

MONTEREY

MONTEREY COUNTY CONVENTION  
& VISITORS BUREAU

— FY2021-22 —

# Business Plan



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

[SeeMonterey.com](http://SeeMonterey.com)



Cannery Row, Monterey



# From the CEO

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The past year has been a path of ‘two steps forward, one step back’ for Monterey County’s hospitality industry. However, the tragedy and tumult caused by the COVID-19 pandemic reignited the collaborative strength and resilience of the businesses and people in our industry. Uncertainty persists and the light at the end of the tunnel seems like it’s on a dimmer switch, but the industry continues to move forward.

We haven’t just dealt with the pandemic in the past year, but also another record-setting fire season coupled with rains that washed out a portion of Highway One. With each new level of crisis, our hospitality industry, our elected officials and our residents have collaborated to not only survive, but to come back better. More resilient. Stronger. Our approach in the coming year is necessarily nimble in the short term – but intended to lay the groundwork for a reimagined future.

## **Key points in this Business Plan:**

- Broadening the “Now is the Moment” marketing campaign that launched in April. Of particular importance is drawing high value travelers from further away markets.
- Launching the next phase of the Group/Meetings strategy. Our target market mix is broken as almost all the destination’s occupancy is coming from Leisure travelers. Normally Group makes up for 30% of total visitation. This is a vital market as these travelers typically spend 2 – 3 times more than Leisure visitors and most meetings and conferences are booked in the off-season during middle of the week.
- Another critical market is the International segment. While there remains uncertainty about when markets like the United Kingdom, Canada and China will return, there is already significant competition to be the first place they visit. Our team is working with our partners to ensure Monterey County is high on the list.
- Above all, promoting safe and responsible visitation is a priority – alongside promoting sustainable, respectful travel to protect our environment.

This business plan is intended as a major step forward for the tourism economy that once topped \$3.2 billion in visitor spending (2019). We will return to that. We will surpass it. This plan is guided by the input of our Board of Directors and its success is dependent on the continued community collaboration that was so evident in this past year. Our team is committed to working with your team. Together we will come back better.



**Rob O’Keefe**  
President & CEO

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### Advisors

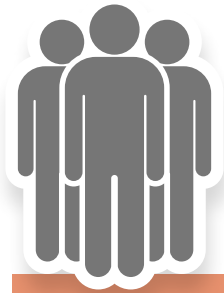
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Pfeiffer Beach, Big Sur

# Committees

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Monterey County Convention & Visitors Bureau (MCCVB) operates with the guidance of several committees designed with a focus on a specific area of strategic importance for the direction of the organization.

## **EXECUTIVE COMMITTEE**

The Executive Committee supports and evaluates the President & CEO, vets confidential issues and acts on behalf of the full Board of Directors in case of an emergency.

## **FINANCE COMMITTEE**

The Finance Committee advises the Board on financial matters and policies.

## **MARKETING COMMITTEE**

The Marketing Committee provides strategic input, advice and collaboration on marketing communications plans and programs.

## **SALES COMMITTEE**

The Sales Committee actively participates in the development, planning and evaluation of group sales and service programs.

## **COMPENSATION COMMITTEE**

The Compensation Committee reviews compensation structure and benefit programs.

## **MCTID OVERSIGHT COMMITTEE**

The MCTID Oversight Committee is comprised of hotel representatives from within the Monterey County Tourism Improvement District (MCTID) boundaries and has complete oversight of MCTID budget and program development and monitoring.

## **NOMINATING COMMITTEE**

The Nominating Committee solicits and reviews board position applications and makes candidate recommendations to fill vacancies.

Visit [SeeMonterey.com/Members/Board](https://www.seemonterey.com/Members/Board) to learn more about the Board of Directors and Committees including meeting dates, agendas and minutes

# Our Approach

## MISSION

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

## VISION

Inspire the world to experience our extraordinary destination, responsibly

## VALUES

**Accountability:** We will be responsible for our results, actions and words.

**Integrity:** We will at all times be trustworthy, honest and do what we say we are going to do.

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

**Passionate:** We will create success using passion about our profession and achieving results.

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

**Inclusive:** We will continue to be an organization of individuals diverse in our characteristics and experiences and collectively inspired by our common purpose.

## DIVERSITY, EQUITY AND INCLUSION COMMITMENT

MCCVB is committed to ensuring that all members of the organization feel welcome and have an equal opportunity to connect, belong, and grow.

## STRATEGIC IMPERATIVES

- Expand and amplify the consistent and dynamic marketing message
- Invest in market opportunities
- Grow consumer and group market share
- Strengthen relationships with the community through inclusion, open communication, participation, collaboration and accountability
- Maintain and evolve the high-performance inclusive culture that attracts and retains strong leaders

# Budget Snapshot

Managing the budget from the previous fiscal year to this fiscal year during COVID-19 has been a daily balancing act. By capitalizing where and when possible last year, with PPP loans and employee tax credits, MCCVB is in a position to strategically manage the budget with focus on spending the dollars at times when they will have the greatest return.

Revenue		Expense	
Jurisdiction Investment*		Business Development	
Monterey County	1,716,473	Trade Shows & Sales Missions	235,225
City of Monterey	989,405	FAMS, Site Visits & Sponsorships	300,253
City of Carmel-by-the-Sea	161,007	Tour & Travel	273,005
City of Pacific Grove	120,882	Client Engagement Events	58,500
City of Seaside	78,000	Group Marketing	679,500
City of Salinas	100,000	Strategic Client Services & Support	134,565
City of Marina	81,888	Programs & Talent	1,364,142
Sand City	2,000	<b>Total Business Development</b>	<b>\$ 3,045,190</b>
<b>Subtotal Jurisdiction Investment</b>	<b>\$ 3,249,655</b>		
Monterey County Tourism Improvement District		Marketing Communications	
Monterey County	740,820	Advertising Programs	1,931,700
City of Monterey	1,734,718	Luxury Market	100,000
City of Carmel-by-the-Sea	263,184	Media Relations	91,100
City of Pacific Grove	206,930	Research	110,000
City of Seaside	206,916	Website	156,500
City of Salinas	228,326	Programs & Talent	734,584
City of Marina	174,287	<b>Total Marketing Communications</b>	<b>\$ 3,123,884</b>
<b>Subtotal MCTID</b>	<b>\$ 3,555,182</b>	<b>Visitor Services</b>	<b>\$ 118,312</b>
<b>Private Revenue</b>	<b>\$ 24,080</b>	<b>Administration</b>	<b>\$ 1,044,618</b>
<b>Total Revenue</b>	<b>\$ 6,828,917</b>	<b>Community Relations</b>	<b>\$ 188,146</b>
		<b>Total Expenses</b>	<b>\$ 7,520,151</b>

\*Jurisdiction investments are based upon a formula and share of actual Tourism Occupancy Tax collections either on a look back, forecast or pay-as-you-go basis



# Situation Analysis

“It ain’t over ‘til it’s over.”

– Yogi Berra

SARS-CoV-2 started to quietly spread in late 2019 and rapidly gained momentum early in 2020. It seemed to peak and then peak again throughout the year, and as of August 2021 is still the #1 factor influencing the economy, travel and people’s lives. Now, eighteen months after the world shut down, uncertainty due to COVID-19 remains the leading variable in the path ahead. The light at the end of the tunnel grows unsteadily brighter. But it’s not over.

There are a number of views that factor into MCCVB’s Business Plan for the new fiscal year and beyond. While industry experts may vary on the specifics, the overall outlook indicates that full recovery of the economy and the travel industry will take at least the next two to three years. For tourism, that means the industry will not be back to its record 2019 levels until closer to 2025.

