

## STRATEGIC SALES & MARKETING PLAN

2013–2014

# Monterey

Big Sur, Carmel-by-the-Sea,  
Carmel Valley, Del Rey Oaks, Marina,  
Monterey, Moss Landing, Pacific Grove,  
Pebble Beach, Salinas, Salinas Valley, Sand City, Seaside

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## The Power of Tourism

Tourism is an incredibly powerful economic engine. The United States Travel Association estimated that total domestic and international travel spending topped **\$813B** annually<sup>1</sup>. In California alone tourism generated over **\$106B** in 2012 which was up by 4.5% from 2011. This spending supported 917,000 jobs and resulted in **\$2.5B** in local taxes and **\$4.1B** in state taxes<sup>2</sup>. Monterey County generated **\$2.3B** in tourism related spending in 2012, [up by 6% over 2011], supported 22,000 jobs and generated **\$57.9M** in local tax receipts<sup>3</sup>.

1. USTA, January 2013  
 2. VisitCA/Dean Runyan, April 2013  
 3. Dean Runyan, May 2013

# Power of Partnership

**MONTEREY COUNTY CONVENTION & VISITORS BUREAU** is a Sales and Marketing organization. This plan provides the strategic ingredients to branding smarter and selling harder than ever before. We are one year into the new Strategic Plan that sets a fresh foundation for tourism growth. In the past 12 months, the MCCVB, working with our Board of Directors and our many stakeholders, has reset the tourism paradigm with new focus and renewed energy. There has never been greater transparency, higher enthusiasm, or more collaboration between MCCVB and our stakeholders towards growing tourism for Monterey County. The power of partnership with the community has created an irresistible wave of momentum, yet in so many ways we are just getting started.

The power of partnerships will be the leverage point to catapult the destination towards a new level of uncommon success. We have set a course where MCCVB will lead the charge with an entirely new brand launch and an industry changing approach to group sales. Yet the constant between past and future years is the reliance on collaboration and partnership with industry stakeholders.

This Strategic Sales & Marketing Plan is the product of collaboration. The following pages are filled with ideas fueled by the imagination, experience and input from countless interactions and discussions with stakeholders, group business clients and leisure travelers. It is only through the power of such partnerships that Monterey County will not just succeed but truly flourish through tourism growth.

Our ambitions are your ambitions. Together we will make them reality.



*Janine Chicourrat*

**Janine Chicourrat**  
Chair, Board of Directors



*Tammy Blount*

**Tammy Blount**  
President & CEO



## 2013-2014 Board of Directors



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**Bob Buescher**, Secretary  
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Cannery Row Company

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Monterey Conference Center

**Jeff Clark**  
Monterey County Film Commission

**Kimbley Craig**  
City of Salinas

**Daniel Dawson**  
City of Del Rey Oaks

**Tom Frutchey**  
City of Pacific Grove

**Charlie Hayes**  
Monterey Regional Airport

**Aaron Johnson**  
Monterey County Farm Bureau

**Todd Kruper**  
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**Marilyn Lidyoff**  
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**Lori Mannel**  
Pacific Grove Museum of Natural History

**Monta Potter**  
Carmel Chamber of Commerce

**Kim Stemler**  
Monterey County Vintners and  
Growers Association

**Ray Sargoni**  
Gray Line of Monterey and San Francisco

One board seat was left vacant by Lisa Cotter of Pebble Beach and will be reappointed in September 2013

**MCCVB IS A SALES AND MARKETING** organization dedicated to growing overnight visitation and the resulting tourism revenue for the community. It is only through the power of partnership with the community and other industry partners that we can truly be successful. This document lays out the strategic roadmap for realizing uncommon success for and with the community. Success is delivering against stated goals; uncommon success is achieving beyond goals in ways that may even be unexpected, where 1 + 1 suddenly equals 3.

The 2012–13 Fiscal Year was the beginning of a new period of Strategic Planning for the destination. In the past year, MCCVB accomplished a number of important goals that set the foundation for future growth. The culmination of implementing best practices was earning accreditation from the Destination Marketing Association International, delivering on MCCVB’s commitment to the community to be a transparent organization guided by rigorous industry standards. Accreditation signals to important customer groups including meeting planners, tourism associations and businesses that MCCVB operates at the industry’s highest levels of service and integrity.

Even with the many steps forward, MCCVB is only beginning to open the door to tourism’s positive impact for Monterey County. The past year was one of repositioning and refocusing the organization to make tourism work harder for the community. In 2013-2014 MCCVB will build on this momentum and leverage the power of partnerships to leap forward in a variety of important areas.

## Long-term Strategic Plan

### VISION

Inspire the world to experience our extraordinary destination

### MISSION

Drive business growth through compelling marketing and targeted sales initiatives that maximize the benefits of tourism to our guests and members.

Strategic Priorities	Primary Activities	Key Performance Indicators
<b>Create a consistent and dynamic marketing message</b>	<ul style="list-style-type: none"> <li>Develop and launch Destination Brand</li> <li>Customize brand messaging to key markets</li> </ul>	<ul style="list-style-type: none"> <li>Unaided Brand Awareness</li> <li>Intent to Visit</li> </ul>
<b>Invest in market Opportunities</b>	<ul style="list-style-type: none"> <li>Maintain traditional strong markets</li> <li>Invest in emerging markets (new group business, China, Hispanic, Millennials)</li> </ul>	<ul style="list-style-type: none"> <li>Group Room Night Index</li> <li>New Group Business Leads</li> <li>Website Visitation</li> <li>Database Growth</li> </ul>
<b>Grow market share</b>	<ul style="list-style-type: none"> <li>Group Sales Initiatives</li> <li>Consumer Marketing Programs</li> <li>Communication/PR Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>STR RevPAR growth</li> </ul>
<b>Strengthen relationships with the community through inclusion, transparency and accountability</b>	<ul style="list-style-type: none"> <li>Improved community dialogue</li> </ul>	<ul style="list-style-type: none"> <li>Increased participation</li> </ul>
<b>Build a high performance talent culture that attracts and maintains strong leadership</b>	<ul style="list-style-type: none"> <li>Hire/retain top talent</li> <li>Require professional credentials</li> <li>Enhanced training and team development</li> <li>HR firm partnership</li> </ul>	<ul style="list-style-type: none"> <li>Achieve organizational goals</li> <li>Strengthen Employee Engagement</li> </ul>

