Visit Oakland Mission

As a Destination Management Organization (DMO), Visit Oakland’s role is to use research and economic indicators to strategically and holistically increase tourism. Visit Oakland strives to inspire both the leisure and business traveler to choose Oakland as their next destination. Our goal is to increase visits that positively affect occupancy and economic impact through tourism best practices.

Visit Oakland implements tourism-driven strategies to both amplify the brand and to facilitate economic growth for local businesses. We do this by focusing on the “experience economy” message which showcases Oakland’s shopping, dining, music, nightlife, and entertainment. This includes promotion and partnership to build awareness of the culture, culinary, art and festivals scene in Oakland. Within the community, Visit Oakland collaborates with tourism partners and serves as an advocate for the destination.

Visit Oakland markets experiences for the traveler.
Economic Impact of Tourism in 2017

3.8M VISITORS IN 2017

$668M ANNUAL VISITOR SPEND
(UP 6.5% IN 2017)

$882M TOTAL BUSINESS SALES

7,310 JOBS
TOURISM SUPPORTS 1 IN 30 OAKLAND JOBS
(UP 17.3% SINCE 2013)

$142M VISITOR GENERATED STATE AND LOCAL TAXES
(OFF-SETS $505 OF TAXES PER HOUSEHOLD)

7.3% INCREASE IN ROOM DEMAND/REVENUE
(INTERNATIONAL TRAVELERS TICKED UP MODESTLY IN 2017)

“A destination organization is responsible for promoting a community as an attractive travel destination and enhancing its public image as a dynamic place to live and work. Through the impact of travel, they strengthen the economic position and provide opportunity for people in their community.”

THE NEW TOURISM LEXICON: REWRITING OUR INDUSTRY’S NARRATIVE, Destination International, Policy Brief, July 2018
2019 Market Strategies to Increase Visits to Oakland

Visit Oakland has identified key markets, insights, personas and strategies most likely to increase visits to and overnight stays in Oakland. The research identifies the demographics of the Oakland visitor (both domestic and international) and provides insights regarding motivation and interests in travel. Visit Oakland’s Communication Plan outlines the opportunity for growth in overnight visitors through promotion and sales strategies.

KEY MARKETS FOR THE OAKLAND VISITOR

BAY AREA RESIDENT – DAY TRIPPER
SAN FRANCISCO, SAN JOSE, PENINSULA, MARIN INCLUDING WINE COUNTRY

DRIVE & FLY MARKET (POTENTIAL OVERNIGHT VISITOR – DOMESTIC)
CALIFORNIA – SACRAMENTO, CENTRAL VALLEY, LOS ANGELES, CENTRAL COAST, SAN DIEGO

FEEDER MARKETS IDENTIFIED FOR GROWTH
PORTLAND, SEATTLE-TACOMA, DENVER, NEW YORK, PHOENIX, CHICAGO, DETROIT, PHILADELPHIA

INTERNATIONAL MARKETS
CANADA, MEXICO, CHINA, INDIA, UNITED KINGDOM, ITALY, GERMANY, FRANCE, SCANDINAVIA, THE NETHERLANDS
Key Markets for the Oakland Visitor

OAKLAND CALIFORNIA FEEDER MARKETS
SACRAMENTO
CENTRAL VALLEY
SANTA BARBARA – SAN MARCOS – SAN LUIS OBISPO
LOS ANGELES
FRESNO – VISALIA
MONTEREY – SALINAS
SAN DIEGO

OAKLAND OUT-OF-STATE FEEDER MARKETS
PORTLAND, OR
SEATTLE – TACOMA
DENVER
NEW YORK
PHOENIX
CHICAGO
DETROIT
PHILADELPHIA

Terminal Segmentation and Modeling Analysis – July, 2018 MMGY Global
Key Insights

**OAKLAND VISITORS**

- **66%** OVERNIGHTER
  Visits and stays overnight in Oakland
- **34%** DAY TRIPPER
  Visits Oakland for the day but does not stay overnight

Among those who visited Oakland, 66% stayed overnight in Oakland while 34% did not. Survey quota required a substantial portion of respondents to have stayed overnight in Oakland.