**Note:** The information included here is based on what is known as of July/August 2021. COVID-19 will most likely continue to have a fast-changing and volatile effect on the tourism industry. MCCVB has tracked critical COVID-19 related factors and their impacts since the pandemic’s beginning and will continue to update the community throughout the crisis.

## National Outlook: Economic Forecast

Forecast for the United States (annual percentage changes unless specified)						
	2019	2020	2021	2022	2023	2024
GDP	2.2	-3.5	7.7	4.5	1.9	1.5
Private Consumption	2.4	-3.9	9.5	5.1	1.5	1.4
Fixed Investment	2.3	-0.8	7.5	2.6	4.4	2.7
Government Consumption	1.8	0.3	1.7	0.3	1.4	0.6
Exports of Goods and Services	-0.1	-12.9	6.5	9.5	5.9	4.2
Imports of Goods and Services	1.1	-9.3	13.7	5.4	4.7	3.5
Stockbuilding (% of GDP)	0.3	-0.4	0.3	0.4	0.2	0.1
Industrial Production	0.9	-6.7	6.3	4.4	2.3	2.4
Consumer Prices, Average	1.8	1.2	3.8	2.5	2.5	2.2
Current Balance (% of GDP)	-2.2	-3.1	-3.5	-3.0	-2.9	-2.8
Federal Budget (% of GDP)	-4.6	-15.0	-13.1	-5.4	-5.5	-5.8
Short Term Interest Rates (%)	2.33	0.65	0.21	0.26	0.47	0.83
Long Term Interest Rates	2.14	0.89	1.69	2.30	2.49	2.52
Exchange Rate (\$US per Euro), avg.	1.12	1.14	1.22	1.23	1.24	1.25
Exchange Rate (\$US per Yen), avg.	109.0	106.8	108.9	109.6	104.9	102.9

At the midpoint of 2021, overall growth seems to be matching projections.

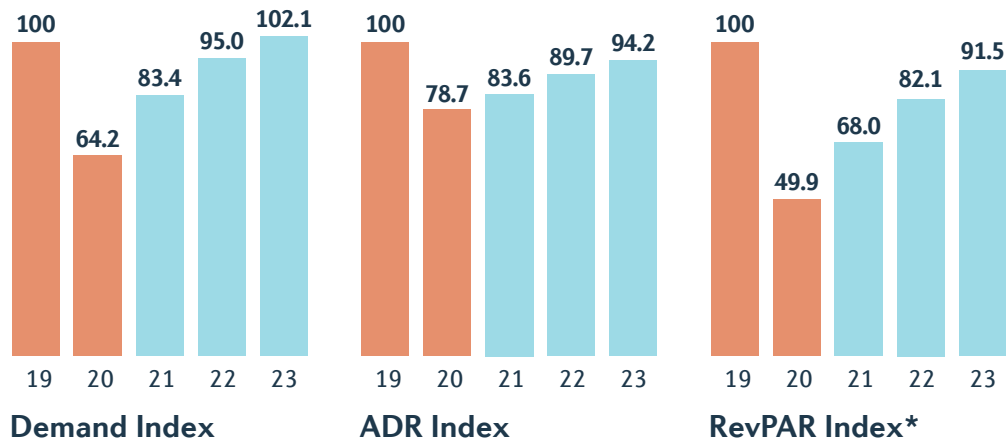
2021 and 2022 are expected to produce significant growth in GDP.

Source: United State Travel Association, June 2021

## National Outlook: Economic Forecast (continued)

### Hotel Industry Forecast

**U.S. Hotel Forecast Indexed to 2019** Forecast released May 11, 2021. (2019 = 100)



Demand for hotels is expected to exceed pre-COVID-19 levels by 2023, but Average Daily Rate (ADR) and Revenue Per Available Room (RevPAR) are forecasted to lag beyond.

\*Reflects total room inventory (TRI) method, which assumes no temporary hotel closures.  
Source: STR; Tourism Economics

### Travel Spending Forecast

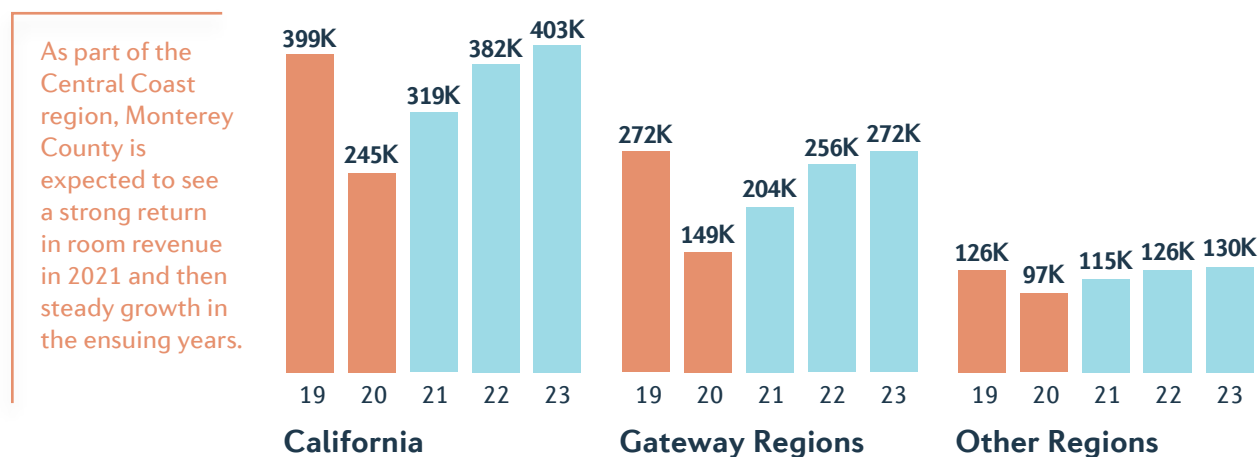
	Travel Forecast						
	2019	2020	2021	2022	2023	2024	2025
Total Travel Spending	\$1.17 T	\$680 B	\$841 B	\$1.03 T	\$1.13 T	\$1.20 T	\$1.22 T
Domestic	\$994 B	\$642 B	\$787 B	\$911 B	\$972 B	\$1.02 T	\$1.04 T
Leisure	\$724 B	\$555 B	\$671 B	\$718 B	\$737 B	\$752 B	\$760 B
Business	\$270 B	\$88 B	\$116 B	\$193 B	\$235 B	\$271 B	\$280 B
Transient	\$157 B	\$59 B	\$81 B	\$124 B	\$149 B	\$159 B	\$165 B
Group	\$113 B	\$28 B	\$35 B	\$69 B	\$86 B	\$112 B	\$115 B
International	\$179 B	\$38 B	\$54 B	\$120 B	\$156 B	\$180 B	\$185 B
Leisure	\$143 B	\$32 B	\$45 B	\$96 B	\$127 B	\$145 B	\$149 B
Business	\$36 B	\$7.3 B	\$9.1 B	\$24 B	\$30 B	\$35 B	\$36 B
Transient	\$22 B	\$4.6 B	\$5.9 B	\$16 B	\$19 B	\$21 B	\$22 B
Group	\$14 B	\$2.7 B	\$3.2 B	\$7.9 B	\$11 B	\$13 B	\$14 B

While visitor spending from Domestic Leisure travel is projected to reach 2019 levels in 2023, spending from Meetings/Conferences may lag until into 2025; International spending should reach 2019 levels by mid-2024.