## Organizational Values

### Integrity

We will at all times be trustworthy, honest and do what we say we’re going to do

### Strategic

Our plans will be an efficient and clearly defined road map to achieve the targeted goals of the organization

### Visionary

We will develop, share and inspire others to realize our ideal future

### Leadership

We will define our vision and advocate for it allowing our guests and members to benefit from our destination marketing and sales efforts

### Accountability

We will be responsible for our results, actions and words

### Passionate

We will create success using passion about our profession and achieving results

## 2013-14 Initiatives & Areas of Focus

### Brand Development & Launch

MCCVB has conducted extensive brand development research in the past year to better understand our customers and our region's brand identity. Fall 2013 will bring the launch of an overarching Monterey brand campaign designed to showcase the destination in a new and emotionally compelling perspective. It will include:

- A new integrated communications campaign including advertising, public relations, digital and social marketing
- Branded materials for group sales programs including collateral and tradeshow materials
- Brand standards include *living the brand* in terms of how the MCCVB team and all in the community who interact with visitors and clients deliver the brand promise.

### Group Sales Partnership

Monterey has always benefited from a high level of collaboration with community stakeholders. In the coming year collaboration will advance exponentially through:

- Introduction of the Monterey Room Night Index (RNI), an industry trend-setting measurement tool
- Involvement in sales program development, execution and evaluation from RNI participants
- Yielding Return on Experience (ROE) with the creation of the Strategic Client Services team which will utilize the power of extraordinary service as a competitive differentiator
- Focused development of partnerships with third party companies such as HelmsBriscoe and ConferenceDirect

### Market Focus

A key area of focus for the next year is driving incremental growth — that is, drawing in new visitors and groups that might not otherwise have Monterey on their planning radar.

- For leisure audiences, continued focus on top feeder markets such as San Francisco and Central Valley
- Through a variety of paid and non-paid media, publicity and promotions, reach further out into undeveloped markets
- For groups, “new business” is exactly that — primary focus will be on identifying and securing during need periods, and new, high-value meetings and conferences

### Driving Customer Understanding & Interaction

From the Meetings Customer Advisory Board to visitor e-newsletters to social media channels, MCCVB is constantly seeking new ways to dialogue with customers and the community for continuous insight and connectivity.

- Customer database growth goal is to double within a year — in addition, the database will be segmented and new customer profiles will be created to better understand traveler motivations and desires
- Creation of enhanced Sales Missions that will elevate the experience and opportunity to interact with meeting planners and key decision makers
- Continued use of the Visitor Survey at the Visitor Information Center and the creation of “pop up” Visitor Centers at high-profile events
- Expanded research program to understand consumers and measure interaction impact of brand communication

## 2013-2014 Budget Snapshot

Monterey County Convention & Visitors Bureau		2013-14 Budget
FY 2013-2014 Budget (approved 7-24-13)		
<b>REVENUE</b>		
<b>Jurisdiction Investment</b>	<b>Amount</b>	
Monterey County	998,728	
City of Monterey	992,179	
City of Carmel-by-the-Sea	125,987	
City of Pacific Grove	83,228	
City of Seaside	61,188	
City of Marina	42,000	
City of Salinas	47,799	
Sand City	2,000	
City of Del Rey Oaks	1,000	
Sub-Total Jurisdiction Investment	2,354,109	
<b>TID/HID</b>		
Monterey County	778,983	
City of Monterey	1,897,413	
City of Carmel-by-the-Sea	263,224	
City of Salinas	170,881	
City of Seaside	214,221	
City of Pacific Grove	193,145	
City of Marina	139,262	
Sub-Total TID/HID	3,657,128	
<b>Private Revenue</b>	302,370	
<b>TOTAL REVENUE</b>	<b>6,313,607</b>	

Monterey County Convention & Visitors Bureau		2013-14 Budget
FY 2013-2014 Budget (approved 7-24-13)		
<b>EXPENSE</b>		
Marketing Communications		3,339,442
Branch Launch		1,500,000
Research		119,500
Media Relations		200,000
Talent & marketing initiatives		1,519,942
Group Sales		2,368,152
Trade Shows & Mission		265,000
Client Events		115,000
Trade Media		500,000
FAMs & Sponsorships		135,000
Third-Party Partnerships		130,000
Sales Initiatives & Talent		1,223,152
Membership		107,288
Visitor Services		438,236
Administration		799,803
<b>TOTAL EXPENSE</b>	<b>7,052,921</b>	

The MCCVB Board of Directors approved \$724,188 of the 2012-2013 net retained earnings to be applied to the 2013-2014 fiscal year budget. This allocation includes additional funding for the planned brand launch in Fall 2013.

**THE STATE OF THE TOURISM ECONOMY** has been one of recovery and reinvention over the past 10 years. In 2003, the tourism economy was trending up again after the 9/11 attacks only to take another hit in 2008 with the beginning of the economic recession. Clearly, the only certainty in the past decade has been uncertainty and that notion shows no signs of change in the immediate future. The economy shows signs of improvement tinged with ambiguity. People are again traveling at record levels. Despite the ebbs and flows however, California in the bigger picture has seen a 46% increase in travel expenditures between 1992 and 2012.

Uncertainty reinforces the importance of understanding the current situation and prevailing trends. The difference in the tourism economy is not always as simple as success or failure but more often the difference is between staying ahead and slipping behind. For Monterey County, success starts with a foundation of understanding.

### Economic Considerations

Like all industries, the Monterey County tourism economy finds itself awash in unsteady growth and uncertain forecasts as the national economy stumbles forward. The good news is that despite an up and down rate, the economy is growing and expected to continue in the right direction. The Oxford Economics US Forecast projects 2.2% national growth in 2013 and 3.0% in 2014<sup>1</sup>.

### Quarterly GDP Growth



CNNMoney, June 26, 2013  
 Note: GDP % quarterly change, seasonally adjusted at annual rates.  
 Source: Bureau of Economic Analysis

The better news is that the tourism economy is growing though still at a somewhat unsteady pace. The California tourism economy grew by 3.0% in total visitation in 2012 exceeding forecasts, yet growth is expected to slow in 2013 with a projected rate of 2.3% and then increase slowly but steadily through 2016<sup>1</sup>.

