



Fairfax County, Virginia
Connect with America

SALES, MARKETING, AND BUSINESS DEVELOPMENT PLAN 2023 / 2024

OUR MISSION:

TO PROMOTE, MARKET, AND SELL FAIRFAX COUNTY AS A YEAR-ROUND, PREFERRED DESTINATION FOR VISITORS FROM ALL MARKET SEGMENTS INCLUDING ALL BUSINESS TRAVEL SEGMENTS, LEISURE, AND SPORTS TRAVEL. WE USE ALL MARKETING DISCIPLINES TO DEVELOP INCREMENTAL VISITATION BY PROMOTING OUR DESTINATION PRODUCTS, PROGRAMS, AND ACTIVITIES THAT DISTINGUISH FAIRFAX COUNTY AND CONTRIBUTE TO THE OVERALL ECONOMIC AND SOCIAL GROWTH OF OUR CITIZENS AND COMMUNITIES.

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EXECUTIVE SUMMARY

It is indeed my great pleasure to share our 2023 – 2024 Sales, Marketing, and Business Development Plan on behalf of the Fairfax County travel and tourism industry. Fairfax County has so much to offer our visitors and residents alike. We are privileged to call this beautiful place home and are honored to have the opportunity to contribute to both the economy as well as the overall quality of life for our citizens simply by sharing our love of this destination with visitors to the region.

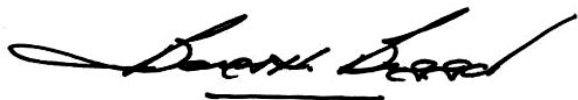
Every year we begin the process of planning for our next fiscal year months in advance. This year was no different. Our plan for the 2023 – 2024 Fiscal Year reflects a new normal and what we will need to do as our world continues to open up.

Considering the various facets that make up the travel and tourism industry, our plan was developed with three distinct audiences in mind: Business – relating largely to meetings and events, Leisure – meaning both group tour and individual consumer, and Sports – ranging from state tournaments to broad-reaching international mega-events. Each audience segment plays an important role in the success of the Fairfax County tourism industry. For each segment of our audience, we address the strategic and tactical actions that will be used to market Fairfax County as a preferred destination. Within each segment we have indicated the primary, secondary, and tertiary markets where our attention will be focused as well as some examples of what our efforts will be and where they will be focused. Our plans, as you will notice, have taken everything we have heard and learned through research and forecasts that will affect our industry for the year ahead and beyond.

Throughout the year, Visit Fairfax represents the county in a wide variety of different marketplaces and through many types of marketing, advertising, and communication methods. We have provided a master activities calendar to identify each of these major programs and activities. We invite you to use this calendar to leverage our plans to enhance your own sales and marketing efforts for the year.

Please do not hesitate to contact any of the Visit Fairfax team as we are always more than happy to assist in any way that we can. And thank you for making the industry of travel and tourism a major part of the economic fabric of this great county.

Yours in Tourism & Hospitality,



Barry Biggar, CDME
President & CEO
Visit Fairfax



ENVIRONMENTAL ANALYSIS



Strengths

With our proximity to the many attractions available to visitors to the region, a central location continues to be a key Fairfax County strength. With world-class hotels, restaurants, and attractions, Fairfax County offers visitors an enviable array of experiences. Combining big-city amenities with wide open spaces, the County boasts highly eclectic choices for visitors – surrounding them with experiences ranging from the natural beauty of Great Falls and historic treasures such as Mount Vernon to the amenities typical of an urban destination such as amazing dining and shopping options. Additionally, our diverse population translates to diverse and authentic visitor experiences that are highly desirable to many. Finally, Fairfax County offers visitors the ultimate convenience of accessibility by air, rail, and highway; easy access to many of the area's best-loved activities and some of the country's top businesses; and a manageable and affordable environment that offers a wide range of quality accommodations.



Opportunities

Key market opportunities exist for the business, leisure, and sports segments, especially during weekends and other distressed periods. The Connect with America brand leverages the County's strengths with a highly personal message. The now-complete expansion of Metro to Dulles Airport provides new opportunity for both individual travelers and group event planners. Four recently added attractions represent opportunity within all segments. Capital One Hall represents a major addition to our Arts portfolio. The National Museum of the United States Army along with the Lucy Burns Museum and the Turning Point Suffragists Memorial are very attractive to niche groups and individual travelers, and the sense of community spirit in a post-pandemic world may provide new opportunity to engage with local residents. Additionally, the planned expansion of Tysons as a pedestrian-friendly area also holds great opportunity. Finally, additional funding would increase opportunities for greater outreach in all markets.



Weaknesses

The most significant weaknesses faced by Fairfax County are infrastructural in nature. The sheer size of the County can make navigating among attractions a challenge. This issue is further aggravated by limited "tourism-friendly" signage throughout the County. Consumer perception is also impacted by the lack of a "downtown area," limited brand awareness, and extensive traffic – all of which could leave tourists with the feeling that Fairfax County may not be a tourist-friendly destination. Lack of extensive public transportation was mitigated with the expansion of Metro to Dulles; however, visitors still require affordable, convenient alternatives. Additionally, consumers may be confused as the various towns and communities tend to market individually instead of as a cohesive group. While city destinations like Washington, DC and New York City are quite well known among travelers, counties are often difficult to market as they are not as established from a branding and awareness standpoint.



Threats

The global pandemic threatened not only Fairfax County but the entire travel industry. Our industry was drastically impacted by the COVID-19 crisis. While many destinations, especially those that rely primarily on leisure travel such as resorts, have fully recovered, the timing for full recovery for Northern Virginia remains to be seen. Competition for visitor attention remains fierce in the region. In this environment, Fairfax County faces the challenge that many destination marketing organizations contend with – drawing eyes to our message when numerous choices abound. Record inflation and high gas prices also put more strain on potential consumers' available recreational spending. Additionally, the mid and long-term impact on international travel is still affecting that segment. Finally, nearby competitor Washington, DC has invested millions of dollars toward international markets, giving them a competitive advantage in these lucrative marketplaces.

SALES, MARKETING, & DEVELOPMENT BUSINESS PLAN

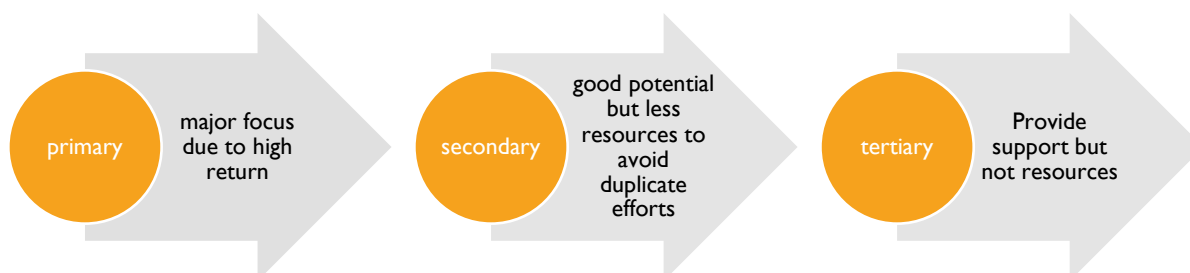
The past year brought with it a new day and renewed confidence in a return to normalcy. The travel restrictions that began in 2020 and reemerged cyclically throughout the pandemic were finally behind us, creating a pent-up demand for travel that was two years in the making. Hotel occupancy rates surged as visitors returned, and the hospitality community of Fairfax County faced new challenges relating to both staffing and the cost of goods. Additionally, the Washington Metropolitan Area has been somewhat slower to recover than some other areas of the country. The latest data suggests that less than 50% of workers in the DMV have returned full-time to their offices, and many federal workers continue to telework. The resulting decline in individual business travel created gaps in occupancy that have not been fully replaced; but while the pandemic did leave its mark on the region, we are clearly on the road to full recovery. Recognizing this new paradigm, Visit Fairfax will continue to tap into the pent-up desire to travel that so many are seeing. Without doubt, travel is resuming; however, the manner in which visitors choose to travel and the core drivers that motivate them will play important roles in their decision-making process.

“Keep your face toward the sunshine – and the shadows will fall behind you.” – Walt Whitman

The most significant opportunity to move the needle is with leisure consumers, and therefore, we have accelerated our focus on leisure to drive traffic and travel. Given Northern Virginia's central location that is easily accessible by car, Fairfax County is an attractive destination given the changes in consumer priorities. Additionally, our visitor experiences are highly eclectic, ranging from national historic treasures to wide-open green spaces for those who still prefer less crowded environments. Finally, for those who remember the economic insecurity caused by major shutdowns, Northern Virginia represents an incredible value within the National Capital Region, with many of the benefits of an urban destination surrounded by nature and our incredible parks. Using innovative technologies, Visit Fairfax will continue its programs intended to send highly creative and targeted messages to very defined niche audiences with a focus on those precious moments with friends and family that many see as a top priority as they reconnect.

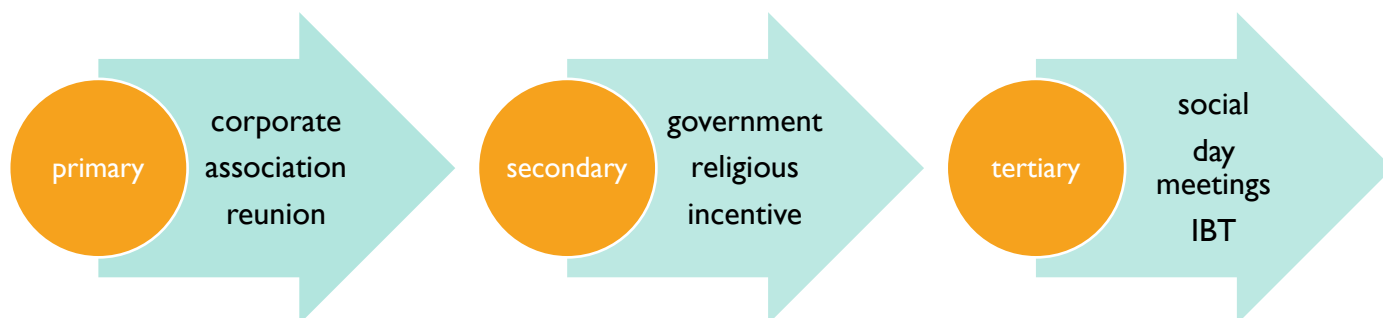
One of the most encouraging signs of recovery is the uptick in group events; however, the competition for group events remains fierce. Identifying innovative ways to reach group decision makers is especially important as the echoes of the pandemic linger. In a highly competitive environment, we need to arm our group sales managers with the best possible tools to be effective in their jobs. In doing so, we will leverage the power of human connection that only comes from face-to-face interaction.