Source: USTA, Spring/Summer 2021

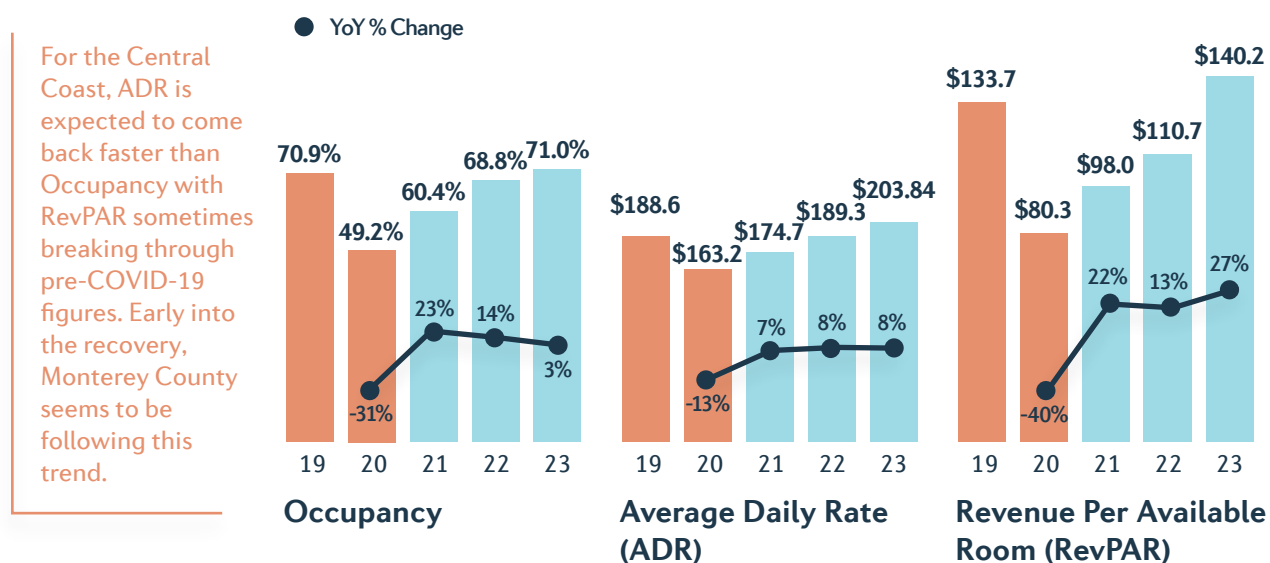
## California Outlook: Economic Forecast

### Statewide Room Demand Forecast



Source: Visit California, Tourism Economics

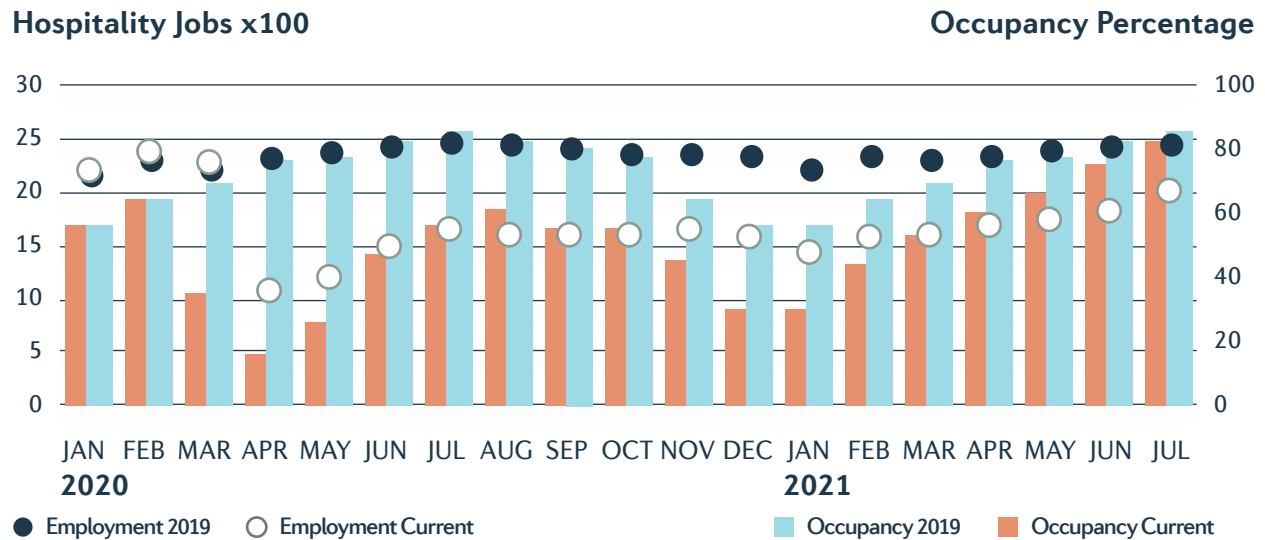
### Central Coast Room Demand Forecast



Source: USTA, Spring/Summer 2021

## Labor Forecast

### Occupancy and Hospitality Employment; Monterey County

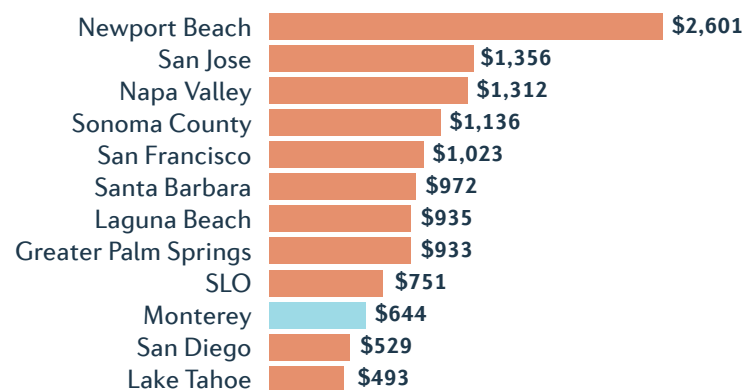


Source: MCCVB Analytics

The availability of employees has been a significant factor since the state's reopening in June and is projected to continue to lag Occupancy. This situation may balance out further into the recovery but the factors driving this phenomena such as employees choosing to drop out of the hospitality workforce coupled with COVID-19 variants and lingering uncertainty make any predictions muddy at best.

## Competitive Outlook

### DMO Budget per Room



Budget figures are pre-COVID-19. It is expected that many DMOs will return to similar or greater levels of funding in the next year.

Ideally, more hotel rooms and meeting spaces equate to more budget in order to efficiently fill them year-round. Analysis of budget levels of DMOs throughout California reveals a disparity between MCCVB's funding and that of its comp set, many of which have fewer rooms and little to no meeting space. This gives them the opportunity to spend more in order to reach higher value leisure travelers and corporate groups, typically in domestic fly and international markets.





Ocean View Boulevard, Pacific Grove

# Travel Trends

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## COVID REVENGE TRAVEL

Travelers are planning to make up for lost time by splurging on leisure travel when it's safe.

## SUSTAINABLE, SAFE & RESPONSIBLE

The new sustainable travel buzz words are "slow", "conscious" or "purposeful" travel — finding a more meaningful way to spend time and money.

## AIRBNB AND THE SHARING ECONOMY

Airbnb reported nearly double the number of bookings in June 2021 compared to 2019. People are staying for longer than before the pandemic, as remote working arrangements open the option to live in rentals.

## INTERNATIONAL TRAVEL AND VACCINE PASSPORTS

Vaccines are key to reopening international travel corridors, and nearly three-quarters (71%) of travelers are comfortable with the concept of a vaccine passport. Tourism industry sectors worldwide are pushing for the standardization of health forms and COVID-19 test results to make travel safe and accessible once again.

## TRAVEL TECH

Mobile-first content and apps are transforming travel – they have become the unseen yet direct channels that foster customer interaction in all stages of the visitor lifecycle.

