



2016/17 Daytona Beach Marketing Plan

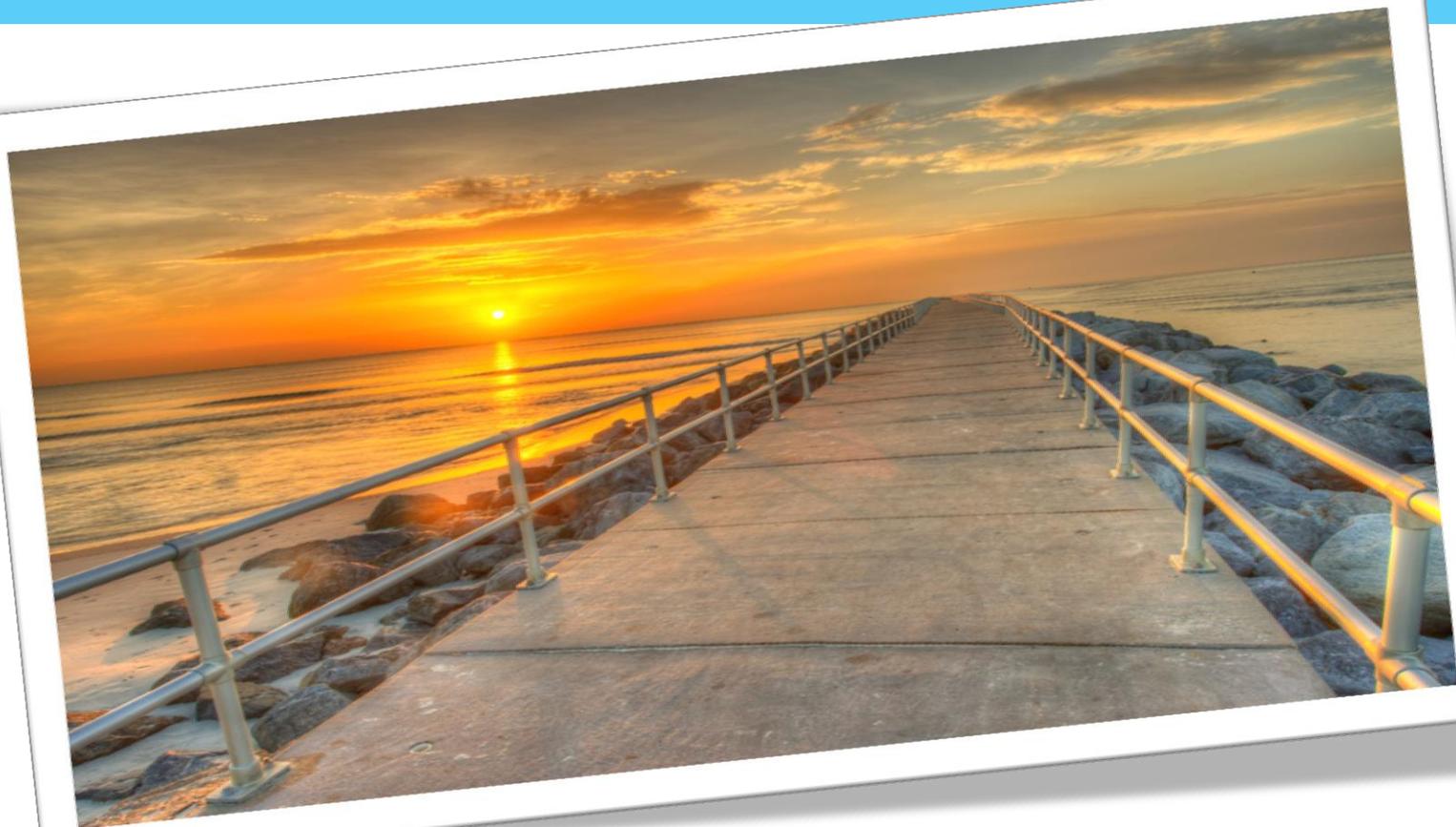


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INTRODUCTION

The Halifax Area Advertising Authority (HAAA), dba the Daytona Beach Area Convention and Visitors Bureau (CVB), functions as a destination marketing organization for the greater Daytona Beach area.

The organization is tasked with promoting and advertising the greater Daytona Beach area to the traveling public. The main source of funding is the three percent Convention Development Tax, which is a tax on transient accommodations located within the Halifax Area Tourism Taxing District. The Convention Development Tax is a special tax dedicated to tourism marketing, and there is no tourism marketing funding allocated from Volusia County's general tax revenues.

Created in 1984 by the Volusia County Council under Florida Statute 212.0305, the purpose of the Halifax Area Advertising Authority board is to administer and disburse the proceeds from the three percent Convention Development Tax in its specified district. The authority meets monthly to receive updates and review additions or modifications to the budget and marketing plan. As mandated by law, a majority of the 11-member authority represents lodging facilities in the Halifax Area Tourism Taxing District, and the remaining members represent a variety of tourism-related businesses from throughout the district. Those members currently serving on the authority board include:

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*Michael Kardos* | Chair- MPK Hospitality Consulting

*Blaine Lansberry* | Vice-Chair- Bahama House

*Steve Farley* | Secretary/Treasurer- Best Western Aku Tiki

*Nyriakos Drymonis* | The Oyster Pub & Razzle's

*John Phillips* | Embry-Riddle Aeronautical University

*Libby Gallant* | Daytona Beach Resort & Conference Center

*Samir Naran* | Premier Resorts & Management

*Mihir Patel* | Best Western Plus

*Jim Berkley* | Hilton Daytona Beach Resort

*Carol Platig* | Museum of Arts and Science

*John Betros* | Daytona Beach Regency  
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The Halifax Area Advertising Authority contracts employees through TriNet to organize and implement all destination marketing programs for the area.

In 2016-17, the Halifax Area Advertising Authority will oversee the investment of more than \$8 million to promote and advertise the Daytona Beach area. Due to the recent uptick in the economy, the projected budget will be slightly more than in recent years. Should tax collections exceed the projected amounts included in this recap, additional advertising and marketing allocations will be made later in the year. In addition to the Convention Development Tax, the Halifax Area Advertising Authority also generates revenue through cooperative promotions and advertising in its various in-house publications.

Each year, the organization's comprehensive program of work is designed to respond to an ever-changing audience. The organization is performance-based and committed to advertising and promotions that elevate awareness of all tourism assets throughout Volusia County.

The annual budget, which is included in the plan, is reviewed on a regular basis. An ongoing monitoring process allows the detection of any significant fluctuations in funding, assuring that the organization remains within the budget parameters outlined.

STAFF DIRECTORY

A ADMINISTRATION

Lori Campbell Baker

Executive Director
386.255.0415 ext. 120
lcb@daytonabeach.com

Anita Bostwick

Receptionist
386.255.0415 ext. 110
abostwick@daytonabeach.com

Lisa Bordis

Executive Assistant
386.255.0415 ext. 121
lbordis@daytonabeach.com

Amber Fischler

Office Coordinator
386.255.0415 ext. 117
atischler@daytonabeach.com

F FINANCE

Irish Pruffino

Director of Finance
386.255.0415 ext. 123
pruffino@daytonabeach.com

Gwen Hall

HR Coordinator & Finance Assistant
386.255.0415 ext. 111
ghall@daytonabeach.com

P PUBLIC RELATIONS

Open

Director of Public Relations
386.255.0415 ext. 125
@daytonabeach.com

Tonya West

Communications Coordinator
386.255.0415 ext. 130
twest@daytonabeach.com

M MARKET DEVELOPMENT

Shawn Abbatesa

Director of Market Development
386.255.0415 ext. 113
sabbatesa@daytonabeach.com

Greg Price

Digital Services Marketing Manager
386.255.0415 ext. 128
gprice@daytonabeach.com

Roxanne Olsen

Manager of Special Markets
& Partner Programs
386.255.0415 ext. 114
rolsen@datonabeach.com

Jennifer Sims

Market Development Coordinator
386.255.0415 ext. 115
jsims@daytonabeach.com

Sharon Bernhard

Advertising Coordinator
386.255.0415 ext. 118
sbernhard@daytonabeach.com



GROUP SALES

Linda McMahon

Director of Group Sales
386.255.0415 ext. 126
lmcmahon@daytonabeach.com

Lynn Miles

Sales Manager
386.255.0415 ext. 134
lmiles@daytonabeach.com

Sam Pollack

Sales Manager
386.255.0415 ext. 131
spollack@daytonabeach.com

Tara Hamburger

Sports Sales Manager
386.255.0415 ext. 138
thamburger@daytonabeach.com

Leda Beaver

Tour and Travel Sales Manager
386.255.0415 ext. 133
lbeever@daytonabeach.com

Jennifer Kaniaris

Group Sales Coordinator
386.255.0415 ext. 124
jkaniaris@daytonabeach.com

Courtney Strickland

Convention Services Coordinator
386.255.0415 ext. 129
cstrickland@daytonabeach.com



OVERALL SITUATION ANALYSIS

Daytona Beach tourism is on the upswing. That is reflected across an array of tourism metrics: bed tax revenue, Average Daily Rate, Occupancy and others. The destination has benefited from a continually improved world economy, but — probably more important — from an enhanced reputation among travelers. Branding the destination “The Original American Beach” is shifting consumer perceptions away from Daytona Beach as a crowded and chaotic Spring Break destination to an all-around, family-friendly place packed with activities and diversions. We expect continued robust momentum.