**OAKLAND VISITORS BY TYPE OF VISIT**

- **34%** VISITED OAKLAND FOR THE DAY AND DID NOT STAY OVERNIGHT
- **30%** STAYED OVERNIGHT IN A HOTEL
- **24%** STAYED OVERNIGHT IN OAKLAND WITH FRIENDS OR FAMILY
- **12%** STAYED OVERNIGHT IN OAKLAND IN PEER-TO-PEER ACCOMMODATIONS LIKE AIRBNB

Many travelers are seeking out local experiences, eschewing hotels in favor of peer-to-peer lodging such as Airbnb. Thus, visitor bureaus cannot rely on room occupancy metrics alone to measure the popularity of destinations or the impact of their efforts.

Fortunately, more and more tools are being released and refined to allow DMOs to optimize data at every stage of the buyer’s journey, making ultra-targeted advertising and attribution modeling increasingly viable, even for DMOs with modest budgets.

Destination Marketing Trends 2018, Skift Research 2018
**Visitor Personas**

**CALIFORNIA CULTURALIST**

Travel Mindset:
We love traveling in and around California. The art, culture and history draw us far and wide.

We enjoy finding hidden gems in off-the-beaten-path locations whether it’s a brewery, eclectic restaurant or a boutique shop.

We like our accommodations to be close to the buzzing area of the city. 

We also like to get out and explore, so a destination that is close to a variety of experiences is appealing.

Clusters: Elite Affluents, Roaming Boomers
Filters: Cultural Enthusiasts, Travel to Winery and Breweries, Travel for Culinary Experiences

**PACIFIC PARENTS**

Travel Mindset:
We love to take the kids/grandkids on the road to explore the great parks and zoos of the Pacific coast.

Staying close to home is important because we like to squeeze in as much as we can with limited vacation days.

If we can find a great active atmosphere and like-minded people (kid-friendly) we’re in paradise.

We’re on a budget so most of the time we’re frugal on lodging so we can see more sites.

Clusters: Family Travelers, Roaming Boomers
Filters: Amusement Parks and Zoo Visitors, 2 Adult Household, Pacific Region

**URBAN ESCAPISTS**

Travel Mindset:
City life is where it’s at. Even when we get away we prefer the experience of a new city versus a stuffy resort.

We look for travel experiences we can brag about to friends.

We’re often a liberal voice in a conservative conversation. Age is just a number.

We like a good music scene and activities that require a certain swagger.

Clusters: Upcoming Explorers, Elite Affluents, Roaming Retirees
Filters: 3+ Domestic Vacationer, No Kids, Major Metro Resident, Music Enthusiast

Terminal Segmentation and Modeling Analysis – July, 2018 MMGY Global
Motivation to Travel

The key to connecting with personas is to show them how Oakland fits their conference/event or interests/lifestyle.

TRAVELERS SEEKING NEW EXPERIENCES

The soul, vibe and community of Oakland make it a unique destination in the Bay Area and should be showcased. Those who stayed overnight indicated they did so primarily because they enjoy the community and they connect with the vibe and energy. Oakland is viewed as an authentic, emerging destination that isn’t associated with being touristy. This is an advantage over some of the other Bay Area cities as it is increasingly popular for travelers to see off-the-beaten path destinations that offer authentic and local experiences.

Visit Oakland Research Report, Sept. 2018 MMGY Global

REASONS FOR TRAVELING TO THE BAY AREA

57% FRIENDS AND FAMILY LIVE IN THE BAY AREA
39% SOCIAL EVENT IN THE BAY AREA
32% I FREQUENT THE BAY AREA ON A REGULAR BASIS FOR TRAVEL
33% BUSINESS OR BUSINESS LEISURE TRIP COMBINATION
30% THE BAY AREA IS A TRAVEL BUCKET LIST DESTINATION

DESTINATIONS VISITED WHEN IN THE BAY AREA

87% SAN FRANCISCO
59% OAKLAND
36% SONOMA/NAPA
30% BERKELEY
28% SILICON VALLEY

Based on the “tourist” traveling to the Bay Area we encourage Oakland to be your home base where you will feel like a local and to visit and explore the Bay Area from Oakland.

