

2019 SALES & MARKETING PLAN GREATER PALM SPRINGS

2019 SALES & MARKETING PLAN

WELCOME

Greater Together

Our combined strategic efforts are paying off. Since the release of our Destination Development Plan in May 2016, in which we identified challenges to and opportunities for growing visitation in Greater Palm Springs, we are beginning to see momentum toward our goal of attracting more than 16 million visitors by 2026.

Palm Springs International Airport, for instance, has had a record-breaking number of passengers served in 2018, at more than 2.3 million—up 10.8% from the record set the prior year. Room bookings, too, are increasing, as are our numbers for social media engagement and Partnerships.

Through a unified vision and coordinated effort, together we will continue to see our vision to fruition. We will do this by:

- changing visitor perceptions and making ours a year-round destination for the drive, getaway, and meetings markets;
- working to expand existing airline service and adding new nonstop flights to our destination;
- enhancing the visitor experience by supporting local education in the hospitality fields, such as with our Certified Tourism Ambassador program and through scholarships;
- expanding our Health & Wellness, Outdoor Adventure, and Arts & Culture pillars;
- utilizing research to be even more strategic in our consumer and convention sales marketing programs;
- continuing to attract international events like Wellspring and Iron Man;
- increasing awareness of our destination through expanded meetings trade advertising as well as our new Site Experience and Film Oasis offerings;
- adjusting our consumer media marketing to ensure awareness drives visitation and engagement to make Greater Palm Springs a “must see” destination; and
- enhancing cultural tourism to ensure the new Agua Caliente Cultural Museum is supported effectively prior to opening in 2020.

Greater Palm Springs is a unique destination. We have a long history of hot springs-based wellness, a strong Native American culture that is thriving, a midcentury modern aesthetic known the world over, a vibrant and varied landscape that appeals to outdoor enthusiasts and conservationists alike, plentiful opportunities for alternative energy, and more than 300 days of sunshine each year. While other destinations have some of these attributes, only Greater Palm Springs has them all.

Together, we move into 2019 stronger and more optimistic than ever. Thank you for your ongoing support.



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President & CEO
Greater Palm Springs CVB



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CVB VISION & MISSION

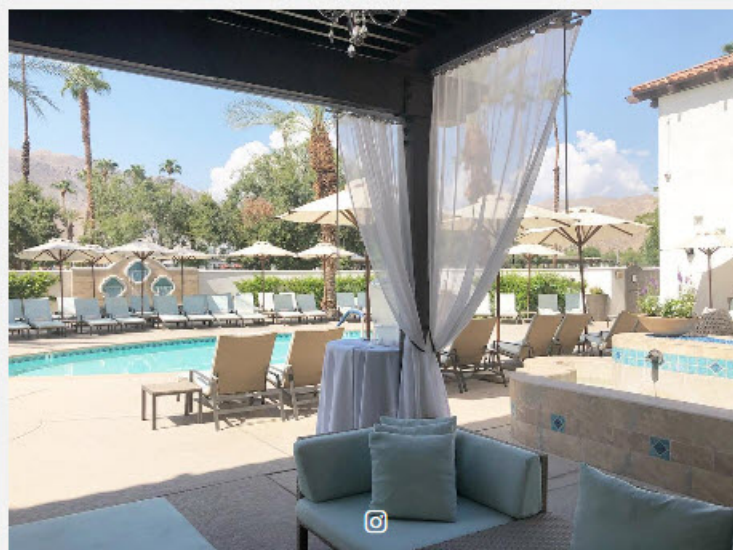
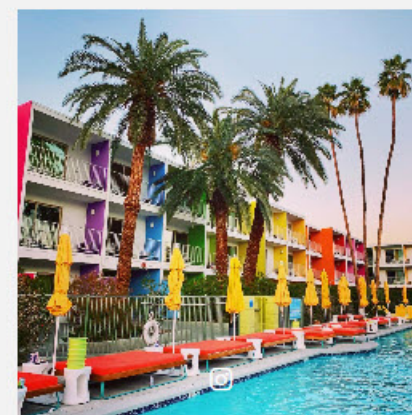
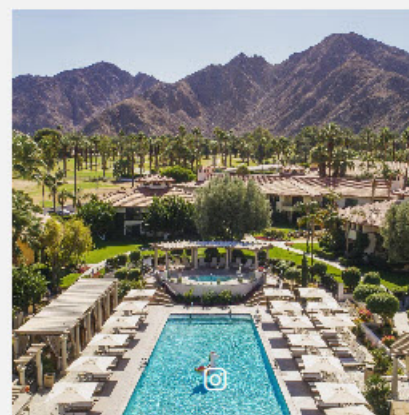
Vision

The CVB will be recognized as the premier regional destination marketing organization among its competitive set.

Mission

The mission of the Greater Palm Springs Convention & Visitors Bureau is to market Greater Palm Springs as a premier visitor and meeting/convention destination for the purpose of positively affecting the area's economy and the quality of life for its citizens.

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STRATEGIC PLAN

STRATEGIC PLAN

DESTINATION DEVELOPMENT PLAN

In 2019, the CVB continues to build momentum as we look toward the future of Greater Palm Springs in the context of a long-term destination development strategy. The CVB and the region's tourism industry leaders have made significant progress since the unveiling of the Destination Development Plan in spring 2016.

The plan, based on extensive research conducted by two leading strategic agencies, features more than 85 individual recommendations. The recommendations are targeted to meet the primary goal of attracting more than 16 million visitors to the valley by 2026. Collaboration with our Partners is integral to the success of this master plan.

Working together, we seek to implement innovative tactics and meet any challenges in our ever-changing tourism industry.

Moving the Destination Development Plan Forward in 2019

To meet the changing needs of the tourism industry as well as leisure and group visitors to the Coachella Valley, in 2019 the CVB will maintain its focus on key priorities. These priorities include:

- Transportation
- Education
- Health & Wellness
- Outdoor Adventure
- Arts & Culture

The Destination Development department is tasked with initiating strategies to implement the Destination Development Plan priorities. In close collaboration with our Partners, the Destination Development team seeks to align the plan's priorities, all aimed at growing our tourism industry in a competitive global environment. The CVB Partners include local, regional and national governments; economic development, hospitality and tourism industries; DMOs; business sectors; and stakeholders.

In 2018, The CVB and Partner cities worked in concert to further assess, assemble and promote related elements in each of their destinations. Together, there has been considerable progress building a cohesive blueprint for growth and prosperity. However, there is still more to be done as we position ourselves as a premier destination, increasing the overall long-term awareness and visitation of Greater Palm Springs.

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- **Air Service:** Greater Palm Springs' evolution as a year-round destination heavily relies on the development of year-round air service. In 2018, the CVB successfully formed partnerships with several airlines utilizing both subsidies and cooperative marketing agreements. These initiatives resulted in expanded airline operations and new nonstop flights to our destination, leading to a 10% air service increase over 2017. In 2018, we saw the following additions to air service:

| Airline | Service | City |
|----------------------|------------|----------|
| Air Canada | Seasonal | Calgary |
| Delta Airlines | Seasonal | Atlanta |
| Flair Airlines | Seasonal | Edmonton |
| Frontier Airlines | Year-round | Chicago |
| JetBlue | Seasonal | Boston |
| Sun Country Airlines | Seasonal | Portland |
| United Airlines | Seasonal | Newark |

Additionally, we have seen an increase in frequency for Chicago, Denver, Houston, New York, Portland, Salt Lake City, Seattle and Vancouver. In 2019, we will continue to strengthen these partnerships and advance efforts to generate additional airline partnerships and expanded service.

Continuing and expanding subsidy remains integral to developing year-round service and requires substantial support. We know that airlines will not risk year-round service into Greater Palm Springs without a minimum revenue guarantee or cooperative marketing agreement.

Consistent year-round air service will also serve to attract new companies and diversify the economy as well as contribute to the growing needs of tourism and meetings. The master plan also recommends the establishment of immigration and customs facilities at the airport for international charter flights; expansion from Canada; and new markets such as Mexico and, long-term, Asia.

- **Rail Service:** Access from Southern California will continue to be an issue. Adding daily Amtrak service would enhance the accessibility of the destination to in-state and international travelers tremendously. The Riverside County Transportation Commission is coordinating the effort to address all of the requirements to help make this a reality. The proposed intercity passenger rail service between Los Angeles and Indio is considered a long-term initiative that will not likely develop until 2020 or beyond.

- **Greater Palm Springs Certified Tourism Ambassador™ (CTA) Program:** Outstanding customer service is an essential hallmark for success in tourism and hospitality. To increase tourism by enhancing the visitor experience in our destination, the CVB introduced a nationwide industry-accredited CTA program in Greater Palm Springs. In 2019, the CVB plans to recruit and enroll 500 local tourism professionals. Successful completion of the program will result in the CTA designation. Trainings will take place at various Partner sites throughout Greater Palm Springs in half-day interactive sessions. The curriculum is designed to instill an in-depth understanding of the vital importance of tourism and its direct impact on the destination when visitor expectations are exceeded. For annual re-certification, CTA program graduates must participate in continuing education activities.
- **Greater Palm Springs Tourism Foundation:** In 2018, the CVB established the Greater Palm Springs Tourism Foundation with the mission to enrich and elevate tourism in the region. 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. Initiatives encompass education and leadership training, college scholarships, volunteer and mentor development, special event promotion and cultural enhancement. A nonprofit 501(c)(3) organization, the Tourism Foundation also focuses on extending tourism resources that are not currently available in the region.
- **Hospitality Program:** The CVB and Partners are supportive of the accredited hospitality management programs now underway at California State University, San Bernardino (CSUSB) Palm Desert Campus and College of the Desert (COD). The CVB supports the development of COD's proposed west valley campus in Palm Springs that will house programs in hospitality and culinary arts. Professional hospitality programs designed to enhance industry skill sets will result in positive visitor experiences, driving return visitation and a continuous well-trained tourism workforce to meet the needs of our growing industry locally.
- **Support University Growth:** Continuing education plays a vital role in the local economy and overall quality of life. The CVB commissioned a study released in 2017 that posited aggregated combined operational expenditures and student spending of \$15.1 million and a total economic impact of \$22.6 million over the first five years of CSUSB's Hospitality Management program in Palm Desert. We should all be united with the goal of growing the student base at CSUSB Palm Desert Campus and COD, providing a steady flow of skilled labor for our destination and our industry.

