

2020 GOALS
GREATER PALM SPRINGS
CONVENTION & VISITORS BUREAU



2020 CONVENTION SALES GOALS

	2019 GOAL	2019 ACTUAL	2020 GOAL	2020 STRETCH GOAL
ROOM NIGHTS	222,500	217,337	222,500	229,000
# GROUPS BOOKED	375	350	350	360
LEAD DISTRIBUTION	1,148	1,155	1,180	1,200
**NEW LEAD DISTRIBUTION	668	648	650	670

Liaisons (Tom Scaramellino and Rob Hampton) suggested that the room night and booking goals remain the same for 2020.

We missed the 2019 Sales team goals slightly due to a transition in our Northeast territory. We were without a representative for 4 months and short-term bookings were off pace due to renovations in many of our larger resorts.

In 2020 we are projecting a goal of 222,500 room nights a 2.4% increase over 2019 room night actuals.

CBRE has forecasted total occupancy growth for 2019 in Greater Palm Springs at 2.5%. Their forecast for 2020 is 1.6%.

Local Directors of Sales & Marketing have reported that their hotel management ownership organizations are pushing aggressive group revenue increases. We are seeing a need for business in 2021 and 2022.

In 2019 our main competitive set decreased in group occupancy by an average of 0.64% (Santa Barbara -6.9%, Phoenix -0.6%, Scottsdale -0.1%, Orange County Beach Cities 2.7%, Tucson 2.3%, Monterey 0.6%) GPS is at 0.2% through November.

2019 WEBSITE RESULTS

	2019 Goal	2019 Actual	Industry Average
Sessions	2,700,000	3,253,951	N/A
Pageviews	6,000,000	6,408,937	N/A
Session Duration	2:30	2:25	1:50
Pages/Session	2.22	1.97	2:00
Bounce Rate	29%	42.22%	54%
Engaged Users**	33%	34.86%	N/A
Highly Engaged Users**	6%	5.93%	N/A

*Mobile traffic has grown 51% from 2018 and now accounts for 62% of overall website visitation. Due to that overall session duration (time on site) and pages per sessions have decreased as behavior for mobile users differs from desktop users.

*Bounce rate is also effected by increased mobile traffic. Additionally, a script was indentified and corrected tracking from the data set of users from Feb-Sept which artificially decreased bounce rates.

2020 WEBSITE GOALS

	Desktop	Mobile	Tablet	Total
Sessions	936,381	2,141,212	354,575	3,432,167
Bounce Rate	43%	53%	47%	49.65%
Bounce Rate Industry Average	45.32%	56.80%	56.01%	54%
Engaged Visitors	449,463	706,600	148,922	1,304,985
Engaged Visitor Rate	48%	33%	42%	38%
Converted Sessions	112,366	107,061	26,593	246,020
Converted Session Rate	12%	5%	7.5%	7.2%



The above funnel based metrics will be a reflection of the customer journey. These metrics will be a more effective way to measure performance indicators that are strongly tied towards intent to travel. Goals will be set off rate (percentages of the total) rather than a finite number to allow for measurement of marketing efficiency.

Sessions: Sessions are key website KPI that is influenced by SEO, content, and paid media.

Bounce Rate: Bounce rate is an important metric to qualify what percent of website visitors complete a desired action on your website.

2020 WEBSITE GOALS

Engaged Visitors: Engaged visitors is defined as:

- A website visitor that spends more than 2 minutes on website OR
- A website visitor that clicks on more than 2 pages OR
- A website visitor that does one of the following:
 - Signs up for eNewsletter
 - Orders a Visitors Guide
 - Clicks through to a partner page (partner referral)

Engaged Visitors Rate: The rate at which visitors complete a desired action within the engaged visitors category as a percentage.

Converted Sessions: Conversions are defined as a website visitor that does one of the following:

- Signs up for an eNewsletter
- Orders a Visitors Guide
- Click through to a partner page (partner referral)

Converted Session Rate: The rate that session converted as a percentage.

*Marketing Liaisons (Celeste Brackley and Bob Schneider) have reviewed/approved goals.

2020 MEDIA GOALS

Earned Media	2019 Actual	2019 Goal	2020 Goal
PR Quality Score	4443	3650	4100
Media Outreach/Assists	1786	2000	2000
Media Value	\$18,885,320	Tracking	Tracking
CS Earned Media	2019 Actual	2019 Goal	2020 Goal
Earned Media Placements	33	30	35

- PR Quality Score is a point-based system of evaluating the quality of media. Media is rated on a scale of 1-12 based on story type, media tier, visuals, URL, DMO mention, and reader response.