VISIT OAKLAND 2019 COMMUNICATIONS PLAN | 9
Strategic Priorities 2019

#1 INCREASE OAKLAND’S BRAND AWARENESS
- Awareness focused efforts promoting the overall destination
- Promote Oakland’s brand to group, corporate and leisure, including domestic and international audiences through marketing and sales strategies
- Target key media, influencers and bloggers with compelling stories that drive positive coverage about Oakland as a destination
- Partner with Oakland-based tourism offerings and attractions to build brand awareness and increase visits
- Drive website traffic to relevant content through cutting-edge social media, marketing and digital strategies
- Build awareness of Oakland with international media in target markets

#2 GROW DEMAND FOR DESTINATION
- Deploy sales resources towards corporate, association and 3rd party meeting planners to increase meeting and travel industry consideration
- Host familiarization trips to Oakland for planners, media and influencers
- Partner with our hotels for year-round packages and need-time promotions
- Implement strong sales and media strategies in key domestic and international travel trade markets
- Deliver value to and collaborate with tourism-related businesses to inspire travel to Oakland

#3 BE A LEADER IN DESTINATION DEVELOPMENT
- Grow consumer engagement and loyalty
- Facilitate product development, especially hotel development
- Create value for visitors and residents
- Advocacy – maintain and build active government and community relations
- Enhance partner capabilities

#4 STRENGTHEN & GROW OUR PARTNERSHIPS
- Collaborate and assist on air service development
- Support city marketing initiatives
- Build successful community partnerships
Key Objectives

- Develop relevant and inspiring content to influence visitors’ travel planning
- Continue direct sales strategies resulting in significant increases in ADR, RevPar and Occupancy rates
- Deliver and market local experiences – “Many travelers are seeking out local experiences”*
- Leverage technology to develop insights and behavior of the traveler to build campaigns to entice the traveler to visit or return
- Promote in-market visitor satisfaction to promote local businesses through placemaking and word-of-mouth marketing
- Generate more buzz and word-of-mouth for Oakland by capturing and sharing exceptional experiences online
- Continue to engage return visitors who are our biggest advocates for the destination

- Bring influencers in to deliver strong content to their audience
- Use KPIs, metrics and ROI to measure the strategic direction of promotion campaigns and brand marketing investments
- Sponsor key visitor-driven events and festivals
- Use public relations to increase earned media placements about the city
- Create and distribute inspirational content to the personas most likely to visit and stay overnight
- Create and curate video storytelling to express Oakland’s cultural and experiential diversity – “Video storytelling continues to dominate the digital space.”*

*Skift Destination Marketing Trends 2018
## KPIs (Key Performance Indicators)

### OVERALL
- **Travel Spend** – STR Report Metrics and Tourism Economics
- **Press Coverage** – International and Domestic Ad Value and Reach
- **Social Media** – Growth Engagement, Views and Shares
- **Website Metrics** – Page Views, Time on Website and Bounce Rate
- **Advertising Impressions**
- **Blog Post Insights** – Page Views and Time on Site
- **E-Newsletter Sign-Ups**
- **Visitor Guide Requests from Website**
- **Partner Referrals and Quickviews**
- **Video Views**

### Marketing & Communications
- **Content Reach/Impressions**
- **Press Coverage** – International and Domestic Ad Value and Reach
- **Social Media** – Growth Engagement, Views and Shares
- **Website Metrics** – Page Views, Time on Website and Bounce Rate
- **Advertising Impressions**
- **Blog Post Insights** – Page Views and Time on Site
- **E-Newsletter Sign-Ups**
- **Visitor Guide Requests from Website**
- **Partner Referrals and Quickviews**
- **Video Views**

### Sales/Meetings & Conventions
- **Increase in Occupancy (RevPar)**
- **Lead Volume**
- **RFPs – Requested and Awarded**
- **Potential Room Nights Booked/Room Nights Booked**
- **Meetings Website Traffic**
- **Hosted Planners – Fam Trips**
- **Media Coverage**
- **Trade Show Attendance**
- **Site Tours**

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**Visit Oakland 2019 Communications Plan**
Brand Platform

Marketing channels that Visit Oakland leverages through strategic planning include: Social Media, Video Marketing, Influencer Marketing, Email Marketing, Keywords, Website Optimization, Marketing Collateral, Visitor Center, Activations

MARKETING CHANNELS

OWNED
WEBSITE | MOBILE
SOCIAL | EMAIL
GROUP SALES
VISITOR CENTER
ACTIVATIONS

PAID
CONSUMER
VIDEO | CONTENT
MEETINGS & CONVENTIONS
MARKETING

EARNED
PRESS COVERAGE/PR
SOCIAL INFLUENCERS
TRAVEL TRADE

Over 30% of tourists visit destination website before visiting the destination.
World Travel Monitor

OWNED – MARKETING TOOLKIT

WEBSITE/MOBILE
EMAIL
VIDEO
BLOG WITH VARIETY OF CONTRIBUTORS
CURATED POSTS
NATIVE
LEAD GEN
USER GENERATED CONTENT (UCG)
YOUTUBE CHANNEL
FACEBOOK
INSTAGRAM

WEBSITE IS THE CONSUMER #1 TOUCHPOINT - GOAL IS DRIVE TRAFFIC TO THE WEBSITE

Website not only serves as the receiving end of digital marketing programs, but also where we direct our paid traffic, send the e-newsletter readers, and where our content lives. The goal is to increase website traffic year over year and thereby drive traffic directly to our partners with marketing campaigns and programs that engage and convert the visitor.
OVERARCHING GOAL

Execute marketing, digital, social media and public relations strategies to educate and inspire personas to visit the destination, to impact and grow hotel occupancy, and to increase visitations to attractions, restaurants, shops, galleries and small businesses.