Daytona Beach retains important core audiences:

- ◆ Racing fans in January/February/March/July/October/December
- ◆ Motorcycle enthusiasts in early March and October
- ◆ Students and families in Spring
- ◆ Families during Easter and Thanksgiving
- ◆ Families in the summer
- ◆ Classic car fans during the Spring and Thanksgiving
- ◆ Canadians in the Fall and Winter
- ◆ Seniors year-round

Some Background:

Daytona Beach’s long history as a Spring Break mecca for college kids around the country finally experienced a severe backlash in the late 1980s, due to overcrowding, over-drinking and over-the-top behavior of visitors. This generated considerable negative publicity, which spread far and wide. Bike Week also began to get out of hand, adding to the problem. Locals began to push back.

The backlash coincided with the general degradation of Daytona Beach’s hotel product. Properties were not refurbished or replaced, in part due to the coastal setback rule. The destination experienced a sharp decline in new visitors. Research showed that families, seniors, business people and meetings actively avoided Daytona Beach — and not just during springtime. The destination was seen as unsafe, rundown, and lacking activities beyond the beach itself. Hospitality products continued to decline, as most owners were not able to renovate, or even properly maintain, their properties. Lenders were reluctant to finance new construction.

In the 1990s and 2000s, Daytona Beach concentrated on marketing to families and meetings. Occupancy and average daily rates began to rise. Spring Break was still a draw, but the throngs and chaos diminished. The 9/11 terrorist attacks dealt a major blow to tourism nationwide, but the effects were less severe in the Daytona Beach area, a traditional drive market. The destination was dealt a major setback with the devastating hurricanes of 2004. This event led to several years of hotels and motels in various stages of repair and/or renovation. And, like most destinations around the country, the economic downturn in 2008 affected visitation to Daytona Beach.

Moving Forward:

The Halifax Area Tourism Taxing District has not only demonstrated resiliency, but also consecutive years of tourist tax revenue growth since 2008. After a fifth consecutive year of progressively stronger tourism, the Daytona Beach Area is at the top of its game. In fiscal 2014-15, the destination set a record with \$7,291,233.

“Spring Family Beach Break” is regarded as a kinder, gentler event. Positive Bike Week publicity evokes a more varied, fun experience. Auto racing — the DAYTONA 500, family-friendly NASCAR — continue to accelerate, with Speedweeks in February and racing events in July positively impacting Volusia and surrounding counties.

With more than 50 events and festivals now held throughout the year, the destination has dubbed itself the “Festival Capital of Florida.”

More activities geared to families have come online, including the Marine Science Center; the Cici and Hyatt Brown Museum, Charles and Linda Williams Children’s Museum and Planetarium at the Museum of Arts and Sciences; Daytona Lagoon Waterpark; Ponce De Leon Inlet Lighthouse; several miniature golf courses and other facilities.

A new parking garage shifted cars away from the core beach area. The Ocean Walk Village project was completed. Several older hotels have been converted to first-class timeshare properties. Other properties — including the Streamline and Westin — will soon emerge as upscale hotels. Meanwhile, hotel construction along the I-95 corridor and the Daytona Beach airport/business district continues to add new rooms to the area’s inventory. The Great Recession caused a number of proposed hotel projects and condo/mixed-use projects to be put on hold, but the market has shown signs of a rebound. Investment money is flowing again.

Several new citywide projects have been completed or announced, including the Daytona Rising at Daytona International Speedway, One DAYTONA across the street, Tanger Outlet Mall, and new flag hotels on the beachside.

Over the past several years, the destination product has continued to evolve. Advertising that shows our family and couples appeal is paying off. While some non-visitors still believe Daytona Beach attracts mostly singles, many more see the area as a family destination.

Recent “image & use” research shows that potential visitors consider Daytona Beach on par with similar Florida coastal markets as an attractive place for a beach vacation.

SWOT ANALYSIS

Strengths:

Destination’s Strengths

- Diverse product to leverage consumers in market segments
- Improved International Brand Recognition
- Location:
 - Visitor access via I-95 and I-4 Corridor in Central Florida
 - Close proximity to Orlando’s Attractions
 - Multiple Airports — Daytona Beach International Airport, MCO, Orlando-Sanford and Jacksonville
- Non-stop flights from New York, Atlanta and Charlotte into Daytona Beach International Airport
- Atlantic Ocean — Only half of Florida beaches offer the Atlantic, which brings with it waves and cooler temperatures
- Value and Affordability/perceived product value
- An improved lodging product with various types of accommodations
- Variety of successful events such as Rolex 24 at DAYTONA, DAYTONA 500, Daytona Beach Half Marathon, Biketoberfest® and Bike Week, which attracts visitors and mass media coverage
- Superior beach (water and sand quality)
- Beach parking (one of just a few beaches that allow it)
- Intracoastal Waterway
- Ecotourism
- Attractions: LPGA, Ponce De Leon Lighthouse, Daytona International Speedway, Marine Science Center
- State of the Art Convention Center — Ocean Center
- Arts and culture interest
- Community redevelopment efforts related to tourism

Organization's Strengths

- An organizational structure of HAAA/CVB that offers a viable forum where travel-industry business participants can meet, communicate and work together toward common goals
- A detailed, structured annual marketing plan
- A professional, knowledgeable, courteous and dedicated staff
- A well-organized and structured administration
- Cohesiveness and the ability to react quickly to changing environments and special circumstances
- The ability to organize partnerships with other entities to provide expanded marketing opportunities
- Flexibility and progressiveness as an organization
- A reputation of being highly regarded within the industry
- The image of the HAAA Board and staff members as being experts in their field
- Low participation fees and no membership costs, which are valued by the local tourism industry
- Collaboration of Advertising Authorities in Volusia County
- Online Booking Capabilities
- Partnerships with county, DBIA, cities and chambers

Weaknesses:

Destination's Weaknesses

- The area's broad variety of offerings often leads to the sending of mixed messages to potential visitors
- Old perceptions of Daytona Beach are difficult to correct in the minds of our general audience
- A need for a stronger understanding/appreciation by local residents and business leaders relative to the economic importance of tourism
- A product perceived as aging by the traveling public
- The lack of a cohesive image
- The notion that, although affordability is a plus, area pricing remains below the Florida market
- A need for additional air service
- The fact that our beach access message (driving/non-driving) is sometimes unclear to the public
- Marketing messages regarding special events that can be in conflict with family focus
- Deterioration of several major tourism corridors such as International Speedway Boulevard, Ridgewood Avenue (US-1,) and certain areas along S.R. A1A
- The limited number of flag hotels
- Competition from other designated market areas

Organization's Weaknesses (HAAA/CVB)

- The organization is dependent on a single source for major funding
- An annual marketing plan that thinly spreads available finances, staff and volunteer leadership resources
- Sales and marketing programs that present challenges in measuring return-on-investment
- Office facilities for the CVB have limited storage capacity
- The degree of inflexibility caused by a fixed method of operation and funding sources

Opportunities:

- Work collaboratively to elevate the Daytona Beach area brand as an appealing vacation destination
- Communicate the goals of the strategic plan to public and private interests, promoting awareness and support
- Institute an effort to educate local businesses, government leaders and the public about the benefits of tourism, specifically the positive effects of economic impact