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.

In 2018, the CVB and its Partners made distinct strides in developing and creating awareness of the destination's comprehensive natural assets and activities. The “[outdoor adventure](#)” lifestyle section on the CVB website, [YouTube videos](#), social media and new content in the form of Partner listings are among the communications channels used to promote the wide spectrum of opportunities for outdoor adventure enthusiasts.

In 2019, the CVB will actively continue its collaboration with Friends of the Desert Mountains, Bureau of Land Management, CVAG, and Santa Rosa and San Jacinto Mountains National Monument to establish one list of authorized trails to be utilized by all organizations as the official list of trails. These trails will be promoted and uploaded to websites and popular hiking apps. Efforts in 2018 have resulted in nearly 60 authorized trails and the introduction of on-trail wayfinding signage.

Greater Palm Springs also served as the host destination for two new sporting events: The 2018 Margaritaville USA Pickleball National Championships held at the Indian Wells Tennis Garden in November, and the inaugural Ironman 70.3 in La Quinta/Indian Wells. The Ironman race is set to return to Greater Palm Springs in December 2019 and December 2020.

As we move forward, cities may need to consider building facilities to grow amateur sporting events and invest in such amenities as water activity features for attracting families during the summer months. There are also opportunities to attract additional events and establish new product, both of which may require added incentives to attract them to Greater Palm Springs.

Health and wellness offers 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.

The Health & Wellness tourism segment also has synergy with many other niche tourism segments, including Spa Industry, Hot Springs, Outdoor Adventure, Beauty & Anti-Aging, Fitness & Weight Loss, Nutrition & Healthy Eating, Holistic Healing & Alternative Medicine, Mindfulness & Meditation, Preventative & Functional Medicine and Eco-Friendly & Sustainability.

In October 2018, the CVB launched the **Live Your Wellest** campaign in collaboration with our Partners to promote fall travel and drive midweek visitation to the destination by highlighting the sweeping array of wellness offerings available in Greater Palm Springs.

Notable events surrounding the campaign included Wanderlust's inaugural [Wellspring](#) event, which took place October 26-28, 2018. Wellspring made an impressive debut over its three-day period. The event brought in 4,907 attendees; featured over 100 speakers, panel discussions and breakout sessions; and included an expo hall with more than 80 unique exhibitors and activations. Wellspring garnered a reach of 6 million, more than 3.8 million impressions, and 340,000 video views with engagement of over 57,000 viewers.

The CVB and Wanderlust also partnered in an online co-op called the 10-day Yoga & Fitness Wellest Challenge, which also achieved impressive metrics: over 2 million impressions and more than 170,000 video views. Wanderlust's Wellspring will return to Greater Palm Springs from October 4-6, 2019.

It is also important to note that according to the Global Wellness Institute, a domestic wellness visitor spends nearly 178% more per trip than the average domestic visitor, and the international wellness visitor spends 53% more than the average international visitor. In its November 2018 report, the Global Wellness Institute projected wellness tourism to grow at an average annual rate of 7.5% through 2022, as compared to the 6.4% annual growth projected for overall global tourism.

This presents opportunities for all nine cities to make Health, Wellness and [Medical Tourism](#) a priority for product development in terms of attracting events and conferences and developing programs that benefit both the resident and the visitor.

Greater Palm Springs has long been an oasis for artists. Today we stand as a global arts destination, from our famed midcentury modern-era architecture to [Desert X](#), an internationally acclaimed immersive art biennial that features installations using our dramatic landscapes as the canvas. In 2017, the inaugural Desert X enjoyed an attendance of more than 200,000 visitors from around the world.

In an effort to expand our footprint, the CVB recognizes that a strong [arts and culture](#) community is critical to our brand for the destination. Of significant importance is that all [nine cities](#) work together to support a strong creative community and attract world-renowned artists and events. In 2019, the CVB will spearhead the creation of an arts and culture committee to explore additional opportunities for cultural tourism growth and enhancement. The CVB will also extend marketing resources to support Desert X 2019, which takes place throughout Greater Palm Springs from February-April.

CONSUMER MARKETING

The Destination Marketing team leads the strategy and execution of all marketing initiatives developed through research and collaboration to maximize visibility regionally, nationally and internationally. This research includes information compiled from VisaVue, SMARI, Visit California and other industry research partners.

The CVB's collaborative strategies to market Greater Palm Springs' unique brand include our diversified co-ops featuring our award-winning consumer-facing marketing campaign. Co-ops include television, print, billboard and digital programs providing a unified message across all distribution channels.

In 2019, there will be an increased focus on customized digital campaigns that inspire travel to Greater Palm Springs with targeted content and creative. Working together with our nine Partner cities proves that unifying our message for the destination as a whole adds value and positions us as a stronger, more cohesive destination. The CVB's goal is determining areas in which to collaborate on strategies and campaigns to eliminate redundancies and stretch each Partner's reach.

CONVENTION SALES MARKETING

New research through Destination Analysts has provided the CVB with valuable information to guide our marketing initiatives to meeting planners. In 2019, the CVB will launch a new meetings campaign to build awareness among meeting professionals, address misconceptions about the destination and position Greater Palm Springs as a premier destination for meetings and conventions.

The CVB will leverage the brand platform on all major meeting and conventions platforms to create high funnel awareness of Greater Palm Springs. We will diversify our strategy with traditional and technology-based distribution channels including print, television, digital, radio, social media and communications, creating an awareness-building message targeted to demographic segments our research has identified.

ADVOCACY, ENGAGEMENT AND COMMUNICATIONS

The CVB is committed to a wide-ranging destination/industry advocacy and communications plan to educate elected officials, affected stakeholders and the public as to the value and importance of the industry and the role of the Greater Palm Springs CVB.

As advocates of the U.S. Travel Association's initiatives, the CVB participates in promoting National Tourism Week with the annual Oasis Awards, as well as major national tourism issues throughout the year that relate to the power and importance of travel. We will continue to engage the CVB Board of Directors in their role as stewards and community leaders to enhance general business understanding and commitment.

Over the last five years, the CVB has taken an active role in marketing the urgent need to restore the Salton Sea aimed at tourism and quality of life issues through a variety of marketing programs and two economic impact studies. In spring 2018, the CVB unveiled another major marketing initiative for the Salton Sea prompting support for a bond measure that could fund the sea's 10-year mitigation plan adopted by the state. California voters approved the bond measure Proposition 68 in June, which includes \$200 million in funding toward Salton Sea preservation projects.

In 2019, the CVB will also continue its commitment to the 2013 State Rail Plan as one of the priorities in the Destination Development Plan implementation. The CVB recognizes the positive impact that increased passenger rail service from Los Angeles to Greater Palm Springs will have on the destination and tourism industry.

The CVB has taken an active role in pursuit of this vision and continues to participate in regional rail plan forums.

FINANCIAL AND ADMINISTRATIVE OPERATIONS

Under the guidance of the Chief Operating Officer, the CVB is continuing to elevate and upgrade its operations by establishing more effective bylaws, working effectively with the Tourism Business Improvement District, creating new departments and positions and upgrading internal processes to meet new and future needs in the changing tourism climate.

Funding

On July 1, 2018, the JPA approved the operating budget for fiscal year 2018/2019. The CVB maintains three governmental type funds: Tourism Business Improvement District (TBID), city/county funding and private funding:

- The TBID represents 83.7% of total funding and is sourced from a 3% assessment levied on overnight guests staying at hotels with 50 or more rooms. The Agua Caliente Band of Cahuilla Indians also participates in the TBID.
- City funding represents 9.6% of total funding to the CVB. The County of Riverside contributes to this funding for those areas outside of city jurisdiction, and the Agua Caliente Band of Cahuilla Indians makes a voluntary contribution to this portion of the fund on a quarterly basis.
- Private funds represent 6.7% of overall funding and include revenue received through partnership, event hosting, advertising co-ops, joint share participation, and local businesses, cities and interest.

Human Resources

The Director of Human Resources is dedicated to implementing strategies to enhance and elevate employee engagement and expertise while ensuring a diverse and conflict-free workplace. Priorities for 2019 include creating a series of employee development sessions focused on communication, team-building and emotional intelligence; enhancing the CVB's emergency response planning; and employee training programs aimed at expanding job performance and improving workplace standards. Additionally, the Director of Human Resources will have an active role in the rollout of the Certified Tourism Ambassador program.