## MORE LOCAL, MORE AUTHENTIC

2021 is the year of meaningful travel, rooted in escaping from the routine, gaining unique experiences and creating meaningful memories.

As a global "bucket list" destination, Monterey is well positioned to attract high-value travelers, especially those in further-away markets.

## BLEISURE

Remote-work arrangements may lead to employees traveling to off-site meeting locations, instead of headquarters, giving them opportunities to extend business trips while still working remotely.

## WIDE OPEN SPACES

Having "space to breathe" is the new luxury - research from Destination Analysts shows that nearly a third of travelers plan to visit outdoor-oriented destinations.





Ventana Big Sur, Big Sur



# The Plan

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## A Brighter Horizon

Uncertainty throughout the crisis has required the hospitality/tourism industry to maintain a hyper-focus on what is happening in the moment, many times at the expense of seeing a brighter horizon. While significant uncertainties persist, MCCVB's 21-22 Business Plan is built to be nimble but also to look beyond the here and now. This is not a plan just for the new fiscal year – it is the first step on a new path for the coming years.

### Immediate Challenges

There are several key challenges the destination must confront such as:

- **Rebalancing Customer Mix** – currently Leisure travel is carrying nearly all the weight of occupancy and visitor spending. This is not sustainable. This plan outlines how we are reestablishing Group and International into the mix.
- **Competing Ferociously** – the value of the hospitality industry to local communities has never been more evident than in the past year. Monterey County's competitors recognize this and have geared up to fight hard to gain the visitor spending that fuels businesses, paychecks and local taxes. In many instances, Monterey County is outspent in destination marketing.
- **Managing Uncertainty** – as of the writing of this business plan, the Delta Variant continues to drive uncertainty and COVID-19 is certain to deliver more twists. MCCVB will maintain its COVID-19 Impact Model, build on existing collaboration with community partners, and move forward with maximum flexibility.
- **Staying Responsible** – travelers are putting safety first in selecting where to travel and MCCVB will continue to make communicating responsible and respectful travel a top priority.

### Future Opportunities

While managing immediate challenges, MCCVB is also laying the foundation for what comes next:

- **Evolving Travel Motivators** – COVID-19's impact includes how consumers prioritize their lives. Bucket List travel once existed between the aspirational and unattainable – now consumers are leaning in to the experiences they aspire to with a new understanding that they may not have a chance in the future. Monterey County tops many Bucket Lists around the country and the globe.
- **Community Collaboration** – the level of collaboration between the hospitality industry, other industries such as Agriculture, elected officials and residents has never been higher than through the pandemic. The strategic opportunity is to build on that in the coming years.
- **Tech in Travel** – COVID-19 forced hard decisions and new innovations. MCCVB is embracing new tech solutions to upgrade existing systems and build new ones. Tech also has a role in how the team will vastly expand Visitor Engagement with the intention of increasing influence, getting travelers to stay longer, do more and spend more and spread out.
- **Strategic Planning** – as the fog of COVID-19 lifts and the path forward begins to clear, MCCVB will kick off a strategic planning process with the Board of Directors to chart a new roadmap over the next decade.

View and download the full library of plans, research and reports:  
[SeeMonterey.com/Members/Tools/Reports](https://seemonterey.com/Members/Tools/Reports)



# Business Development

## Key Strategies & Tactics

At the time of writing, the COVID-19 Delta Variant continues to cause great concern in the meetings industry and has caused caution for some groups arriving this fall to Monterey County. While the plan takes an optimistic viewpoint, it can be quickly pivoted as needed to continue to stay top of mind with meeting planners.

### Stabilize

- Reset the business mix – get group back on the books as quickly as possible
- Generate leads from business segments that are less vulnerable to the impacts of current business climate; Larger groups that book further out in the State Association, Agriculture, and National Association market segments
- Grow consideration of group business opportunities to further out regions; Midwest, East Coast and Southern California

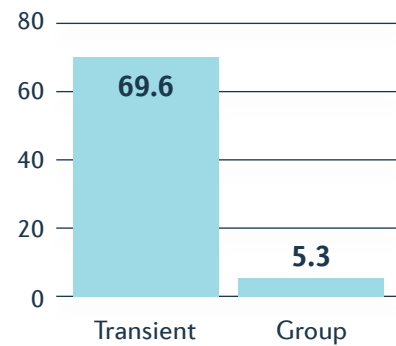
### Capitalize

- Monterey County attributes are attractive to attendees and appeal to meeting planners; promote the idea of working from anywhere to extend group and meeting attendees' stays
- Capture groups that historically book in competitor destinations that may feel safer in Monterey County with its industry-wide commitment to health and safety
- Promote short term booking incentive for Sunday – Thursday groups

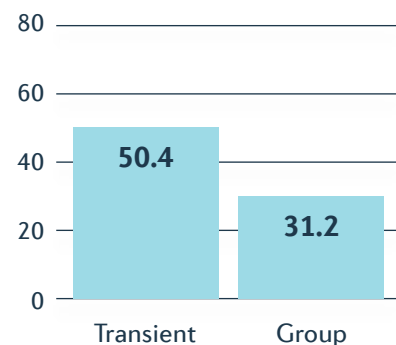
### Solidify

- Create client services strategy to minimize safety concerns and increase customer satisfaction
- Strategically position in-market sales representative to grow consideration and lead volume in key markets
- Collaboration with destination hotels and MCC to recapture group base

**FY 20-21 Occupancy %**



**FY 18-19 Occupancy %**



Source: STR

## Business Development Segments and Focus

### GROUP

Continued focus on high-yield, need-time based markets and segments that contribute to incremental market share and RevPAR growth.

### TOUR & TRAVEL

Segment and target T&T Operators/Sellers to increase existing market share and to grow new higher yielding segments in Golf, Luxury, Family, Experiential and Adventure travel in both domestic and international marketplaces.

### STRATEGIC PARTNERSHIPS

Targeted business development efforts through leveraging of third-party and business meetings industry strategic partnerships to uncover and convert new business from further afield compelling markets.