KEY BRAND MESSAGE FOR CONSUMER

People that choose to stay in Oakland are travelers – not tourists. They want to live like a local and experience local food culture, local stories, recommendations, curated User Generated Content (UGC), and are inspired by video and social influencer’s content and experiences.

Visit Oakland content and marketing development research indicates our personas are frequent travelers (with and without children) but are influenced by non-traditional marketing approaches as traditional marketing is not effective. The most likely travelers to Oakland want to interact with the destination the way they do with their peers (social media) and the best way to engage is to comment on or share authentic content.

This group is most interested in traveling – 62% say they will become loyal to a brand that interacts with them.

Visit Oakland strategies involve targeting personas and demographics by season and when visitors are more likely to travel and experience Oakland.

Visit Oakland leverages social media and video content effectively and efficiently so that everyone will want to share. Compelling content creates an emotional response, strengthening and maintaining the relationship with our audience, and attracting new viewers/visitors.

BUILDING TRUST AND SATISFACTION

Traveler satisfaction is key for driving repeat visitation. For instance, a 2017 STR Global study examining traveler attitudes towards the world’s 40 most-visited cities found that trust and satisfaction gained from previous visits was instrumental in attracting repeat travelers, noting that repeat travelers they surveyed were nearly two times as likely as first timers to plan a trip to major city destinations.

Destination Marketing Trends 2018, Skift Research 2018

TOP TYPES OF ONLINE VIDEO CONTENT DRIVING U.S. DESTINATION DECISIONS

- HOTELS AND LODGING
- RESTAURANTS AND FOOD
- ATTRACTIONS
- NATIONAL PARKS
- WAYS TO EXPERIENCE NATURE
- SIGHTSEEING TOURS
- HISTORICAL ATTRACTIONS
- THEME PARKS
- SHOPPING
- MUSEUMS AND CULTURE
- GENERAL DESTINATION INFORMATION
- HOW TO GET AROUND
- ENTERTAINMENT, EVENTS, SHOWS

VIDEO CONTINUES TO DOMINATE THE DIGITAL STORYTELLING SPACE

Approximately four in ten (or more) likely international travelers in key global markets use online video content about lodging, restaurants and attractions, and ways to experience nature to help them evaluate where to go in the United States.
2019 Marketing Plan

MEETINGS, GROUP & TRAVEL TRADE STRATEGIES

Visit Oakland’s role is to customize services for meeting planners and to highlight Oakland hotels as a prime location for meetings and conventions.

Personal appeal now plays into meetings and conventions – attendees demand to book conferences in must-see and highly desirable travel destinations.

TARGET AUDIENCES
- GROUP SALES
- ASSOCIATIONS
- THIRD PARTY INTERMEDIARIES
- CORPORATE AND INCENTIVE PLANNERS
- INTERNATIONAL FIT TRAVEL TRADE
  (Tour Operators/Travel Agents)

STRATEGIES
- Attend Tradeshows – #1 Way to get in front of meeting planners
- Sale Missions in Feeder Markets – Bring Oakland to meeting planners and decision makers
- Host FAMs and Site Tours for meeting planners and decision makers
- Launch Meeting Market Promotion Campaign
- Attend international travel shows (IPW/WTM) for travel trade and tour operators
- Participate in Visit California’s Sales Missions
- Leverage partnerships with CVENT, CONNECT, HelmsBriscoe and other third party suppliers to increase RFPs
- Sponsor industry events and programs to grow relationships
- Host Connect California (Oakland) – April, 2019
Decision-makers suggest that introductions to new destinations at industry trade shows, leveraging existing relationships with suppliers and referrals from colleagues are the most influential ways to initially learn about a destination.

A View from Meeting Planners WINNING STRATEGIES Destination Marketing, DCI Oct., 2018
2019 Marketing Plan

MEETINGS INDUSTRY

The messaging and target audiences are different, and it is important to segment meeting planners, association executives, incentive planners and overall decision-makers so that they receive relevant business event news.