The overall sales and marketing strategy will remain focused on the three key markets that we have prioritized from the beginning: Business, Leisure, and Sports – each with resources dedicated based upon their Primary, Secondary, and Tertiary audiences. We will also continue to reach out to our own local residents who, now more than ever, influence inbound friends & family, support the tourism infrastructure, and ultimately ensure our success through the shared voice of all of our proud citizens and political leaders. We remain positive that the future is indeed bright and that the strategies planned for the coming year will move us in the right direction.



BUSINESS MEETINGS

MEETINGS AND EVENTS



With the worldwide pandemic in our rearview mirror, we are now seeing unprecedented demand for group meetings and events. However, the types of group business available to us have changed from what they were in 2019. For example, the average group size is now smaller than it was pre-pandemic, booking cycles are noticeably shorter, and event planners are far more cautious about cancellation and attrition terms. More meetings are being structured as “drive-in” vs. “fly-in” programs, with attendees travelling distances under 300 miles to attend.

The ongoing hostilities in Ukraine, now in their second year, have pushed up the price of crude oil worldwide causing both gasoline and airline ticket prices to increase and potentially impacting meeting attendance if attendees “think twice” prior to committing to an event.

The demand for larger (i.e., full hotel ballroom) meeting space continues to outpace supply, forcing Visit Fairfax and our hotel partners to think creatively about ways to accommodate the maximum number of group meeting requests, especially over prime dates in the Spring and Fall. We continue to educate clients as to the “new reality” of considering secondary (or tertiary) dates, shifting their day patterns, being more flexible in their meeting space requirements, and considering properties that may not have been on their radar originally.

Looking ahead, we will continue to be “out in the marketplace” with a robust schedule of “one-on-one” appointment trade shows in all of our key market segments. We will continue to look for opportunities to host such programs, knowing that exposing planners to our hotels and attractions first-hand is one of the most effective ways to sell our destination. We recently were awarded the annual Educational Summit by The Military Reunion Network (TMRN); this event will take place in June of 2024 and will bring between 40 and 50 military reunion planners here to personally experience all that Fairfax County has to offer their respective groups.

We will continue to develop opportunities to book additional business attracted by the National Museum of the United States Army (NMUSA) and by Capital One Hall. Working in conjunction with the Fairfax County Economic Development Authority, we were able to secure a major information technology industry event, the Quantum World Congress, for September 2023. More than 1,000 attendees are expected to attend this gathering, which will take place at Capital One Hall and the surrounding facilities at Capital One Center.

We will also continue to promote the 1,600-seat main auditorium at Capital One Hall in our sales efforts targeting association, corporate, and religious groups that require larger “General Session” capabilities than any of our existing hotels are able to provide.

So Many Options

Featuring over 100 hotels and over 80 additional unique meeting spaces, Fairfax County offers so many options for event planners seeking the perfect location in Northern Virginia.



Likewise, the completion of the Metrorail Silver Line service to Dulles International Airport in November of 2022 allows us to offer our properties in the Dulles Airport corridor to more planners and groups as viable options, now that we can successfully counter the objection that these hotels and venues are “too far away” for groups to consider. As we did in 2014 for the opening of the Silver Line’s first phase, we will continue to promote the enhanced access that the Dulles extension affords groups through trade show collateral, mailings, e-mail blasts, and meeting planner site tours.

STRATEGIES

1. Market, sell and promote Fairfax County as a premier business meeting destination within the group business segments that we target: national and state associations, corporate and government.
2. Profile and build on our database of group meetings and events that meet during specified need periods, specifically military and family reunions, religious groups, and special interest/hobbyist groups.
3. Maximize the opportunities presented by the three recently opened facilities: the National Museum of the United States Army, Capital One Hall, and the Metrorail Silver Line extension to Dulles International Airport.

4. Continue to build upon the service reputation of Visit Fairfax by providing the highest levels of personalized service, attention, and support for meeting planners and event organizers.

TACTICS

1. Market, sell and promote Fairfax County as a premier business meeting destination within the group business segments that we target: national and state associations, corporate, and government.
 - a. Ensure visibility for Fairfax County and our meeting hotels at association, corporate, and government trade shows including Connect (Minneapolis, MN, Washington, DC, New York, NY, and Chicago, IL), Convention South Rendezvous South, Northstar Travel Media Destination East, and IPEC (Independent Planner Education Conference), Meetings Today Meetings Today Live!, MPI ReConEx, and SGMP National Education Conference.
 - b. Utilize “virtual reality” tours of our meeting hotels and attractions to market to and close business with planners who may be unwilling or unable to travel to Fairfax County to conduct traditional site inspections.
 - c. Continue to expand our relationships with state association meeting planners through our participation in the Virginia Society of Association Executives (VSAE) and attendance at the group’s various events throughout the year.
 - d. Exhibit at the VSAE Fall Conference in October, partnering with our Fairfax County meeting hotels. Provide our hotels with access to Virginia state association planners through a semi-annual Visit Fairfax sales blitz in November and April.
 - e. Partner with Visit Loudoun to be the two primary sponsors of the Reston-Herndon Meeting Planners (RHMP) “Summer Camp” program in August.
 - f. Use a “Break through the Clutter” direct mail to be mailed to select prospective planners/groups to increase their level of interest in finding out more about Fairfax County.
 - g. Ensure visibility among corporate, government, and association planners through advertising in *Meetings & Conventions*, *Meetings Today*, *Convention South*, *Virginia Business*, MPI.org, and SGMP.org.
 - h. Utilize the bi-monthly group planner eNewsletter to deliver information on new developments, special offers, and items of interest to groups.

Business Meetings

WHAT ↗

Tradeshows

Print & Online
Advertising

Direct Sales

Membership &
Sponsorship

Group FAMs & Client
Events

WHERE 📍

Washington, DC

Northern Virginia

Richmond

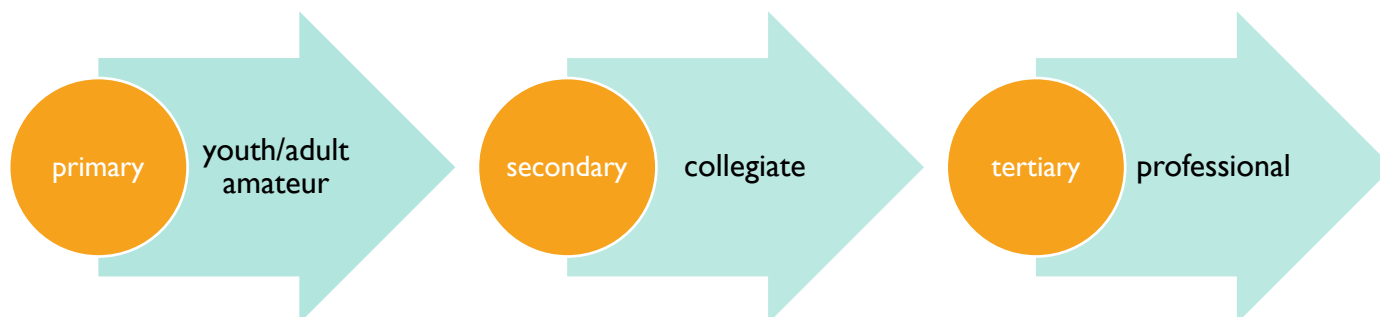
National Shows

- i. Continue to develop relationships with the Society of Government Meeting Professionals (SGMP), Association of Meeting Professionals (AMPs), and Meeting Professionals International (MPI) planners through chapter events and conferences.
- j. Maximize our Cvent listing to compete more effectively against other destinations and generate additional business opportunities in all target markets.
- k. Utilize hub pages for the primary group business market audiences with an eye to event planner needs and priorities.

2. Profile and build on our database of group meetings and events that meet during specified need periods, specifically military and family reunions, religious groups, and special interest/hobbyist groups.
 - a. Continue to participate in a virtual Family Reunion Workshop in partnership with the National Family Reunion Institute, showcasing Fairfax County to family reunion planners across the country.
 - b. Ensure visibility among family and military reunion planners through online advertising in *Reunions* magazine.
 - c. Host The Military Reunion Network (TMRN) Educational Summit in June 2024 to reach military reunion planners and convince them to meet in Fairfax County.
 - d. Reach special interest and hobbyist event planners through Connect Marketplace and Rendezvous South.
3. Maximize the opportunities presented by the three recently opened facilities: the National Museum of the United States Army, Capital One Hall, and the Metrorail Silver Line extension to Dulles Airport.
 - a. Continue to e-mail planners of Army reunion groups with periodic issues of our specialty newsletter highlighting recent additions/updates at the Army Museum.
 - b. Continue promoting the availability of Capital One Hall as a desirable “General Session” space to groups too large to be comfortably accommodated in one of our traditional hotel ballrooms.
 - c. Promote the completion of Metrorail service to Dulles Airport via trade show signage and custom collateral.
4. Continue to build upon the service reputation of Visit Fairfax by providing the highest levels of personalized service, attention, and support for meeting planners and event organizers.
 - a. Offer the use of “Fairfaxopoly” and other experiential activities to planners as unique enhancements to their programs.
 - b. Assist planners in arranging locally based guest speakers, sightseeing tours, and entertainment for their programs to enhance the “Wow!” factor of their meetings.

TOURNAMENT SPORTS

TOURNAMENTS, MEETINGS, AND EVENTS ↗



In the aftermath of the pandemic, the sports market continues to be one of the most steady and dependable segments of the U.S. tourism industry with business spread evenly throughout the year. Since youth travel sports are viewed by many parents as a “necessity” rather than a luxury, and because tournaments and competitions have become a lucrative revenue stream for event organizers, this recession-resistant market segment remains a leading driver of group travel, generating significant economic impact for destinations and providing a sense of civic pride to residents in communities throughout the country.