2019 SALES & MARKETING PLAN GREATER PALM SPRINGS

RESEARCH

RESEARCH

The 2019 Sales & Marketing Plan was built upon the success of 2018 programs while taking into consideration new and emerging markets, industry research, industry input and committees, changes in purchasing patterns and reaching key influencers. The plan focuses on the following goals:

- Expand the Greater Palm Springs brand footprint
- Deepen engagement with our destination
- Increase product awareness with new and diverse meeting planners
- Further Greater Palm Springs' international exposure

The plan outlines a scope of work that has been designed to aggressively move the CVB forward to meet challenges and achieve superior results. The research process utilizes quantitative data and industry trends to determine optimal success in reaching key markets. Each market segment was analyzed by examining market growth potential and macro and microenvironmental factors, as well as marketing costs and historic investment. This resulted in determining the key market prioritizations, detailed strategies and tactics for accomplishing goals.

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— VisaVue: Domestic Market Research

To better understand where our visitors reside, as well 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 spending insights. The data shows:

- **Year-Round Getaway Markets:** Los Angeles (which includes Riverside and Orange counties), San Francisco and San Diego MSAs (Metropolitan Statistical Areas) remained the top markets throughout the entire year, in terms of spend. As a result, these markets have been identified as "Year-Round Getaway Markets" and marketing initiatives in these areas will be implemented year-round in the 2018 media plan. In addition, Sacramento, Phoenix and Las Vegas were among top visitor markets and have been grouped with Year-round initiatives.
- **Seasonal Vacation Markets:** Seattle, Portland, New York, Chicago, Minneapolis, Denver, Dallas, Boston and Atlanta were the top spend locations, respectively. These markets have been identified as "Seasonal Vacation Markets" and marketing initiatives in these areas will be implemented during the destination's peak and shoulder season months. In addition, top Canadian markets (Vancouver, Calgary, Edmonton, Toronto and Winnipeg) have been grouped with Seasonal Market initiatives. This data will continue to be used to prioritize the strongest markets, domestically, throughout the year.

— Visitor Intercept and Economic Study

The CVB launched a Visitor Intercept and Economic Study in 2015. The purpose of the study was to better understand the demographic and geographic make-up of the visitor in Greater Palm Springs. The results of the study were released in 2016 and continue to provide great insights as to who the visitor is and why they visit the destination. This information is used to guide the CVB's sales and marketing efforts and provide areas of focus to maximize ROI.

View the [Visitor Intercept Study](#).

Digital Marketing

Social Media

Communications

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— Economic Impact of Tourism in Greater Palm Springs, 2017

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 three 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.

By monitoring tourism's economic impact, policymakers are able to make better-informed decisions regarding the funding and prioritization of tourism development. In addition, the research carefully monitors tourism's success and future needs. To achieve this, tourism is measured in the same categories as other economic sectors, such as tax generation, employment, wages and gross domestic product. The challenge is that tourism is not easily measured in that it is not a single industry but rather a demand-side activity which affects multiple sectors to various degrees. Tourism, as a whole, spans nearly a dozen sectors including lodging, food & beverage, car rentals, taxi services, travel agents and more.

View the [Economic Impact Report](#).

— Economic Impact of Canadian Visitors to Greater Palm Springs, 2017

In 2018, fuseResearch collaborated with the CVB to develop, conduct and analyze a survey to assess the interest level in relocating to Greater Palm Springs with the goal of aiding in economic/employment decisions in the destination. Assessments included potential employment opportunities for college graduates in their desired fields, as well as the destination appeal of Greater Palm Springs to companies considering relocation. Key findings revealed that four out of five respondents would relocate to Greater Palm Springs if their preferred job existed; and that top career fields for relocation consideration were in agriculture, hospitality (tourism, service industry) and computers and technology.

View the [Economic Impact of Canadian Visitors to Greater Palm Springs](#).

— 2018 Relocation Study (NEW)

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View the [Relocation Study](#).

MARKETING EFFECTIVENESS & ROI RESEARCH

In order to guide advertising efforts for 2019, the CVB has partnered with Strategic Marketing & Research Insights (SMARInsights). Throughout the year, SMAR 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 strategy.

Consumer

— 2018 Year-Round Getaway Markets Advertising Effectiveness Report

This market includes Los Angeles/Orange County, San Diego, San Francisco, Las Vegas and Phoenix.

- The campaign represented a cooperative initiative with 16 local Partners, targeting the drive markets during the summertime.
- Recall of the campaign was 37%.
- The CVB achieved a high level of awareness for the television spots at 26%.
- Overall awareness remains the highest among 18- to 34-year-olds.
- Travelers were aware of the 2018 campaign and report greater likelihood to visit the Greater Palm Springs area than those unaware of the ads. The campaign is associated with a 6-point lift in visit intent.

— 2018 Seasonal Vacation Markets Advertising Effectiveness Report

This market includes Seattle, Portland, Denver, Chicago, Minneapolis, Dallas, New York, Atlanta, Boston, Vancouver, Calgary, Edmonton, Toronto and Winnipeg.

- The national campaign achieved awareness measured at 47%
- Highest recall was among travelers ages 18-34, with a notable increase in ad awareness in travelers 35 to 54.
- Highest recall overall was with digital media, which is among the most efficient medium at just \$0.07 per aware household.
- The 2018 campaign influenced 385k Greater Palm Springs trips. These trips represent the highest visitor trip spending measured to date—a third higher than last year.

— 2018 Greater Palm Springs Image and Awareness Study: Leisure (NEW)

In 2018, the CVB contracted with Strategic Marketing & Research Insights (SMARInsights) to conduct an image study with the goal of measuring the area's image as a leisure destination. The CVB's prior image assessment was conducted in 2011, and, since that time, the CVB has represented the destination to a new generation of travelers with a rebranding campaign, effective paid advertising and myriad public relations efforts. The CVB's study objectives included understanding the Greater Palm Springs visitor and non-visitor perceptions, competitive markets, visitor types, barriers to visitation, brand pillar motivators for visitation, marketing opportunities and advertising recall. The study targeted major getaway and vacation markets in order to obtain valuable information which will guide future initiatives in 2019 and beyond.

View the study [Image and Awareness Study](#).

Meetings

— 2018 Greater Palm Springs Image and Awareness Study: Meetings (NEW)

In 2018, the CVB contracted with Destination Analysts to conduct an Image & Awareness Study focused on Greater Palm Springs as a meetings destination to provide valuable information to guide future initiatives in this important segment of visitation. Data was collected from both experienced and novice meeting planners via a survey that evaluated Greater Palm Springs as a meeting destination in such categories as perceptions, attributes, meeting size and type, timeframe, advertising and industry.

— Convention Sales, Destination Analysts and Meetings Database Institute

In the ongoing search for meeting professionals, organizations, corporations, sporting events, etc. that aren't yet familiar with Greater Palm Springs, the CVB will continue to partner with Destination Analysts (DA) and Meetings Database Institute (MDI). DA finished an Image and Awareness study of meeting planners over the summer of 2018, through those findings GPS will rework our meetings messaging. MDI finished a deep dive into our database and we are evaluating our deployment strategies and which key market segments will give us the best return on investments. These 2 resources will be of great value for our sales efforts in 2019.



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CONVENTION SALES

CONVENTION SALES

Working closely with our destination Partners, the Convention Sales department leads all group sales and convention efforts for the Greater Palm Springs group market. Our focus is to achieve growth in the overall meetings market for our destination.

Our team offers unparalleled, experienced and highly personalized customer service for our clients. We assist the meeting planning community with destination inquiries, air service data, and hotel and resort group opportunities while sharing a few destination surprises along the way.

Building on the success of 2018, the Convention Sales team will continue to concentrate on finding new group customers for our destination. We will also be focusing highly on increased client engagement in-market through direct sales efforts, social media, advertising, sponsorships, media and promotional efforts, always with an emphasis on new prospects, need times throughout Greater Palm Springs and virtually untapped niche markets, such as LGBTQ, Infinity (SMERF) and entertainment.

Our 2019 goals are the following:

| | |
|-------------------------|---------|
| Room Nights | 222,500 |
| Number of Groups Booked | 375 |
| Total Lead Distribution | 1,148 |
| New Lead Distribution | 668 |

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MIDWEEK, SUMMER & OTHER NEED PERIODS

- **Promote summer savings** with “Let’s Make a Chill” messaging. Our past research has shown that a large percentage of meeting planners are unaware of the savings and concessions available during the summer months, especially midweek. There is an absence of awareness about all the values clients can attain during our summer season.
- **Focus on customized needs.** In recent years, we have continued to see similar offers from our destination hotels and brands. Meeting professionals we have spoken to are looking for different packages that are customized to their needs. These same planners have asked that we identify all the possible savings that could be available from partner hotels within the destination.
- **Create a savings “shopping” list for customers’ RFPs.** Meeting professionals have expressed interest in structuring a plan that is built by meeting planners for meeting planners. By implementing a cohesive marketing plan targeting all market segments that could conceivably meet in Greater Palm Springs, we will create a savings “shopping” list that our customers can build into their RFP and submit to our hoteliers. We will also market the plan to our strategic intermediary partners.

GREATER PALM SPRINGS 2019 VIRTUAL TRADESHOW

For meeting professionals who do not have the time or resources to travel to various trade shows around North America, we will host the Greater Palm Springs Virtual Tradeshow in May of 2019. Successfully executed two years ago, the show will highlight various destination features, such as air access, abundance of different hotel products, “wow”-factor pertaining to our destination, unique off-site venues and experiences, and value. Partners will be invited to participate.