- Nurture cooperative marketing and advertising initiatives that are responsive to market trends
- Generate new plans to increase off-season visitation
- Utilize the strategic plan as a guide for launching future programs and developing new leadership strategies
- Leverage state, national and overseas industry relations
- Continue to expand electronic communications and marketing in an effort to deliver a fully integrated media plan
- Continue to maintain and grow collaborative efforts with the West Volusia Tourism Advertising Authority and the Southeast Volusia Advertising Authority
- Develop new programs to market off-peak months such as May, September and January through targeted digital marketing initiatives
- Increase channels of product distribution, i.e. hotel, air, and rental car combinations
- Maintain a stable promotional fund while developing additional sources of revenue
- Expand international marketing efforts to include the U.K., Germany and Brazil
- Highlight new and remodeled partner properties within our taxing district

Threats:

- The expansion of resort tax usage beyond tourism-based functions
- Possible downturn in business due to uncontrollable factors i.e. economy, weather, other natural or manmade disasters
- Existing programs and responsibilities consume financial and human resources, leaving few dollars for new initiatives
- A national and international tourism marketing environment in which competitive destinations are increasingly out-spending the Daytona Beach area
- Trends toward pre-Labor Day school openings threaten to further shorten the summer vacation season
- A lack of a shared vision among tourism businesses and local governments about the threats facing the local tourism industry and the need for preventative actions
- A desire by other organizations or entities to access our organization's funds
- The negative perception of some special events by consumers and the community
- Negative local media coverage, which has translated to a poor image of the destination in certain Florida cities and beyond
- Increased taxation of industry businesses
- Governmental rules and regulations



MARKET RESEARCH

The HAAA consistently relies on research to determine current results and develop strategies going forward. We mine for consumer perceptions, experiences and preferences. We tap existing and potential visitors for their views. The research program consists of quantitative (statistical survey) and qualitative (focus group) efforts. The authority, its committees and staff employ the research to determine message, timing, media, images, etc.

HAAA research platforms include:

- **Visitor Profiles** — Random samples of visitors are chosen using a diverse sample of hotel properties to determine consumer behaviors. A total of 2,100 records per month are analyzed. This data is effective in establishing the number of visitors and the economic impact of tourism in Volusia County.

Information to be gathered includes (but is not limited to):

- ✓ Number of visits
- ✓ Repeated use of hotels
- ✓ Reason for visit
- ✓ Activities while in the Halifax Area
- ✓ Source of travel information
- ✓ Internet, Social Media and OTA (Online Travel Agency) use
- ✓ Purchase/booking behavior
- ✓ Party demographics
- ✓ Lead time in destination choice and purchase/booking
- ✓ Transportation
- ✓ Other vacation destinations and propensity to take more trips
- ✓ Satisfaction with Daytona Beach experience
- ✓ Media use (Cable TV, magazines, etc.)
- ✓ Daily expenditures for tourism related items (i.e. food and beverage, admissions, souvenirs, etc.)



The findings are used by staff, committees, and the advertising agency to make decisions including:

- Demographic markets to advertise to
- Geographic markets to advertise to
- Timing of advertising
- Images in advertising
- Advertising message
- Advertising media
- Marketing direction
- Promotional activities
- Tour and travel agency support
- Decision-making changes
- Behavior changes

This data is also used to determine economic impact of tourism on the Halifax area and Volusia County.

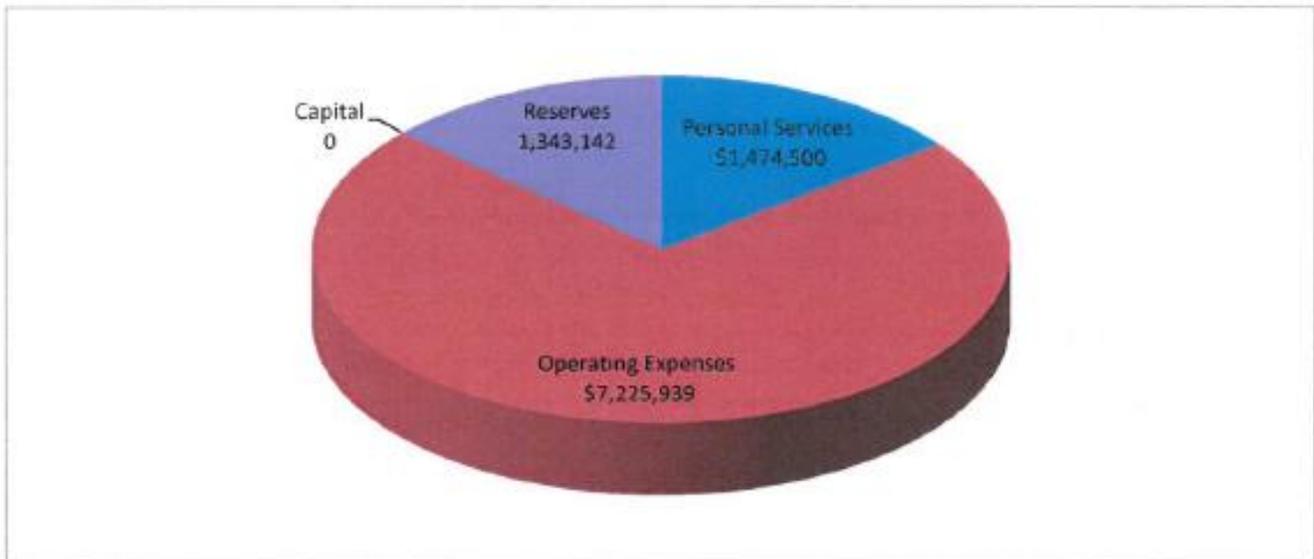
- **Focus Groups** — These delve further into consumer attitudes as well as enable HAAA to test creative. Questions are tailored to allow the HAAA to come away with deeper, more anecdotal information. In 2016-17 we will visit Boston, Philadelphia, and Chicago.
- **Conversion Studies** — Conducted annually to determine ROI, incorporates Visitors Guide requests, and website visitors who follow through and stay in a Daytona Beach hotel. They further determine the impact of collateral and the website on consumer choice and non-choice, propensity for future visits, timing of decision, etc.
- **Image & Use Studies** — Executed bi-annually, they cull information from leisure visitors to Florida beaches — the reasons for the choice; their image of Daytona Beach and competitive destinations; their experiences in Daytona Beach, etc.

BUDGET

Summary Budget Comparison Halifax Ad Authority

	FY 2014-15 Actual	FY 2015-16 Budget	FY 2015-16 Estimate	FY 2016-17 Request
Revenues By Source				
Convention Development Taxes	\$ 7,291,233	\$ 7,574,968	\$ 7,749,853	\$ 8,286,939
Interest Income	12,670	9,000	11,000	12,000
Misc. Revenue	190,264	233,895	100,500	164,500
Appropriated Fund Balance	2,157,770	1,939,181	2,009,041	1,580,142
Total Revenues	\$ 9,651,937	\$ 9,757,044	\$ 9,870,394	\$ 10,043,581
Expenditures by Category				
Personal Services	\$ 1,297,712	1,426,020	\$ 1,310,000	\$ 1,474,500
Operating Expenses	\$ 6,345,184	6,732,341	\$ 6,980,252	\$ 7,225,939
Capital	0	5,000	0	0
Total Operating Budget	\$7,642,896	\$ 8,163,361	\$ 8,290,252	\$ 8,700,439
Variance to Adopted Budget			\$ 126,891	\$ 537,078
Reserves	0	1,593,683	1,580,142	1,343,142
Total Expenditures	\$ 7,642,896	\$ 9,757,044	\$ 9,870,394	\$ 10,043,581
Revenues vs Expenditures	2,009,041	0	0	0
Number of Full-Time Positions	20	19	19	19
Number of Part-Time Positions	9	9	9	9

Expenditures By Category



TARGET MARKET SECTORS

During fiscal year 2016-17, the HAAA will continue to create greater demand in consumer market segments, positioning Daytona Beach as a premier destination for a wide range of potential visitors. We will increase our presence with Florida, domestic U.S., Canadian, and international visitors by messaging markets with a high propensity for travel to our destination. We will increase our presence in digital while maintaining a presence in print, television, and out-of-home media, all to drive awareness and website traffic.