*Monterey County's 6% growth in travel expenditures exceeded California's overall average of 4.5% between 2011 and 2012.*

This economic trend has also been positive for Monterey County, which experienced 4% growth in person trips between 2011 and 2012 and in the same time period, saw an increase in travel expenditures of nearly 6%, which outpaces the growth rate of 4.5% for California as a whole. Visitors and expenditures are key but so too are jobs and in 2012 nearly 22,000 jobs throughout the county were tourism related<sup>2</sup>.

Looking forward, many projections are for more of the same — that is, growth at an unsteady rate. However, forecasts from VisitCA's research project a somewhat stable growth pattern in the coming years with fairly even increases with leisure (2.2%) and business (1.9%) between 2013 and 2014<sup>1</sup>.

### Travel Impacts

Total Travel Expenditures	\$2.27B
Total Person-Trips	2.6M
Length of Stay	2.5 nights
Spend per Day per Visitor	\$206
Spend per Trip	\$598

2012 / Hotel-Motel Overnight — Dean Runyan California Travel Impacts 2012<sup>2</sup>



77.5% of California's domestic leisure visitors in 2012 were residents of California. Top states for in-bound leisure travel: Arizona (3.1%), Nevada (2.5%), Texas (1.7%), Washington (1.6%), Oregon (1.3%) and New York (1.1%).  
Source: TNS TravelsAmerica, 2012

### Competitive Considerations

MCCVB generally benchmarks against a competitive set of Napa Valley, Sonoma, Santa Barbara, Palm Springs and South Lake Tahoe. In the past, focus has been on Occupancy, Average Daily Rate (ADR) and Revenue per Available Room (RevPAR).

Monterey County June 2013 YTD	Monthly Average	Increase over Previous Year
Occupancy	61.7%	+3.5%
ADR	\$156.26	+2.9%
RevPAR	\$96.40	+6.5%

Source: STR Report, June 2013

The competitive set is comprised of destinations that have some similar attributes and appeal to groups as pointed out by our Customer Advisory Board. No other destination matches Monterey County, but these provide some competitive context for gauging progress. RevPAR takes into consideration room inventory and is the leading indicator of not just occupied rooms and average rates, but whether the rooms are being filled with more profitable travelers. MCCVB's focus, especially with group sales programs, will be to fill rooms in low seasons with clients yielding the best possible rate.

### Changing the Game—Fight for RevPAR

	RevPAR June 2013 YTD	Change from June 2012	Room Inventory
Napa County	\$ 146.95	+11.7%	4,603
Santa Barbara	\$ 99.20	+6.1%	9,304
Palm Springs	\$ 96.78	+6.6%	14,250
Monterey	\$ 96.40	+6.5%	11,675
Sonoma County	\$ 76.57	+14.8%	6,122
South Lake Tahoe	\$ 53.20	+12.1%	9,040

Source: STR Report, June 2013

### Leisure Industry Trends & Issues

#### Technology

Since the invention of the compass, technology has been a major factor in tourism and travel. Its importance has never lessened; in fact it has increased exponentially. From how travelers think about, plan and book their trip to the actual journey and how they share and remember the experience — all are enhanced by a variety of technology. More recently, a growing trend has been to retreat from technology — to truly get away from all of it. The Tassajara Zen Mountain Center in Carmel Valley was recently featured on Entrepreneur.com as one of the top five extreme retreats to unplug (*Entrepreneur.com "5 Extreme Retreats When You Want to Unplug", June 16, 2013*). Clearly, technology — even the absence of it — will remain a critical consideration when planning a trip and Monterey is well positioned on both ends of the spectrum with its vast assortment of world class business hotels, intimate B&Bs and extreme getaways.

"Technology and travel are becoming ever more fused, even at hotels where for centuries the basic demand has remained unchanged: a safe place to lay one's head."  
— NY Times, June 6 2013

#### Social Media

Social Media is an incredibly important and growing factor in travel and a crucial opportunity for all Monterey stakeholders. Forbes.com cited a variety of reports that reemphasized the importance of social channels not only when consumers are looking to book but also companies using Social Media to actually drive revenue (Forbes.com "How Facebook Is Shaping Your 2012 Travel Decisions", June 2012). MCCVB views Social Media as a game changer and has set out to greatly expand its social content channels. Within the last year, See Monterey Facebook and Twitter channels more than doubled and newer platforms such as Pinterest and Google + were activated. The number of social channels and quantity of followers is only the beginning. True impact comes from how the channels are utilized; how inventive MCCVB can be with content sharing and integrated promotions that drive higher engagement levels; and most importantly, how the organization works with destination stakeholders to create a vast network of social engagement.



**Most trips to Monterey are “getaway” travel.**  
*For getaways, the outcome (emotional take away) is more important than the place. The goal is to find relaxation, although people still like a place that provides a sense of amazement.*

– Monterey Brand Study, SMARI, May 2013

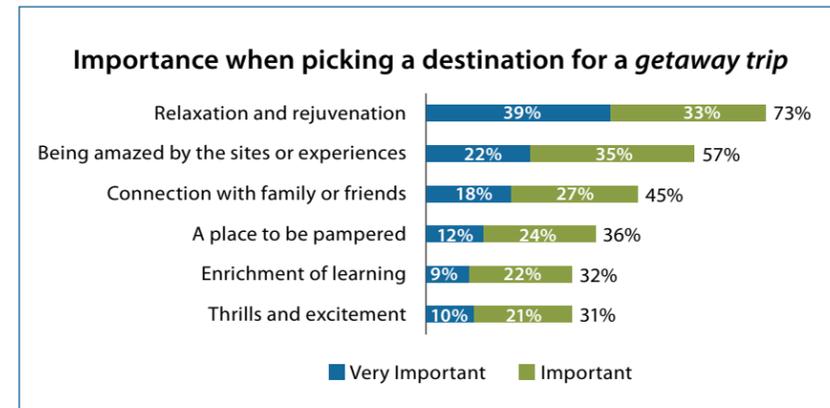
### Getaways vs. Vacation Travel

Not all leisure trips are created equal. Travelers’ motivations, planning processes and expectations are very different when considering a “getaway” compared to a “vacation”. A “getaway” is generally considered a trip of three days or less, typically planned at the last minute and may be more frequent. A “vacation” is generally a longer trip and involves more upfront planning. Most trips to Monterey are “getaway” travel with the average stay at 2.5 nights<sup>2</sup>. In recent brand research conducted by Strategic Marketing & Research, Inc. (SMARI) on behalf of MCCVB, these differences were further explored to better understand how to position the Monterey brand and target consumers. One of the more interesting outcomes from the research was that with a “vacation” the decision of *where* to go is most important; with a “getaway” the *feeling* the traveler expects from the trip is most important. This is an important insight as most of our marketing is focused on “need” periods generally between October and May when most domestic leisure travel is “getaway” in nature.