In 2016, the event analytics highlighted:

- **136 meeting professionals**
- average time at the show spent by each attendee: **more than 60 minutes**
- leads tentatively valued at more than **4,300 room nights**
- **200 private chats** between meeting professionals and CVB Partners

CHANGING DESTINATION PERCEPTIONS

In our latest Meetings Image and Awareness study, 435 meeting planners responded to several questions about meeting in Greater Palm Springs. Several of our attributes surrounded around the relaxing ambiance, WOW-factor of the destination and the quality of our properties and unique outdoor spaces.

Two questions are commonly asked of the Convention Sales team by clients: airlift or ease of getting here, and the cost of holding meetings. It is vital that our sales team, as well as the sales teams of our hotel Partners, have a consistent message to relay to meeting professionals in regards to a positive perception of air accessibility into Palm Springs International Airport (PSP) and the vast array of meeting options to fit their budgets. The CVB continues to accomplish this goal in the following ways in 2019:

- Providing a **sales tool kit** to all new hotel salespersons in our destination. A newly produced, updated “Sales Manager Resource” guide is now available online.
- Marketing to our meeting planners about the **cost-effective midweek and shoulder season** opportunities.
- Sharing updated information quarterly to all Partners relative to additional flights, full flight schedules for Palm Springs International Airport, the number of available seats coming into the destination, etc.
- Promoting our meeting planner-centric **“site experience” program** that focuses on the planners and attendees needs when siting our destination.

FOCUS ON NEW MARKETS

In 2019, the Convention Sales team will continue to concentrate on finding new group customers for our destination.

— Chicago Corporate and Association Meetings

Chicago is the third-largest metropolitan area in the United States and home to nearly 1,600 National Associations that represent more than 27 million members worldwide, according to Association Forum. Illinois ranks fourth in the United States for the highest number of Fortune 500 company headquarters, with 37 companies. We have hired a fulltime sales representative in the Chicago market that will develop new market strategies, generate leads and strengthen our brand position in this important growth market.

— LGBTQ Market

Greater Palm Springs has already solidified itself as an attractive destination in leisure travel for the influential LGBTQ traveler. However, there is an untapped opportunity for the destination from a meetings and convention standpoint to attract LGBTQ programs. In 2019, the CVB sales team will aggressively execute a strategy, including sponsorships, marketing and sales activities, to generate opportunities for more groups to meet in Greater Palm Springs.

— Unique Outdoor Venue Space

Meeting professionals have been working tirelessly to find engaging, creative solutions for their meeting stakeholders—ways to break the mold of standard 8 to 5 conferences in a four-walled meeting space. For the past few years, Convention Sales has focused on the unique offering that sets Greater Palm Springs apart from other meeting destinations: the creative use of our destination's desirable outdoor space, available under sunny skies year-round.

This "movement" has gained momentum in the industry, with no destination better suited to provide exactly what the meeting professionals and participants are looking for than Greater Palm Springs. Convention Sales has worked with our hotel Partners to promote and develop this idea, as well as communicate this resource through advertising, social media and written features in publications and on our website.

In 2019, the promotion and education of these exceptional venues throughout the valley will be further enhanced to ensure meeting professionals realize the unique potential our destination provides for out-of-the-box conferences that inspire and impress.

INDUSTRY PARTNERSHIPS

In 2019, the CVB will continue to solidify strong industry relationships with leaders in the field, as well as forge new, important relationships.

— Association Management Companies Institute (AMCI)

The AMCI represents more than 180 association management companies that manage 1,800-plus associations full-time and nearly 900 on a project basis. The CVB will take full advantage of networking and educational opportunities provided by AMCI in 2019.

— Professional Convention Management Association (PCMA)

With more than 600 industry leaders and 17 chapters in the U.S., PCMA helps lead the hospitality industry worldwide. The CVB benefits greatly from having executive leadership on the Board and attending PCMA-sponsored events throughout the year. In 2016, the CVB began sponsoring and attending the PCMA Partnership Summit where we spent four days with senior level meeting planners for high-level education, experiential learning and networking. We found this format to be successful for engaging clients, and we will continue sponsoring and attending the Partnership Summit moving forward.

— Cvent

Cvent is the most sought-after electronic RFP platform used in the industry today, and Convention Sales continues to carefully position itself within the tool with enhanced advertising placements into competitor markets for further reach.

— ConventionPlanit

The CVB developed a new partnership with ConventionPlanit, an online digital marketing and RFP distribution platform. More than 27,000 meeting executives, both domestic and international, subscribe to the platform. Many of these meeting professionals use ConventionPlanit as an alternative to the CVENT RFP distribution platform. Additionally, selected hotel partners will have their own listings to further enhance their opportunities to receive leads and advertise on the site. ***NEW***

— HelmsBriscoe (HB)

HB is the highest volume group intermediary purchaser in the meetings and event industry. Their 1,200 associates span 55 countries, with an average of 12 years of hotel, meeting planning and industry experience.

— ConferenceDirect (CD)

CD has 325 independent meeting professionals, assisting with more than 8,200 events each year, and is responsible for 2,750,000 hotel rooms booked annually.

— Destination Marketing Association International

As the global trade association for official destination marketing organizations (DMOs), the CVB will continue to partner very closely with this organization, which protects and advances the success of DMOs worldwide.

— Experient, a Maritz Global Event Company

Experient is dedicated to perfecting the event experience for customers by consistently delivering leading-edge thinking, risk-reducing solutions and the best technology platforms in the industry. We will continue to look for additional ways to further partner with Experient in 2018.

— HPN Global

HPN has meeting procurement professionals in 45 countries around the world and is committed to being an industry leader, focused on being the best. The Greater Palm Springs CVB was one of the first DMOs to officially partner with HPN Global, starting in 2015. We have made considerable in-roads with the organization, which will only increase as the relationship strengthens each year.

MARKETING & COMMUNICATIONS

Advertising

Based on new research done by Destination Analysts, Convention Sales will be launching a new campaign to create a holistic marketing strategy for meetings that unifies print, digital media, social media and communications under an overall awareness building message.

Our advertising will continue to reach meeting professionals and third-party planners emphasizing key differentiators uncovered in our research. Unique experiences — including outdoor meeting venues, group activities and air accessibility — will be ongoing CVB meetings promotions. The CVB will also continue to promote the destination as a valuable option for midweek meetings.

Public Relations

The CVB Communications team will develop a comprehensive local and national public relations plan, including pre-written editorial placement and a community awareness campaign to highlight local impact of meetings and conventions.

As part of this plan, the team will work with all CVB meeting industry partners to promote successes of the convention and meetings being held in Greater Palm Springs and share new initiatives and developments of local hotels, venues and meeting facilities through a series of targeted, timely press releases, direct pitching and individual visits.

The Communications team will develop an editorial calendar focusing on meetings and convention theme lines, and will collaborate with Convention Sales to identify and plan two targeted sales/media events using brand-specific themes in 2019.

To directly assist meeting and convention planners, a “Do-It-Yourself” kit will be created to guide them in the process of garnering local media exposure through press releases, press conferences, media alerts and social media.

To support the new Greater Palm Springs Tourism Ambassador program, dedicated releases and background information will be created to showcase their passion for Greater Palm Springs. ***NEW***

2019 SCHEDULED TRADESHOWS/SALES CALLS/SALES MISSIONS

Direct client opportunities including sales calls, tradeshow, account sponsorships, FAMs (familiarization trips), sales missions, and events will again be part of the sales teams plans and actions for 2019.

Sales Missions

Drawing on successes achieved the past few years from increasing face-to-face client engagement, we will continue to create sales missions in all our markets with a focus on creativity, education and brand awareness. Face-to-face client engagement includes client presentations, unique group activities in-market, interactive educational sessions and charitable sponsorships with our customers.

Tradeshow

Careful evaluation of all shows each year ensures the CVB is getting in front of the right audience for our destination partners. Incorporating our brand imagery for booth backdrops — along with stylish, modern and unique furnishings — provides an exclusive and welcoming refuge for meeting professionals.

— 2019 Joint Share Travel Partner Opportunities

We thank you in advance for your partnership and enjoy collaborating with your sales teams to introduce meeting professionals throughout the country to our destination.

Your team's participation will include the following:

- Save-the-date and customer invites
- All organization and payment of venues
- Attendance to all organized client events
- Amenities and gifts presented to the customer
- All branding showing participation
- Pre-trip call to review details

Due to the fact that our destination has a wide variety of product, not every call will make sense for your team to participate in. As soon as our managers have the preliminary schedule solidified for each event, we will have them communicate that information to their respective partners. This will give your teams the ability to maximize their time and set up calls on their own during their downtime while in market.

| Event | Event Date | Cost |
|---|------------------|---------|
| CalSAE Elevate Annual Meeting | April 29 – May 1 | \$1,800 |
| Ohio Sales Calls | May 6-8 | \$1,000 |
| The Modern Meeting Oasis Virtual Trade Show, Greater Palm Springs | May 14-15 | \$950 |
| Spring Southern CA Client Events | May 20-23 | \$1,000 |
| Sacramento Sales Mission | June 3-6 | \$1,250 |
| Southeast Sales Mission | June 17-20 | \$1,500 |
| Chicagoland Sales Mission | July 17-19 | \$1,895 |
| ASAE Annual Meeting & Exposition | August 10-13 | \$1,895 |
| Canadian Meetings & Events Expo (previously known as Incentiveworks) | August 13-15 | \$2,095 |
| IMEX American | September 10-12 | \$3,995 |
| Boston Sales Mission | September 17-19 | \$1,895 |
| Fall Southern California Sales Mission | October 2019 | \$1,000 |
| Midwest Sales Mission | October 2019 | \$1,895 |
| Fall Southern California Specialty Markets Sales Mission (Religious) | TBD- Fall | \$750 |
| CalSAE Seasonal Spectacular | December 15-17 | \$2,300 |
| Association Forum of Chicagoland Holiday Showcase | December 17 | \$1,895 |

2019 SALES & MARKETING PLAN GREATER PALM SPRINGS

TRAVEL INDUSTRY SALES

TRAVEL INDUSTRY SALES

The Travel Industry Sales (TIS) team works closely with domestic and international travel agents, tour operators and receptive operators to provide destination information to position Greater Palm Springs as a premier leisure travel market. Through sales efforts such as FAM tours, destination trainings, webinars, marketing promotions, sales missions and trade shows, TIS ensures that Greater Palm Springs stands out as a unique travel destination worldwide.