*Public Relations Liaison Greg Purdy has reviewed/approved goals.

2020 MARKETING FOCUS

Convention Sales:

Our media plan for Convention Sales will continue to grow in 2020. The foundation of the 2020 Media Plan is based upon an evaluation of 2019 media performance as well as findings from recent research, such as the Meetings Image and Awareness Study. This media plan targets corporate planners, third-party planners and association planners while taking into consideration their experience and knowledge of the Greater Palm Springs destination.

After evaluation of our 2019 results, we will be making some programmatic changes focusing on targeting meeting professionals with engaging content and videos including our Find Your Meeting Oasis video series. Further changes include reducing general brand awareness tactics such as display advertising and adding new campaigns for lead generation and direct mail. A new creative campaign was finalized at the end of 2019 and be deployed in 2020. We are also working on re-designing the Sales App for the sales team to utilize on sales missions, trade shows, and site visits.

Connected TV:

In 2020 GPSCVB will allocate 30% of the total TV buy to connected TV. Connected TV is becoming the future of television advertising, allowing advertisers to reach users while they stream video content on a variety of devices including SMART TV's, Gaming Consoles, Amazon Fire, Google Chromecast and Roku. With this option, we can be more targeted in our messaging, choosing specific demographics, geographic, targets and behaviors which give us the ability to serve advertisements to people who truly want it. Since consumers have to sign into their devices, their behaviors are tracked and we are able to understand more about consumer habits. Audience segmentation allows to target brand-receptive audiences with relevant messaging, bringing more value to the brand.

Connected TV has recently surpassed paid television subscribers. Currently, 31% of television users have Smart TV's, 29% have gaming console's, 21% have streaming devices. In fact, 73% of millennials and Gen Xers are using streaming services and it is predicted that 75% of households are expected to use connected TV in 2020.

2020 MARKETING FOCUS

Podcast Advertising:

Podcast listening is growing and generates 4.4 times better brand recall than other digital ad platforms. In 2020, (2) podcast campaigns will be executed; one in the winter and one in summer to impact off-season travel. At a time when advertisers are vying for consumer attention more than ever, podcasts will allow us to target an “active listener” vs. a “passive listener”. According to the Podcast Advertising Study by IAB & Edison Research, 60% of podcast listeners agree they prefer to buy from advertisers that are on their favorite podcast and 45% of listeners agree they visit a sponsor’s website after hearing a message or advertisement on their favorite podcast.

Website Redesign:

In 2020 we will be re-designing our website with launch planned for summer 2020. We have begun the design process with our goal to have a site that is engaging and dynamic. Our current site was established from an old design that has been moved from CMS’s and is not a Simpleview design. The new site will be structured with our new KPI’s in-mind with a funnel approach with objective of motivating intent to travel to Greater Palm Springs.

Airline Marketing:

Continued focus will remain on airline co-op marketing as well as marketing directly to Network Planners through industry specific media. In collaboration with our airline consultant Ailevon Pacific Aviation Consulting, we will be creating a campaign specific to Network Planners with creative and messaging most impactful to their consideration of Greater Palm Springs.

New Co-op Programs:

In 2019, we surveyed past and existing co-op partners to measure the satisfaction with our TV Co-op program. Although all surveys indicated partners were “satisfied” or “highly satisfied” with the program, interest in other media platforms such as digital, radio, content, and social media were identified. Over the summer of 2019, we tested co-ops in each of these areas and based on results we have rolled out new 2020 Co-ops including Pandora, Adara, Social Media (summer campaign), and Locale Magazine. Additionally, we have added streaming TV as part of the 2020 TV Co-op program allowing partners to target based on demographics, geographic, and behaviors.

2020 MARKETING FOCUS

Expedia International Co-op:

Our GPSCVB Expedia campaign has the strongest ROI of all of our marketing campaigns. For this reason, in 2020 we are offering our first International Co-op with Expedia. This co-op will run between February and December 2020 and will target the following markets based on booking window: UK, Canada, Japan, S. Korea, India, and Mexico. Expedia will match all funds 1-1 for this campaign. Audience segmentation will be used to reach the right consumers with the right message at the right time.

