went for tourism. Regional tourism councils divvied up \$6 million, with Greater Boston getting just over \$2 million. The rest went to statewide marketing. (A sliver of new casino taxes is also on its way.)

Sheridan, who [came here in January](#) from Providence, knows many other cities and states that compete for tourists' attention get much larger public subsidies.

That's why some prominent tourism industry leaders, such as Boston Duck Tours chief executive Cindy Brown and Seaport Hotel general manager Jim Carmody, are actively campaigning for this bill. Brown says she has spent years knocking on doors at the State House on behalf of the industry with little to show for it. Carmody says a more reliable funding source is crucial; tourism is usually among the first items to get the ax in midyear budget cuts.

Meanwhile, lawmakers are also considering legislation to expand the Boston Convention & Exhibition Center, a project that would be funded in part through the sale of the Hynes Convention Center. Sheridan's predecessor, Pat Moscaritolo, says Boston hoteliers were once reluctant to back a regional assessment in part because they also worried hotel taxes might be raised to pay for the convention center expansion. That's off the table now, based on [the revised plan](#) Governor Charlie Baker unveiled last month. Plus, the Back Bay hoteliers will want some relief if the Hynes is slated for closure. Maybe this legislation could help.

Carmody might be sold. But some of his peers in the hotel business apparently are not. Paul Sacco, president of the Massachusetts Lodging Association, says his board will likely discuss the bill next week. Some members love it, he says, some are lukewarm, and some hate it.

In the end, the toughest crowd might be at the State House. Sheridan has learned how hard it can be to convince lawmakers to part with money from an existing revenue source. Now, she will find out whether they can support a new kind of levy over which they have no control.

Jon Chesto can be reached at jon.chesto@globe.com. Follow him on Twitter [@jonchesto](https://twitter.com/jonchesto).

GBCVB Marketing Plan



**GREATER BOSTON
CONVENTION & VISITORS BUREAU**