TIS strategy and focus continue to evolve on key domestic and international markets through various areas, such as new flight service, consumer trends, media exposure, data and research, and international representation. One-on-one meetings with key clients, hosting FAMS, promoting our online training modules via Brand USA and Visit California along with marketing co-ops remain a top focus. In addition, TIS and PR/Marketing have aligned marketing budgets to capture consumer awareness and stimulate direct bookings in established and potential markets.

To ensure our efforts are focused and aligned with the Destination Development Plan, TIS categorizes the leisure markets as follows:

| | |
|------------|---|
| build | INDIA // SOUTH KOREA // JAPAN // ITALY // SCANDINAVIA <i>Markets where we are still building a foundation and have a lot of room to grow awareness and visitation.</i> |
| grow | AUSTRALIA // CHINA // FRANCE // UK // GERMANY <i>Markets where we have a strong foundation in place already and good awareness of Greater Palm Springs but don't have as large of a portion of the market share as we would prefer.</i> |
| strengthen | USA // CANADA // MEXICO <i>Markets where we've had a longtime presence and awareness is high. Direct-to-consumer marketing provides high exposure to Greater Palm Springs. The goal is to retain existing market share while working to cultivate new audiences.</i> |

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Improve ROI based on key measurable quantitative and qualitative goals:

- **Develop new business** via bookable packages, listing or itinerary featured by tour operators, consortia or OTA previously not promoting Greater Palm Springs or a Partner as a bookable option to their clients; or the development of a new itinerary featuring Greater Palm Springs or a Partner with an existing client.
- **Drive trade client traffic to the CVB's Travel Trade web page** to provide destination assets and information.
- **Host memorable in-market client events and experiences** to engage clients directly through our brand culture.
- **Meet face-to-face with travel professionals** by attending trade shows, conducting sales missions, client events, product trainings, webinars, hosted FAM tours and site inspections.
- **Implement domestic and international trade cooperative campaigns** through online, out-of-home, advertising, in-store promotions, etc.
- **Conduct 100 programs in 2019** consisting of hosting FAMs and/or site inspections, attending trade shows, sales missions, client meetings or client events, conducting trainings, webinars and educational seminars for clients.
- **Partner engagement via surveys and one-on-one meetings** for feedback on specific needs and interests with regards to TIS activities and strategy. To understand current business levels from source markets and desired support from TIS and the CVB. Hosting key clients in destination to provide a personal destination experience and allow Partners an opportunity to meet clients face-to-face.
- **Implement brand image and messaging** into TIS sales activities and trade co-op marketing campaigns by working closely with the CVB's Marketing & Communication's team. Measurable international and domestic co-op campaigns will be reviewed between each department as well as our contracted international offices to identify enhancements through collaborative efforts.
- **Collaborate with our international offices** to develop new, creative sales and marketing tactics targeting the top and highest potential clientele.

DOMESTIC MARKETS

Our efforts in domestic markets are vital to our destination's success. The CVB has proactively targeted travel agents and tour operators in our primary drive and direct flight markets with sales missions, client events and destination trainings. Our key accounts for the leisure sector are AAA, luxury consortia and airline vacations, as well as tour operators focused on FIT and group travel.

Travel trade support for airlines servicing Palm Springs International Airport primarily center around the airline's vacation department and hosting client visits. Educational training initiatives and programs are routinely aimed at Allegiant Airlines, JetBlue Getaways, WestJet Vacations, Sun Country Vacations, Southwest Vacations and United Vacations through Mark Travel, as well as Delta Vacations through MLT Vacations.

The CVB will also continue our focus on travel agent associations such as YTP in Canada, MAST in the Midwest, Millennials in Travel, So Cal ASTA and MAPTA in the New York region.

CVB Strategy & Focus

Due to reach of direct to consumer marketing, strong bookings directly with OTA's and brand websites, the CVB primarily focuses on consortia, AAA and airline reservation centers.

Airlines

Ten airlines serve the Palm Springs International Airport with non-stop flights to several major destinations which include major hubs offering travel possibilities to over five hundred cities worldwide. The CVB works directly with the carriers to promote Greater Palm Springs with both direct to consumer marketing, travel trade marketing and call center / agent trainings.

CVB Strategy

- Work closely with the CVB's marketing team to coordinate marketing, trainings and client events.
- Host reservationist from call centers and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Dedicated missions to call centers for destination training and client events
- Encouraging airlines to include as many GPS Partners as possible.

Partner Strategy

- Participation in FAMS and industry events.
- Work w/ CVB's media team on marketing co-ops
- Client exposure via U.S. Travel's IPW and CVB missions

Consortia

In travel and tourism, a consortium refers to an organization made up of independent travel agents and agencies. Agents and agencies must meet a threshold sales volume requirement in order to be invited to join a consortium. Member benefits include marketing programs, commission overrides, agent training and education, FAM trips, technical tools, client referrals and networking opportunities. Consortia negotiate with hotels, resorts, cruise lines and other suppliers on behalf of their agent members.

The resulting "preferred supplier" relationship benefits agency clients in the form of upgrades, room amenities and special promotions not available to the general public. Seventy-seven percent of travel agencies belong to a consortium, with Travel Leaders Network being the most popular by far. The next most popular consortium overall is Virtuoso, followed by The Signature Travel Network.

Greater Palm Springs CVB is a member of Virtuoso and Signature Travel.

Partner Benefits

- Require lower commission (usually 10-12%) compared to OTA's (usually up to 15-30%).
- Higher average daily rate
- Increase usage of hotel restaurants and facilities.

CVB Strategy

- Work closely with Visit California as they are also a preferred member with Virtuoso.
- Host travel professional FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with Visit California
- Effective utilization of marketing opportunities and webinar training provided in the Virtuoso and Signature Travel contracts.
- Promote destination's "only in Greater Palm Springs" experiences and accommodations.

Partner Strategy

- Participation in client FAMS and in-market client events.
- Maintain an accurate listing on the GDS,
- Note that the majority travel agents are not required to only book hotels in their portfolio. They are free to book any hotel regardless of membership status.
- Client exposure via CVB's sales missions, Virtuoso Travel Week, Signature Travel Annual Conference, GTM West and CVB's Los Angeles client events

AAA

The American Automobile Association (AAA) is a federation of motor clubs throughout North America. AAA is a privately held national member association, and service business with over 58 million members in the United States and Canada. AAA provides services to its members, including roadside assistance and others. Members belong to one of 42 individual clubs and the clubs in turn own AAA. The two largest AAA clubs by membership are the Automobile Club of Southern California and Auto Club South.

CVB Strategy

- Host travel professional FAMS.
- Client events in-market w/ key AAA clients.
- Personal sales calls focusing on the following AAA clubs:
 - Automobile Club of Southern California (Inyo, Imperial, Kern, Los Angeles, Mono, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, Tulare, and Ventura counties)
 - AAA Arizona
 - AAA Washington (Washington & Northern Idaho)
 - AAA Oregon & Idaho (Oregon & Southern Idaho)
 - AAA Northern California, Nevada & Utah (Alameda, Alpine, Amador, Butte, Calaveras, Colusa, Contra Costa, Del Norte, El Dorado, Fresno, Glenn, Humboldt, Kings, Lake, Lassen, Madera, Marin, Mariposa, Mendocino, Merced, Modoc, Monterey, Napa, Nevada, Placer, Plumas, Sacramento, San Benito, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Shasta, Sierra, Siskiyou, Solano, Sonoma, Stanislaus, Sutter, Tehama, Trinity, Tuolumne, Yolo and Yuba counties) Nevada and Utah

Partner Strategy

- Participation in client FAMS and in-market client events.
- Maintain an accurate listing on the GDS,
- Client exposure via CVB missions and Los Angeles client events

INTERNATIONAL MARKETS

The international markets are vital for our destination as their primary travel period encompasses our summer months. These travelers typically have a longer length of stay, open to any stay pattern and greater spend as well. The CVB will continue to have a strong focus on top international markets such as Canada, but our largest potential summer growth sector is the overseas markets.

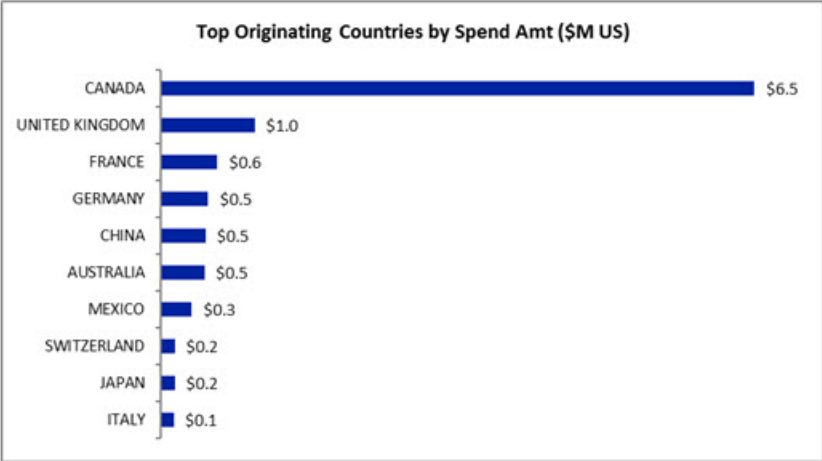
In 2018, the CVB initiated a marketing alliance with Santa Monica and San Diego to promote fly-drive/multi-destination itineraries to the German & UK markets. The success of this new marketing initiative will allow further expansion in 2019 into new markets as well as new alliances with additional California regional CVBs.