As a tool for both marketing and communication, social media is finally starting to follow consumer trends, and it’s becoming increasingly important in the business events industry.

MOST EFFECTIVE MARKETING TACTICS TO INFLUENCE MEETING PLANNERS AND DECISION MAKERS

- Hosted Lunch or Dinner Receptions: 4.3
- Trade Show Participation: 4.2
- Educational Workshops: 3.9
- Personalized Emails: 3.7
- Articles in Meetings Industry Publications (Not Sponsored): 3.5
- Educational Webinar: 3.5
- Destination E-Newsletters: 3.2
- Advertising: 3.1

Most effective marketing tactics to influence meeting planners and decision makers.

Based on a 5 point scale

Respondents report that they largely rely on convention and visitor bureaus (CVBs) or destination management organizations (DMOs) as trusted sources of information.

Approximately 43 percent of respondents are planning flagship events of more than 500 people, and 12 percent report planning events of 3,000 people or more.

A View from Meeting Planners WINNING STRATEGIES Destination Marketing, DCI Oct.,2018
2019 Marketing Plan

LEISURE MARKET

- Drive awareness by key messages to identified audiences
- Messages to include a strong call-to-action
- Deliver compelling content & brand marketing in feeder markets
- Deliver marketing strategies to target audiences/personas

KEY MESSAGES AND CAMPAIGNS

**CULINARY**
- Restaurant Week
- Wine Trail
- Ale Trail
- Cocktail Week
- Coffee Rush
- Food Tours

**ARTS/CULTURE**
- Art Month
- Oakland Makers
- Style Guide
- LGBTQ
- Exhibits/Museum Experiences

**URBAN ENTERTAINMENT/LIFESTYLE**
- Food Scene
- Music
- Nightlife
- Cannabis
- Sports
- Shopping

**SEASONAL/SUMMER**
- Attractions
- Festivals
- Outdoor Activities
- Sites & Landmarks
- Family Activities
- Holiday

ACTIVITIES THAT WOULD ATTRACT VISITORS TO OAKLAND

- **45%** Arts/Culture
- **44%** Music
- **41%** Culinary Experiences
- **40%** Outdoor or Nature Activities
- **37%** Festival
- **34%** Shopping
- **32%** Sporting Event
- **23%** Nightlife
- **18%** Zoo
- **10%** Other

Oakland residents believe diversity, culinary experiences, arts/culture and outdoor experiences are Oakland's best offerings.

Visit Oakland Research Report – September 2018 MMGY Global
2019 Marketing Plan

LEISURE CAMPAIGNS AND INITIATIVES

URBAN ESCAPISTS
- Oakland Art Month [MAY]
- Oakland Restaurant Week [JAN]
- Oakland Fashion Digital Campaign [APRIL]
- Cannabis Campaign [MAY – AUG]
- Oakland Beast Mode™ Series [SEP – NOV]

PACIFIC PARENTS
- Summer Attractions Campaign [MAY – SEP]
- Holiday Campaign [NOV – DEC]

IN-MARKET [JAN – DEC]
- Visitor Center
- Activations

PUBLIC RELATIONS DOMESTIC
- VO NY Media Event [FEB]
- LA Media Mission [APR]
- Visit California San Francisco Media Reception [OCT]

PARTNERSHIPS
- Black Joy Parade [FEB]
- Business Improvement Districts (BIDS) [JAN – DEC]
- Jack London Square Events [JAN – DEC]
- Oakland Cocktail Week [SEP]
- Eat Real Fest [SEP]
- Women Sound Off [APR]
- Oakland Central Ice Skating Rink [DEC]
- Art & Soul [JUN]
- Lakefest [JUN]
- Oakland Marathon [MAR]
- Bay Bridge Half Marathon [MAR]
- Oakland Pride Parade & Festival [SEP]
- And Other Partner Events Throughout the Year

CALIFORNIA CULTURIST
- Nat Geo Best Trips Campaign [MAR – DEC]
- Oakland Restaurant Week [JAN]
- Oakland Art Month [MAY]
- Urban Wine Trail [JUN – SEP]
- Ale Trail [JUN – SEP]
- Tours and Experiences [JUN – SEP]

BRAND MARKETING – INSPIRATIONAL TRIP INFLUENCE
- Inspiration Guide
- Brand USA Destination Page
- California Visitors Guide - Visit California
- TripAdvisor [MAR – DEC]
- Travelzoo [JAN – MAR]

INTERNATIONAL
- Molfetta, American Day, January 19 [JAN]
- Showcase USA - Italy, Bergamo [MAR]
- Bit Milano, BMT Napoli, TG INCONTRI [FEB – MAR]
- United Airlines Fam Trip [MAR]
- International Pow Wow - Anaheim [JUN]
- VCA Germany Sales & Media Days [NOV]
- WTM, London [DEC]

MARKETING TOOL KIT
Supports campaigns, partnerships and in-market traveler access to information and content.