As competition for a larger slice of the sports tourism pie becomes increasingly fierce, destinations have been entering into a sports facilities “arms race” to offer more tournament-capable venues. Compared with other U.S. destinations pursuing this market – including some of our neighboring counties – Fairfax County had not kept pace in this race to build large clusters of outdoor fields or indoor courts. Until now.



Patriot Park North

This 6-field turf baseball/softball complex opened in Spring of 2023 and represents many new tournament opportunities for Fairfax County.

Tremendous opportunities currently exist to host travel baseball and softball tournaments at Patriot Park North (PPN), the Fairfax County Park Authority's new six-diamond, turf/lighted complex which officially opened in April 2023. Touted as Fairfax's first sports tourism facility by county officials, Patriot Park North will also provide local sports clubs with a high-quality venue, generate revenues to offset operational expenses, and reduce the tax burden on community residents.

In partnership with the Park Authority and the Northern Virginia Travel Baseball League, and with the benefit of sports incentive grants awarded by the Virginia Tourism Corporation, Visit Fairfax has helped book more than 25 tournaments scheduled at this facility from late April through October 2023 that combine for a projected direct economic impact estimated at nearly \$12 million. The DMO will continue to provide marketing assistance, coordinate rightsholder site inspections, and offer a variety of other tourism-related support services to fully maximize event opportunities at this facility.

Indeed, the importance of tournament-quality sports venues to attracting new sports business cannot be understated. Examples of valuable partnerships with such venues include the following:

- **George Mason University** – Mason is a Division I school with multiple indoor and outdoor athletic facilities. Visit Fairfax is working closely with university officials to book youth sports events during periods when facilities are not being used by students. GMU is in the process of conducting a study to determine the feasibility of a new athletic complex on the main campus that would host Major League Cricket matches, Mason's home baseball games, and other sports events that could be accommodated within the large competition playing area of the complex.
- **Hashtag Gaming Arena** – Located at the Franklin Farm Village Center in Chantilly, the Hashtag Gaming Arena features a dedicated esports event and play space where management produces, hosts, and broadcasts competitive video game events like *Beltway Battles* and the *Hashtag Cup*. Visit Fairfax partnership with this facility includes hotel selection assistance and other event support.
- **Capital One Park** – Built on the grounds of the Tysons headquarters of its namesake Fortune 500 company, Capital One Park officially opened on April 15, 2023, to serve travel and college-level summer leagues. Built to meet NCAA standards, this turf/lighted, 300-seat facility will also be available to host college showcase camps, high school games, and travel tournaments. Visit Fairfax will be working closely with event organizers to facilitate booking Capital One Park to supplement the inventory of Patriot Park North satellite fields.
- **Capital One Hall** – Opened in Fall 2021, Capital One Hall is a breathtaking performing arts center featuring a 1,600-seat main theater capable of hosting cheer/dance and other sports competitions requiring a large stage. Visit Fairfax has already conducted multiple site inspections of this facility with event planners.
- **The St. James** - In terms of existing private facilities, there is no venue in the county with greater potential to attract travel tournaments than The St. James. This indoor, 450,000-square-foot mega sportsplex located in Springfield features a FIFA turf field with 70-foot height clearance; two NHL sheets of ice; four NBA basketball courts (convertible to nine volleyball courts); a 50-meter, 10-lane Olympic pool; and eight international squash courts. Visit Fairfax is working closely with the St. James to attract new events and grow existing ones, such as the *She Got Game* basketball tournament.

Another important component to positioning Visit Fairfax for success is our sports marketing partnerships with counterparts at other DMOs throughout the Commonwealth. Through the Sports Virginia coalition, we are able to leverage our resources with other sports-minded DMOs in Virginia to lower the cost of client events and to generate significantly more leads than if we exhibited at tradeshow on our own. And as a result of our SportsNOVA alliance with Loudoun, Prince William, and Stafford counties, we'll continue to build awareness of Northern Virginia's sports tourism assets through cost-effective marketing communications, client events, and site inspections, which will improve our region's ability to host multi-sport and large single-sport events. SportsNOVA efforts have already proven fruitful, with initial rightsholder communications and relationship-building activities culminating in hockey and baseball tournament bookings.

Among our most important partnerships are the ones with our clients, the event rightsholders who bring thousands of athletes, young and old, to our destination in the name of friendly competition. Visit Fairfax will provide a variety of support services to several tournaments to grow event attendance, to enhance the experience of visiting guests, and to save our clients time and money.

As Visit Fairfax continues to rebuild its sales pipeline, we will continue to employ time-tested sales strategies and tactics that have proven successful in the past. To generate awareness and interest in our destination and its sports tourism assets, we will deploy targeted advertising and PR programs. Tradeshow, event databases, and direct sales efforts remain excellent tools to produce leads for county stakeholders. And to close business opportunities, we plan to hold client events and conduct both in-person and virtual site inspections of targeted sports facilities and world-class attractions to give event organizers an excellent sense of what makes Fairfax an ideal location to host traditional and emerging sport competitions.

By working with local sports organizations in an advocacy role to further develop the county's sports infrastructure, building awareness of and interest in Fairfax County's sport tourism assets, and providing event organizers with sponsorship support and customized event services to attract and grow competitions, Visit Fairfax will seek to foster economic development for tourism stakeholders and enhance the quality of life for area residents. As we navigate the sports market post-pandemic, we will implement the following marketing plan strategies and tactics designed to bolster Visit Fairfax's sales opportunities while promoting the county as a safe, first-rate destination to host travel tournaments and competitions.

STRATEGIES

1. Attract state, regional, national, and international sports events that match up well with the area's existing facilities infrastructure and grow existing competitions that have the potential of drawing additional out-of-town visitors.
2. Continue to build awareness of and support for Visit Fairfax's sports marketing initiatives among various stakeholders (event planners, sports leaders, facility owners, government officials, etc.) and work cooperatively with these stakeholders to enhance event hosting opportunities and improve the county's sports tourism infrastructure.

3. Provide sports stakeholders with marketing and event support services to increase tournament attendance, assist with event planning/execution, and maximize visitor spending.

TACTICS

1. Attract state, regional, national, and international sports events that match up well with the area's existing facilities infrastructure and grow existing competitions that have the potential of drawing additional out-of-town visitors.
 - a. Promote Fairfax County as an ideal destination to host state, regional, national, and international sports events at industry trade shows and conferences:
 - 2023 Connect Sports
 - 2023 TEAMS Conference & Expo
 - 2024 American Baseball Coaches Association Convention
 - 2024 Sports ETA Symposium
 - b. Participate actively in the Sports Events and Tourism Association (Sports ETA) as well as Sports Virginia, the coalition of DMOs and sports commissions which seeks to attract new events to the state.
 - c. Communicate regularly with local sports leaders, event organizers, and facility owners/managers to discuss ways to attract new events and grow existing ones.
 - d. Mine various sports event databases and sales systems (Sports Tourism Index/Scout) for tournament hosting opportunities.
 - e. Continue building prospect list of sports planners and conduct sales solicitation calls with planners whose events match up well with Fairfax County's sports tourism assets.
 - f. Conduct in-person site inspections as well as virtual tours (VirtualFairfax.com) to promote Fairfax County to targeted sports decision-makers and influencers.
 - g. Provide sponsorship support to select events to grow existing business and attract new opportunities.
 - h. Draw outdoor, adventure, and other leisure groups to Fairfax County by promoting select public and private venues in the area that target these groups (e.g., golf courses, parks, The St. James, etc.)

SPORTS

WHAT ↗

Tradeshows & Conferences

Direct Sales

Virtual Presentations

Print & Digital Advertising

Public Relations

Client Events & Site
Inspections

Strategic Partnerships

Sports Tourism Task Force

SportsNOVA & Sports Virginia

Sports Tourism Index /Scout

WHERE 📍

Connect Sports Marketplace

TEAMS Conf & Expo

Sports ETA Symposium

ABCA Convention

Patriot Park North

Fairfax County Parks & Public
Schools

NOVA Parks

George Mason University

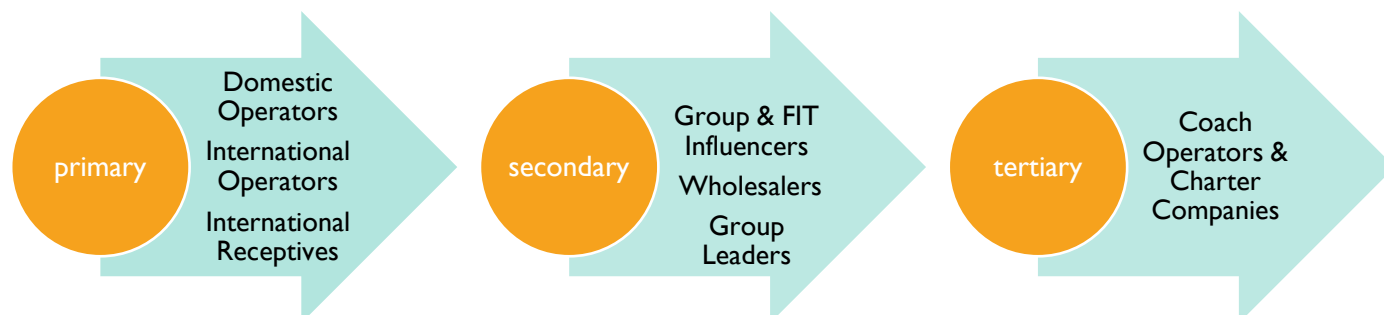
Private Sports Facilities

- i. Utilize hub pages for the primary group sports market audiences with an eye to event planner needs and priorities.