The CVB works very closely with Visit California and their 13 international offices. This alliance provides crucial guidance in strategy and marketing efforts that we would not be able to accomplish as successfully on our own.

The CVB contracts with five offices in-market for trade representation: Australia, China, France, Germany and the United Kingdom while conducting many other ad-hoc programs with offices in South Korea, India and Scandinavia. Our contracted offices perform trainings, conduct client meetings, initiate marketing campaigns and provide market intelligence. Visa-Vue data shows the destination's top international markets by spend, confirming our dedication to Canada, China, United Kingdom, Australia, Germany and France.

You can review additional opportunities and market research at the [Visit California industry site](#).

The two VisaVue charts below show Visa (credit card, debit cards, etc.) transactions from International visitors while in Greater Palm Springs. Data is categorized in many ways, including by cardholder's address and country.



— Australia

Australia is a mature market with the US now the number one long haul for both visitation destination and intent to travel. California continues to enjoy the lion's share of Australian travel with 44% of visitors to the USA.

CVB Strategy

- Contracted office in Australia...Gate 7
- Visit California sales mission and trade shows
- Host travel professionals and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with key operators
- Hosting of annual in-market client events
- Increase Greater Palm Springs product available for travel agents and consumers to book
- Work closely with Virtuoso agents in Australia to promote unique experiences

Partner Strategy

- Contracts with major tour operators (Flight Centre & Helloworld claim 60% of the market) and consortia as 70% of bookings still come via brick and mortar travel agencies
- Contracts: midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, waived or optional nightly resort charge, yielded rates versus blackout dates, third or fourth night free, periodic promotions
- Participation in FAMS and industry events
- Client exposure via U.S. Travel's IPW and Visit California's Australia Mission

— Canada

California's North American neighbor remains a formative force in state's tourism economy. The United States is the top travel destination for Canadians by far, and California is easily the country's most-visited state. Canadian travelers are continuously drawn back to California, where an abundance of unique offerings fosters myriad repeat visitation opportunities.

CVB Strategy

- Visit California sales mission and trade shows
- Host travel professional and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with key operators
- Hosting of annual in-market client events
- Work closely with CVB's marketing team to promote new experiences as well as only in Greater Palm Springs activities

Partner Strategy

- Contracts with major receptive tour operators and Canada based airlines
- Contracts: midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, waived or optional nightly resort charge, yielded rates versus blackout dates, third or fourth night free, periodic promotions
- Participation in FAMS and industry events
- Client exposure via U.S. Travel's IPW, CVB's Canada Mission and Visit California's Canada Mission

China is projected to surpass Canada in arrivals to California by 2020 and remains a critical focus for the CVB along with our office in China. 87% of China's outbound travelers are now under 40 years old, which creates a wonderful opportunity for Greater Palm Springs to capture more market share due to the destination's attributes.



CVB Strategy

- Contracted office in Shanghai...Aviareps
- Annual Club California trainings in China
- Host travel professionals and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with Visit California
- Explore MICE opportunities
- Affluent and family market focus in Shanghai and Beijing
- Promote fly/drive with Zuzuche.com
- Work with CVB's media team to form synergy with our new WeChat channel

Partner Strategy

- Contracts with major receptive tour operators and key traditional China-based operators. Midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, waived or optional night resort charge, yielded rates versus blackout dates, third or fourth night free, periodic promotions.
- Participation in FAMS and industry events
- Work with CVB's media team on KOI's and FAMS
- OTA presence
- "China Ready" amenities
- Mandarin speaking staff
- Acceptance of payments via Union Pay and WeChat
- Client exposure via U.S. Travel's IPW, Visit California's China Sales Mission, Go West Summit, RTO West, Active America China and CVB's Los Angeles client events

— France

France has long been one of California's leading international markets. The French consumer to California is highly motivated to visit gateway cities, but shows a high interest in California's deserts and outdoor adventure destinations. Through recent exposure from the filming of *Raid Amazone* and *Ms. France*, Greater Palm Springs is enjoying strong growth in travel from France.

CVB France Strategy

- Contracted office in Paris...mN'Organisation
- Annual Club California trainings and Air France Training Day in France
- Host travel professionals and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with Visit California
- Promote outdoor adventure, arts and culture, architecture and one-of-a-kind experiences in GPS
- Introduce new and unique products in GPS
- Visit USA France membership

Partner Strategy

- Contracts with major receptive tour operators and key traditional France based operators. Midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, waived or optional night resort charge, yielded rates versus blackout dates, third or fourth night free, periodic promotions.
- Participation in FAMS and industry events
- Contribute to CVB prize giveaway requests for trainings, events, trade shows and missions to receive in-market recognition
- Client exposure via U.S. Travel's IPW, Top Resa, ILTM, Visit California's France Sales Mission

— Germany

Germany, where traditional tour operator bookings outnumber online travel agency bookings four to one, investment in travel trade goes a long way. Despite the projected slow in travel in the short term, the potential for growth still exists in a country that promotes vacation as a priority and where workers enjoy extended time off.

CVB Strategy

- Contracted office in Frankfurt...Msi
- Annual Visit USA Germany, Brand USA trainings in Germany and Switzerland
- Host travel professionals and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with Visit California
- Promote fly/drive packages with key operators including the promotion of the Southern California Triangle with San Diego and Santa Monica

Partner Strategy

- Contracts with major receptive tour operators and key traditional German-based operators. Midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, Waived or optional nightly resort charge. Yielded rates versus blackout dates. Third or fourth night free. Periodic promotions.
- Enhanced brochure listings
- Participation in FAMS, missions, trade shows, client events when possible
- Contribute to CVB prize giveaway requests for trainings, events, trade shows and missions to receive in-market recognition
- Client exposure via U.S. Travel's IPW, Visit California's German Sales Mission, ITB Berlin, Go West Summit, CVB's Los Angeles client events, ILTM and RTO West

India projects to be “the next China” in terms of visitation to California and the CVB has already begun planting roots and cultivating relationships through our participation in a recent Visit California CEO Mission, hosting a Global Ready India seminar for the destination's Partners and partnering with Visit California's office in India on ad-hoc marketing and training projects.

CVB India Strategy

- Work closely with Visit California's contracted office in India, Sartha Marketing, on ad-hoc representation for marketing and product development
- Hosting travel professional and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with Visit California
- Work with CVB's media team to attract KOI's and relate to Indian travel trade for bookings
- Attend our first sales mission to India in 2020
- Complete market analysis through Visit California to determine current Greater Palm Springs product availability

India Partner Strategy

- Contracts with major receptive tour operators and key traditional Korean based operators. Midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, waived or optional night resort charge, yielded rates versus blackout dates, third or fourth night free, periodic promotions.
- Participation in FAMS and industry events
- Work with CVB's media team on KOI's and FAMS
- Client exposure via U.S. Travel's IPW and Visit California's India Sales Mission

In an Italian market in which consumers' propensity to travel is steadily on the rise, California remains a particularly desirable destination for newlyweds. Tour operators who book tailor-made itineraries generally perform well, with honeymoon packages among the best sellers for them. In general, luxury or upscale packages combine California with other U.S. destinations.

CVB Italy Strategy

- Work closely with Visit California's contracted office in Italy, Aviareps and previous representation office, Master Consulting, on ad-hoc representation for marketing and product development, particularly honeymoon packages
- Work with tour operators to create more overnight packages
- Host travel professionals and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with Visit California
- Encouraging new itinerary development with tour operators
- Monitor potential of pre-clearance services in Rome and Milan

Partner Strategy

- Contracts with major receptive tour operators and key traditional Italy based operators. Midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, waived or optional night resort charge, yielded rates versus blackout dates, third or fourth night free, periodic promotions.
- Participation in FAMS and industry events
- Client exposure via U.S. Travel's IPW, ILTM and Showcase Italy

— Japan

Though one of California's oldest markets, Japanese travelers are largely focused inward on rediscovering their own country thanks to improved tourism product and infrastructure in preparation for the Tokyo 2020 Olympics. Still, all of the country's largest 25 tour operators carry significantly more influence given the language barrier, and all package and sell California.

CVB Strategy

- Work closely with Visit California's contracted office in Tokyo, Aviareps, on ad-hoc representation for marketing and product development
- Host travel professional and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with Visit California
- Encouraging new itinerary development with tour operators
- Work with CVB's media team to attract KOI's and relate to Japanese travel trade for bookings

Partner Strategy

- Contracts with major receptive tour operators and key traditional Korean based operators. Midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, waived or optional night resort charge, yielded rates versus blackout dates, third or fourth night free, periodic promotions.
- Participation in FAMS and industry events
- Work with CVB's media team on KOI's and FAMS
- Client exposure via U.S. Travel's IPW, Visit California's Japan Sales Mission, RTO West and CVB's Los Angeles client events

— Mexico

Mexico has remained California's undisputed No. 1 international market, responsible for more than 40 percent of all international trips to the Golden State annually. California's southern neighbor is its biggest tourism driver, and California continues to roll out the red carpet for Mexican travelers and leverage the state's "everyone is welcome" culture to continue to entice visitors.