### Niche Travel — The Experience is Everything

Niche travel is a big opportunity for Monterey. It has traditionally been defined as travel based on special interest and/or passion points. In reality, all leisure travel is “niche” based on the interests of an individual, their family and friends and what impassions the individual and/or group. “Niche” relates to expectations of experience and no two Monterey leisure trips are the same. Ultimately,

the experience is everything. MCCVB will focus marketing on larger areas of travel experience such as family and adventure travel as well as specific niche areas such as culinary, agri- and eco-tourism, wellness, historical and other lifestyle interests.



SMARI, “Monterey Brand Study”, May 2013

### Millennials

There are several names for them—Gen-Y, Generation Next, the Net Generation— but this group is more commonly understood as Millennials. They are defined as the generation born after 1980 and a fast growing force in terms of economic power. Still developing in terms of discretionary income and ability to travel, the Millennials are on the radar of travel brands that plan ahead. Monterey is uniquely positioned to offer audiences a wide array of adventures and experiences.

*“Millennials in the U.S. value diversity, embrace a global perspective, and are open to new experiences. These characteristics—which suggest a generation of natural travelers—are good news for the travel industry.”*

– BCG Perspectives, “Traveling with Millennials” report, March 18, 2013

### Hispanic Audiences

A key opportunity for building incremental tourism for Monterey is the Hispanic market. This is the fastest growing ethnic market in the US and is projected to increase by 50% from \$1T to \$1.5T in buying power between 2010 and 2015, according to Nielsen study (“State of the Hispanic Consumer: The Hispanic Market Imperative”, Quarter 2, 2012). With the larger population centers for Hispanics being California, Nevada and Arizona plus Monterey’s rich Hispanic heritage and overall appeal as a travel destination, our region is particularly well-positioned to attract and benefit from this audience.

### International

The growth rate in international travel to California will again be led by China visitation but at a diminished rate from the booming pace of previous years. In 2011, annual growth from China was 34.8%, in 2012 38.8% — expected growth in 2013 is 13.8% which is moderate but still nearly double the rate of growth from the next country of origin<sup>1</sup>. Canada on the other hand has a much more moderate growth rate but remains by far the largest importer of tourism to the United States with over 22.7M arrivals in 2012<sup>5</sup>. VisitCA projects both China and South America to be the fastest growing areas for tourism to California through 2016<sup>1</sup>. MCCVB will continue to market directly to consumers in Canada and work with VisitCA to position Monterey with travel intermediaries and media in China. Additionally, MCCVB will work with both VisitCA and Brand USA on growth opportunities in other international markets.



## Group Business Trends & Issues

Cautious optimism is the prevailing sentiment towards opportunities with group sales growth in the coming year. Monterey County has seen only moderate growth in the past few years and group business will be a major focus moving forward. In an industry white paper commissioned by Destination Hotels & Resorts, most planners found that the market had stabilized and 30% of those surveyed projected future growth<sup>3</sup>. IMEX created an Index of Optimism survey and reported in May 2013 that 67% of the industry (planners and suppliers) is more optimistic about the future than at the same time last year<sup>4</sup>. Closer to home, VisitCA projects a modest growth for group business at less than 2% over the next year<sup>1</sup>. Individual destinations are not created equal and one thing that is certain is the fight for market share with group business will continue to be fierce. Advantage is gained by those paying close attention to key trends in the industry:

### Monterey Conference Center

Monterey County has a number of extraordinary meeting places and facilities. For larger multi-property groups requiring more space, the Monterey Conference Center is the area's key asset. However, since its opening in 1977, the Conference Center has not been renovated and is currently needing a variety of critical updates. Important clients, including members of the Customer Advisory Board, have pointed out that Monterey is currently losing business to competitive destinations due to the lack of these updates. Recognition of the challenge has already been acknowledged by the City of Monterey and its stakeholders, however certainty regarding the renovation timeline is crucial to booking future business.

## Technology

Technology is rapidly reshaping how group business is done. It has influenced how people network, communicate and share information thus impacting their buying decision based on peers, not marketing/advertising. This has also heavily affected the process of how a planner goes about looking for a destination and venue. Planners have more sources of information at their fingertips and can by-pass much of the historical RFP process giving them more control. For the delegate, the proliferation of multiple devices while attending a conference creates vastly increased need for WiFi availability and bandwidth. This creates pressure on planners and suppliers to provide ever-increasing accessibility at measured cost. Driving new group business growth for Monterey will require lodging and venue partners to be prepared for the changes that come with increased use of technology by planners and attendees alike.

*Younger generations want more information about the purpose of meetings (unlike boomers who often were happy to meet for the sake of meeting).*

*– Evenues Blog, Dec 12, 2012*

## Social Media

The group experience and the life span of an effective meeting can be greatly enhanced and extended through Social Media. Planners are incorporating social sites such as Foursquare and Instagram to drive Return on Experience (ROE) and Social Media allows for extended connectivity and content sharing even after the meeting has concluded.

## Demographics shift

With the shift of Boomers aging and Gen-X and Gen-Y taking over in the workplace, different values are placed on personal time that impact the planner's mindset. The length of a meeting and whether it takes place on a weekend; and the ancillary aspects of the meet-

ing (location, location, location) have a lot of influence on attendees and the value they place on attendance. Additionally, with the demographic shift the two previous trends of Technology and Social Media become more important. With attendees being more selective about how to spend their time and where they prefer to go, Monterey can leverage the destination's natural attributes and appeal to draw more interest and increase attendance.