2. Continue to build awareness of and support for Visit Fairfax's sports marketing initiatives among various stakeholders (event planners, sports leaders, facility owners, government officials, etc.) and work cooperatively with these stakeholders to enhance event hosting opportunities and improve the County's sports tourism infrastructure.
 - a. Educate tournament directors, facility managers/owners, sports leaders, and other tourism stakeholder groups about Visit Fairfax's sports initiatives through networking events, presentations, advertising, and e-marketing vehicles.
 - b. Play a leading role in the Sports Tourism Task Force's efforts to improve the County's facilities infrastructure and tournament-related policies; work closely with members of the Task Force to ensure the achievement of desired tourism objectives.
 - c. Partner with the Fairfax County Park Authority (FCPA) to market and book baseball/softball tournaments at Patriot Park North, FCPA's new turf diamond complex; assist with the development of marketing materials and sponsor rightsholder site inspections.
 - d. Maximize opportunities to host events at The St. James and other new private facilities, including Hashtag Gaming Arena, Capital One Park, and Capital One Hall.
 - e. Support George Mason University in its efforts to bid on and land NCAA Championship events, and work with the school's athletic department to book more youth tournaments using indoor and outdoor facilities.
 - f. Update database of Fairfax County and area facilities capable of hosting various sports events and competitions.
 - g. Continue to generate awareness of SportsNOVA – the regional sports tourism alliance between Fairfax, Loudoun, Prince William, and Stafford counties; target and book multi-sport and large single-sport competitions; promote Fairfax County and Northern Virginia's sports tourism assets through advertising, sponsorships, client functions, and site inspections.
3. Provide sports stakeholders with marketing and event support services to increase tournament attendance, assist with event planning/execution, and maximize visitor spending.
 - a. Offer support services to tournament directors and visiting sports teams/participants through a Visitor Services support program.
 - b. Assist FCPA to increase revenue by developing golf packages that incorporate hotel, attraction, and other stakeholder benefits.
 - c. Create customized "Welcome to Fairfax County" web landing pages for select tournaments to provide useful destination information to participating teams/individuals and encourage additional event registrations.
 - d. Promote "Extend Your Stay" web page that encourages sports groups to add leisure time to tournaments by "multi-tasking" their trip; promote increased spending through hotel, attraction, and restaurant offers to group travelers; market the program and offers via Destination Services as part of pre-arrival servicing packets.

DOMESTIC & INTERNATIONAL GROUP LEISURE

GROUP TOURS AND FIT TRAVELERS ↗



While business travelers may be slow to rebound, leisure travelers have been the first to put pandemic fears aside in search of their annual vacation. And much like individual leisure consumers, the domestic group leisure segment is well on its way toward pre-pandemic activity. With schools now fully reopened, student groups are also making up for lost time as they flock to the National Capital Region, and group tour operators are beginning to see the light at the end of the tunnel. Additionally, the recent easing of coronavirus restrictions has also sent a much-welcome signal to inbound travelers that we are open for business.

On the international front, the situation is a little more complicated. Currently, some international markets and travelers are hesitant to travel to the United States due to the testing or vaccination mandates that remain in place. Because so many other countries do not require COVID testing or vaccination for entry, the reality that visitors could potentially find out that they are not able to enter the country with only 24 hours of notice, or allow entry without vaccination, makes other destinations far more attractive. That said, Capital Region USA (CRUSA) reports that tour operators are optimistic about travel resuming and many are very positive about a strong year ahead for the return of the FIT international leisure market. In testament to this confidence, CRUSA has continued its sales missions into the European markets to include the UK, France, and Germany. We will maintain sales efforts in these lucrative markets in addition to the mature and easily accessible Canadian market. These markets, which have consistently yielded strong arrival numbers and enjoy extensive air service, continue to drive our international strategy.

As travel is cautiously resuming, sales efforts are focused on engaging with travel trade to jump start this important segment and deepen relationships with existing clients while forging alliances with operators who are new to us. We will continue to support operators with product development and continue to craft highly customized itineraries to match their clients' niche interests. These efforts highlight new and diversified product in Fairfax County such as the Turning Point Suffragist Memorial, the National Museum of the United States Army, the Lucy Burns Museum, and River-Sea Chocolate Factory, among others.

China has long been a top international source market for the Capital Region and one of the top focus countries for our international sales efforts. Outbound travel from China, however, will be contingent on when air service and visa approvals resume. We are positioning to welcome this important market back as soon as they are traveling again.

All indicators point to a healthy appetite for future travel from the mature Western European markets, and industry updates from CRUSA indicate higher demand as COVID wanes. Considering that the UK and

Germany are our second and fourth largest overseas source markets respectively, we plan to continue engaging via participation in tradeshows oriented towards the European market, such as IPW, Travel South International, and IITA, as well as sales missions to both countries.

As tourism increasingly gravitates to novel, experience-based offerings, it is imperative to focus on product development with stakeholders to craft and promote tourism experiences that elevate Fairfax County's competitive advantage in the domestic and international marketplace. With so many unique attractions in our inventory that appeal to varied niche market interests such African American heritage, Sustainability, and STEAM-focused student tours, operators can easily enhance their tour products by adding these unique activities to their itineraries.

Sales efforts will also continue to focus on student groups, for which the learning component of the

Smithsonian's National Air and Space Museum Steven F. Udvar-Hazy Center

Visitors from around the world travel to Fairfax County to see world-famous attractions like Space Shuttle *Discovery*, the grande dame of the orbiter fleet, at the Steven F. Udvar-Hazy Center. This photo also graced the cover of Virginia's State Leisure Travel Guide.



itinerary is particularly important.

Visit Fairfax is uniquely positioned to appeal to this market given the wide array of available educational programs, after-hour activities and group dining options at student-friendly price points. Senior groups, while requiring more customized itineraries, remain an important market for Fairfax County given their propensity for post-retirement travel, high disposable income and appetite for new and niche products.

Finally, sales efforts will be further supplemented by targeted advertising in qualified trade publications that reach active tour operators and group planners. Cooperative efforts will be leveraged through CRUSA and the Northern Virginia Tourism Partnership (NVTP) including cooperative advertising and familiarization tours.

STRATEGIES

1. Establish new regional relationships, strengthen alliances, and leverage partnerships to increase Fairfax County's visibility through collaborative efforts and strategically increase its presence in the marketplace to both the international and domestic leisure markets.

2. Stay informed on current product in Fairfax County and develop new product, align potential partnerships, and refresh/create new itineraries to bolster domestic and international visitation from this year up to a window of three years, based upon market insight and trends.
3. Demonstrate and introduce organizations and potential new buyers and visitors to all Fairfax County offers to the leisure tour market.
4. Acquire exposure through key outlets involving media (print and web) and sponsorship opportunities to maximize exposure to the group and FIT leisure markets.
5. Target opportunities to establish connections and strategic business partnerships with key inbound international tour and receptive operators to increase overall awareness of Fairfax County and visitation while staying current on international market trends and data.

TACTICS

1. Establish new regional relationships, strengthen alliances, and leverage partnerships to increase Fairfax County's visibility through collaborative efforts and strategically increase its presence in the marketplace to both the international and domestic leisure markets.
 - a. Partner and collaborate with the Northern Virginia Tourism Partnership.
 - b. Participate with VA-DMO on domestic sales missions and marketing opportunities.
 - c. Foster partnerships within Destination DC with both the domestic and international sales teams to collaborate on future familiarization tours, industry events, and co-ops and to acquire destination specific contacts and leads.
 - d. Maintain active membership in the Virginia Motorcoach Association.
 - e. Partner with the Virginia Tourism Corporation throughout the year, discovering and capitalizing on opportunities, to partner and expose Fairfax County to the domestic and international markets.
 - f. Collaborate and partner with the Virginia Tourism Corporation at the American Bus Associations

Tour Groups

WHAT ↗

Partnerships & Alliances

Tradeshows

Sales Missions

NVTP

FAMs

Advertising

Cooperative Advertising

WHERE 📍

Domestic

Germany

France

Canada

United Kingdom

Switzerland

Marketplace through booth share opportunities and activations to solidify Fairfax County's position in Virginia and encourage promotion of the 250th commemoration to the domestic operators.

- g. Establish membership and alliance with the Guild of Professional Tour Guides of Washington, DC.
- h. Continue affiliate partnership with CRUSA.
- i. Establish and fortify relationships with Fairfax County stakeholders and Capital Region DMOs in preparation of America's 250th Commemoration.

2. Stay informed on current product in Fairfax County and develop new product, align potential partnerships, and refresh/create new itineraries to bolster domestic and international visitation from this year up to a window of three years, based upon market insight and trends.

- a. Conduct a review of Fairfax County restaurants and then meet to share insight on the market and its specific needs while determining stakeholder interest in selling to the domestic adult and youth tour operators. Provide education and training to stakeholders on methods of advancing into the market while concurrently developing new products for tour and travel buyers.
- b. Survey Fairfax County hotels currently selling through FIT channels and/or receptive operators with the goal of enhancing marketing and sales opportunities while in-market on international sales missions. Identify hotels that are interested in better understanding the international market and in increasing FIT international business opportunities; foster introductions with receptive operators to increase product availability.
- c. Research stakeholder products and foster new alliances while encouraging cross-promotional stakeholder relationships to enhance and create additional product lines. Stretch Fairfax County's reach and marketing efforts to elevate stakeholder and product awareness for consumption by group and FIT leisure travelers.
- d. Refresh current itineraries and develop new itineraries inside Fairfax County through regional collaboration that is based upon the market requests and needs of the group tour market, to thus build current and future demand.
- e. Establish and market specific itineraries inside Fairfax County as well as outside of the County through regional collaboration. Develop itineraries that bridge state lines to raise awareness, anticipation, and overall awareness and importance of Fairfax County's involvement in America's 250th Commemoration.
- f. Foster ideas and collaboration with Virginia Amtrak Rail as well as WMATA. Through Amtrak, create marketing opportunities relating to the accessibility of Fairfax County from points north and south of the Commonwealth of Virginia, bring greater awareness of our connectivity, and build upon current products used by CRUSA and VTC.
- g. Host a familiarization tour of Fairfax County to establish relationships and provide training for vetted, multi-lingual guides who can meet the future requests and needs of the international markets.
- h. Attend Southeast Tourism Society's SMPR Forum to stay informed on insights and trends as they relate to the current and future market.