### MEETINGS & CONFERENCES

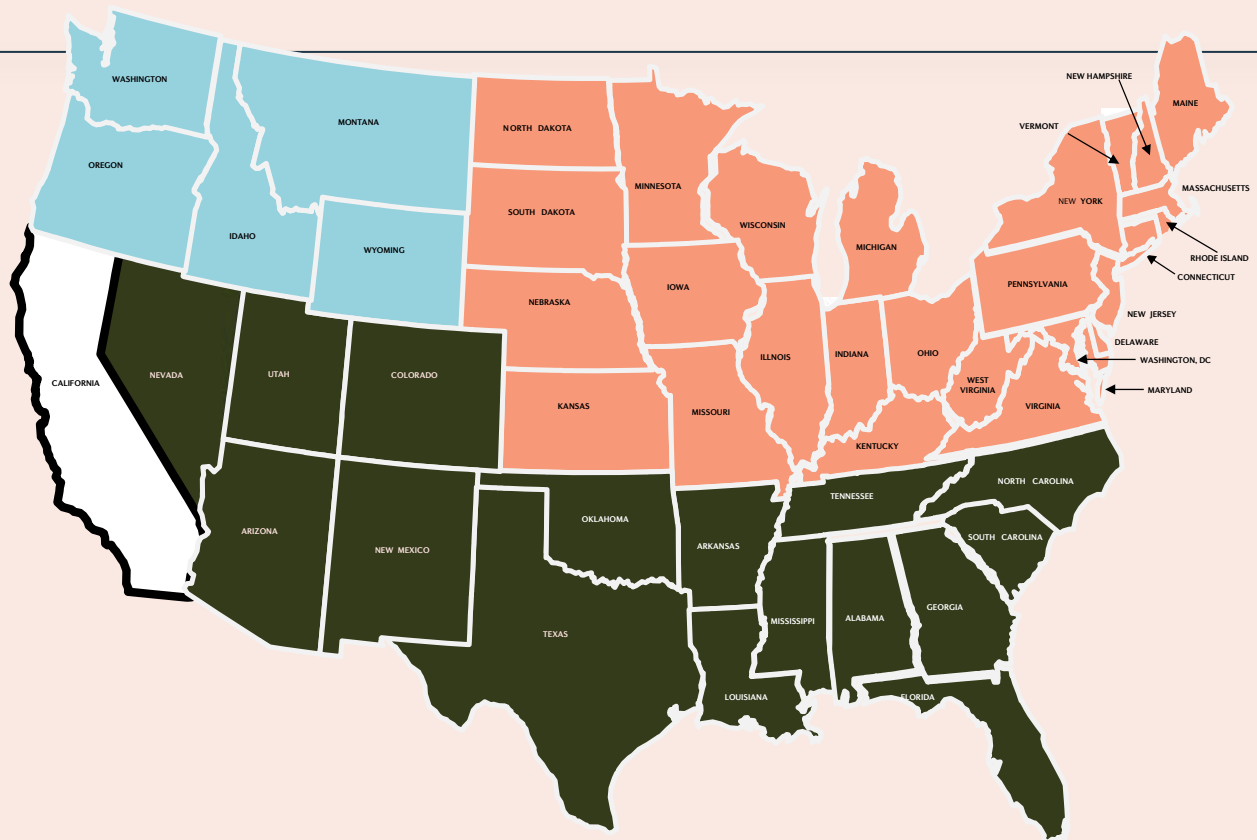
The focus of MCCVB's Business Development team is to create and cultivate revenue opportunities with groups, meetings and conferences for the benefit of the local hotel community and other related members that draw income from such attendees. The team will implement a targeted sales plan to encourage corporate, association and incentive meetings of all sizes.

MCCVB is also the principal business development organization for the Monterey Conference Center (MCC) which itself has the purpose of generating overnight stays for area hotels and other businesses that benefit from groups and meetings.

Meetings and conferences are highly valued for a variety of reasons – chief among them is the ability to attract such business in “need” periods where they can fill rooms and create increased rate compression that benefits the hosting hotel as well as other lodging properties in the area. Yet there are additional benefits beyond off-season booking and compression that have value for the destination including more efficiencies for hotels and venues in staffing and a lighter footprint on the destination as compared to the same number of leisure travelers.

### STRATEGIC CLIENT SERVICES

As a competitive differentiator, further utilization of the Client Services team to provide customized business meeting service solutions while providing industry leading, exemplary client service.



## Group and Travel Trade Team

The Business Development team consists of two interrelated groups: Business Development Executives (BDEs) and Strategic Client Services (SCS). The group BDEs each have geographic focus for domestic meetings and conferences; plus, tour and travel BDE focused on developing international and luxury leisure travel that is primarily booked through tour operators and travel consolidators. In the coming year, there will be a concentration on domestic luxury travel as restrictions remain in place on international travel. Once the outlook on international travel stabilizes and restrictions begin to loosen, efforts will pivot to international travelers.

- *Tour and Travel, Domestic & International*
- *Midwest and East Coast*
- *Southern CA/Southwest/Southeast/Europe*
- *Northern CA/Northwest States/Canada*

## Business Development Goals and KPIs

The Business Development team is tasked with driving value for hotels and hospitality businesses in a number of ways. First and foremost is generating high quality group leads for meetings and conferences. Quality is as important as quantity and the team is measured not only by the number of leads, but the conversion of those leads into booked business. Leads and Conversion Rate are top goals but there are more metrics that are tracked and shared with group-focused hotels to help better target and secure business across the destination.

### Business Development Goals

**570  
Leads**

**29%  
Conversion**

### Business Development KPIs

**485  
New Biz  
Leads**

*(new business to destination)*

**46,616  
Room  
Nights**

*(booked room nights)*

### MCC KPIs

**24  
Bookings**

**19,188  
Room  
Nights**

## Strategic Client Services

The SCS team is where MCCVB's Business Development begins and ends. The SCS team identifies and targets sales opportunities that are ideal pieces of business for the destination, handing them off to the BDEs. Once a prospect is converted to a lead by the BDEs, the SCS team provides services necessary to close the deal, including site inspections and other services. The SCS team's job doesn't end there – once the MCC and/or a hotel books the business, the team provides additional services such as creating online microsites for conference attendees and implementing the "Flash Your Badge" program which is intended to spread the revenue opportunity from groups to other areas businesses.



## 2021-22 Business Development Calendar

Group Tradeshow & Client Events		Travel Trade Shows & Client Events	
7/15/21	Smart Meetings Hosted Buyer	7/15/21	TravPro
7/15/21	Luxury Meetings Summit	7/15/21	GTM Ft Lauderdale
8/15/21	Smart Meetings Nationals	8/15/21	Sponsorships
8/15/21	Smart Meetings	8/15/21	Virtuoso Travel Week
9/15/21	Conference Direct Annual Me	8/15/21	ASTA Global Conference- Chicago
9/15/21	SITE Chicago	8/15/21	TravPro Romance
9/15/21	San Francisco Sales Mission	9/15/21	IPW + Connect Tour - Las Vegas
10/15/21	HPN Annual	9/15/21	California Cup - Death Valley
10/15/21	All Things Meetings	10/15/21	TravPro Luxury Escapes Virtual
11/15/21	IMEX	12/15/21	ILTM Cannes
11/15/21	MPI Chicago Signature Luncheon	12/15/21	TravPro Europe is Back
12/15/21	CalSAE Seasonal Spectacular	1/15/22	California Star Program
12/15/21	Holiday Showcase	2/15/22	RTO Summit West - Marina del Rey
1/15/22	PCMA Convening Leaders	3/15/22	Trade Familiarization Trips
1/15/22	MPI Chicago Holiday Event	3/15/22	Quarterly Sales Calls
1/15/22	SITE Global Conference	3/15/22	Visit California International Sales Activities
2/15/22	Connect Diversity	3/15/22	International Representation Opportunities
2/15/22	Connect Florida	3/15/22	Visit California Luxury Forum
2/15/22	LA/OC Sales Mission	3/15/22	Go West - Reno
2/15/22	Sacramento Sales Mission	4/15/22	California Cup
2/15/22	MPI SoCal Education Conference	5/15/22	RTO Summit East
3/15/22	MPI Cascadia & Client Event	6/15/22	IAGTO NAC - Reno
3/15/22	Contingency Funds	6/15/22	IPW - Orlando
3/15/22	MIC Denver + Sales Mission		
3/15/22	Q3 Client Events		
4/15/22	Northstar's IPEC		
4/15/22	IMEX Frankfurt		
4/15/22	AZ Sales Mission		
5/15/22	HelmsBriscoe Annual Conference		
5/15/22	MPI OC/SD Education Event		
5/15/22	Q4 Client Events		
6/15/22	MPI WEC San Francisco		

# Marketing Communications

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## Key Strategies & Tactics

While this year's plan was written with a brighter outlook than the previous year's, there are a number of strategies that served the Marketing Communications team well and generated results for the destination that will carry over into the new year, including keeping the Marketing Communications program nimble and monitoring a continuous stream of research, data, media coverage and consumer sentiment to guide decisions. New resources, along with improved systems and processes, will enable the Marketing Communications team to continually innovate and push the destination to the top of traveler's minds – whether they can actually travel here, or just dream of a future sunny day in Monterey County.