*With "green" being normal to the next generation... Green is here for good!*  
*– Hospitality Marketing/CVENT blog, Feb 2013*

## Gone Green

There was once a time when "going green" was a catch phrase and considered a nicety for eco-conscious travelers. Those times have passed as most travelers now expect to see signs of "greenness". For group travel, the expectation is higher as planners more often have "green" on the mind when considering destinations and venues. More than just recycling, planners are considering factors such as venues that have environmental policies that range from energy and water conservation programs to community food donations. Monterey has a reputation for sustainability and many tourism businesses have already implemented "green" and/or conservation initiatives. MCCVB's sales team will continue to leverage the county's reputation and work with stakeholders to bolster awareness of this increasingly important consideration.

<sup>1</sup> CA Travel & Tourism Outlook, Tourism Economics, April 2013

<sup>2</sup> Dean Runyan, Monterey County Travel Impacts, May 2013

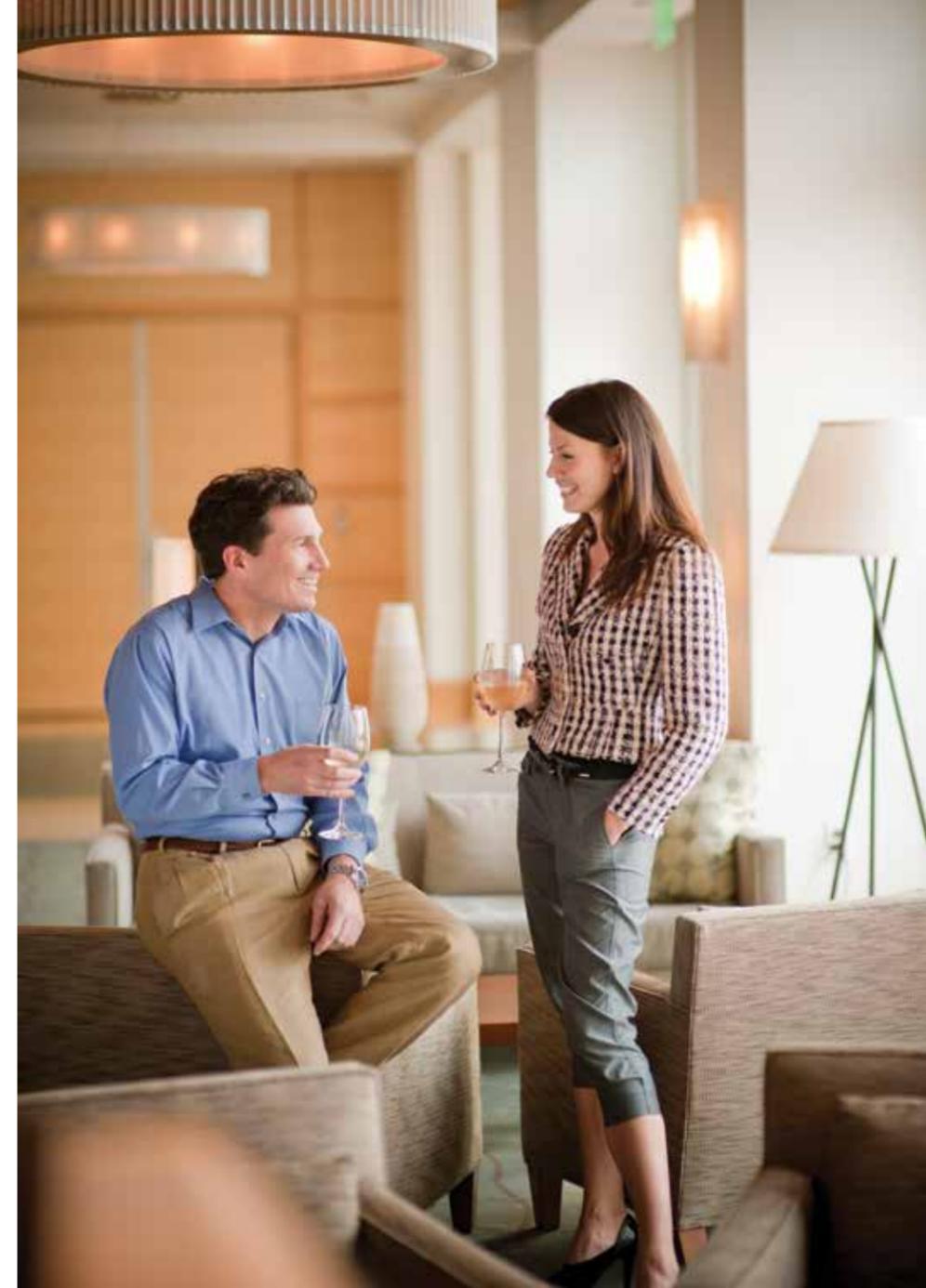
<sup>3</sup> Destination Hotels & Resorts, State of the Industry & 2013 Trend Forecast

<sup>4</sup> IMEX, "Majority feel optimistic; meeting & event numbers plus budgets expected to increase slightly", May 2013

<sup>5</sup> Office of Travel & Tourism Industries (OTTI)

<sup>6</sup> Dean Runyan, CA Travel Impacts 1992-2012, May 2013

<sup>7</sup> Monterey County Customer Advisory Board (CAB), April 2013



**IN THE COMING YEAR**, MCCVB will adopt a *brand* marketing approach that will signify a major shift in how the destination is promoted. Every effort to promote and sell the destination will be based in a singular, inspiring brand ideal. In previous years, efforts were primarily asset and activity driven (*things to do and see*) rather than brand driven which involves making an enduring and compelling emotional connection with visitors. Branding is a transcendent approach that requires a greater degree of communication focus and discipline. It is also an inclusive process that requires all in the Monterey tourism industry to support and deliver the brand experience.

*The Destination BRAND acts as a unifying force, aligning all of the people of the destination behind all that it has to celebrate in.*  
 – CNN/Task Group, “COMPASS — Insights into Tourism Branding”

**Brand = Experience**

The Monterey Brand is the experience that travelers encounter when visiting; its the experience that stakeholders in the tourism industry have been delivering for years. The key to successful branding is discovering and leveraging the core “truth” about the destination experience that makes it unique and extraordinary. The truth or emotional connection then becomes the guiding principle for all communications — from advertising to personal interactions with group sales to stopping in at the Visitors Center. The focus for MCCVB is to discover the core brand truth, package and promote, and ensure stakeholders understand and are a part of what is being “promised” in our marketing communication programs.