3. Demonstrate and introduce organizations and potential new buyers and visitors to all Fairfax County offers to the leisure tour market.
 - a. Attend the Student Youth Travel Associations annual conference in Winnipeg, Canada to meet with tour operators dedicated to the student youth market from the United States and Canada.
 - b. Attend the American Bus Association's Marketplace in Nashville to market Fairfax County and meet with domestic group buyers and travel planners and take part in educational opportunities available.
 - c. Attend Southeast Tourism Society's Domestic Showcase in Little Rock to increase market share and regional awareness with operators interested in creating and selling Southeast tours.
 - d. Following CRUSA's Sales Mission to Switzerland/Germany and the Visit USA's Island-Hopping Event held in Zurich, Switzerland in FY23, host and participate in Capital Region USA's familiarization tour welcoming top buyers from the German and Swiss markets.
 - e. Conduct and provide an educational and informative familiarization tour of Fairfax County and its key attractions and experiences to Master and Certified Guides of the Guild of Professional Tours Guides.
 - f. Participate in Capital Region USA's three sales missions to Germany, France and the United Kingdom to introduce existing and potential new buyers to Fairfax County through sales calls, trainings, in-market tradeshow opportunities and client events.
 - g. Partner with international tour operators in co-operative targeted advertising and marketing campaigns through CRUSA.
 - h. Partner with NVTP to develop key international and domestic markets to the region through new itineraries, familiarization tours, and receptive sales missions.
 - i. Utilize hub pages for the primary group tour market audiences with an eye to tour operator needs and priorities.
4. Acquire and capitalize on opportunities through key outlets involving media and collateral (print and web), sponsorship opportunities, to maximize exposure to the group and FIT leisure markets.
 - a. Advertise in *Group Tour Magazine's* May 2023 issue using, if available, a cooperative marketing campaign among Fairfax County stakeholders that focuses on experiences available to adult and senior group tours while simultaneously generating awareness of America's 250th.
 - b. Investigate these advertising opportunities with the potential for cooperative marketing among Fairfax County stakeholders in *Group Leisure Magazine*: 1) October – themes of shopping and city breaks with the opportunity to expand awareness and piggy-back market in an insert to two feeder markets for our region, New York and Maryland. 2) April – experiences for all markets with an insert dedicated to a Virginia State Group Tour Guide.
 - c. Increase Fairfax County's web presence through touropoperatorland.com to reach tour operators looking for new and unique product ideas.
 - d. Update and evolve Visit Fairfax's Tour and Travel page based upon insight and needs of the market into an overall travel trade hub and access point to additional programs which highlight Fairfax County.

- e. Translate Tour Operator Profile sheets for marketing collateral in French and German for use in-market on sales missions, tradeshow appointments/follow-up, and initial introductions with European buyers.

5. Target opportunities to establish connections and strategic business partnerships with key inbound international tour and receptive operators to increase overall awareness of Fairfax County and visitation while staying current on international market trends and data.

- a. Attend the first post-Covid conference and return of Connect's Active America Asia Conference, solely dedicated to building inbound Chinese tourism and meet with buyers to build both group and FIT visitation to Fairfax County and partake in educational sessions and trend report meetings.
- b. Attend CRUSA's Global Travel Exchange and meet with European inbound tour and receptive operators during one-on-one appointments and attend CRUSA's Global Travel Update Session.
- c. Participate and attend Travel South International in Memphis to meet with top international buyers and planners to market and sell Fairfax County.
- d. Meet with inbound receptive operators through attendance at International Inbound Travel Associations annual conference in Memphis and participate in educational sessions for insight and trends that directly affect and impact the market as it relates to DMOs.
- e. Partner with Virginia Tourism Corporation and CRUSA and attend IPW, in Los Angeles in 2024 as a DMO partner.
- f. Attend Destination DC's Marketing Outlook Meeting and Global Marketing Update to acquire information and intelligence on the destination and on their strategies.

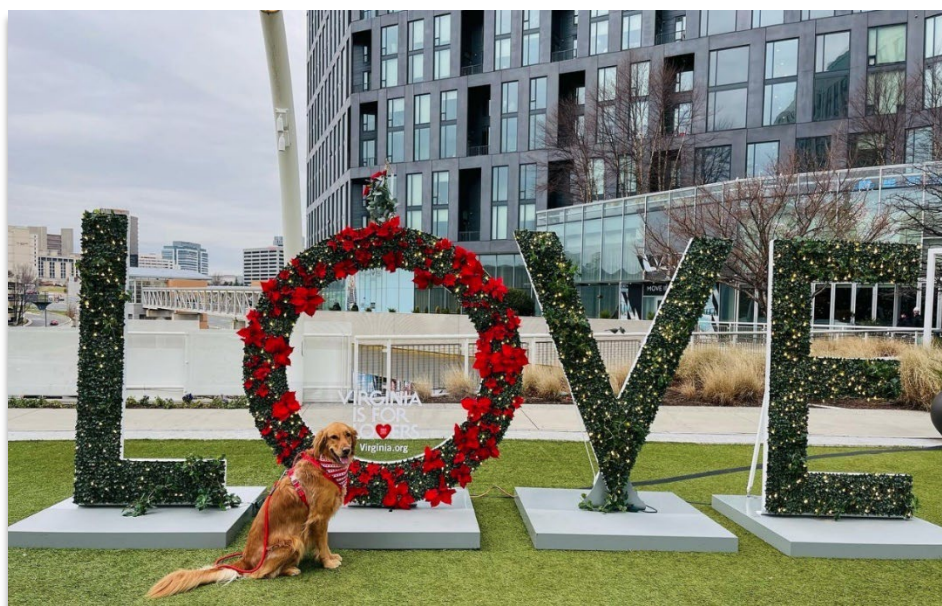
LEISURE CONSUMERS

INDIVIDUAL LEISURE TRAVELERS & VISTOR PARTIES ↗



As the pandemic wound down, individual leisure consumer travelers were the clear front runners with regard to travel rebound. After years of pandemic shutdowns followed by travel hesitancy, the pent-up demand for vacations provided significant opportunity for Fairfax County's hospitality industry. For individual leisure travelers looking for a drivable destination offering great visitor experiences and outdoor environments, Northern Virginia fit the bill. Fairfax County is a unique destination that is not only very urban but also somewhat rural. Visit Fairfax has leveraged that duality to attract visitors who not only crave wide-open spaces but also enjoy big-city amenities. This unique combination allows us to leverage our urban amenities that are surrounded by so many wonderful outdoor experiences.

As the industry continues its march to full recovery, Visit Fairfax has achieved considerable growth in website traffic and consumer interest by using highly targeted messaging directed at highly defined audiences, all chosen in alignment with our tourism assets. This strategy resulted in hundreds of thousands of consumer engagements and over 1.4 million visitors to fxva.com. Moving forward, we will continue these targeted campaigns that leverage our strengths, but with careful consideration of the potential changes to our national psyche, specifically in terms of what we value, and therefore what we



Share the Love

The LOVEworks art on The Plaza at Tysons Corner Center is a favorite photo op for all types of visitors.

seek in terms of travel experiences.

In the new fiscal year, we will maintain the momentum that has been built over years of time through integrated digital marketing outreach including our owned distribution channels through FXVA.com, a robust social media following, and over 100,000 permission-based eMail subscribers.

As always, one of the great benefits of online marketing is the ability to evaluate return-on-investment using analytics that track actual visitor party spending. And so, we will have the opportunity to adjust the plan as we receive real-time data on what is working – and what is not – allowing us to calibrate the plan even as it is being executed.

STRATEGIES

1. With close attention paid to current consumer sentiment, maximize engaging content on FXVA.com that helps consumers to personally connect with Fairfax County.
2. Develop and execute a marketing and communications strategy for local residents and constituents.
3. Utilize direct e-Mail marketing to build consumer relationships in those markets that result in the highest yield in converted visitor parties.
4. Execute a comprehensive Search Engine Marketing program while continuing the migration from paid search to organic optimization with content that evolves to meet consumer mentality and needs.
5. Reinforce stakeholders use of the Fairfax County brand message to multiple audiences and build alliances within the County's tourism community.
6. Ensure maximum attention within the growing audience of mobile users through mobile-friendly platforms and outbound messaging.
7. Execute six integrated marketing campaigns that target highly motivated consumers by engaging those visitors through targeted messaging and relevant content.
8. Leverage high-demand local events by “drafting” off of existing consumer interest and inserting our Visit Fairfax message.
9. Track and report online conversion through 3rd party conversion study.

Individual Consumer

WHAT

Search Engine Marketing
& Optimization

eMail Marketing

Niche Audiences

Digital Advertising

Social Media

Consumer Publications

Visitors Guide

WHERE

Search Engines

Drive Markets

Niche Audiences

Virginia, Maryland, &
District of Columbia

TACTICS

1. With close attention paid to current consumer sentiment, maximize engaging content on FXVA.com that helps consumers to personally connect with Fairfax County.
 - a. Fully leverage FXVA.com including relevant imagery and content along with streamlined functionality.
 - b. Intersperse imagery throughout FXVA.com that showcases the dual nature of the County's visitor experience, offering urban amenities alongside green outdoor spaces.
 - c. Engage consumers through the extensive virtual reality technology content that was developed and curated during the pandemic to make it easy and appealing to preview a visit to Fairfax County online.
 - d. Ensure that all visitor experiences feature both group/social and other more individual/solitary options to appeal to the entire range of potential visitors.
 - e. Incorporate real-life imagery and user-generated content derived from a cross-section of social media platforms via Crowdriff technology.
 - f. Employ dynamic website technology to craft personalized webpage content based on previous consumer behavior or their geographic location.
 - g. Based on the great success of the Visit Fairfax Blog content, maintain focus on editorial content and leverage that content to elevate the user experience on FXVA.com by integrating relevant articles on pages throughout the site.
 - h. Leverage unique visitor experiences through Bandwango that offer specialized digital itineraries.
 - i. Ensure that FXVA.com is accessible for users of all abilities including a focus on content and imagery that is welcoming for differently abled visitors.
2. Develop and execute a marketing and communications strategy for local residents and constituents.
 - a. Take the Neighborhood section of FXVA.com to the next level by inviting neighborhood leaders to contribute content that encourages local residents to find information on happenings near them.
 - b. Use website personalization to ensure messaging that will resonate with locals who visit FXVA.com.
 - c. Using dynamic content, re-engineer the FXVA.com homepage specifically for users coming from a local IP address and encourage residents to invite their family and friends to "reconnect" through a visit.
 - d. Use owned and earned media to highlight tourism programs and amenities for local residents.
 - e. Continue to leverage the *Insider* newsletter to highlight what Visit Fairfax is doing to support the county's hospitality industry.
 - f. Use the LoveShare section of FXVA.com to showcase hospitality businesses that give back to the community through Corporate Social Responsibility (CSR) programs.
 - g. Execute a direct eMail marketing campaign directed to local residents and all that our industry offers them in their own backyard.
 - h. Develop and promote a Fairfax County LOVEworks trail along with other public art to encourage exploration and photo ops.