### Expand the Recovery

- The April 2021 launch of the “Now is the Moment” campaign was just the beginning of an expanded marketing program, reaching into new markets with more compelling creative and messaging.
- New programs will employ enhanced technology-driven tactics and tech to continue to serve drive and regional fly markets, while also increasing MCCVB's footprint in markets further afield.
- As travel returns and local tourism industry businesses recover, new and reopened businesses offer expanded opportunities and fresh ways to showcase the destination to media and consumers.

### Restore Balance

- The road to recovery is dependent on restoring balance between Leisure, Group and International market segments.
- Going into the new fiscal year, leisure is driving visitation, occupancy and ADR.
- Meetings and conferences are critical going into the new year, as is restoring the highly lucrative International market when the time is right.

### Reinforce Responsibility

- The definition of “responsible travel” vastly expanded during the pandemic to include not just environmental sustainability, but also health and safety and respect for local people and culture.
- MCCVB is known as a pioneer in promoting sustainable travel, so expanding what that means today will continue to be vital to travelers as well as Monterey County residents.
- “Responsibility” will continue to be a headline feature in all messaging.

## AREAS OF FOCUS

Higher value travelers

Off-peak and/or midweek visitation

Expand reach and awareness in leisure market

Ramp up International marketing as borders re-open

Increase awareness and familiarity with group market

Capitalize on increased domestic travel by high net worth and super affluent segments

Infuse aspects of sustainable and responsible travel into all marketing communications programs

Level up by refining systems, processes and metrics to meet current business needs

## Marketing Communications Goals and KPIs

MCCVB's primary purpose is to drive demand. For Marketing Communications that means increasing Intent to Visit and measuring trips generated by advertising and content marketing programs – generating ROI in Visitor Spending based on marketing expenditures. Behind this goal are a vast number of metrics that are tracked on a weekly or monthly basis. While COVID-19 is still a factor and the winds of the pandemic may require charting a different course, these metrics will continue to guide the program and provide a measurable pulse on success and effectiveness.

### Marketing Impact Study

The annual Marketing Impact Study indicates the ability of MCCVB's marketing and communications programs to influence travelers' intent to visit the destination, as measured by third-party research company Strategic Marketing and Research Insights (SMARI). The study is designed to help establish new marketing goals. The FY 20-21 provided guidance in formulating a recovery strategy to follow in the new fiscal year.



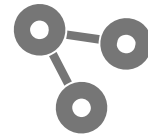
**Intent  
to Visit**



**1.3 Million  
Web Visits**



**215,000  
Partner  
Handoffs**



**1.1 Million  
Social  
Engagements**

**150** Group RFP Submissions  
through MeetInMonterey.com

**40%** Pieces of Earned Media  
Coverage in Top 100 Outlets

**2.9B** Earned Media  
Impressions

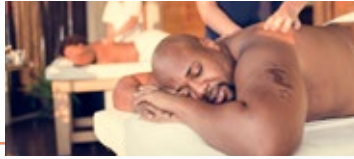
**\$13M** Earned Media  
Ad Equivalency

## Transformed Travel Personas



### The Solo Solace Traveler

This type of traveler desperately misses travel but is still concerned about safety. They are ready to leave their homes but they want to do it cautiously. They want to travel and explore alone, versus being among large crowds. This traveler is looking for safe activities, such as outdoor dining or hiking. They want to see efforts on safety protocols and ensure they know that guest and staff safety a priority.



### The Relaxury Traveler

This new persona views travel as a way to relax and be pampered after a tough year spent at home, in quarantine. This traveler is looking to be taken care of and, unlike some of the more safety-minded travelers, doesn't want a pared-down hotel experience. They're spending money on a five-star experience and they want it all, from the chocolates on the pillow to the recognition at check-in.



### Food Fanatics

A new type of pandemic traveler is all about food and wanting to experience local cuisine while on vacation. They want to know what local delicacies destinations are known for, what dishes restaurants are famous for and are always on the lookout for local favorites. Helping these travelers get a full sense of the destination by "eating like a local" creates strong affinity for the destination and increases the likelihood of a return trip to sip and sample even more.



### The Breakaway Bubble Traveler

This traveler is safety conscious but has missed spending time with family and friends so will choose to travel with a like-minded group of friends or family members. This traveler does not want to see hotels, restaurants and other business become complacent around COVID-19 cleaning policies or social distancing.



### The Brief Weekend Getaway Traveler

This traveler was one of the first to begin traveling during the pandemic. This traveler wants a quick escape and will drive to a local destination rather than fly. They want destinations that are a short car-ride away but allow for a change of pace after a year spent at home.

Source: Revinate





Pinnacles National Park, Soledad



## Group Market

MCCVB's group marketing program is intended to support and enhance the Business Team's strategies and tactics. The best way Marketing can support community-wide sales programs is to drive awareness and familiarity which supports lead generation. The group marketing program is designed to move the needle on two levels:

- I. **Meetings & Conferences:** showcasing all the many nooks and crannies throughout the destination for meetings. From larger, more traditional conferences to smaller meetings and groups that require space for corporate retreats, incentive meetings and team-building activities.
- II. **Monterey Conference Center:** MCCVB has a program specific to the MCC that drives attention not only to the facility, but to the larger Downtown Monterey conference district, including hotels, restaurants and shops. This is designed to draw attendees out of MCC after hours, and disperse them across a number of businesses, further generating revenue.

### What is Brandtailing?

It's one thing to get travelers to Monterey County and book hotel rooms. It's another to get them into restaurants, businesses and lesser-known corners of the county to experience as much of this amazing destination as possible. The Marketing Communications program uses a mix of brand and retail messaging to not only get them here, but to give them more reasons to stay longer, see and do more and spend accordingly.

## International Market

International travel is the hardest hit and slowest to return market for the U.S., California and Monterey visitation. Nevertheless, MCCVB is activating resources and leveraging those of Visit California and Brand USA to aggressively position the destination for its return.

## Co-op Opportunities

MCCVB is planning a number of co-op offerings to meet the diverse needs and budget levels of the local hospitality and tourism industry. Co-ops will be offered in conjunction with major campaigns and initiatives at different times throughout the year, maximizing partner investment by in putting the power of campaign-driven paid, owned and earned media behind every dollar.

## Marketing Communications Content Calendar

MCCVB's marketing and communications programs are content-driven, communicating the destination through many unique angles and to many different audiences. The team uses a COPE (create once, publish everywhere) content distribution model across Paid, Owned and Earned media, maximizing the reach of every content piece created.

