Mission:
INCREASE TOURISM’S ECONOMIC IMPACT TO OAKLAND THROUGH DESTINATION DEVELOPMENT AND BRAND MANAGEMENT.

Vision:
TO TELL THE WORLD THAT OAKLAND IS A WORLD-CLASS DESTINATION.

VISITOAKLAND.ORG | #OAKLANDLOVEIT
EXECUTIVE SUMMARY

In April 2014 Visit Oakland rolled out research, a strategic plan for selling and marketing Oakland, and most importantly, a new destination brand. The way we want to present Oakland to the world came to life that day at the Paramount Theater.

A year later, we are proud of the tangible things that have been developed using the new branding and the results that have been achieved.

- Oakland Map
- Oakland Visitor’s Guide
- Oakland Sports Facilities Guide
- Visit Oakland Website
- Oakland Restaurant Week
- Seasonal Ad Campaigns
- I AM Oakland Program

Oakland is quickly becoming a “hot” destination in California – with national and international media attention and accolades that catapult it to the top of “must visit” lists. Hotels have seen a record breaking year with Oakland’s occupancy and rate growth far exceeding national averages and reinforcing the need for more product in the market.

With an established team, a strong brand, increased awareness in the market and an engaged community of stakeholders, Visit Oakland is looking to take huge strides in the coming year. We applaud our hotels for supporting a new Oakland Tourism Business Improvement District that will provide Visit Oakland with incremental funding dedicated to increasing visitation and spending. It will make us more competitive as we attend trade shows, place media and advertisements and attract convention and group business.

There is a lot of work left to do in order to keep demand high and prepare the destination for more hotels and more visitors.

- City Wayfinding
- Youth and Amateur Sports Strategy
- Advertising Year Round
- International Representation
- Convention Services

The theme for this year is DREAM BIG and though there will be lots accomplished in the coming months, an old Nike motto comes to mind, “There is no finish line.”

Alison Best
President & CEO

BOARD OF DIRECTORS
EXECUTIVE COMMITTEE
Mark Hochstatter, Chair,
Executive Inn & Suites and
Best Western Plus Bayside Hotel
Michael LeBlanc, Vice Chair, Picán
Sima Patel, Past Chair, Picán
Mark Everton, Treasurer,
Waterfront Hotel
Leslee Stewart, Secretary,
Paramount Theatre
Sam Nassif, The Inn at
Jack London Square

BOARD OF DIRECTORS
V. Toni Adams, Alameda County
Office of Education
John Albrecht, Port of Oakland
Carl Chan, Oakland Chinatown
Chamber Foundation
Dexter Davis, D Street Media
Mark Clement, Hilton Oakland Airport
Leonard Czarnecki, The Claremont
Hotel Club & Spa
Barney Fonzi, Diablo Magazine
C.J. Hirschfield, Children’s Fairyland
Lisa Kershner, Oakland Marriott
City Center
Barbara Leslie, Oakland Metropolitan
Chamber of Commerce
Linda Meyer, Jack London Square
Dr. Joel Parrott, Oakland Zoo
Paul Patel, Washington Inn

STAFF LIST
Alison Best, President & CEO
Natalie Alvanez, Director of
Marketing & Operations
Kim Bardakian, Director of
PR & Community Relations
Brandi Hardy, Senior Sales Manager
Daniel Metz, Digital Marketing &
Communications Manager
Stephanie Nash, Operations Manager
Samantha Scott, Sales Manager
Frances Wong, PR & Community
Relations Manager
Samantha Scott, Sales Manager
Stefanie Canillo, Sales Coordinator
Paul Lim, Marketing Coordinator
Kenneth Brown, Visitor Center
Associate

INDUSTRY PARTNERS

Front cover photo credits: Trprov Photography, Darren Soto, BART, Jerry Ting, Kristen Loken
Tourism supports 94,000 full-time jobs in the Oakland region. (Source: Dept. of Labor Statics, Oakland-Fremont-Hayward metropolitan area)

The City of Oakland’s occupancy is forecast to reach a record breaking 80% in 2015 and a 9% growth in average daily rate. (Source: Smith Travel Research)

Oakland's annual visitor spend is over $1.4 Billion. (Source: Smith Travel Research, Young Strategies, 2014)

More than 2.6 million people visited Oakland in 2014. (Source: Smith Travel Research, Young Strategies, 2014)

Did you know?

**Top 5 Ways Visitors Spend their Money in Oakland:**

- **Lodging:** $143 per day
- **Food:** $90 per day
- **Retail:** $70 per day
- **Recreation:** $48 per day
- **Transportation:** $30 per day

(Source: Young Strategies, 2014, Smith Travel Research, 2015)

**Top Ten Markets**

<table>
<thead>
<tr>
<th>Market</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15 FORECAST</th>
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<tr>
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<td>Riverside/San Bernadido</td>
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(Source: Nsight Business Intelligence)