MCCVB has gone through an exhaustive brand discovery process that includes speaking to past and prospective visitors, meeting planners and stakeholders to define the brand identity for Monterey County. The brand identity will be the basis for a new integrated marketing communications campaign launched in Fall 2013.



**THE MCCVB TEAM WILL BUILD** on the momentum from the past year to accelerate promotional programs that drive strategic goals and incremental visitation. Integration, innovation and partnership with the community are the pillars to future success. The program will include an overarching brand advertising campaign and extend into public relations and digital/social/database marketing. It will also include an inward focused communication plan to ensure that those in the tourism economy understand and can deliver the brand promise. Group Sales continues to be a major area of focus and will be supported with its own aggressive advertising and promotional campaign.

**Target Markets**

Traditionally, MCCVB has fished where the fishes are — that is, we have primarily targeted San Francisco and the Central Valley for leisure travel. This is where most visitors to Monterey have historically come from and this will remain the primary area of focus. Going forward incremental travel will be driven by reaching further out geographically and further into the consumer mindset. By better understanding and segmenting high-value travelers and groups, MCCVB will more precisely target and create awareness, interest and intent.

**Primary Markets**

Primary focus will remain San Francisco and the Central Valley. Major campaigns will blanket these areas. Under the overarching campaign “umbrella”, we will explore localized media opportunities — these include drilling down to the zip code level in surrounding areas to identify pockets of visitation potential and marketing to consumers through direct (and often less expensive) messaging channels. The bulk of Monterey’s most frequent visitation will always be from “just up the road” where inspiring an overnight getaway from places ranging from San Francisco to Fresno and Sacramento to San Jose remains a high priority as these areas are also on the radar of our competitors.

**Secondary Markets**

Non-stop air service markets including San Diego, Phoenix, Las Vegas and Denver are key secondary markets where a Monterey getaway is a short flight away. Through a combination of PR activities, paid media and promotions and airline partnerships, MCCVB will seek to grow visitation from these markets.

**Extended Markets**

Beyond the drive market and the short haul, non-stop air service markets lies everything else. Everything else isn’t all that far away or all that expensive. While focus will remain on core drive and regional markets, a variety of non-paid media options including national publicity programs, promotions and partnership opportunities, we will seek to develop extended one-stop markets.

OTA Survey – Travel Dates Sept 23-26		
Market	Available One-Stop Flights	Round trip Ticket
Dallas	9	\$420
Minneapolis	7	\$400
New York	20	\$350

Survey conducted 8/7/13, least expensive ticket

**Communication Planning**

As part of the new brand launch in Fall 2013, MCCVB will also publish an annual communication plan including media, public relations and promotions. The annual communication calendar, that will include co-op leisure and group advertising and promotional opportunities, will be made available to stakeholders and be updated throughout the year.

Destination brand marketing is a year-round effort. However, primary focus will be placed on driving incremental visitation between fall and late spring when occupancy and rates dip. Even though considered the high season, measured levels of promotional exposure will carry throughout the summer season to maintain brand awareness and drive short-term travel decisions.



## Strategic Areas of Focus

MCCVB has a number of key initiatives designed to leverage partnerships, extend marketing exposure and increase/improve communication with our visitors all within an integrated effort to drive visitation.

### The Power of Partnerships

Ultimately, it is the Power of Partnerships that will fuel tourism success for Monterey. Such partnerships exist at many levels within and beyond the destination. Most important are those that bind the stakeholders within the destination such as with the Monterey Vintners & Growers Association (MCVGA), the Monterey County Hospitality Association (MCHA), the Monterey Regional Airport and others, all in an effort to sharpen shared focus and synergize effort. Beyond the destination are Alliance Partnerships where MCCVB has a cadre of relationships designed to inform, extend and cost-effectively amplify our marketing message such as with Visit California and Destination Marketing Association International (DMAI). In the coming years, greater efforts will be made to develop corporate partnerships and sponsorships to leverage Monterey's brand equity to secure additional marketing reach and positive brand association.

### Driving Connectivity

Whether a print ad, Tweet or story in a popular magazine — relevant, topical and interesting content is the means to driving engagement and connectivity between the Monterey brand and travelers. Such connectivity is ever increasing in importance for the MCCVB team and more focus will be made on generating exciting content and pushing through social and digital channels. A major goal this year will be to double the size of the MCCVB consumer database which has a three-fold purpose: it is a measure of how connected we are with consumers; it's the most direct means to carry on a conversation with Monterey travelers; and, through database profiling, it's the best way to find consumers who should be Monterey travelers.

Alliance Partnership	Description	Benefits
	Brand USA is the nation's first global marketing effort to promote the United States as a premier travel destination worldwide.	Cost-effective opportunities for reaching international audiences including tradeshow participation and on-line native-language video programs.
	Visit California promotes California as a travel destination throughout the U.S and in select international markets.	Leveraged VCA relationships by participating in FAMs/pitches and sales missions, in addition to and co-op print and online advertising opportunities.
	SF Travel works to enhance San Francisco's local and "Beyond SF" region profiles as premier destinations for conventions, meetings, events and leisure travel.	Extends the Monterey brand through a variety of leisure, meeting planning and international travel markets through sanfranciscotravel.com
	CCTC is a regional tourism marketing organization that promotes the entire California Central Coast as one of the top three destinations in California.	Extends MCCVB marketing initiatives through tradeshow and media FAMs.
	DMAI is a global trade association for official destination marketing organizations (DMOs) that works to advance the success of destination marketing worldwide.	Allows the MCCVB access to latest industry trends, research, performance reporting, event impact calculator, and an empowerMINT database that connects destinations to meeting planners.

## Public Relations

The publicity machine for Monterey is an all inclusive effort managed by the in-house communications team at MCCVB and includes our PR agency Parasol, which is focused on high-profile national media opportunities and extends to each stakeholder in the community. The inquiries from interested media and travel writers are non-stop and the MCCVB team will work with members to selectively secure opportunities that deliver the greatest return on effort. Parasol will proactively identify and secure media exposure that delivers a national audience. In addition, MCCVB and Parasol will work with the community to create media events in key markets that highlight the destination's assets and appeal.