1) DIRECT CONSUMERS

Direct Consumer: Consumer Trade Shows/Visitor Information Centers

Direct Consumer: In-State

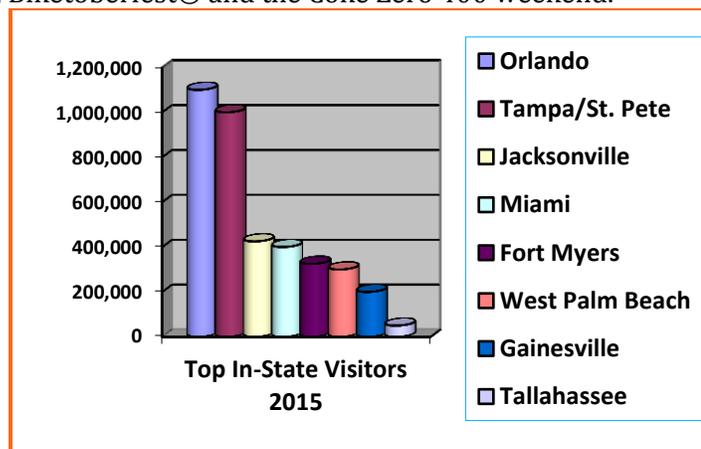
Florida's residents/visitors offer two valuable opportunities for tourism: They travel in-state as tourists themselves and they influence travel to the state. In fact, according to the *Visit Florida Marketing Plan 2015-2016*:

- Florida residents in-state travel is 20,200,000 visitors.
- Florida residents influence (VFR – Visit Friends + Relatives) is 21,600,000 VFR visitors.
- Florida residents total impact equals 41,800,000 visitors.
- 42% of 98,900,000 visitors to Florida is generated in-state.

Our No. 1 source for visitation comes from within Florida. With more than 12,000 rooms available, our market is attractive to drive markets such as Orlando, Tampa/St. Petersburg, Jacksonville and The Villages — not only for peak seasons, but the shoulder seasons and mid-week stays. The focus will be primarily on the families and boomers. This marketing effort will be a mix of print, digital, television and billboards.

Indicators:

- a. The number of auto visitors is fluctuating and difficult to measure.
- b. Leisure day trips from Orlando are increasing.
- c. Leisure travelers to Florida are seeking new experiences; however, the beach remains the number one draw.
- d. Repeat visitors are decreasing their number of days at Disney parks.
- e. While Orlando area cooperative programs are always desirable, other Florida destinations are seeking cooperative programs for international as well as domestic marketing and research initiatives.
- f. Marketing partnerships, such as those in place with St. Johns and Brevard counties, help to leverage resources and expand reach.
- g. St. Johns, Orange, Seminole and Brevard counties benefit from Volusia County's larger events, including Bike Week, Speedweeks, Biketoberfest® and the Coke Zero 400 weekend.



Direct Consumer: Domestic/Out of State

Volusia County's second largest source for visitation comes from domestic out-of-state travelers. While a large number of visitors drive to the area from markets such as Atlanta, there is a great opportunity to market to several fly-in markets into the Daytona Beach International Airport — directly or through Atlanta, Charlotte and New York. This marketing will be a mix of print, television and digital, concentrating on three primary sectors: Family, Boomer/Senior, and Millennials.

Family Market/Indicators:

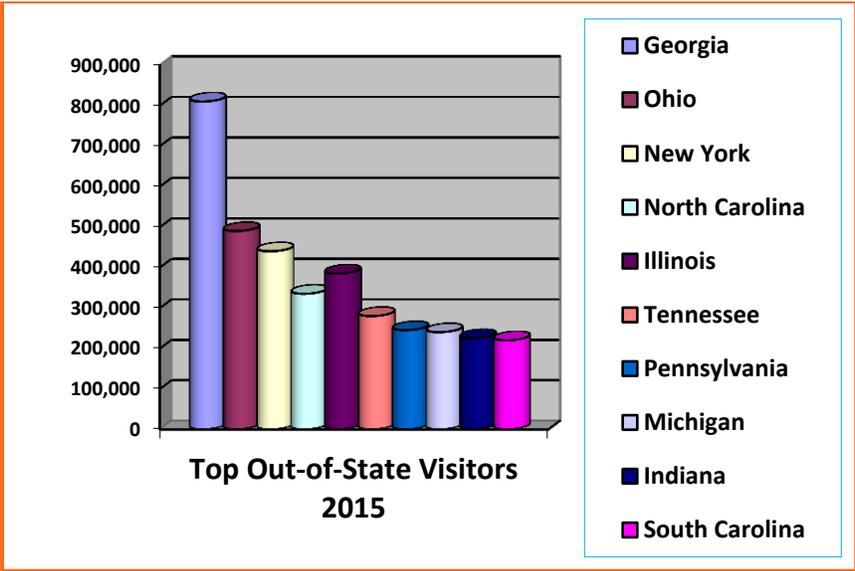
- a. More people are traveling in family parties than in previous decades.
- b. Groups are more multi-generational, i.e. grandparents traveling with kids and grandkids, parents with grown children, etc.
- c. Siblings and their families traveling together are also on the increase.
- d. Soft education experiences (i.e. Marine Science Center or Museum of Arts & Sciences) are important to all members of the party.
- e. While most families typically don't plan historic or education-based tourism vacations, that type of experience is an important ambient feature of the trip.
- f. Beach vacations remain enticing to families, especially if there are ample things to do at the destination.
- g. Family vacations don't always mean budget vacations, although families traveling with children spend their money in different ways than adult travel parties.
- h. This market often attends and participates in youth sporting activities.
- i. Family vacation planners rely heavily on the Internet for travel information.
- j. Family travel is diverse.

Baby Boomer Market/Indicators:

- a. People in this category are retiring at a younger age.
- b. They seek soft adventures (i.e. personal watercrafts, canoeing, diving and snorkeling, historic sites, museums, etc.).
- c. This group enjoys educational tours. They enjoy learning new things they hadn't had time for before (i.e. sailing, golf, computers, gourmet cooking, etc.)
- d. They enjoy outdoor sports (i.e. fishing, golf, boating, etc.)
- e. They feel they've earned little luxuries (i.e. chocolate on the bed, Jacuzzi, etc.)
- f. They include cultural activities in their vacations (i.e. music, art, etc.)
- g. They demand a good deal for their money and are Internet savvy.
- h. Dining experiences are an important part of their vacations.
- i. These travelers are nostalgic for the beach vacations of their youth.
- j. They like independence and don't want to be herded on strict itineraries, although they do like packages.
- k. They like taking their grandchildren places.
- l. Golf and tennis are important to them.
- m. While RV travel continues to be popular, these are typically used for trips other than to a beach destination.

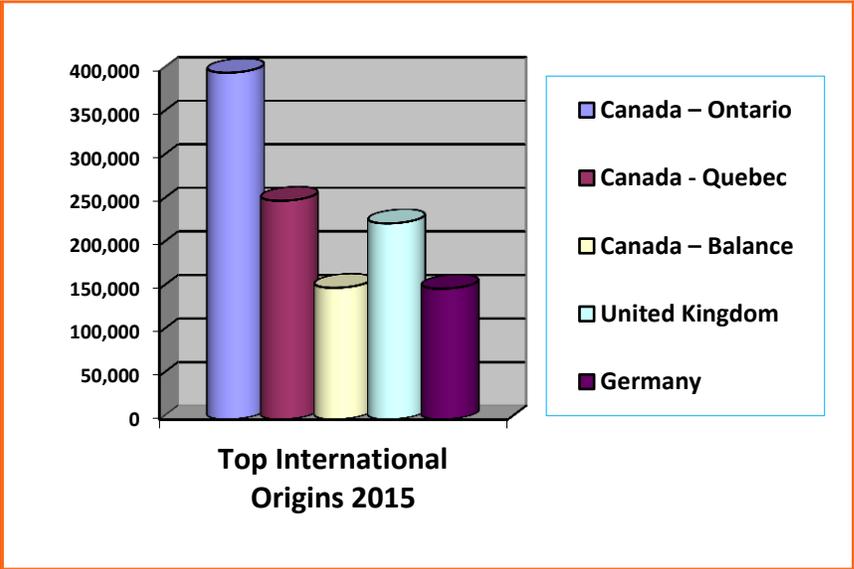
Millennial Market/Indicators:

- a. They are tech savvy.
- b. Heavily tech-dependent.
- c. They consume information rapidly and almost constantly.
- d. They book trips faster and, in turn, often share their travel experiences in real time.
- e. They like to learn. Travel isn't just about fun with this generation.
- f. Millennials are attracted to authentic destinations where they have the opportunity to learn something.
- g. They are spontaneous. Many airlines and hotels have begun offering last-minute online travel deals targeted at digitally savvy millennial travelers.
- h. They rely on word-of-mouth recommendations. Eight out of 10 travelers say they are likely to trust the recommendations of a family member or friend via social media when it comes to travel.
- i. Recent studies reports that Millennials also trust reviews from peer reviews and strangers.