3. Utilize direct e-Mail marketing to build consumer relationships in those markets that result in the highest yield in converted visitor parties.
 - a. Continue the momentum established through the e-Dialogue program database of 100,000+ permission-based subscribers with 60 e-Mail deployments to 3 consumer segments (Sites & Attractions/Culinary, Military History, and Locals) in addition to group meeting planners and tourism stakeholders.
 - b. Maintain the e-Mail database by seeking out new subscribers within the highest performing segments.
 - c. Attract more organic opt-in subscribers on fxva.com via attention-getting strategies designed to deliver more visitors to fxva.com.
4. Execute a comprehensive Search Engine Marketing program while continuing the migration from paid search to organic optimization with content that evolves to meet consumer mentality and needs.
 - a. Calibrate the Search Engine Marketing Program in alignment with current trends of online consumer behavior.
 - b. Prioritize the top 25 most successful PPC phrases and optimize those landing pages to ensure the best results with top consideration given to new consumer sensibilities.
 - c. Continue the emphasis on both paid clicks and organic rankings; however, ensure a continued presence on engines with a program delivering 165,000 new consumers to the fxva.com website using PPC, paid social, and native advertising.
 - d. Continue to broaden the organic optimization program with new key words and phrases resulting in top sort rankings. Integrate these key words through strong optimization of highly impactful and relevant landing pages with a target of 12,500 new organic visitors.
 - e. Utilize A/B testing on high-traffic pages and PPC landing pages to increase time on page and decrease bounce rates.
5. Reinforce stakeholders use of the Fairfax County brand message to multiple audiences and build alliances within the County's tourism community.
 - a. Host a Fairfax County celebration to bring the hospitality and tourism community together in recognition of National Travel & Tourism Week.
 - b. Help stakeholders make the most of Fairfax County resources by reinforcing use of the online stakeholder resource toolkit as well as the sales collateral system.
 - c. Support county stakeholders through social media, seeking ways to reinforce their brand message within the Visit Fairfax hospitality community.
 - d. Offer opportunities to increase stakeholder exposure through packaged advertising in the visitor guide and on FXVA.com.
 - e. Publish a content editorial calendar to help guide stakeholders in both package/offer creation as well as potential drafting opportunities based on their own promotion and activations.
6. Ensure maximum attention within the growing audience of mobile users through mobile-friendly platforms and outbound messaging.
 - a. Utilize Bandwango technology and mobile offerings to implement a variety of curated "experience paths" for consumers that include targeted itineraries, special discounts/passports, a County Brew Trail, and other benefits.
 - b. Execute an outbound text strategy to engage mobile users of the Bandwango trails.

- c. Ensure mobile friendly web design and imagery through FXVA.com for the 70%+ users who visit the site from a mobile device.

7. Execute 6 integrated marketing campaigns that target highly motivated consumers by engaging those visitors through targeted messaging and relevant content.

- a. Target drive-market audiences through the Love Every Mile campaign, delivering 3.5 million-impressions using Epsilon's first-party data which affords us the best option for targeting at maximum cost effectiveness, as well as the most accurate tracking of actual visitor spending.
- b. Execute a military history campaign that spotlights the rich military history available in Fairfax County and the Capital Region.
- c. Continue the successful Women's History campaign that not only spotlights the Suffragists story but also celebrates women who made history in Fairfax County and the Capital Region.
- d. Continue the successful craft brew campaign to support our local breweries including a mobile Craft Brew Trail.
- e. Work with Virginia Tourism Corporation's TripAdvisor co-op to extend Visit Fairfax marketing dollars through the popular travel platform.
- f. Leverage the County's incredible parks through a campaign inviting bird enthusiasts to visit the Mid-Atlantic flyway in Fairfax County.
- g. Using dynamic website technology, present compelling content and imagery that specifically appeals to these niche interests, including custom landing pages that "speak to" and pay off banner and print advertising with content based on the special interests of the targeted consumers.

Connections

The new Silver Line access to Dulles International Airport and Tysons Corner opens new ways to connect in Fairfax County.



8. Leverage high-demand local events by “drafting” off of existing consumer interest and inserting our Visit Fairfax message.
 - a. “Draft” traffic to fxva.com during high-interest events (e.g. National Cherry Blossom Festival) by carefully using specific key word content that drives Internet users to relevant programs offered by County attractions.
 - b. Deliver highly targeted messages to highly defined native audiences with a geo overlay via social media channels and content-relevant websites.
 - c. Look for “newsjacking” opportunities, as they present themselves, that give Fairfax County a chance to ride a wave of public interest when our travel products align. Any obvious ones on the horizon?
 - d. Deliver website visitors to custom landing pages that fulfill the advertising message specific to the audience.
9. Track and report conversion.
 - a. Work with our marketing partners and Texas A&M University to track conversion through a statistically valid and reliable research study.
 - b. Implement Google Analytics 4's (GA4) better tracking and reporting capacity to more accurately define conversions, consumer engagement, and site usage to make more informed decisions.
 - c. Utilize the Zartico platform to assess consumer trends and calibrate our message accordingly.
 - d. Use the Adara tracking platform along with the Adara campaign report to determine what the return-on-investment was for each of our major campaigns as well as for FXVA.com.
 - e. Create a research and data hub on the Visit Fairfax Stakeholder Toolkit that can be used to help our tourism stakeholders make better informed marketing and sales decisions.
 - f. Analyze results and compare return-on-investment to identify the most lucrative programs as well as those that need to be reviewed prior to future investment.

DESTINATION SERVICES

PERSONAL SERVICE FOR GROUPS AND VISITOR PARTIES ↗

The Destination Services Department focuses on providing support to the Sales and Marketing teams, as well as to the sales efforts of Fairfax County stakeholders. Our aim is not only to encourage new visitation to the County but also to encourage return customers to continue experiencing the many wonders to be found here.

Personalized and inviting customer service is key to realizing such a goal. With travel nearing pre-pandemic levels, we want to ensure a positive experience for all visitors to Fairfax County. We will help planners successfully execute their events and maximize attendance for their groups, focusing on the attractive attributes we have to offer. We will provide information and assistance to the leisure traveler to ensure a more meaningful experience. Likewise, through targeted training, County stakeholders will be provided the tools they need to increase their sales and provide positive responses to the needs of their guests.



A Rare Visitor

The rare Roseate Spoonbill created quite a stir when it visited Fairfax County at Huntley Meadows Park.

STRATEGIES

1. Continue to grow the force of qualified hospitality industry professionals in the County who can increase their organizations' bottom line by giving their customers the information they need to experience sites and create a desire for return visits through the Ambassador Program. Visit Fairfax

will continue our excellent training program so that every guest feels that they are the most important person visiting our destination. We want them to receive extraordinary assistance from a well-informed group of professionals, intent on illustrating the delights of Fairfax County. We will tailor the classroom experience to reflect the staffing levels and availability of our hotels.

2. Provide advance information to groups traveling to the County so that they are able to successfully prepare for their time here. Additionally, grow visitation before and after meeting dates by providing personalized contact when meetings commence to encourage the BLEisure Market as a great way to “Come for work and stay for fun.”
3. Support the annual Cherry Blossom Festival as a means of attracting visitors to Fairfax by sponsoring Festival-related events, demonstrating our commitment and connection to wider regional happenings.
4. Promote Fairfax County’s “Connect with America” brand across the County via stakeholders and partners.
5. Continue to increase awareness of Fairfax County sites as possible locations for film production, working in partnership with the Virginia Film Office and our Marketing Department.

TACTICS

1. Continue to grow the force of hospitality industry professionals in the County who can increase their organizations’ bottom line by giving their customers the information they need to experience sites and create a desire for return visits through the Ambassador Program. Tailor the Program to the needs of hotels to reflect their staffing levels and availability, which are often lagging due to the pandemic desolation of the hospitality industry.
 - a. Hold classes for front-line employees to increase awareness and cross-selling efforts.
 - b. Hold classes geared to hotel sales professionals to provide destination information, as well as refresher tips on utilizing Visit Fairfax sales tools.
2. Provide sources of information to help satisfy all requirements for groups traveling to the County to ensure expectations are met and exceeded, accomplishing a favorable experience before, during and even after their stay. Additionally, grow visitation before and after meeting dates by

Destination Services

WHAT ↗

Ambassador Program

Event Planner Support

Visitor Guides

Local & Regional Events

Delivering Consumer Experiences

WHERE

Local Hotels

Airports

Virginia Welcome Centers

Stakeholder Sites across the County

providing personalized contact when meetings commence to encourage the BLEisure Market as a great way to “Come for work and stay for fun.”

- a. Continue to promote and grow our Bandwango Savings Pass as customized experiences for group attendees, attracting vital incremental visitation to local businesses.
- b. When requested by the client, print “save the date” postcards to promote meeting attendance.
- c. Actively promote and implement every aspect of the Event Planner Toolkit to meeting planners serviced by Visit Fairfax. Continually update particulars and incorporate tools for stakeholders.
- d. Welcome qualified groups to the County with a planner amenity and customized welcome letter, and on occasion, provide either a manned or passive welcome table at a group event. Personalize marketing materials of various types to individual meetings, as well as customized welcome amenities.
- e. Use appropriate tools to focus on ways to encourage and capitalize on the BLEisure market. “Come to work and stay for fun” should be seen as a recurring theme of our outreach to meeting groups, emphasizing the benefits of an extended stay in Fairfax County beyond the official event work days.

3. Support the annual Cherry Blossom Festival as a means of attracting visitors to Fairfax by sponsoring Festival-related events.

- a. Sponsor events at County attractions such as the Workhouse Arts Center, The Children’s Science Center Lab, Green Spring Gardens and Frying Pan Farm Park. Promote these events through our website and social media.
- b. Encourage additional stakeholders to participate with their own unique products and offerings as Festival sites to grow awareness of Fairfax County as part of a more pronounced regional event, and feature these via our website and media components.