2020 SOCIAL MEDIA GOALS

@VISITGREATERPS	Impressions	Video Views	Website Clicks
2019 Goal	20.5M	2.8M	102k
2019 Actual	26,864,635	3,897,914	107,107
2020 % Increase	1%	4%	3%
2020 Goal	27.1M	4.05M	110,300
@DINEGPS	Impressions	Video Views	Website Clicks
2019 Goal	850k	211k	20k
2019 Actual	4,417,707	482,663	20,739
2020 % Increase	2%	.5%	4%
2020 Goal	4.5M	485k	21.5k

For 2020 we are recommending goals in “buckets” as so we can be more adaptable and respond to changes within the specific social media channels. Also, goals will be set off percentages of the total rather than a finite number. Additionally, we are recommending a 6-month review of goals as the social media landscape is unpredictable and there is a possibility we will be changing Social Media agencies at the end of the fiscal year.

*Marketing Liaisons (Celeste Brackley and Bob Schneider) have reviewed/approved goals.

2020 YOUTUBE STRATEGY/GOALS

	2019 Goal	2019 Actual	2020 Goal
Video Views	6,500,000	3,987,347	3,250,000

In 2020, our YouTube strategy will be significantly altered focusing on quality and engagement of views rather than quantity. We will be transferring this platform over to Simpleview from Sparkloft on February 1st to manage this channel and execute our new strategy. This will allow us to fully integrate and unify with our digital strategy using affinity audiences, keyword targeting, and website remarketing as a way to engage this audience.

2020 DESTINATION DEVELOPMENT

Tourism Development

Global travel continues to evolve rapidly with technological advancements, shifting demographics and consumer attitudes. The Tourism Development (previously known as “Travel Industry Sales”) department’s new vision is designed to impact the Destination Development Plan’s key recommendations to meet the goal of 16 million visitors by the year 2026 and ensure our efforts are properly aligned with future trends in travel.

The Tourism Development team will move under Destination Development with a primary mission of promoting Greater Palm Springs as a desired location for tourism, events, education and economic development by working closely with key clients across a broad array of industries and governments in targeted global markets. Supported by our contracted, in-market representation offices, the team will ensure Greater Palm Springs stands out as a unique and welcoming destination worldwide for both tourism and commerce.

Travel Trade

Tourism Development will continue to cultivate the travel trade segment in key domestic and international markets. Building awareness via personal client meetings, hosting FAMS, conducting trainings both online and in person, leveraging support from our contracted international offices along with marketing co-ops remain a top focus.

- **Travel Trade Metrics**

- Marketing Campaigns 35
- In-Market Activations: 10
- New Business Development: Combination of strategic efforts and increased room nights

OTAs

OTAs play a critical role in distribution of rooms and rates. Technology has created significant avenues for accommodation providers to supply dynamic rates directly to consumers as well as tour operators, receptive operators and travel agencies.

- **Key Objectives in 2020**

- Develop international marketing strategy identifying key OTAs by market and ensure synergy with our current domestic strategy.
- Create master report on booking characteristics for each OTA, by market, for Greater Palm Springs
- Partner outreach, education and support for an OTA strategy

2020 DESTINATION DEVELOPMENT

Development Projects

Business Attraction

To grow year-round service at PSP we are working with RSG to develop a plan to grow the local economy by increasing the number of people who live and work in Greater Palm Springs. RSG is analyzing our local assets and is making recommendations on strategy, messaging and media to reach potential businesses to relocate to Greater Palm Springs. With this information and input from stakeholders, the CVB Marketing and Brand Teams will create an effective campaign to reach and engage these businesses and people.

Greater Palm Springs Tourism Business Improvement District

The CVB Team will work with Civitas to manage the renewal process and legal procedures. Key communication information will be developed to communicate the success story since the creation of the TBID. Outreach to TBID properties will begin in the 1st quarter of 2020, formation of the TBID Plan and ballot voting to follow in the 2nd and 3rd quarter.

Greater Palm Springs Vacation Rental Business Improvement District

The CVB Team will work with Civitas to manage the formation of this new TBID. Outreach to all Vacation Rental companies will begin in the 1st quarter. Information will be used to create the district plan to be voted on. Key communication information will be created: FAQs of a TBID, how the funds will be used and goals of the TBID. The vote for this valley wide initiative covers over 50 Vacation Rental agencies and thousands of rental home owners.