Direct Consumer: International

- **Canada:** The dominant feeder country to Daytona Beach, providing mostly family and Boomer visitors. Families tend to come during peak season, Boomers during fall and winter. Ontario is the key market. Print and digital will be utilized to entice these visitors.
- **U.K.:** Brits tend to spread their vacations throughout Florida rather than remain loyal to one destination. They are comfortable as independent travelers, and will often take “side trips” to reachable destinations within their vacation span.
- **Germany:** The return of German visitors has occurred slowly. Germans tend to have long vacation periods and prefer to unpack in a specified place — ideally small properties with on-site owners — and take subsequent day trips. They often choose packages, with a lot of the decisions made in advance, and little change in itinerary. They are avid beach fans and an ideal target for Daytona Beach.
- **Other International:** The broader European market is slowly rebounding as the economy improves. We will work with Visit Florida to co-op the marketing efforts to this re-emerging segment. Europeans still depend on travel agencies, so we will work closely with the Tour & Travel department to ensure consistent messaging. Spain, Netherlands and France are re-emerging feeders to Florida. Latin American markets are showing an uptick. China is poised to become a major market to the U.S. within five years, although, early on, Florida is likely to take a backseat to gateways such as New York and San Francisco.



Consumer Trade Shows

In the 2016-17 fiscal years, we will attend 11 Consumer shows. The shows selected have the highest attendance and match our consumer marketing geographically and demographically. We continue to utilize our full-color consumer show brochure, which significantly reduces the high cost of shipping materials to shows. We will reduce the shipping costs to attend these targeted shows by more than \$5,000. HAAA staff will attend the following shows:

<u>SHOW</u>	<u>DATE</u>	<u>LOCATION</u>
Southern Women's Show	Oct. TBA	Jacksonville
Travel & Adventure	Jan. 14 -15	Washington DC
Travel & Adventure	Jan. 21 - 22	Chicago
New York Times	Jan. 27 - 29	NYC
Boston Globe Travel Show	Feb. 10 - 12	Boston
Travel & Adventure Show	March 25 - 26	Philadelphia
Travel & Adventure	April 1 - 2	Dallas
Southern Women's Show	April 21 - 23	Raleigh
Southern Women's Show	August TBA	Charlotte
Southern Women's Show	Sept. TBA	Orlando
Fall Atlanta Home Show	Sept. TBA	Atlanta

Visitor Information Centers

HAAA operates two Visitor Information Centers within the destination — one at Daytona International Speedway and one at Bruce Rossmeyer's Destination Daytona. HAAA staff will continue to aggressively market at these centers, and in cooperation with Visit Florida state welcome centers. These facilities will act as a concierge service, providing detailed area information, countywide Visitors Guides, maps, and information regarding area accommodations and activities. Programs will be created in order to collect consumer data and contact information for future communications.

Situation Analysis | Description | Geo-Targeting

For several years, many Florida beach destinations have actively advertised in what have long considered being Daytona Beach's core markets: Orlando, Tampa, Jacksonville and Atlanta. Panhandle beaches and Eastern Seaboard destinations (Myrtle Beach, Hilton Head) are especially aggressive in the Atlanta market and are becoming more active in the Jacksonville's large metro area.

Further, as Orlando continues to post record visitation — 66 million visitors in 2015 — a growing host of Florida beach Destination Marketing Organizations (DMOs) are looking to attract both Orlando residents and visiting tourists who may be open to adding several beach days to their Florida itineraries. These beach destinations include Amelia Island, St. Pete/Clearwater, Jacksonville, St. Augustine, Naples/Marco Island, and Key West. Orlando remains one of Daytona Beach's most significant feeder markets, and we must continue to market aggressively in the Central Florida area. Our key targets are:

- **Families:** Families remain the No. 1 source for visitation during our peak seasons. Our destination has many loyal repeat family visitors. We will continue to aggressively focus on repeat visitors, the family visitor that has not returned in some time, and first-time visitors.
- **Boomers:** Boomer couples are a close second to family visitors in market segment size. Ultimately, this demographic fills the shoulder or off-seasons, and is typically seeking a different experience from the family traveler. We will continue to focus on marketing to Boomers.
- **Millennials:** The Millennial is an emerging market that wants to try new things and new places. We need to recognize this market segment will one day move up to the family segment and seek travel for leisure. Our goal is to introduce our destination to this market segment so they may experience something new and exciting and see Daytona Beach as a place for their future family vacations.

Direct Consumer: Goals and Objectives

- Work with the advertising agency to continue creating new campaign and branding messages.
- Increase bed tax revenue.
- Increase occupancy, Average Daily Rate and Revenue Per Available Room (REVPAR.)
- Develop and market a more robust golf program via the new GolfPac launch.
- Continue to improve our tracking methods and return on investment (ROI) measurements.
- Conduct consumer focus groups.
- Create in-market programs to entice visitors to return.
- Enhance the consumer experience at all visitor centers.
- Continue to track and improve consumer analytics.
- Engage more opportunities with partners such as Visit Florida and Destination Marketing Association International (DMAI).

Direct Consumer: Action Plan

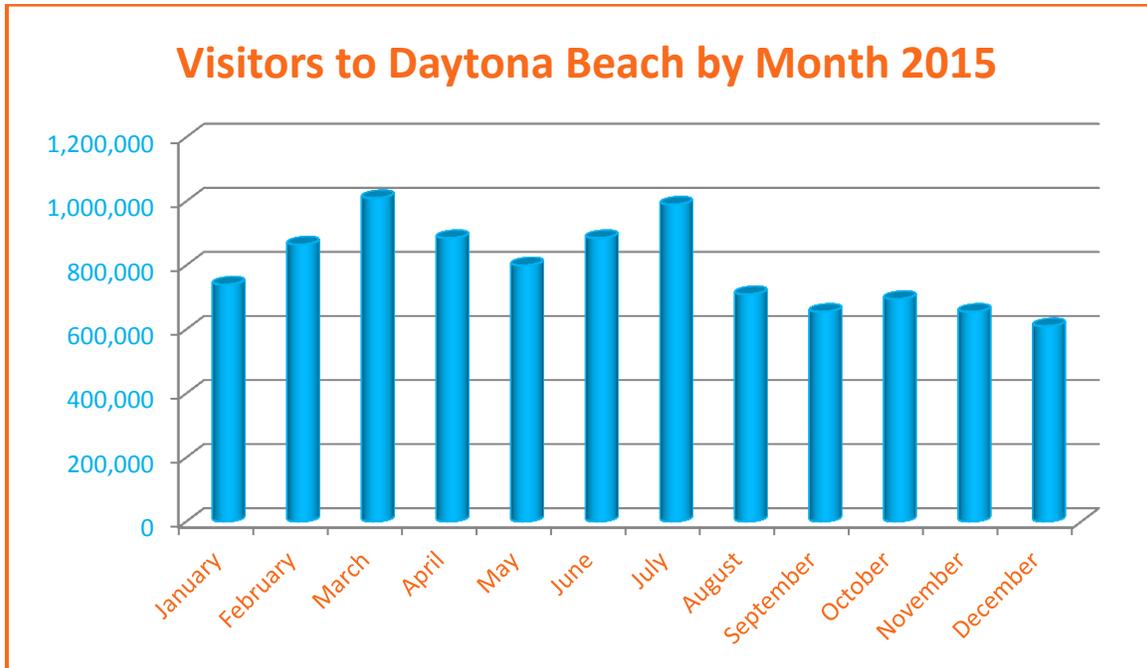
Promotion • Advertising • Public Relations • Digital Marketing

We will work with the advertising agency to bring repeat and new consumer business to the Daytona Beach area through high-engagement marketing efforts that geo-target specific consumer segments.