### Additional Areas of Focus

- **Customer Insight** — MCCVB will expand on previous efforts to better understand, connect with and draw in customers including new research initiatives, database analysis and visitor profiling
- **Emerging Markets** — with an eye on future potential, MCCVB will develop markets with growing importance including China, Hispanic-Americans and Millennials
- **Event Marketing** — MCCVB will seek opportunities to leverage and extend the value of existing events as well as seek to secure new events that reinforce brand equities
- **Niche & Lifestyle Marketing** — lifestyle interests that create travel opportunities will remain an area of focus, from larger travel segments such as family and adventure travel to more specific passion points such as wellness, wine/culinary, agri-tourism and even escapist travel



**GROUP SALES** is one of the most important opportunities for growing business for the destination and as such it is of primary focus for MCCVB. MCCVB's approach to Group Sales will take an innovative leap forward both in terms of approach and measurement. The sales program will be more tightly bound to the efforts and focus of our hotel partners.

MCCVB is implementing a new measurement based on the philosophy that success is measured by the prosperity of community stakeholders. The Room Night Index (RNI) will provide a better indicator of collaborative success between the MCCVB group sales investment and the hotel community. The Index is based on data provided by participating hotels that will indicate future group room-night productivity and will allow the Sales Committee to accurately evaluate and shape the direction of the CVB group sales programs. To ensure data security and confidentiality, MCCVB has engaged Leadership Synergies to manage the data, which has worked with more than 50 destinations worldwide in various capacities and utilizes industry standards in their approach.

*The Room Night Index (RNI) is based on data provided by participating hotels indicating future group room-night productivity and will allow the Sales Committee to accurately evaluate and shape the direction of the CVB group sales programs.*

## Strategic Areas of Focus

### New Business

New or incremental business is a primary area of focus for the MCCVB sales team. Renewing and cyclical business is important and our sales team will play a key role in ensuring we keep the business we already have. However, a premium is placed on bringing in new business opportunities and in particular groups that have the opportunity to yield the best rates and/or have the flexibility to bring business during need periods.

*"I have developed a relationship with Monterey County CVB in particular, where they have taken it a step further. It is their intention to really want to understand the nature of your company's culture. They are vested in knowing the company, why we have particular programs, and then trying to find the best solutions in their destination."*

*Eve Schmitt, MBA, CMP, CEM, VMWare, Inc.*

### Strategic Client Services

The newly formed Strategic Client Services (SCS) team is charged with strengthening the destination's value proposition through engaging and enhancing the client experience throughout the sales process. From site inspection planning, online housing and destination servicing to post-event follow up. The group experience is critical to securing new business, ensuring return business, and encourages opportunities for our clients to become ambassadors of the destination within the marketplace.

### Local Host Program

In order to capitalize on the hometown pride of many area residents who belong to associations, this year a "Local Host" program will be introduced. The program will create a network of individuals advocating to bring group business to Monterey, with a reach that spans across all types of industry and niche markets.

### Stakeholder Engagement

The MCCVB sales team will work closer than ever before with hotel sales teams. A Sales Committee comprised of properties participating in the RNI will assess the productivity of MCCVB programs including business leads, niche market development and sales prospecting. MCCVB stakeholders will participate in the planning, execution and evaluation of all MCCVB Group Sales market investments and the development of future sales strategies.

### Partnerships

Special attention will be given to the development and leveraging of key partnerships with third-party entities like ConferenceDirect, HelmsBriscoe, Experient and others to elevate Monterey's position in the marketplace. With the increasing buying power and volume of business being done through third-party planners, it's necessary to take initiative in competing for their attention and business. This parlays into creating a stronger exposure for Monterey amongst our competitive set with key industry organizations and associations that we can partner with to bring relevant and potential business to Monterey. Bringing unique and themed destination experiences to our clients in key markets is another way we can enhance our relationships with them.

### Industry Shows & Client Events

Groups sales carefully selects where direct sales investments are made. Tradeshow selection is based on evaluation of the overall ROI for the event, the target audience of attendees, the entity that is putting on the show, and the specific geographic location of where the show is taking place. High ROI typically is seen from appointment shows that offer the maximum exposure of face-to-face business opportunities to a key target market.

Client event locations are selected for key feeder cities that are high-producing markets from a geographic standpoint. Venues are then selected that can complement or reflect a Monterey "flair or similarity" and really "wows" the clientele in attendance.

The approach to these direct sales efforts are not complete without the participation from our partners. A "cohesive destination presence" is created when the MCCVB is able to facilitate direct introductions with clients and have our partners present to develop connections, relationships and business opportunities.

### Monterey Conference Center

Monterey County has a number of extraordinary meeting places and facilities. For larger multi-property groups requiring more space, the Monterey Conference Center is the area's key asset. However, since its opening in 1977, the Conference Center has not been renovated and is currently needing a variety of critical updates. Important clients, including members of the Customer Advisory Board, have pointed out that Monterey is currently losing business to competitive destinations due to the need for these updates. Recognition of the challenge has already been acknowledged by the city of Monterey and its stakeholders, however certainty regarding the renovation timeline is crucial to booking future business.