**For a detailed full-year calendar, visit**

**[SeeMonterey.com/Members/Tools/Content-Calendars](https://www.monterey.com/Members/Tools/Content-Calendars)**

## Fall – Wine, Second Summer

	July	August	September
<b>Event Amplification</b>			
<b>Events &amp; Holidays</b>	<ul style="list-style-type: none"> <li>• Artichoke Festival</li> </ul>	<ul style="list-style-type: none"> <li>• Sand City West End Celebration</li> </ul>	<ul style="list-style-type: none"> <li>• California Wine Month</li> <li>• Firestone Grand Prix</li> <li>• Monterey Jazz Festival</li> <li>• California Rodeo Salinas</li> </ul>
<b>Owned Media (Blog, Social, Web)</b>			
<b>Outdoors &amp; Wildlife</b>	<ul style="list-style-type: none"> <li>• National Parks &amp; Rec Month</li> </ul>	<ul style="list-style-type: none"> <li>• Horseback Riding</li> </ul>	<ul style="list-style-type: none"> <li>• Surfing</li> </ul>
<b>Arts &amp; Culture</b>	<ul style="list-style-type: none"> <li>• Outdoor Art</li> </ul>	<ul style="list-style-type: none"> <li>• Sand City Public Art</li> </ul>	<ul style="list-style-type: none"> <li>• Monterey Jazz History</li> </ul>
<b>Food &amp; Wine</b>	<ul style="list-style-type: none"> <li>• Artichoke Capital</li> </ul>	<ul style="list-style-type: none"> <li>• Salinas Food &amp; Wine</li> </ul>	<ul style="list-style-type: none"> <li>• River Road Wine Trail</li> </ul>
<b>Responsible Travel</b>	<ul style="list-style-type: none"> <li>• Fire season safety</li> </ul>	<ul style="list-style-type: none"> <li>• Fire season safety</li> </ul>	<ul style="list-style-type: none"> <li>• Planning Ahead</li> </ul>
<b>Group</b>	<ul style="list-style-type: none"> <li>• Events</li> </ul>	<ul style="list-style-type: none"> <li>• Book Now Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Meetings</li> </ul>
<b>Paid Media</b>			
<b>Digital Marketing</b>	<ul style="list-style-type: none"> <li>• Always On SEM and Paid Social</li> </ul>	<ul style="list-style-type: none"> <li>• Always On SEM and Paid Social</li> </ul>	<ul style="list-style-type: none"> <li>• Always On SEM and Paid Social</li> </ul>
<b>Leisure Campaign</b>			<ul style="list-style-type: none"> <li>• Now Is The Moment (Fall)</li> </ul>
<b>Group Campaign</b>			<ul style="list-style-type: none"> <li>• All Inspired</li> </ul>
<b>Public Relations</b>			
<b>Leisure PR Pitches &amp; Press Releases</b>	<ul style="list-style-type: none"> <li>• Epic Road Trips</li> </ul>	<ul style="list-style-type: none"> <li>• Wine Escapes</li> </ul>	<ul style="list-style-type: none"> <li>• Fall Events Preview</li> <li>• Fall Foodie Finds: Experience the Bounty of Monterey County</li> </ul>
<b>Group PR Pitches &amp; Press Releases</b>			<ul style="list-style-type: none"> <li>• Strategic Growth of Business Development</li> </ul>
<b>Content Development for Visit California</b>	<ul style="list-style-type: none"> <li>• Parents-Only Getaway</li> <li>• End-of-Summer Family Travel</li> </ul>	<ul style="list-style-type: none"> <li>• Where to go in 2022</li> <li>• California Events are Back</li> <li>• Historic Music Venues</li> </ul>	<ul style="list-style-type: none"> <li>• Halloween Festivities</li> <li>• Dine Globally in California</li> <li>• Agritourism in California</li> </ul>

## Winter – Holiday Travel, Winter Wildlife

	October	November	December
<b>Event Amplification</b>			
<b>Events &amp; Holidays</b>	<ul style="list-style-type: none"> <li>• California Farmer &amp; Farmworker Month</li> <li>• Sea Otter Classic</li> <li>• Carmel Bach Festival</li> </ul>	<ul style="list-style-type: none"> <li>• Winter Holidays &amp; Events</li> <li>• Velocity International</li> <li>• Big Sur Food &amp; Wine Festival</li> </ul>	<ul style="list-style-type: none"> <li>• Winter Holidays &amp; Events</li> </ul>
<b>Owned Media (Blog, Social, Web)</b>			
<b>Outdoors &amp; Wildlife</b>	<ul style="list-style-type: none"> <li>• Biking, Camping</li> </ul>	<ul style="list-style-type: none"> <li>• Winter Surf</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor Wellness Activities</li> </ul>
<b>Arts &amp; Culture</b>	<ul style="list-style-type: none"> <li>• Carmel Mission 250th Anniversary</li> </ul>	<ul style="list-style-type: none"> <li>• Monterey Walking Tours, Handcar Tours</li> </ul>	<ul style="list-style-type: none"> <li>• Local Holiday Gift Guide</li> </ul>
<b>Food &amp; Wine</b>	<ul style="list-style-type: none"> <li>• Craft Beer and Breweries</li> </ul>	<ul style="list-style-type: none"> <li>• Big Sur Food &amp; Wine</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor Dining with a View</li> </ul>
<b>Responsible Travel</b>	<ul style="list-style-type: none"> <li>• Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Big Sur</li> </ul>	<ul style="list-style-type: none"> <li>• Planning Ahead for 2022</li> </ul>
<b>Group</b>	<ul style="list-style-type: none"> <li>• Book Now Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Now is the Moment</li> <li>• Book Now Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Now is the Moment</li> <li>• Book Now Promotion Ends</li> </ul>
<b>Paid Media</b>			
<b>Digital Marketing</b>	<ul style="list-style-type: none"> <li>• Always On SEM and Paid Social</li> </ul>	<ul style="list-style-type: none"> <li>• Always On SEM and Paid Social</li> </ul>	<ul style="list-style-type: none"> <li>• Always On SEM and Paid Social</li> </ul>
<b>Leisure Campaign</b>	<ul style="list-style-type: none"> <li>• Now Is The Moment (Fall) with Co-Op</li> </ul>		
<b>Group Campaign</b>	<ul style="list-style-type: none"> <li>• All Inspired</li> </ul>	<ul style="list-style-type: none"> <li>• All Inspired</li> </ul>	
<b>Earned Media</b>			
<b>Earned Influencers</b>	<ul style="list-style-type: none"> <li>• Foodie 'Fluencers: Experience the Bounty of Monterey County</li> </ul>		
<b>Public Relations</b>			
<b>Leisure PR Pitches &amp; Press Releases</b>	<ul style="list-style-type: none"> <li>• The Latest in Luxury / Resorts Roundup</li> <li>• Unique Monterey County Gifts</li> </ul>	<ul style="list-style-type: none"> <li>• Best Places to Golf in Monterey County</li> </ul>	<ul style="list-style-type: none"> <li>• New in 2022</li> <li>• Wellness Experiences in the New Year</li> </ul>
<b>Group PR Pitches &amp; Press Releases</b>	<ul style="list-style-type: none"> <li>• All Inspired Lunch</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings Beyond the Boardroom</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Growth of Business Development</li> </ul>
<b>Content Development for Visit California</b>	<ul style="list-style-type: none"> <li>• California's Holiday Spirit</li> <li>• Thanksgiving and Gratitude</li> <li>• Winter in California</li> </ul>	<ul style="list-style-type: none"> <li>• New Year's Eve</li> <li>• California's Sustainable Wineries</li> </ul>	<ul style="list-style-type: none"> <li>• Wellness and Detox Travel</li> <li>• Diversity Across California's Tourism Businesses</li> <li>• What's Old and Still Worth Visiting</li> </ul>

# Community Relations and Visitor Services

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MCCVB's success relies on community-wide collaboration – not just the hospitality industry but throughout all networks that impact the destination. The past year demonstrated just how crucial Community Relations is in working through crisis. MCCVB is committed to continuing to build its partnerships throughout the community, including relationships with the Monterey County Office of Emergency Services, Monterey County Hospitality Association and area Chambers of Commerce.

Visitor engagement has been a part of MCCVB's program since its inception and will continue to be managed through the Community Relations department. Educating visitors on local businesses and attractions, as well as traveling responsibly and respecting the destination, remain top priorities.



## Collaboration is Key

- COVID-19, record wildfires and the temporary cut-off of Highway 1 created a perfect storm for destination-wide community relations and crisis management.
- MCCVB will continue to collaborate with community partners throughout the new fiscal year.
- Increasing inclusion among Monterey County hospitality businesses.