- Work directly with the advertising agency to continue creating new campaign and branding messages for all direct consumer marketing efforts.
- Continue to focus resources on consumer marketing in key areas of Florida, Atlanta, the Southeast, New York, Ohio, Texas, the Midwest and Canada.
- Establish specific market segments and geo-targeting for all market segments.
- Ensure that each campaign has specific goals and measurable ROI.
- Develop new campaigns to drive quality traffic to DaytonaBeach.com.
- Work with the advertising agency and area partners to provide quality co-op advertising opportunities to key include in-state, out-of-state and international markets (ie. with a focus on markets to include: Orlando, Jacksonville, Miami/Ft. Lauderdale, Tampa Bay, West Palm Beach, Southeastern and Northern States east of the Mississippi; and metro markets like Atlanta, New York, Chicago, Washington DC, Dallas/Houston, Cincinnati and Toronto – using media including Digital like e-Newsletters, custom ad networks, news websites and native formatted stories,) Television (out-of-state U.S. markets and Canada,) and Print (Visit Florida Annual Guide, newspaper inserts, newspaper, and magazines.)
- Increase lead generation through a multitude of new programs focused on consumer interests.
- Work with industry partners such as Visit Florida for viable opportunities in markets that may be difficult to reach, using their buying power and co-op.
- Engage with our PR/Communications department to coordinate a consistent across all market segments through social media, press releases, site content, etc.
- Develop an interactive kiosk at both permanent welcome centers within our market.
- Continue to enhance the consumer experience on DaytonaBeach.com with additional interactive campaigns.
- Continue to focus PR resources on travel media in key areas of Florida, Atlanta, the Southeast, New York, Ohio, Texas, the Midwest and Canada.
- Pitch media stories to strategic outlets re: area happenings.
- Coordinate and host a minimum of two media FAMs with writers from key outlets.
- Invite 12 qualified journalists for Individual Media Visits to the area.
- Respond to all editorial leads in a timely manner and “upsell” story ideas.
- Participate in 2-4 appropriate Visit Florida and other trade organizations’ media events in target markets.
- Distribute quarterly media releases to targeted consumer media.
- Coordinate and implement two consumer contests.
- Increase brand awareness in direct-flight markets Atlanta, Charlotte and New York.
- Increase brand awareness in markets fed by the Orlando and Orlando/Sanford International Airports.

Direct Consumer: ROI | Measurement Standards

- Maintain an average maximum 52 percent bounce rate on DaytonaBeach.com.
- Ensure the consumer is viewing an average of three or more pages while on DaytonaBeach.com.
- Ensure the consumer is spending two minutes or more on DaytonaBeach.com.
- Ensure all digital advertising meets the minimum industry standards of .06% click through rate (CTR)
- Collect a minimum of 12,000 new consumer leads per month utilizing a double opt-in system.
- Generate a 6-8% increase in bed tax collection year over year.
- Create tracking pixels to monitor the performance of all digital marketing efforts.
- Develop measurable call to action messaging for all consumer marketing efforts.



2) NICHE MARKETS

A. Golf

Discover Daytona Beach Golf allows the consumer to find accommodations, golf courses and activities in a one-stop-shop environment. We will continue to market golf in print, digital, social media, public relations, and consumer golf shows.

- Continue relationship with GolfPac/DaytonaBeach.Golf.
- Google Analytics-driving key pay-per-click for golf.
- Incorporate golf message into consumer marketing whenever appropriate.
- Encourage accommodators to participate in GolfPac.
- Printed collateral materials for inquiries and visitors.
- Highlight all golf course opportunities throughout the County.

B. Tourism Events

Daytona Beach is recognized for its year-round calendar of events, now branded under the “Festival Capital of Florida” umbrella. The HAAA promotes tourism events, whether directly or indirectly, to improve visitor experience, raise the destination’s brand, and contribute economically throughout the community. The event marketing partnership provides financial support for marketing events, which exhibit positive tourism potential

and directly affect the communities within the Halifax Area Tourism Taxing District. Event marketing is defined as advertising and promotion outside of the county. These events are submitted through an application process, and the HAAA's board determines funding.

The HAAA will continue to aggressively market all tourism events that exhibit strong potential for generating overnight stays — utilizing print, digital, social media and PR to consistently market our message. We will continue to seek new tourism events to grow and brand the destination.

- Daytona Beach Half Marathon • Rolex 24 At DAYTONA • Bike Week
- Speedweeks • Spring Car Show • Coke Zero 400 • Daytona Blues Festival
- Biketoberfest® • Other Annual Festivals

C. Arts, Culture and Heritage Tourism

Continue to support the area's vast arts, culture and heritage treasures through PR and marketing efforts. Meet regularly with these organizations to understand needs and opportunities for tourism development.

- Continue to develop and distribute the Cultural Guide
- Produce vignettes for social media, website and the local Beach Channel
- Highlight new attractions, developments and renovations
 - Promote Volusia County's myriad Environmental, Cultural, Historical and Outdoor/Recreation (ECHO) treasures throughout the CVB's efforts



D. Ecotourism & New Developments

Volusia County has an abundance of natural resources and exciting, new developments for visitors to experience. The county has approximately 240,000 acres of conservation lands, 172 linear miles of waterways, 35 miles of beaches, Volusia County Trails, East Coast Regional Rail Trail, springs, fishing, artificial diving reefs and numerous parks. Also, the area offers educational centers, including the Marine Science Center.

New developments include Daytona International Speedway's recent \$400 million "re-imagining" project and the One Daytona entertainment complex across the street, a growing artificial reef system for diving and fishing, the Tanger Outlet Mall, incoming hotel product and property upgrades, and much more. The HAAA will continue to promote and develop experiences geared toward toward these enthusiasts.

Situation Analysis | Description | Geo-Targeting

Inbound travel (focused on golf, tourism events, arts, culture and heritage, eco-tourism) is an important aspect to our overall consumer marketing approach. These sectors enhance certain periods of the year that may not typically yield a high level of occupancy. We will utilize our advertising agency to market both domestically and internationally to all of these market segments.

Niche Markets: Goals and Objectives

- Increase bed tax revenue.
- Increase occupancy, ADR and RevPAR.
- Develop a more robust golf program.
- Work with the advertising agency to create new market sources for golf and ACHT.
- Create new and exciting programs to entice more visitations during tourism events.
- Continue to improve our tracking methods and ROI measurements.
- Create in-market programs to entice visitors to return.
- Continue to track and improve consumer analytics.
- Engage more opportunities with partners such as Visit Florida and DMAI.
- Continue to build the momentum for eco-tourism and new developments through all marketing and public relations outlets.

Niche Markets: Action Plan

Promotion • Advertising • Public Relations • Digital Marketing

The Market Development Department will work with the advertising agency to bring repeat and new consumer business to the Daytona Beach area through high-engagement marketing efforts that target specific consumer segments in the areas of golf, tourism events, arts, culture and heritage, and ecotourism.

- Work directly with the advertising agency to continue creating new campaign and branding messages for all direct consumer facing marketing efforts.



- Establish specific market segments and geo-targeting for all market segments.
 - Ensure each campaign has specific goals and measurable ROI.
 - Develop new campaigns to drive quality traffic to DaytonaBeach.Golf.
 - Develop new campaigns to drive quality traffic to Bikertoberfest.org.
 - Develop new campaigns to drive quality traffic to BikerBeach.com and OfficialBikeWeek.com.
 - Work with the advertising agency and area partners to provide quality advertising opportunities from a co-op marketing standpoint.
 - Increase lead generation through a multitude of new programs focused on consumer interests.

- Work with industry partners such as Visit Florida for viable opportunities in markets that may be difficult to reach, using their buying power and co-op.
- Engage with PR/Communications to reach out to a minimum of six key niche outlets, inviting journalists when appropriate and ensuring that the consumer message is congruent across all market segments through social media, press releases, and consumer travel writers/bloggers.
- Work with the Group Sales Department to target and identify golf groups representing both the leisure and corporate markets.

Niche Markets: ROI | Measurement Standards

- Create tracking pixels to monitor the performance of all digital marketing efforts
- Insert tracking phone numbers on all printed consumer marketing materials
- Develop measurable call to action on all direct consumer facing marketing efforts
- Work with Volusia County on messaging for all eco-tourism and new developments

3) GROUP SALES

The Group Sales Department will continue to create a greater demand for the Meetings and Sports market segments and position Daytona Beach as a viable location for both groups and tour operator clientele. Group Sales will recognize every opportunity and will partner with Southeast and West Volusia Advertising Authorities to showcase all Volusia County assets.