Greater Palm Springs Tourism Foundation

In 2019, the CVB established the Greater Palm Springs Tourism Foundation. The Foundation supports and initiates diverse programming related to the hospitality, convention and tourism industries with funds raised from the general public and other sources. 2020 Initiatives include:

- Launching of website with One Future Coachella Valley for students to apply for foundation scholarships.
- Development of fundraising opportunities to support scholarship goals.

2020 DESTINATION DEVELOPMENT

Destination Events & Sponsorship

The magnitude and variety of events held annually in Greater Palm Springs is second to none for a community of its size. Each event represents distinct opportunities to showcase, broadcast, and introduce the destination to cultural audiences from around the world. Events and festival tourism are one of the fastest growing forms of tourism and can be an important motivator for travel, both domestically and from international markets. Tourism Development will work closely with event organizers to understand their needs in marketing and sponsorship.

Destination Research

2020 Destination Experience Plan

In 2019 the CVB worked with NextFactor to create a Destination Experience Plan for each city. The goal of the Destination Experience Plan is to:

- Develop and create product development/guest experience strategies (long- and short-term) for each city.
- Prepare recommendations for new visitor experience/engagement and improvements to existing ones that fit the city. (This may include: attractions, events, wayfinding, infrastructure, policy, etc.).

Economic Impact of Tourism in Greater Palm Springs, 2019

To gain insight into the overall economic impact of tourism in Greater Palm Springs, the CVB contracts with Tourism Economics—An Oxford Economics Company every two years to undergo an in-depth analysis of visitor spending and its impact on the Coachella Valley. The last study, published in 2018, took an in-depth look at tourism in Greater Palm Springs in 2017. Tourism Economics is working on the CVB's 2019 Economic Impact study which will be published in Spring 2020. New for the 2019 study will be individual city level topline impact statistics. We will also be including an economic impact of the Canadian visitor for 2019.

Marketing Effectiveness and ROI Research Year-Round Getaway and Seasonal Vacation Markets

In order to guide advertising efforts for 2020 and beyond, the CVB has partnered with Strategic Marketing & Research Insights (SMARInsights). Throughout the year, SMARI surveys pre-qualified travelers to measure the awareness of advertising, effectiveness of media plan and overall return on investment. These studies continue to be invaluable resources for formulating advertising strategies.

2020 DESTINATION DEVELOPMENT

VisaVue: Domestic and International Market Research

To better understand where our visitors reside, as well as what they purchase while visiting, the CVB partnered with Visit California to receive Visa cardholder geographic and spending information. With every Visa credit or debit card transaction, a cardholder's spending data and zip code of origination is captured, which creates a picture of visitor buying characteristics in the destination. The CVB utilizes VisaVue data research to assist in building marketing strategies based on these insights.

Greater Palm Springs Visitor Profile

In 2020 the CVB will be working with data from UberMedia and Strategic Marketing & Research Insights (SMARInsights) to create a new Visitor Profile Study. UberMedia is a mobile data analytics company that tracks human movement data via cellphones, accessing over 300M mobile devices monthly in the U.S. and 1B worldwide, UberMedia leverages this data to understand visitor demographics, top source markets, where visitors specifically shop, eat, stay and sightsee while in-market. SMARInsights will then identify which markets to survey based on the UberMedia data. They will survey approximately 3,000 Greater Palm Springs visitors post-visit in regards to their trip experience in Greater Palm Springs.

Destination Brand Pillars

Transportation

To grow Greater Palm Springs year-round economy the destination requires year-round air and rail service.

The CVB works with Ailevon Pacific, an air service development consulting firm to analyze current service and to help identify and build business cases for new service.

Goals for 2020 include:

- Continue to grow service in shoulder periods and summer season.
- Attend JumpStart Air Service Development Conference.
- Host Airline RoundTable.
- Build relationship with Airline Route Planners.
- Develop co-op marketing opportunities with airlines.

The CVB will continue to work with and support the Riverside County Transportation Commission on rail service that could connect the Coachella Valley. In addition, we will explore rail opportunities with the state of California.

2020 DESTINATION DEVELOPMENT

Outdoor Adventure

Outdoor adventure tourism is an industry that is growing rapidly and has measurable effects on destinations worldwide. Greater Palm Springs offers outdoor adventure as a natural component of the destination with a variety of geographic terrain, natural beauty and an abundance of opportunities for the adventure traveler.