The current membership program structure allows for free membership for the next year, so there has never been a greater opportunity to grow participation and show benefit in MCCVB programs.

## Engaging Visitors

- Reimagined visitor engagement affords the ability to stay competitive in a world of increasing technology use.
- MCCVB is committed to ensuring travelers are welcomed and given information to enhance their experience.
- Creating a “virtual visitor center” provides the opportunity to meet travelers where they are – online and on mobile devices.

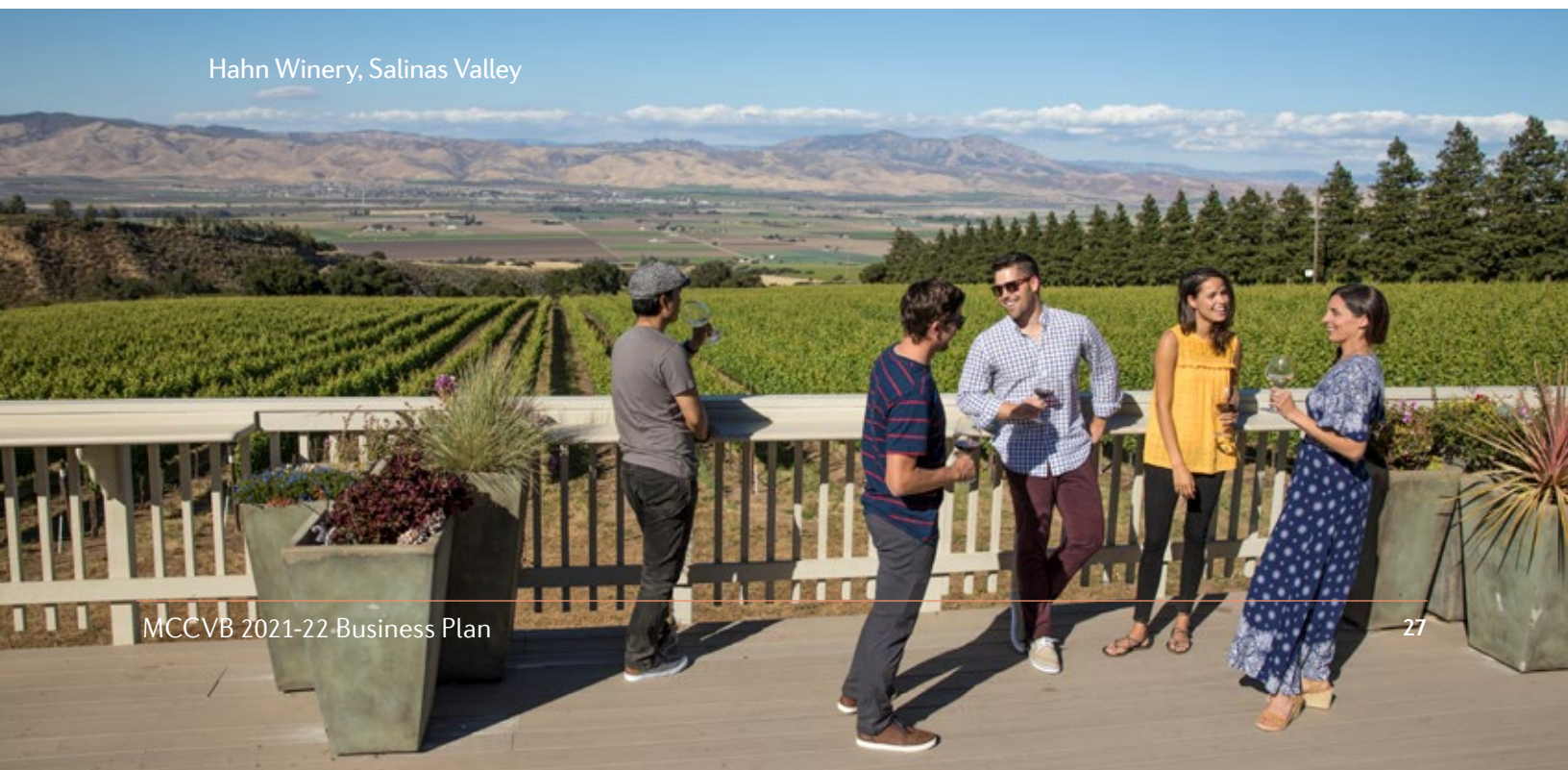
Visitor engagement allows for the promotion of local businesses and attractions, which means more traffic directly to businesses’ digital doors, increasing the likelihood that visitors will be inspired to stay longer, do more and spend more.

## Driving Quality of Life

- Monterey County is dependent on a well-balanced, forward-looking, responsible destination marketing program.
- MCCVB will continue to reinforce community connections including working with partners like the Monterey County Hospitality Association and CSU Monterey Bay to demonstrate the importance of tourism for the community to thrive.
- Responsible, respectful and sustainable travel will continue to feature prominently in MCCVB’s messaging in an effort to educate travelers visiting the destination.

Tourism is the second largest industry in the County and the largest on the Peninsula – driving jobs, tax revenue and the overall economy. While tourism is intended to positively impact the vitality of the community and livelihood of its residents, doing so in a sustainable way guarantees positive outcomes in the long term.

Hahn Winery, Salinas Valley





# Culture and Administration

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Just as COVID has transformed Monterey County and its businesses, it has made MCCVB look inward. MCCVB's Culture with team members, development opportunities and an overall imperative to attract and retain the best talent in the industry has encouraged innovation with our approach.

## Advancing Diversity, Equity and Inclusion

- MCCVB will continue to foster an environment of positivity, respect, trust and performance in pursuit of excellence.
- Internal processes have been developed to ensure diversity and equity and will continue to be refined to meet the moment.
- MCCVB invests in team members so they feel informed, engaged and are recognized for their contributions.

## Reinforcing Culture

- MCCVB's Human Resource and Administration programs support and inspire team members throughout the life cycle of employment.
- The leadership team is committed to building and maintaining a culture of inspired professionals who are driven by exceeding expectations and performance excellence.
- Continuing to invest in the professional development of each team member results in elevated knowledge, skills and abilities that are applied across programs and initiatives.

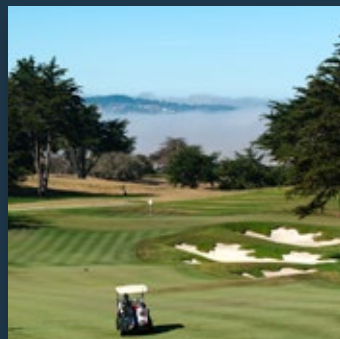
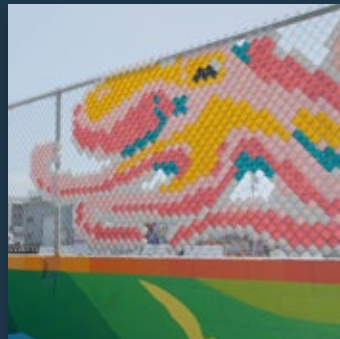
## Reimagining Operations

- By committing to providing the entire MCCVB team with an environment and tools that enhance their skills, they are enabled to be effective and efficient.
- Managing systems and processes with a continuous improvement approach encourages team member's to voice their ideas and transform how the organization works.
- Looking for ways to work smarter and utilize technology where and when appropriate benefits the team in meaningful ways.

The organization's approach to leadership cultivates and inspires innovation through inclusivity of perspective, allowing the team to live out guiding principles with honesty, integrity, and fairness.



Fisherman's Wharf, Monterey



# MONTEREY

MONTEREY COUNTY CONVENTION  
& VISITORS BUREAU

[SeeMonterey.com](http://SeeMonterey.com)