Goal: Meetings and Sports will be supported by a defined increase in group lead development, definite business and destination site visits.

Goal: Tour and Travel will be supported by a goal to increase product offerings by tour operators, room nights generated, and a defined increase in destination site visits.

A. Meetings and Conventions

Hotel/Small Market Meeting Concentration: The sales team will target and place an increase of emphasis on groups requiring hotel meeting space and unique meeting venues requiring 60,000 square feet or less... With over 300,000 square feet of meeting space at area hotels and regional private event facilities, the Group Sales Department will leverage our industry alliances to provide a foundation for insured meeting leads. Our rapidly growing database will also help to support the targeting of prospective group business opportunities. The team will continue to work closely with the staff at the convention center to maximize all booking opportunities.

B. Sporting Groups

Sports Concentration: Group Sales has successfully worked toward positioning the area as a premier sports tourism destination for the economic benefit of the entire county. Expansion of this segment will boost hotel occupancy and stimulate visitor spending. The sports program will focus on national/regional youth and adult sports as well as develop new golf opportunities that can utilize existing county and city facilities. A new emphasis on identifying sports meetings that can ultimately generate additional sports programs in Volusia County.

C. Convention Services/Group Support

Convention Support: Conventions Services coordinates all aspects of department's sales effort as well as the services provided to incoming meetings, conventions, events and tour groups. The Group Sales Coordinator and Convention Services Coordinator act as a liaison between the sales team and industry partners for administrative, pre show planning, marketing, and provide local services to our group sales and trade show clients. Convention Services will continue to provide services and necessary support for prior Ocean Center commitments. Execution of all CVB convention obligations for the Shriners 2017 Imperial Session in partnership with Volusia County and the City of Daytona Beach.

Situation Analysis | Description | Geo-Targeting

Specific to each market segment, an increased focus will be placed on market segments that will produce the best use of area hotels. The sales team will maintain existing relationships and build new business within the following markets:

- **Religious/Faith-based**, Faith-based/Religious programs typically look for value, drive-in markets and second-tier destinations. They provide strong repeat bookings for area partners as well as city-wide programs.
- **National Association**, almost every market segment can be represented by a National Association. The national organizations are generally concentrated in the Washington, DC and Chicago areas. Typically, the annual programs consist of a high number of attendees with the ability to create a strong economic impact for the destination.
- **Social**, consists of family reunions and social programs interested in drive markets with a range of affordable rate ranges.

- **Military**, the Military reunion planner may work for a military association or volunteer to coordinate their annual programs.
- **Fraternal**, affordability and location are key with this market which has one of the largest membership bases nationally and internationally.
- **Educational**, can provide short-term booking opportunities and often hold regional meetings.
- **Sports**, maximize opportunities to enhance our destinations sports brand, and build new and strengthen existing relationships with governing bodies. Work with area partners to maximize utilization of public and private athletic facilities.

An emphasis will be placed on developing new opportunities from these additional markets:

- **Corporate Market Development**, In the rapidly changing global culture of business, companies are focusing more on collaboration. Educational and networking activities include first-class speakers and opportunities to help build relationships within the corporate industry. Meetings provide short and long-term booking opportunities for area hotels. Focus on the destinations feeder markets, NASCAR/ISC, the Volusia County's UCF Business Incubator program, and TEAM Volusia for potential meetings.
- **3rd Party Planner Market Development**, Independent meeting planning firms bring the needs of their clients to our area hotels and Ocean Center. They are representative of every market and every size of meeting. A 3rd party planner may work directly with the Group Sales Department to distribute the qualified lead or require convention support for their group.
- **Incentive Meeting Market Development**, Travel incentives are a reward subset of an incentive, recognition or a loyalty program, which is a business tool used to change behavior to improve profit, cash flow, employee engagement and customer engagement. The market generates a higher ADR, short term bookings, and utilizes 3, 4, and 5 star hotel properties. They can also be event driven.

Group Sales: Goals and Objectives

- Maintain and grow goals, accountability and detailed ROI.
- Develop new small market meetings and maintain existing markets.
- Increase focus on destination hotels and their meeting facilities.
- Increase focus on destination sports facilities.
- Maintain the hotel rebate/grant program to assist in closing business.
- Focus on groups that will consider multi-year contracts.
- Strategically place advertising print, digital and editorial messages in key trade media.
- Target needs periods with a focus on the value season by working with hotel partners.
- Develop regional opportunities and book industry shows that will increase visibility to our area.
- Increase focus on groups that can utilize our assets and improve visibility to new customers.

Group Sales: Action Plan

Including sales activities • Advertising • Public Relations

The Group Sales Department will continue to work with the Ocean Center team, providing referrals for new business to the Daytona Beach area and ongoing convention center support for city wide groups.

- Utilize our economic calculator that will measure a more detailed spend for business meetings, conventions, and sports programs.
- Redefine the criteria for the Hotel Rebate & Grant/Reward Program.
- Identify potential groups and use market specific messaging with all attendee data bases obtained from tradeshow, sales presentation, sales calls, industry memberships, and FAMs.
- Developing small and mid-sized meeting leads for the area hotels that can accommodate smaller meetings, including military and family reunions.
- Continue to develop a corporate meeting initiative to bring exposure to the Daytona Beach area, and new hotel product.
- Enhance messaging for our strategic partnership with 3rd party planners, supporting their partnerships with our area partners, and incentivizing them to book Daytona Beach.

- Develop an incentive meeting package, to include high-energy activities, team building, motivational and educational speakers.
- Work with area partners for product development; attractions, museums, dine around programs, festival packages, Daytona International Speedway tickets/tours, and area day excursions.
- Approach all lost business with a new energized message.
- Incorporate quarterly FAMs/ Summits and sales missions/presentations supporting vertical markets.
- Continue to offer a comprehensive convention services program for planners, sports rights holders, tour operators, and travel agents.
- Continue maintenance and enhancement of the CVB's comprehensive reporting system.
- Identify and attend local social organizations including speaking opportunities to encourage attendance to "Bring their meetings home."
- Media buys to include testimonials, print and digital with planner-to-planner message/testimonials and co-op opportunities for area partners.
- Engage the Public Relations/Communications resources to craft advertorial, a minimum of five targeted media releases, trade media invitations and more.



Group Sales: ROI | Measurement Standards

- Business Development
 - Monthly/Quarterly attendance at industry meetings, MPI, SGMP, FSAE, TSAE, etc.
 - Client events hosted during sales missions, tradeshow, and locally Familiarization trips (FAMs).
 - Tradeshow/Industry meeting sponsorships.
 - Host regional independent/3rd party planner meetings.
 - Partnership with VISIT FLORIDA, participate on meetings/trade committee.
 - Partnership with Brand USA.
- Leads issued 5 per month/15 per quarter/60 per year.
- Prospecting calls/emails 5 per week/60 per quarter/240 per year.
- Pre/post show calls 2 per show.
 - * Each show to be evaluated for sales calls opportunities.
- Destination Site visits 2 per month/6 per quarter/24 per year.
- Market specific FAM trips 1 per year (budget 4 for all markets).
 - * can increase based on bringing regional meetings to destination
- Database Marketing Utilize marketing message for all markets -1 eblast per show, 1 eblast post show and 1 eblast per market per month.
- Lost business tracking Marketing message to all lost business/5 calls/emails to individual markets per month by sales manager/director.
- Website traffic Quarterly message with incentive for online RFP completion.
- Support Communication with all hotel partners supporting their efforts on an ongoing basis, continue industry partner outreach, meeting with at least 1 industry partner per week.