4. Promote the Fairfax County, Connect with America brand throughout Fairfax County stakeholders and partners.

- a. Provide timely fulfillment and distribution of thousands of visitor guides to individual consumers, groups, hotels, attractions and certified Virginia Welcome Centers.
- b. Order and maintain a supply of branded promotional items for client and VIP gifts.
- c. Call on organizations that interact with both local residents and visitors including the Fairfax County Police Academy, local real estate agents, local airport information desks, libraries, Fairfax County Supervisor offices, and other highly trafficked businesses to promote awareness and to educate new ambassadors of the Fairfax County brand. Direct focus towards the Fairfax County Tourism Media Lounge at Tysons Corner Center, which can act as a huge repository of current information to mall visitors, including our residents.
- d. Curate providers of guided tour and specialty visitor experiences as a bank of purchasable products and promote them on fxva.com.

5. Collaborate with the marketing team and the Virginia Film Office to increase awareness of Fairfax County venues as possible locations for film sites.

- a. Create a film resource section on FXVA.com to facilitate interest among film makers and make planning easier, including important guidelines learned from State and County agencies connected to permitting processes.

- b. Continue our excellent work relationship with the Virginia Film Office to showcase Fairfax County as a film destination with incredible historical and natural resources, maximizing the potential for added economic impact to the stakeholders of the County.

INTERNAL AND EXTERNAL COMMUNICATIONS

MEDIA AND STAKEHOLDER OUTREACH

In the past year, it has become abundantly clear that the travel media landscape has returned in full force. While the need for stories has never waned, the travel restrictions of the past couple of years have made it harder for those stories to be found and told. But now, journalists, bloggers, influencers, and photographers are back soaring the friendly skies and hitting the pavement to showcase the wonders of the world to the audiences they garner. They are searching for the conversations and the angles that will help them find those stories. And Fairfax County aims to be in the center of those conversations.



On Location in Chantilly

Fox 5 DC brings their Zip Trip segment to Fairfax County in Chantilly

In order to become a part of that conversation, Visit Fairfax continually works to increase its brand awareness and brand equity within the Washington, DC media scene and beyond in target feeder markets, both domestic and abroad. This is accomplished through a variety of ways, from relationship-building and pitching at various media events and marketplaces to hosting journalists in-destination on experiential familiarization tours to crafting customized pitches, press releases, and inquiry responses, among other avenues. The continuation of efforts in this sector helps further the goal of creating demand for visitation to the region.

Within the local advocacy space, there has been a great deal of lift in the Visit Fairfax brand over the past couple of years, with many community organizations, elected officials, and industry partners sharing content developed by the organization and pushing out tourism messaging, which helps the community see Visit Fairfax as a critical travel resource and expert in all things Fairfax County.

The unique and uplifting stories that Fairfax County's hospitality industry has available to share are vast – especially as major infrastructure changes like Metrorail, new attractions and hotels are built and opened, Michelin-starred chefs bring innovative dining concepts to the destination, and unique signature events and interactive experiences are developed which draw a wide variety of visitors to the region. Trending story angles like sustainability, wellness vacations, unexpected outdoors experiences, and topics that highlight the growing diversity, equity and inclusion aspects of Fairfax County will be core points of focus this year, and those stories will be pushed out in various methods, from content marketing to video production and more.

Regionally, Visit Fairfax will continue to work as one unit with its partners in Northern Virginia to give a comprehensive overview of this rich cultural region, helping solidify the area as a prime destination for a well-rounded getaway.

Internationally, Visit Fairfax will also build upon the legwork done in the previous year attending various media missions in our key markets abroad and focus outreach to bringing writers in-market to craft stories that resonate with the international traveler.

Within the tourism industry of Fairfax County, Visit Fairfax must continue to be an expert trusted resource and ally for stakeholders and community, aligning its messaging with its partners to greater support visitation to the region. This will be achieved utilizing the vast collection of tools available in the marketing and communications belt, including social media and video content production, industry e-newsletters, owned channels like the blog and events calendar, and personal relationships with the local, domestic, and international media landscape.

As always, Visit Fairfax will continue to measure, adjust, improve, and refresh all of the strategies mentioned in this plan throughout the year to deliver the most effective results and grow the brand accordingly.

STRATEGIES

1. Further develop public relations initiatives by proactively seeking out and placing media coverage in local, national, and international publications to build awareness about Visit Fairfax and Fairfax County.
2. Strengthen content marketing efforts through owned and shared media with integrated approach to storytelling.

Communication

WHAT ↗

Increase Share of Online Conversation

Positive Media Coverage

News for Stakeholders

Local Community Support

State & Regional Cooperative Outreach

User-generated Content

Content Creation

WHERE 📍

Social Media Outlets

Local Media

National Media

International Media

3. Develop new communications strategies to support local stakeholders and hospitality partners to continue pandemic recovery efforts.
4. Seek out new relationships and strengthen current ones with local media, content creators, and micro-influencers to help build credibility for the Visit Fairfax brand within the community and with national/international media to help further our message.
5. Cultivate and fine-tune the brand's social media presence with consistent and targeted messaging and by utilizing user-generated content (UGC), stakeholder assets, and intimate knowledge of Fairfax County tourism product to help build Visit Fairfax's share of the online conversation.
6. Find new ways of using existing consumer assets (website/blog, visitor guide, etc.) to communicate the Fairfax County tourism message.
7. Strengthen partnership with the state and regional tourism entities to generate positive press and awareness for the County, region, and Commonwealth.
8. Strengthen partnerships with industry colleagues, public relations alliances, and stakeholders who can help spread the Fairfax County tourism message.
9. Develop partnerships and materials for consumers and stakeholders that will pique interest and encourage visitors to engage with our tourism products.
10. Leverage and draft off of trending national and local events to insert Fairfax County's message into the conversation.
11. Promote in-destination brand advocacy and encourage local pride by serving as a resource and voice for the local and regional tourism industry.

EXTERNAL PLAN TACTICS

1. Identify travel trends and media opportunities to proactively pitch story lines that will result in positive press coverage for Fairfax County and Visit Fairfax in the national/international markets.
2. Respond to media/journalist inquiries and requests for information, photos, interviews, and press visits to produce positive press for Fairfax County and Visit Fairfax.
3. Organize and host a variety of press familiarization tours throughout the year, some targeted to specific niches, to gain valuable editorial coverage in local, national, and international outlets.
4. Attend public relations tradeshow, networking events, and press missions to pitch story ideas, network with journalists, and take Fairfax County's message in-market to further Visit Fairfax's reach in our target markets.
5. Work with local television stations on morning show broadcasts highlighting varying localities in Fairfax County, bringing in stakeholders and elected officials to represent the destination.
6. Distribute seasonal and campaign-focused press releases and content verticals covering Fairfax County tourism product to local, national, and international media through TravMedia platform.

7. Utilize the “editorial-forward” design of FXVA.com to push out compelling story angles about Fairfax County people, places, and events and continually refresh an easily accessible asset library for media to search.
8. Develop engaging and shareable content that can be utilized and distributed on the online blog module to help tell more niche, in-depth, and/or community-pride stories about Fairfax County.
9. Building on the success of viral short-form video, create additional appealing video assets to highlight compelling visitor experiences in an engaging, attention-getting way that also supports county stakeholders.
10. Execute a multi-level influencer campaign, working with both micro-, macro-, and nano- content creators who can bring a trusted third-party endorsement to the fold in addition to creating new owned content for the website and social media.
11. Create brand equity, start conversations about tourism in Fairfax County, and curate new content for web, social, and other marketing channels by engaging social media users and influencers via Crowdriff, Localhood, and native social platforms.
12. Maintain fluid, daily editorial calendars to ensure messaging continuity on social media platforms, pushing out compelling, fact-based, shareable information.
13. Refresh the Official Fairfax County Visitors Guide with new and updated editorial content, imagery, and listing details to help guide visitors through the County. Utilize the technology-forward tools like QR codes, AR technology and other digital content within the printed guide’s pages to make for a more immersive experience.

INTERNAL PLAN TACTICS

1. Communicate regularly with stakeholders about viable opportunities and relevant updates via the Partner Extranet and Stakeholder Toolkit, e-Blasts and Insider Newsletter.
2. Gather information from stakeholders through quarterly outreach.
3. Foster new relationships with stakeholders by proactively seeking out and welcoming new members of the Fairfax County tourism community through in-person meetings, training calls, and social media communication.
4. Create content creation opportunities via the blog by partnering with stakeholders who are experts in their fields already and give them a platform on FXVA.com in which to share their knowledge.
5. Present opportunities to our stakeholders and incoming special event organizers to further their brand through the tools and resources offered by Visit Fairfax including FXVA.com, social media, video production, or media relations outreach.
6. Host an annual stakeholder event in conjunction with National Travel & Tourism Week to allow the Fairfax County tourism community to gather, network, and promote all tourism efforts.
7. Serve as a sponsor for the Valor and Innovation Awards, as well as the annual tourism scholarship initiative through the state hospitality association, and other industry events as deemed appropriate to support the Visit Fairfax mission.

RESOURCES

Performance
Measures

Board of Directors

Team Members

Activity Schedules

MEASURING

PERFORMANCE

Market	Performance Measure
Business & Sports Groups	Number of Definite Groups
	Number of Definite Room Nights
	Number of Definite Attendees
	Number of Leads
	Number of Potential Room Nights
	Number of Potential Attendees

Market	Performance Measure
Leisure Groups	Number of Overnight Programs
	Number of Definite Room Nights
	Number of Visitors
	Number of Daytrips
	Number of Potential Room Nights
	Number of Potential Visitors

Market	Performance Measure
Consumer & Public Relations	Website Visitors
	Time on Website
	Website Engagement
	Social Media Engagement
	Positive Media Stories
	Digital Marketing Conversion

2023 – 2024 BOARD OF DIRECTORS

LEADERSHIP



Officers

Cherylyn LeBon, Chairman
Matt Briney, Vice Chairman
Sarah White, Secretary
Don Anderson, Treasurer
Sean Hunt, Immediate Past Chairman

Ex Officio

Barry Biggar, CDME
Connie Royal
Bryan Hill

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Jon Davenhall	Regina Morrone
Joel Goldhammer	Marion Myers
Rob Hahne	Christopher Shand
Scott Hamilton	Stephanie Snapkoski
Jo LaBrecque-French	Leon Scioscia
Bill Lecos	Holly Williamson
Lindsay Petak	Patricia Wirth