WEBSITE
- Public Relations
- Video Series
- Instagram
- Instagram Stories
- Facebook
- Email Database
- Social Media Influencers
- Twitter
- Pinterest
- Blogs
- Retargeting
- UGC (User Generated Content)

Oakland has a swagger. The community is on the rise. It is definitely changing, and that's a good thing.
2019 Marketing Plan

PUBLIC RELATIONS

Facilitate positive media stories in national, international and local publications, including leisure and meetings industry to position Oakland as an emerging, uniquely urban travel destination. Leverage ongoing arts, culinary and unique events to secure top-tier media features in most-wanted publications.

“Oakland Makes National Geographic Travel's Best Trips List for 2019”

“5 Reasons Oakland, California Makes the Perfect Summer Vacation Spot”

2019 PUBLIC RELATIONS INITIATIVES – BUILDING RELATIONSHIPS:

- Host Travel Influencers – Celebrity, Expert, Blogger, Vlogger, Instagrammers
- Hosting Journalists & Media (FAM) – Domestic and International
- Attend IPW/WTM Media Missions
- Partner with Visit California on Media FAMs
- Masters Consulting (Italy/Spain – Travel Professionals)
- DCI – PR Firm – Domestic
2019 Partner Engagement

2019 DEVELOPMENT, PARTNERSHIPS & COMMUNITY ENGAGEMENT STRATEGIES

Continue to build partnerships with Oakland Airport, Port of Oakland, City of Oakland, Oakland Grown, Oakland Indie Alliance, BIDs, BARTable, San Joaquin Capital Corridor, CIM, Local Festivals & Events, City Cultural Affairs Dept., Oakland A’s, Oakland Zoo, Children’s Fairyland, Chabot Space Center, OMCA, City of Oakland, Parks & Rec, and others.

DESTINATION DEVELOPMENT GOALS

- Begin a destination development plan
- Research potential national events (i.e. sporting)
- Continue to advocate for all destination development including encouraging more hotel development
- Engage in destination development by providing relevant research support for a tourism-related investment or product
- Connectivity with tourism-driven initiatives in the destination
- Oakland Parks & Rec marketing development
- Assist with hotel and residential developers marketing

DESTINATION DEVELOPMENT STRATEGIES

- Partner portal resource
- Industry newsletter
- Partnerships/sponsorships
- Connecting partners to increase tourism
- Partner engagement
- Grow partner base
- Educational training for partners
- Partner networking events
- Portal training for new and existing partners
Visit Oakland Staff

Visit Oakland is a 501 C (6) and official tourism marketing organization for Oakland, California. Primary funding for marketing is derived from a portion of the Transient Occupancy Tax and BID assessment, programming and building brand awareness.

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<thead>
<tr>
<th>Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>VP OF MARKETING</td>
<td>Nancy Sarpa-Samuelson</td>
</tr>
<tr>
<td>DESTINATION DEVELOPMENT MANAGER</td>
<td>Ben Taylor</td>
</tr>
<tr>
<td>PR MANAGER</td>
<td>Allie Neal</td>
</tr>
<tr>
<td>MARKETING MANAGER</td>
<td>Lisa Baird</td>
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<tr>
<td>SOCIAL MEDIA MANAGER</td>
<td>Paul Lim</td>
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<tr>
<td>CREATIVE SERVICES SPECIALIST</td>
<td>Jordan Park</td>
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<tr>
<td>DESTINATION DEVELOPMENT COORDINATOR</td>
<td>Jaymee Rayford</td>
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<tr>
<td>VP OF SALES</td>
<td>Rhanee Palma</td>
</tr>
<tr>
<td>OFFICE MANAGER</td>
<td>Jasmin Odion</td>
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<tr>
<td>VISITOR SERVICES MANAGER</td>
<td>Helen Green</td>
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<tr>
<td>SALES &amp; SERVICES COORDINATOR</td>
<td>Angela Pohl</td>
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