Leads Issued FY 2015-16:				Leads Issued FY 2014-15:			
10/1 - 6/1/16	CVB	Rm Nights	Assist (OC)	10/1 - 9/30/15	CVB	Rm Nights	Assist (OC)
Corporate:	22	9,005	2	Corporate:	29	20,574	1
Fraternal:	6	1,708	-	Fraternal:	12	30,892	-
Medical:	-	-	-	Medical:	1	1,615	1
National Association:	15	14,276	5	National Association:	24	44,036	5
Religious:	20	7,282	3	Religious:	21	18,631	5
Educational:	6	4,636	1	Educational:	4	400	-
Government:	11	2,063	-	Government:	8	3,193	-
Military:	7	1,484	1	Military:	9	5,340	1
Social:	16	2,635	3	Social:	20	6,500	-
State Association:	10	2,236	4	State Association:	31	10,869	3
Tradeshaw:	1	66	-	Tradeshaw:	3	3,445	1
Technology:	-	-	-	Technology:	1	10	-
Sports:	32	27,595	1	Sports:	59	41,511	4
	146	72,986	20		222	187,016	21

Definite Leads FY 2015-16:			Definite Leads FY 2014-15:		
10/1 - 6/1/16	CVB	Rm Nights	10/1 - 9/30/15	CVB	Rm Nights
Corporate:	3	346	Corporate:	5	455
Fraternal:	2	521	Fraternal:	2	1,957
National Association:	6	3,598	National Association:	2	1,750
Religious:	12	1,662	Religious:	3	300
Educational:	2	235	Educational:	5	800
Government:	3	490	Government:	2	218
Military:	3	370	Military:	3	205
Social:	9	2,860	Social:	6	575
State Association:	3	370	State Association:	14	4,227
Sports:	9	2,507	Sports:	21	14,408
Technology:	-	-	Technology:	1	10
Total # of Definites:	52	12,959	Total # of Definites:	64	24,905

4) TOUR OPERATORS & TRAVEL AGENTS

Tour and Travel Concentration: The focus of the Tour and Travel program is to develop, promote and increase the volume of business produced by domestic/international tour operators, travel agents, and online sellers of travel to the greater Daytona Beach area. Tour and Travel is not specifically group targeted, but is a component of Destination Sales.

Situation Analysis | Description | Geo-Targeting

In-bound travel involving tour/receptive operators and travel agents continues to change daily. Domestically, growth in travel to Florida by the motor coach sector has continued to be positive. Internationally, the travel agent and receptive operator continue to play a significant role as "advisor" to their clients for long haul destinations such as the U.K., Ireland, and Germany report an increase demand for Florida. Orlando based receptive operators are seeing an increase in room nights to the Daytona Beach area from the South American region. Currently Canadian travel continues to grow; fiscal year adjustments may be made due to their economic challenges.

Tour Operators & Travel Agents: Goals and Objectives

- Maintain and grow goals, accountability and detailed ROI.
- Focus on groups that will consider multi-year contracts.
- Strategically place advertising print, digital and editorial messages in key trade media.

- Target needs periods with a focus on the value season by working with hotel partners.
- Develop regional opportunities and book industry shows that will increase visibility to our area.
- Increase focus on groups that can utilize our assets and improve visibility to new customers.
- Partner with Southeast and West Volusia Advertising Authorities to showcase all Volusia County assets.

Tour Operators & Travel Agents: Action Plan

Including sales activities • Advertising • Public Relations

- Strengthen partnerships attractions, restaurants, museums, eco-tourism, shopping and water sports to increasing room nights and length of stay in the Daytona Beach area.
- Strong focus on the domestic and Canadian consumer.
- Continue to coordinate sales missions and marketing opportunities to complement ongoing consumer media buys.
 - Continue to work with corporate AAA (Heathrow) and AAA Auto Club South (Tampa) as well as other Florida inbound clubs around the country.
 - Increase exposure in the Canadian markets through tradeshow, sales missions and marketing opportunities.
 - Develop Travel agent awareness through Sales Missions and presentations.
- Increase International brand awareness with Receptive & Tour operators working with HAT marketing.
 - Continue sales calls and agent training session in the U.K., Ireland, and Germany.
 - Attend Brand USA and VISIT FLORIDA industry events in U.K., Ireland, and Germany.
 - Open up placement/inclusions with Florida based Receptive and Tour Operators.
 - Continue sales calls to receptive operators in Orlando, Miami, and the Southeast.
 - Support wholesalers/tour operators who sell direct to clients upon arrivals through orientations or direct selling at hotels by their personal reps.
 - Optimize our central east location as a twin center destination for the international traveler.
 - Partner with regional destinations to generating duel city/duel tier programs.
- Develop and promote innovative tour & travel marketing support for use by the trade.
- Form new trade partnerships that benefit and strengthen the objectives of the destination and our lodging partners.
- Establish a relationship with vacations home rentals that collect bed tax.
- Visit and interview existing accounts for positive/negative feedback.
 - Continue calling upon accounts and prospects within territory.
- Identify and establish new marketing opportunities by creating “add on” land package with Florida Cruise lines.
- Extend existing sales team by developing joint packaging strategies with hotel partners.
 - Develop a marketing brochure with our area partners for distribution in their sales kit.
- Evaluate and mine growth markets such as military offices and SATO travel agent offices.
- Attend key trade events
 - USTA’s POW WOW/IPW
 - Florida Huddle
 - WTM, World Travel Market * based on new hotel/attraction development and demand
 - ITB Berlin/Germany sales mission with Southeast Volusia Advertising Authority * based on new hotel/attraction development and demand
 - NAJ RTO Summit * Orlando and New York
 - OMCA, Ontario Motor Coach Association
 - ABA, American Bus Association
 - SYTA, Student Youth Travel Association
 - IAGTO *development of new golf initiative
- Continue in market representation
 - United Kingdom
 - Germany
 - Ireland
- Review effectiveness of web generated sales.
- Re-energize partnerships with Visit Florida.
- Schedule business to business networking events.

- Engage the Public Relations/Communications resources to create appropriate content, a minimum of three targeted media releases, training guides, trade media invitations and more.

Tour Operators & Travel Agents: ROI | Measurement Standards

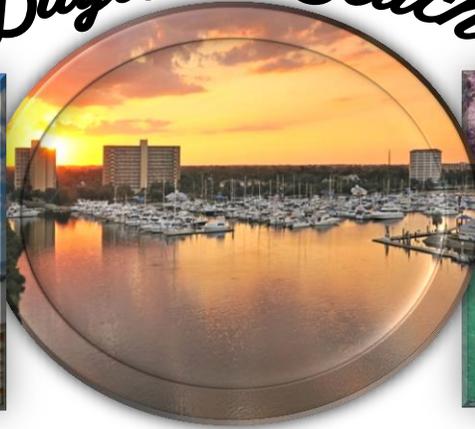
The goal of Tour and Travel is to increase product offerings by tour operators, room nights generated, with a defined increase in destination site visits and FAM trips.

# of Companies currently selling Daytona Beach	# of Potential Companies to add Daytona Beach product based on Marketing Opportunities	% of Expected Overall Growth
90	25	10%



5) ADVERTISING AUTHORITIES COLLABORATION PROGRAM

Daytona Beach



Southeast Volusia

West Volusia

Collaboration efforts with all three authorities: Telling Volusia County's Amazing Story

HAAA's General Countywide Efforts

- ◆ Visitors Guide content
- ◆ Cultural Arts Map
- ◆ Share the Heritage African-American Heritage content upgrade
- ◆ Two county-wide media FAMs per year
- ◆ Individual Media Visit itineraries
- ◆ (Recent) JetBlue Media FAM with Visit Florida
- ◆ DaytonaBeach.com content
- ◆ Social media – promoting countywide events
- ◆ Tourism Week celebration
- ◆ TourOperatorLand.com – 5-day itinerary includes countywide assets
- ◆ International Media Fact sheets

Group Sales:

- ◆ Countywide inclusive in hardcopy handouts and flash drives distributed to the following:
 - ◆ World Travel Market
 - ◆ IPW Pow Wow
 - ◆ Florida Huddle
 - ◆ Brand USA sales missions in the UK and Ireland with HAT Marketing
 - ◆ New Smyrna Beach & West Volusia festivals included in our UK/Ireland agent training modules (OTT training)
 - ◆ Receptive Tour Operator (RTO Summit) in New York & Orlando
- ◆ Ontario Motor Coach Association (OMCA)
- ◆ American Bus Association (ABA)
- ◆ International Association of Golf Tour Operators (IAGTO)
- ◆ Student Youth Travel Association (SYTA)
- ◆ Travel Xchange, Canadian Traveler
- ◆ AAA Sales missions in South, West, Central, North Florida, and Georgia
- ◆ Sales call in New York City and Orlando
- ◆ IPW post FAM 2015