Emeritus

James Wordsworth
Mark Carrier

VISIT FAIRFAX TEAM

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President & CEO

Dean Miller
National Sales Manager,
Association & Reunion

Jackie Franchi
Vice President Mktg & Sales

Eric Kulczycky
National Sales Manager,
Sports, Govt., & Corporate

Bert Cook
Director of Destination Services

Lori Scott
National & International
Sales Manager, Group Leisure

Patrick Lennon
Director of Marketing

Ali Morris
Destination Marketing Manager

Lily Dixon
Office Manager

Katherine Moore, CPA
Accountant

activity calendar – GROUP SALES

Audience	July	August	September	October	November	December	January	February	March	April	May	June
Business	Meetings Today Live Nashville, TN <u>7/9-12/2023</u>	Reston-Herndon Mtg Planners “Summer Camp” Leesburg, VA <u>Date TBD</u> Connect Mkt Minneapolis, MN <u>8/22-24/2023</u>	North Carolina Sales Blitz Dates TBD	VSAE Fall Conf. Richmond, VA <u>10/5/2023</u> Destination East Uncasville, CT <u>10/10-12/2023</u>	VA Assn Blitz Richmond, VA <u>Date TBD</u> Connect DC Washington, DC <u>11/26-28/2023</u>		IPEC Location TBD <u>Date TBD</u> Connect Midwest Chicago, IL <u>Date TBD</u>	Rendezvous South Spartanburg, SC <u>2/26-28/2024</u> Connect NYC New York, NY 2/20-23/2024		MPI ReConEX DC Area <u>Date TBD</u> VA Assn Blitz Richmond, VA <u>Date TBD</u> Family Reunion Seminar Fairfax County <u>Date TBD</u>	VSAE Annual Mtg Norfolk, VA <u>5/5-7/2024</u>	TMRN Educ Summit Fairfax County, VA <u>6/22-24/2024</u> SGMP NEC Conf Location TBD <u>Date TBD</u>
Leisure		SYTA Winnipeg, CAN <u>8/17-22/23</u>	CRUSA Int’l Mktg Summit Annapolis, MD <u>09/18-20/23</u>	NVTP Sales Mission <u>Date TBD</u> CRUSA Switzerland FAM <u>Date TBD</u>	Active America China San Francisco, CA <u>11/01-03/23</u> Guild of Professional Tour Guides FAM <u>Date TBD</u>	Travel South Int’l Memphis, TN <u>12/03-07/23</u> CRUSA France Sales Mission <u>Date TBD</u>	CRUSA Germany Sales Mission <u>Date TBD</u> ABA Nashville, TN <u>1/13-16/24</u>	IITA Memphis, TN <u>2/11-14/24</u>	CRUSA UK Sales Mission <u>Date TBD</u> STS/SMPR Domestic Showcase Little Rock, AK <u>3/18-23/24</u>	VA DMO Sales Mission Location TBD <u>Date TBD</u>	IPW Los Angeles, CA <u>5/03-07/24</u>	
Sports		Connect Sports Minneapolis, MN 8/22-23/2023	TEAMS Conf/Expo West Palm Beach, FL 10/2-5/2023				ABCA Annual Convention Dallas, TX 1/4 - 7/ 2024				Sports ETA Symposium Portland, OR 4/23-25/2024	

activity calendar – MARKETING & ADVERTISING

Audience	July	August	September	October	November	December	January	February	March	April	May	June
Business	Group Planner <u>eNewsletter</u> SGMP NATCAP & MPI Potomac <u>Digital Mktg</u> CVENT	SGMP NATCAP & MPI Potomac <u>Digital Mktg</u> CVENT Meetings & Conventions Magazine	SGMP NATCAP & MPI Potomac <u>Digital Mktg</u> Group Planner <u>eNewsletter</u> CVENT MPI Potomac Chapter <u>Sponsorship</u> Reunions Mag	<u>Meetings Today</u> <u>Convention South</u> Government <u>Connections</u> CVENT SGMP NATCAP & MPI Potomac <u>Digital Mktg</u>	<u>VA Business Mag</u> Group Planner <u>eNewsletter</u> CVENT SGMP NATCAP & MPI Potomac <u>Digital Mktg</u>	<u>CVENT</u> SGMP NATCAP & MPI Potomac <u>Digital Mktg</u> <u>Reunions Mag</u>	Group Planner <u>eNewsletter</u> SGMP NATCAP & MPI Potomac <u>Digital Mktg</u> CVENT	<u>Advertising Smart Meetings</u> CVENT SGMP NATCAP <u>Sponsorship</u> SGMP NATCAP & MPI Potomac <u>Digital Mktg</u>	Group Planner <u>eNewsletter</u> <u>Reunions Magazine</u> CVENT SGMP NATCAP & MPI Potomac <u>Digital Mktg</u>	<u>Meetings Today Magazine</u> <u>Meetings & Conventions Mag</u> CVENT SGMP NATCAP & MPI Potomac <u>Digital Mktg</u>	Group Planner <u>eNewsletter</u> SGMP NATCAP & MPI Potomac <u>Digital Mktg</u> <u>Convention South</u> CVENT	<u>Reunions Magazine</u> CVENT SGMP NATCAP & MPI Potomac <u>Digital Mktg</u>
Leisure	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u> <u>SMS/Text Alerts</u>	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u>	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u>	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u> <u>Beer Campaign</u> Fall Travel <u>Campaign</u> Group Travel <u>Magazine</u>	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u>	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u> <u>2024 Visitor Guide</u> <u>CRUSA Guide & Website</u>	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u> <u>VTC Leisure Travel Guide</u> <u>Touropoperatorland Travel Site</u>	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u>	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u> <u>CRUSA eNewsletter</u> Digital Campaigns: Military History, Women's History, <u>Craft Beer, Birding</u> <u>TravelSpike Adv</u>	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u> Digital Campaigns: Military History, Women's History, <u>Craft Beer, Birding</u> <u>Spring Travel Campaign</u> Group Leisure <u>Magazine</u>	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u> TripAdvisor VTC <u>co-op</u> Group Tour Magazine – VA <u>Co-Op</u> Digital Campaigns: Military History, Women's History, <u>Birding</u>	<u>eMarketing Direct Mail Newsletters</u> <u>SEO/SEM programs</u> Facebook <u>Targeted Ads</u> Digital Campaigns: Military History, Women's History, <u>Birding</u>
Sports	SportsNOVA <u>co-op marketing</u>	SportsNOVA <u>co-op marketing</u>	SportsNOVA <u>co-op marketing</u>	SportsNOVA <u>co-op marketing</u>	SportsNOVA <u>co-op marketing</u>	SportsNOVA <u>co-op marketing</u>	SportsNOVA <u>co-op marketing</u>	SportsNOVA <u>co-op marketing</u>	SportsNOVA <u>co-op marketing</u>	SportsNOVA <u>co-op marketing</u>	SportsNOVA <u>co-op marketing</u>	SportsNOVA <u>co-op marketing</u>

activity calendar – COMMUNITY & PUBLIC RELATIONS

Audience	July	August	September	October	November	December	January	February	March	April	May	June
Outside Media	<u>HARO/Direct Media Pitches</u>	<u>HARO/Direct Media Pitches</u>	<u>HARO/Direct Media Pitches</u>	<u>HARO/Direct Media Pitches</u>	<u>HARO/Direct Media Pitches</u>	<u>HARO/Direct Media Pitches</u>	<u>HARO/Direct Media Pitches</u>	<u>HARO/Direct Media Pitches</u>	<u>HARO/Direct Media Pitches</u>	<u>HARO/Direct Media Pitches</u>	<u>HARO/Direct Media Pitches</u>	<u>HARO/Direct Media Pitches</u>
	<u>FAM Tours</u>	MATPRA Marketplace Montgomery County, MD 8/1-2/2023 <u>FOX 5 ZIP TRIP</u>	NVTP Canada Mission Toronto Dates TBD	NVTP New York Dates TBD <u>FAM Tours</u> MATPRA Qtrly Meeting 10/20/23	Holiday Activities Press Release		What's New Press Release MATPRA Qtrly Meeting Virtual 1/19/24		Spring Topic Press Release <u>FAM Tour</u>	MATPRA Qtrly Location TBD 4/19/24	<u>FAM Tours</u>	PRSA Conference Dates/Location TBD <u>FOX 5 ZIP TRIP</u>
Internal Stakeholders	<u>Ambassador Newsletter</u>	<u>Stakeholder Newsletter</u> <u>Ambassador Newsletter</u>	<u>Ambassador Newsletter</u>	<u>Stakeholder Newsletter</u> <u>Ambassador Newsletter</u> Service Team Ambassador Class	<u>Ambassador Newsletter</u>	<u>Stakeholder Newsletter</u> <u>Ambassador Newsletter</u>	<u>Ambassador Newsletter</u>	<u>Stakeholder Newsletter</u> <u>Ambassador Newsletter</u> Sales Team Ambassador Class	<u>Ambassador Newsletter</u>	<u>Stakeholder Newsletter</u> <u>Ambassador Newsletter</u>	Visit Fairfax 20 th Anniversary Celebration ICW National Tourism Week <u>Ambassador Newsletter</u>	<u>Stakeholder Newsletter</u> <u>Ambassador Newsletter</u>
Misc	<u>Social Media Outlets</u> <u>SMS/Text Alerts</u>	<u>Social Media Outlets</u> <u>SMS/Text Alerts</u>	<u>Social Media Outlets</u> <u>SMS/Text Alerts</u> <u>Influencer Marketing</u>	<u>Social Media Outlets</u> <u>SMS/Text Alerts</u>	<u>Social Media Outlets</u> <u>SMS/Text Alerts</u> VA-1 Conf Richmond, VA 11/12-14/2023	<u>Social Media Outlets</u> <u>SMS/Text Alerts</u>	<u>Social Media Outlets</u> <u>SMS/Text Alerts</u>	<u>Social Media Outlets</u> <u>SMS/Text Alerts</u>	<u>Social Media Outlets</u> Valor Awards Sponsorship <u>Influencer Marketing</u> <u>SMS/Text Alerts</u>	<u>Social Media Outlets</u> Innovation Awards Sponsorship <u>SMS/Text Alerts</u>	<u>Social Media Outlets</u> VA Welcome Center Mktg "Takeover" <u>SMS/Text Alerts</u>	<u>Social Media Outlets</u> <u>SMS/Text Alerts</u> VA Welcome Center Mktg "Takeover"