CVB Strategy

- Work closely with Visit California's contracted office in Mexico on ad-hoc representation for marketing and product development
- Host travel professional and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with Visit California, including possible marketing at the CBX
- Work closely with Mexico based airlines Volaris and Aero Mexico to ensure the destination is represented with appropriate product
- Strategic promotion to the family market, which can be broken down into 11 different sub-groups, from traditional to multi-generational as well as the luxury travel market

Partner Strategy

- Contracts with major receptive tour operators and key traditional Mexico based operators. Midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, waived or optional night resort charge, yielded rates versus blackout dates, third or fourth night free, periodic promotions.
- Participation in FAMS and industry events
- Appropriate online exposure with airlines and OTA's due to high propensity to book via these channels
- Client exposure via U.S. Travel's IPW, Visit California's Mexico Sales Mission and CVB's Los Angeles client events

The Scandinavian countries of Sweden, Norway, Finland and Denmark constitute a small but important market for California. With six weeks of paid vacation annually, Scandinavians are heavily incentivized to explore the rest of the world. The proximity to so much of that rest of the world – Europe, Asia and the East Coast – makes California a longer haul. Still, Scandinavians are responsible for approximately half a billion in travel spending dollars annually.

CVB Strategy

- Work closely with Visit California's contracted office in Copenhagen, Atlantic Link, on ad-hoc representation for marketing and product development, particularly honeymoon packages
- Create more overnight packages
- Host travel professional and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with Visit California
- Complete market analysis through Visit California to determine current Greater Palm Springs product availability

Partner Strategy

- Contracts with major receptive tour operators and key traditional Scandinavia based operators. Midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, waived or optional night resort charge, yielded rates versus blackout dates, third or fourth night free, periodic promotions.
- Participation in FAMS and industry events
- High digital presence as brochures are least effective unlike other European countries
- Client exposure via U.S. Travel's IPW, Discover America Denmark Trade Show, FDM and Swanson's consumer shows

South Korea is the second largest outbound market in Asia, supported by 56 nonstop flights from four airlines into two California gateways weekly. Mobile is king in the South Korean outbound travel market. Despite recent political challenges, South Korea travel continues to grow, fueled by the growth of free independent travel and the shift from cookie-cutter tour products to authentic, inspirational and experiential travel.

CVB Strategy

- Work closely with Visit California's contracted office in Seoul, Aviareps, on ad-hoc representation for marketing and product development
- Host travel professional and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with Visit California
- Work with CVB's media team to attract KOI's and relate to Korean travel trade for bookings

Partner Strategy

- Contracts with major receptive tour operators and key traditional Korean based operators. Midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, waived or optional night resort charge, yielded rates versus blackout dates, third or fourth night free, periodic promotions.
- Participation in FAMS and industry events
- Work with CVB's media team on KOI's and FAMS
- Client exposure via U.S. Travel's IPW, Visit California Korea Sales Mission, CVB's Los Angeles client events and RTO West
- Enhanced social media marketing as South Korea leads all other countries in social media and mobile usage

The UK is California's second largest overseas market which contributed \$1 billion to the state's economy in 2017 and one of the largest overseas market for Greater Palm Springs. Travel agents and tour operators continue to be a key component of the UK and Irish travel industry while packages remain popular accounting for 60% of all bookings.

CVB Strategy

- Contracted office in the UK...Black Diamond
- Visit California sales missions and World Travel Market
- Host travel professional and Product Manager FAMS
- Promote Greater Palm Springs' California Star online training module
- Marketing co-ops with key operators including the promotion of the Southern California Triangle with San Diego and Santa Monica
- Hosting of annual in-market client events
- Trade partnerships focusing on affluent and family segments, including millennials with children
- Greater focus on Ireland with agent trainings, consumer shows and Visit USA Ireland membership
- Target operators only including a one-night stay and extend to two or three nights

Partner Strategy

- Contracts with major receptive tour operators and key traditional UK based operators. Midweek (S-T) vs weekend rates (F-S), competitive rates with your comp-set, complimentary breakfast/continental breakfast, wi-fi and self-parking, waived or optional night resort charge, yielded rates versus blackout dates, third or fourth night free, periodic promotions.
- Participation in FAMS and industry events
- Contribute to CVB prize giveaway requests for trainings, events, trade shows and missions to receive in-market recognition
- Client exposure via U.S. Travel's IPW, World Travel Market, Visit California's UK Sales Mission, CVB's UK Golf Day, Go West Summit and ILTM

GOLF TOURISM & MOTOR COACH MARKETS

• **Golf Market:** Golf plays an important part in our destination's status worldwide. The CVB is a member of IAGTO — International Association of Golf Tour Operators, an industry golf association for golf tour operators and suppliers. Our destination was voted the No. 1 North American Golf Destination in 2012 by our clients. The CVB has a seat on IAGTO's USA Advisory Board and has worked closely with the organization on surveys and member benefits.

In 2019, Greater Palm Springs CVB will continue to work closely with our local courses and resorts, educating them on IAGTO's services and the needs of the international golf tour operator community. We will also continue our participation with Brand USA golf tourism efforts and key golf tour operators with familiarization tours and one-on-one meetings.

• **Motor Coach Market:** The CVB is a member of the National Tour Association (NTA), which provides an opportunity for companies interested in the tour market to have access to research and directories of motor coach tour operators. Greater Palm Springs is promoted through NTA listing and in guide books.

ENHANCED MARKETING & PRODUCT DEVELOPMENT

In our industry, we need to find unique ways to be in the forefront of our clients. Our clients sell destinations all over the world, so it is important for us to make sure they are as knowledgeable on our area as possible. In order to impact the travel trade worldwide, we need to be creative in conveying our destination's story. In 2019, TIS will continue to involve Partners in marketing efforts, from in-market hosting to tradeshow and sales missions and FAMs. An emphasis will be placed on webinars, cooperative marketing efforts in key international markets and hosting FAMs for key clients.

— Travel Trade Campaigns

Travel trade campaigns are multi-leveled promotions that bring awareness to the consumer as well as travel agents. These promotions include direct mail, banner ads, social media components, destination landing pages, print advertising, travel agent booking incentives and email newsletters. For our international campaigns, the CVB has partnered with other California destinations to combine dollars and showcase regional itineraries that a consumer might book for their vacation. The international consumers visit multiple locations during their stays, so it is beneficial for cities to work together to create target messaging as well as useful information for the traveler.

— Travel Professionals Month – Agents of Chill

October is "Travel Professionals Appreciation Month," designed to encourage clients to experience the destination. The CVB branded the campaign "[Agents of Chill](#)" and offers exclusive offers for agents to "Chill." Promotion for Travel Professionals Appreciation month occurs all 12 months of the year and includes a dedicated webpage and promotion during sales missions and tradeshow.

— Destination Training & Webinars

Webinars offer agents the opportunity for education on their own time and in the comfort of their office space. The CVB is able to reach a broader audience and allow Partners to participate in this cost-effective way of educating the travel trade industry. We will continue our destination trainings in tour operator and airline call centers as well as our online modules with Visit California and Brand USA. These online training tools also provide opportunities for direct marketing to agents completing the destination's training modules. We also join Visit California in their annual Club California series hosted in select international markets.

— Tour Brochures & Websites

Many international countries still rely on tour brochures as their main selling tool, especially in the European markets. The CVB reviews many of our clients' tour brochures to make sure Greater Palm Springs is positioned in a way that will attract bookings. The CVB also pays special attention to travel company websites to ensure Greater Palm Springs can easily be found online and that the images, as well as the copy, accurately portray the overall destination.

— Tradeshows

CVB participation in industry tradeshows is crucial. To name just a few, in 2019 we will be attending U.S. Travel's IPW, World Travel Market, ITB, Signature Travel Conference, RTO West and Virtuoso Travel Week. These are appointment-based shows in which pre-scheduled appointments allow us to showcase new offerings to current top accounts, as well as reach potential new customers. As home-based agents increase, virtual tradeshows are a way of the future. CVB participates in a virtual tradeshow where our "virtual booth" features interactive live chat sessions with agents, destination videos, web links, information and brochures.

SALES MISSIONS & CLIENT EVENTS

Sales missions and client events give us face-to-face contact with clients to develop and build stronger relationships, as well as discuss products featured in each client's portfolios. In 2019, TIS will continue to create synergy between our brand pillars and brand voice in all client interactions and events. With many other destinations competing for clients, the CVB creates a highly memorable environment that results in professionals encouraging their clients to visit.

FAM TOURS & SITE INSPECTIONS

FAM and site inspections are critical for our destination and are often the most impactful sales promotion tool available. By hosting FAMs and/or client site inspections, TIS is able to connect personally with our clients and create memorable experiences that, in turn, allow the travel professional to promote and sell the destination from firsthand knowledge.



2019 SALES & MARKETING PLAN GREATER PALM SPRINGS

DESTINATION MARKETING

DESTINATION MARKETING

The Destination Marketing department encompasses advertising, brand development, web development, content creation, communications/public relations, destination plan implementation, film/entertainment and cultural tourism. The department leads all marketing initiatives set forth by the CVB and works collaboratively with the Brand, Destination Development, Partnership, Convention Sales, and Travel Industry Sales teams to ensure an effective and cohesive message across all media elements.