Key projects for 2020:

- Expand with Friends of the Desert Mountains/CVAG on trail signs. Update hiking trail information on website. Add ACBCI trails and create GIS map version of trails for website and print.
- Develop cycling website for GPS with team at Tour de Palm Springs and create GIS map of trails for website and print.
- Promote annual sporting events: golf, tennis triathlons, etc.
- Assist in the marketing and growing of new events.

Health and Wellness

Health and Wellness offer a rich history as one of the destination's "authentic experiences." People have come to Greater Palm Springs since the late 1800s to relax, rejuvenate and heal their body, mind and spirit.

Key projects for 2020:

- Leverage relationship with Wanderlust to positively grow the fall "Wellest" season.
- Work with H&W Advisory Committee to review and receive input on year-round and "Wellest" season marketing initiatives and grow special offers.
- Promote existing events and look to support and grow new events.

Arts and Culture

Key events like Modernism and Desert X help promote the art experience to visitors in Greater Palm Springs.

Key projects for 2020 include:

- Promote and maintain the GPS Arts App.
- Promote existing events and assist new events with marketing support.
- Work with Agua Caliente to promote the new Agua Caliente Plaza, slated to open in Dec 2020. It will be home to the Cultural Museum and the Sec-he Spa. The addition of the Cultural Plaza will add to the growth of Arts & Culture in Greater Palm and give visitors a Native American cultural experience.

2020 DESTINATION DEVELOPMENT

Culinary

Part of the visitor experience is to explore and discover the culinary scene. For many travelers it is a major factor that drives travel decisions. The CVB markets Dine GPS year-round to showcase and introduce new customers to our local restaurants. Key projects for 2020:

- Restaurant Week, a 10-day event to stimulate residents and visitors to experience new restaurants; giving the industry time to show off the talents of their chefs.
- Leverage Visit California's Restaurant Month with offers from GPS restaurants.
- Continue to be a member of Visit CA Culinary Task Force.
- Work with Advisory Committee to review and receive input on year-round and Restaurant Week marketing initiatives. Grow special offers.
- Promote Dine GPS on website, social media and e-newsletter.

Destination Sustainability

Destination Sustainability practices help to define a broad set of characteristics that aim to enhance the typical visitor experience, it is in harmony with the environment and sustains the well-being of local community members. In 2020 the goals are:

- To collect and promote the "green components" of Greater Palm Springs that will deliver a positive, memorable experience for both visitors and residents.
- Increase sustainability content online, social media presence and earned media.
- Research programs and credentials that can be implemented locally.

Education

Education plays a vital role in the local economy. Enhanced educational opportunities will provide a younger workforce for the hospitality industry and create a positive visitor experience that will be shared again and again.

Key goals for 2020:

- Grow our Certified Tourism Ambassadors by 450 new graduates.
- Create two new classes with instructors and programs by the Ritz-Carlton.
 - Quality Service
 - The Art of the Apology
- Grow the impact of the GPS Tourism Foundation.

2020 DESTINATION DEVELOPMENT

- Support CSUSB – Palm Desert Campus Hospitality Management program and College of the Desert with the development of the new Hospitality campus in Palm Springs.

Partnership

Partnership's focus includes promoting CVB programs and opportunities to tourism Partners, providing education and awareness opportunities that benefit our Partners and expanding community relationships in line with the CVB's mission of enhancing the quality of life in our community.

Key Goals for 2020:

- Partnership will meet with all of our TBID hotel partners in the first quarter to ensure they are aware of the free marketing and promotional opportunities available to them and to update their listings and information on the CVB website.
- Partner / Hotel Survey – partnership will work with other departments to survey TBID hotels as well as other tourism partners to get their feedback and help increase the value of programs and opportunities we have available.

Partnership Goals

Project	Goals	Objectives
CTA and Workforce Development		
CTA Graduates	450	Continue to refine and update presentation and curriculum
CTA Events	12	One networking or education event a month for CTA grads
CTA Offers	20	Promote destination experience with special offers to CTAs
Quality Service Class	100	Enrich CTA education - Instructors and program by The Ritz-Carlton
Art of the Apology Class	100	Enrich CTA education - Instructors and program by The Ritz-Carlton
Job Fair	1	Partner with county or chambers on fall hospitality job fair
GPSCVB Partnership		
Renewals	\$180,000	Decrease over 2019 (realignment of dues structure)
New Partners	\$15,000	Decrease over 2019 (realignment of dues structure)
Meet & See Events	12	Promote key destination locations throughout GPS