Smith Travel Research data excludes luxury, midscale and economy properties.
## MAJOR GOALS ACHIEVED

| Increased hotel weekend stays by **4.6%** over previous year | Increased overall hotel occupancy by **3%** over previous year | Time on website increased **81%**  Bounce rates decreased **49%** |
| Developed strong relationships with local news directors in print, tv and radio | Secured over **30** media placements in top tier publications | Produced Official Visitor Guide supported by advertising |
| Produced Official Visitor Map with the City of Oakland | Increased Group Sales Leads by **237%** | Launched Convention Calendar |
| Hosted sales training event for hotel sales staff | Secured 4 Strategic Partners: Amtrak, BART, Super Shuttle, Discover | Hosted client events in Chicago, London, Mesa, New York, Orlando & Stockholm |
| Secured $25,000 in sponsorship for Oakland Restaurant Week | Increased Oakland Restaurant Week web traffic by **494%** | Launched *I AM Oakland*, a Front Line Training Program |
| Awarded DMAP, Destination Marketing Association’s highest accreditation | Hosted UK Travel Trade & Media during Raider’s UK Game | Organized networking mixers & luncheons for stakeholders |

*Photos Courtesy of: Daniel Thorp, Natasha Greenblot, J. Kevin Foltz, Ozumo, BART, Claremont Hotel, John Joh*
MARKETING
Visit Oakland executed the new Oakland destination brand through creation of new advertising campaigns and branded materials including the Official Visitors Map, an Official Visitors Guide, Sports Guide and Oakland Pocket Guide. Content marketing guided the strategy, allowing new content developed for the website to be used in print guides, email marketing and social media. The Visit Oakland website won Travel Weekly’s 2014 Silver Magellan Award for best destination website.

ADVERTISING CAMPAIGNS
Discover the Oakland You Don’t Know
Target: Adventure Seeker, Experience Seeker in Portland & LA Travel

Summer is Cool
Target: Bucket Lister, Experience Seeker in Sacramento

Holiday Campaign
Target: Adventure Seeker, Bucket Lister

MARKETING BY THE NUMBERS
1.2 MILLION WEBSITE PAGE VIEWS
35% INCREASE IN FACEBOOK FANS
62% INCREASE IN TWITTER FOLLOWERS
79% INCREASE IN INSTAGRAM FOLLOWERS
14,000 USES OF #OAKLANDLOVEIT
122 WEBSITE ARTICLES CREATED

OAKLAND TARGET AUDIENCES
ADVENTURE SEEKER
• 25-35 years old
• Moving up in their career
• No family or very young family
• HHI @ 100K+
• 6+ trips per year around authentic experiences

BUCKET LISTER
• 66+ years old
• HHI @ $100K+
• High percentage of income is fixed, tied to investments
• 5+ trips per year with longer stay periods

EXPERIENCE SEEKER
• 36-50 years old
• Double income, no kids
• HHI $200K+, high disposable income
• 6+ trips per year
• Immersive travel experiences

Collateral
Official Oakland Visitors Guide
Official Oakland Visitors Map
Oakland Pocket Guide
Oakland Sports Guide
CONTENT DEVELOPMENT

Visit Oakland’s content marketing, native advertising and video content curation model worked to deliver big results with key industry partners.

MATADOR TRAVEL NETWORK
- 10 articles published, 1 video
- Over 100,000 page views
- Total Social Impressions: 3.2 million
- Instagram Takeover garnered over 14,000 engagements

FRIDAY NIGHTS @ OMCA VIDEO
- Partnered with OMCA on a 3 minute promotional video
- Over 5,200 page views

INTERNATIONAL REPRESENTATION

Visit Oakland’s presence in the UK market grew through co-op marketing with Visit California and Brand USA as well as leveraging partnerships with the Oakland Raiders and Oakland International Airport.

GIVING BACK TO THE TOWN

Visit Oakland and Raider legend, Lincoln Kennedy do radio interviews with UK press during the Raiders visit to London in September.

Oakland International Airport celebrated the first non-stop service to the European market via Norwegian Airlines.

Visit Oakland partnered with Black Tomato, a UK luxury tour operator to feature Oakland’s culinary scene in “California Live”, a video series on California’s food & wine.
5th Annual Oakland Restaurant Week
Presented by Visit Oakland and Discover

OAKLAND RESTAURANT WEEK PRESENTED BY VISIT OAKLAND & DISCOVER
• 81 participating restaurants, increased 65% over 2014
• 600,000+ website visits, website page views increased 494% over 2014
• 50+ million media impressions
• 30+ press mentions
• 400 photos tagged with #ORW2015

KEY PROMOTIONS
• VIP Kickoff Party hosted by KTVU’s Dave Clark, & Discover
• Advertising in print, radio and outdoor
• Social media campaigns
• Street teams in San Francisco

BEST OF ORW BRACKET
• 64 restaurants went head to head in a March Madness style bracket promoted on social media. Users could vote to determine the winner
• 8,500 votes
• 7,800 page views
• Thousands of likes, shares, tweets and re-tweets

“Our program was extremely successful this year - attendance was definitely up.”
- Hutch

“It’s clear that Visit Oakland is operating this to bring positive attention and business to the local restaurants, and it really works. So many people used it as an opportunity to try us out.”
- The Half Orange

ORW SPONSORED BY:
SALES

ADVERTISING CAMPAIGNS BY SALES MARKET

Movers & Shakers
Target: Corporate, Association Meeting Planners

Catch & Release
Target: Sports Planners

Pride & Joy
Target: Diversity Meetings

SALES BY THE NUMBERS

LEAD GROWTH: 237%
ROOM NIGHTS GENERATED: 91,760
ECONOMIC IMPACT: OVER $18.2 MILLION

ECONOMIC IMPACT OF CONVENTIONS

Conventions & conferences provide a significant economic impact to Oakland. One example is the National Alliance to End Homelessness which Visit Oakland booked into the Oakland Convention Center in 2016. The estimated economic impact to Oakland from just one convention is an astounding $1.3 million. Visit Oakland used the DMAI Economic Impact Calculator to measure each convention to show our community how visitors support the local economy.