# VISITOR SERVICES

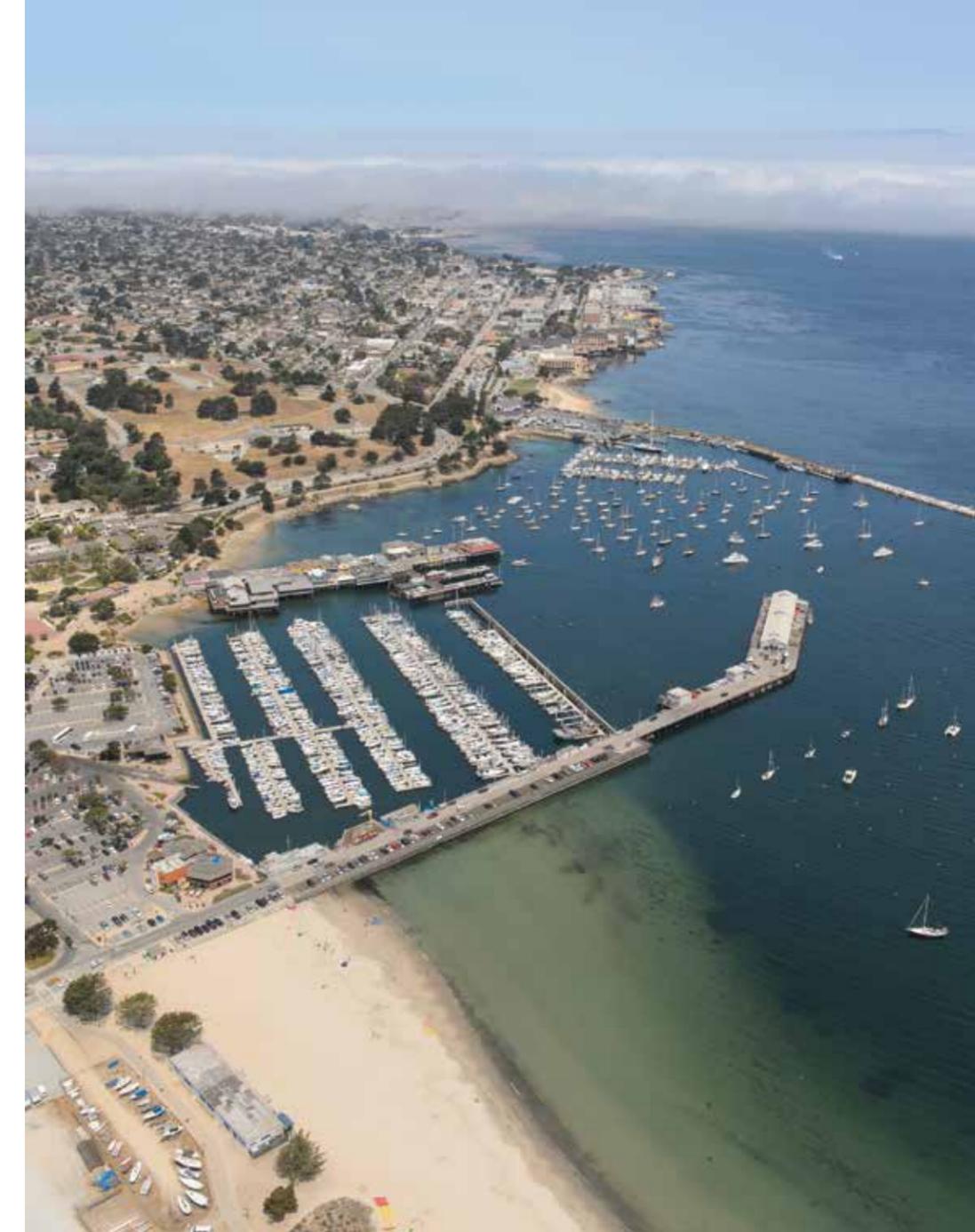
**THE MCCVB VISITOR SERVICES PROGRAM'S** purpose is to directly affect economic impact. Visitor Information Centers (VIC) provide an opportunity to “upsell” and have direct influence on extending visitor stays and how visitors spend their time and money. The VIC team assists more than 122,000 travelers annually at the Visitor Center at El Estero Park, where lodging, restaurant and attraction reservations and referrals for the entire county are made.

Primary reasons for stopping by the Visitor Information Center are to learn about the area including attractions and activities, food and wine and accommodations. Visitors are seeking a local's perspective on how to make the most of their trip.



A visitor survey was introduced in late October 2012 as a mechanism to track the influence of the VIC on walk-in visitors. For the nine months of the last fiscal year there were nearly 1,500 respondents made up of 54% domestic and 46% international travelers, with top countries being Canada, Australia, Germany the UK and France. Of these respondents, 41% said they would stay additional nights based on their visit to the VIC for an incremental 81,963 room nights and over \$13.5 million in spending.

*41% of walk in visitors to the VIC said they would stay additional nights based on their visit to the VIC creating incremental 81,963 room nights and over \$13.5 million in spending*



**THE ULTIMATE GOAL FOR MCCVB** is to make tourism work harder for the destination, the businesses and the tens of thousands of residents in Monterey who rely on tourism for their livelihood. We are directly committed to our members and have an overarching responsibility to the greater community for driving tourism and the revenue that flows from the industry. To maximize the benefits to all, MCCVB relies on the power of partnerships with members and the community to synergize efforts.

To deliver on this commitment, MCCVB strives in a variety of ways to ensure members are kept informed, provided education opportunities to grow business and included in co-op marketing activities that benefit the community. MCCVB will introduce enhanced communication and participation opportunities including Quarterly Forums that not only will allow an opportunity for tourism updates, but also feature content and educators on sales and marketing topics relevant to current and developing market factors.

The Monterey County Convention & Visitors Bureau is above all a transparent and inclusive organization. We do not simply welcome input and participation; we require it in order to best deliver on our commitment to the community.

**Making Tourism Work Harder**

This Strategic Sales & Marketing Plan represents our ambitions and goals, strategies and focus for the next year — but it is not a stand alone declaration of our intentions, it is a call for participation in making tourism work harder for all.



## 2013-2014 Organizational Goals

The MCCVB staff is made up of sales, marketing, communications, community relations, development, information services and operations professionals who are working in an integrated capacity to achieve organizational goals.

MCCVB Goals	by fiscal-year end (June 30,2014)
<b>Group Sales</b>	
New Business Leads	460
Room Night Index	100%
RevPar	Third in comp set
<b>Marketing/Communications</b>	
Unaided Brand Awareness	82%
Intent to Visit	32%
Advertising Effectiveness	3.8 Score
Earned Media	\$34,500,000
Facebook Fans	43,750
Twitter Followers	9,775
<b>Website</b>	
Website visits	1,114,092
Page Impressions	4,011,372
Referrals to Stakeholder Pages	328,224
Visitor Database	40,820
<b>Membership</b>	
Member Retention	85%
<b>Visitor Services</b>	
Visitor Center Inquiries	123,000





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**MONTEREY COUNTY  
CONVENTION & VISITORS BUREAU**

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