NATIONAL ALLIANCE TO END HOMELESSNESS
Total Attendees: 1,055 Total Room Nights: 879

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<td>Estimated Economic Impact</td>
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CLIENT EVENTS

20 of Arizona’s top meeting planners joined Visit Oakland during the Oakland A’s Spring Training game in Mesa, AZ.

FAMILIARIZATION (FAM) TOURS

US Airtours, a UK tour operator enjoying wine at Rosenblum Cellars during a FAM Tour in November 2014.

Visit Oakland hosted Visit California’s international representatives from the UK, China, Japan, Mexico and Canada at a Warriors game in December 2014.
PR ACHIEVEMENTS

The PR team continues to highlight a variety of positive stories while also shifting the outward perception of Oakland through positive media coverage.

Highlights include:

• Organized a sit-down discussion with ten local News Directors and key community partners discussing the significance of fair and balanced reporting.

• Led an Oakland driving tour with Scandinavia media during the launch of OAK flights on Norwegian Air. Organized a media dinner with journalists in Stockholm, Sweden.

• Joined the San Francisco Bay Area Super Bowl 50 Communications Committee.

• Planned detailed itineraries and hosted top national and international media.

FEATURED PUBLICATIONS

THE TALK OF THE TOWN

Oakland PR professionals gather during a Chat n’ Chew luncheon at the BMW Club at Oracle Arena.

Visit Oakland provides tourism insight to all Oakland events and happenings. Here, Visit Oakland speaks about the impact of BART to OAK as a resource for visitors traveling into Oakland.

Visit California Mexico shows off Lake Merritt via a gondola ride with travel writers. International and domestic journalists work with Visit Oakland as a trusted resource when writing about the destination.
COMMUNITY RELATIONS

Strong community partnerships are vital to Visit Oakland’s ongoing success—Business Improvement Districts (BIDs), Chambers of Commerce, nonprofits and more. Our goal is to drive more traffic to Oakland businesses, attractions, and partners.

Visit Oakland organizes “Spirit Weeks” to kick off the seasons of Oakland’s three professional sports teams. We engage our community partners with team flags atop City Hall, AC Transit bus headers, and team hats for hotel frontline staff among other initiatives.

EVENT PARTNERSHIPS

- Oakland Pride
- Eat Real
- The Town Half
- Oakland Triathlon
- Oakland Running Festival
- Internet Cat Vid Fest
- Vator Splash
- Pedal Fest

GIVING BACK TO THE TOWN

To kick off National Tourism Week, Visit Oakland welcomed arriving travelers with donuts and Oakland information at the Oakland International Airport.

Students from Ralph Bunche’s Hospitality, Tourism and Recreation class enjoy a guided bus tour around Oakland, including a stop at Temescal Alley.

The Visit Oakland staff hosted their annual Open House where over 300 community partners gathered at their offices in September.

▲ Alison Best speaks at a press conference kicking off Raiders Week and the celebration of a Raiders and NFL donation to renovate the Curt Flood Sports Complex.
I Am Oakland is a destination training program that is designed for everyone who works directly with guests and visitors on a daily basis. Frontline workers are provided the necessary tools to deliver an exceptional visitor experience and also gain an understanding of how tourism impacts Oakland’s economy.

Many businesses and organizations have already scheduled a private training session with us! To date, almost 300 graduates have received certificates, representing a cross-section of hotels, attractions, and organizations who are now official Oakland Ambassadors.

Through our exclusive partnership with Super Shuttle, I Am Oakland is now offered free of charge six times a year. Information and registration can be found at iamoakland.org.
AWARDS & ACCOLADES

ACCOLADES

10 Best Food Cities in the World (Jetsetter)
#9 Most Walkable City (Walk Score)
#1 Most Diverse City in America (Priceonomics)
Top 5 Fittest City in USA (Runner’s World)
#8 “Best in the US to Visit in 2015” (Lonely Planet)
#6 in Top 20 Cities for Tech Startup Funding (National Venture Capital Association)
#10 Best Sports Town (USA Today)
#12 Among America’s Coolest Cities (Forbes)

VISIT OAKLAND WAS AWARDED
THE FOLLOWING AWARDS IN 2014/15

2014 Silver Magellan Award, Best Destination Website, Travel Weekly
2014 Poppy Award, “Committed to Tourism”, Visit California
Oakland “On the Map” Award, Oakland Metropolitan Chamber of Commerce