The department's marketing efforts take a global approach, with both domestic and international initiatives. This allows the local cities to use their budgets to create new product and focus on local marketing.

Guiding Principles

Working closely with industry partners, the CVB identified key guiding principles that steered decision-making throughout the planning process and framed the overall plan structure. Those are:

- **Develop** a destination brand that can deliver on the promise and be adopted by all nine cities and partners.
- **Create** an environment that allows the cities to create new product and enhance the overall visitor experience.
- **Develop** new markets and consumer segments to diversify our visitor profile.
- **Improve** and grow transportation options for all visitors and residents.
- **Improve** and grow the workforce for the tourism industry.
- **Collaborate** and align efforts with member cities, Visit California and Brand USA leadership to drive visitation.

2019 Media Plan Overview

- Total Estimated Media Budget: \$4.5M
- Total Estimated Impressions: 7.1B

The goal of the Media Plan is to increase awareness of the destination brand, domestically and internationally, supporting and growing overall occupancy in Greater Palm Springs.

[HOME](#)[Vision & Mission](#)[CVB Boards](#)[Strategic Plan](#)[Research](#)[Convention Sales](#)[Travel Industry Sales](#)[Destination Marketing](#)[Digital Marketing](#)[Social Media](#)[Communications](#)[Destination Services](#)[Partnership & CTA](#)[Film Oasis](#)

— Target Geographic Markets

The media plan is divided into three major geographic markets, which include:

- **Drive/Getaway:** Los Angeles, San Diego, San Francisco, Phoenix, Las Vegas
- **Fly/Vacation:** Seattle, Portland, Chicago, New York, Boston, Dallas, Las Vegas, Minneapolis, Denver, Atlanta, Houston and Washington, D.C.
- **International:** Canada (Vancouver, Calgary, Edmonton, Toronto and Winnipeg)

Marketing initiatives will be implemented year-round in the Drive/Getaway markets, as visitor research has shown that they remain the top markets throughout all seasons. Fly/Vacation markets, which invest more time into planning their trips on a seasonal basis, will have marketing initiatives implemented during peak and shoulder season months. Top Canadian markets have been grouped with vacation market initiatives.

— Customer Funnel

The media plan is also divided into two “Customer Funnel” groups, which include:

- **Awareness Building Media:** Print, TV, OOH
- **Intent (to travel) Building Media:** Digital, SEM, Online Promotion, Social Media, Influencer

The 2019 media plan places an emphasis on Awareness Building Media with a robust television and out-of-home presence. While print advertising remains part of the overall media mix to reach target consumers, the 2019 plan will have an increased focus on [customized digital programs](#) and online content, as well as [targeted social media](#) initiatives in order to build intent to travel and produce measurable data in order to track effectiveness.

— Target Verticals

The media plan will emphasize three major verticals, which have been identified as key pillars for the destination.

- **Health and Wellness**

Objective: Help the Greater Palm Springs area become known as the premier destination for health and wellness within the following categories.

- Vitality/Body Section: Hiking, Yoga, Biking
- Spiritual: Energy Healers, Integration
- Mind: Relaxation, De-stress, Spa
- Healing: Medical Tourism

- **Outdoor Adventure**

Objective: Strengthen the Greater Palm Springs position as an outdoor and adventure destination with many ways to play including hiking, biking, rock climbing, Jeep tours, AV tours, golf, tennis and more.

- **Arts and Culture**

Objective: Help the Greater Palm Springs area become known as an area rich with arts and culture, including many art festivals, museums and installations.

Visitor Image & Awareness

As part of our Image and Awareness study in 2018, we gained a further understanding of the Greater Palm Springs visitor and non-visitor perceptions, competing markets and barriers to visitation. Through this study, we gained insight on our most compelling messaging, which guides our marketing efforts to target relevant consumers. The two strongest taglines were “An Oasis of Luxury” and “Breathe in. CHILL out.” Both messages will be incorporated into our consumer marketing creative in 2019.

— Awareness Building Media

- **Total Estimated Budget: \$2.1M**
- **Total Estimated Impressions: 6.9B**

The objective of this media is to build awareness of the Greater Palm Springs brand as a travel destination. Awareness Building Media includes the destination's Print, Out-of-Home and Television tactics. Television and out-of-home continue to be a robust part of our overall media plan. Television tactics include broadcast/live television, including cable and KTLA, as well as digital television. Digital television includes programs that are viewed on-demand and streaming online.

Live cable television will deliver ads on channels such as Bravo, Lifetime, Food Network, ESPN, Golf, TNT, TBS, Logo, HGTV, TLC, Discovery, History, Fox News, CNN, MSNBC, CNBC, ESPN 2, FX, Oxygen, and WE. Digital television will deliver ads on similar programs on Spectrum, Cox, and Comcast, and also across ABC, NBC, CBS, Fox and HBO Go Smart TV apps.

New in 2019 are digital awareness-building initiatives with Pandora and The Weather Channel. Pandora will capitalize on emerging industry trends like audio advertising and the connected home, delivering highly targeted digital radio ads on mobile and connected home devices to specific demographics that align with key destination pillars. The Weather Channel will serve weather-triggered ads to targeted markets on both mobile and desktop.

NEW

In 2019, the CVB is also continuing its co-op partnership with top Los Angeles morning news station KTLA in order to reach the California travel market directly. Our “Chill” and “Wellest” messaging continues to encourage the drive/get-a-way travelers to escape to Greater Palm Springs for a relaxing or adventurous getaway.

— Intent-to-Travel Building Media

- **Total Estimated Media Budget: \$1.9M**
- **Total Estimated Impressions: 107M**

The objective of this media is to impact intent to travel. Intent-to-travel building media includes Digital, SEM, Online Promotion, Social Media and Influencer tactics with a stronger call-to-action message. In 2019, we will continue to place a greater emphasis on digital advertising with new customized platforms and content that will provide measurable data and continue to drive traffic back to the CVB website.

New also in 2019 are our digital advertising campaigns with USA Today and Edge Media. These new initiatives are aligned closely with our brand pillars as well as emerging industry trends. *USA Today's* hyper-targeted, sharable custom content stories will reach specific demographics of travel enthusiasts, and Edge Media's digital-first platform reaches LGBTQ travelers through native stories, social media and a geofenced location sponsorship. ***NEW***

Search engine marketing will continue to increase engagement and drive traffic to the website. Online promotions with top OTAs — such as Expedia, TripAdvisor, Travelzoo, and SpaFinder — will continue in 2019, offering valuable advertising for our partners as well as for the CVB.

— Meetings & Convention Sales Media

- **Total Estimated Media Budget: \$437,773**
- **Total Estimated Impressions: Over 6.2M**

In an effort to showcase 2019's new meetings advertising campaign, we've added several publications and initiatives to the overall convention sales media plan, including our upgrade from a 3-Diamond listing to a 4-Diamond listing with CVENT, the top lead generator.

We are also launching initiatives in 2019 with ConventionPlanit.com and Connect, as well as expanded campaigns with MPI, the largest meeting planner association, and Northstar Meetings Group, a top meeting planner publication, in addition to renewed campaigns with several successful publications from previous years.

CVB PARTNER COOPERATIVE ADVERTISING PROGRAMS

The CVB has designed co-op opportunities for 2019 to leverage Partner advertising budgets while increasing exposure year-round. The Co-op Advertising Programs offer opportunities to target the Local Drive market, the National West market, National East and/or Canadian markets throughout the year via television and billboard placements. The CVB has designed these co-op opportunities for 2019 to leverage each participating Partner's advertising budget and increase exposure year-round.

2019 Partner Co-op Advertising Opportunities

— Cable Television (\$25,000)

Includes:

- Choice of one season (Jan – Apr/May – Aug/Sept – Dec)
- Choice of one market (Drive, National West, Nation East or Canada)
- 1,200 – 2,000 spots per month (depending on selected market)
- 45.3M – 75.5M total impressions (depending on selected market)
- Production of :30 television spot

— Television – “Summer Chill” (\$25,000)

Includes:

- Timeframe: May – August
- Markets: Los Angeles, San Diego, San Francisco, Las Vegas and Phoenix
- KTLA Metro Los Angeles
 - CVB-produced :30 spot airs 660 times / 91M impressions
- Cable Drive Markets
 - 4,000 spots / 37M total impressions
- Production of :30 television spot

— Television – “Fall Chill” (\$25,000)

Includes:

- Timeframe: September – December
- Markets: Los Angeles, San Diego, San Francisco, Las Vegas and Phoenix
- KTLA Metro Los Angeles
 - CVB-produced :30 spot airs 660 times / 91M impressions
- Cable Drive Markets
 - 4,000 spots / 37M total impressions
- Production of a :30 television spot

— Outdoor Billboards (rate varies)

Includes:

- Timeframe: Jan – Dec, depending on selected market
- Markets: Los Angeles, San Diego, San Francisco, New York, Chicago and/or Minneapolis
- Production of billboard artwork
- Cost:
 - 2 digital boards: \$2,000/metro area
 - 3 digital boards: \$3,000/metro area
 - 4 digital boards: \$4,000/metro area

— Expedia

- Overview: Destination landing page on Expedia promoting Expedia partner deals on Expedia products (Expedia, Hotels, Hotwire, Travelocity, Orbitz)
- Partner Opportunity: Partners may submit special offering to display on destination page
- Timeframe: Throughout year
- Cost: No Fee. Standard Expedia commissionable bookings apply.

— Travelzoo

- Overview: Digital advertising campaign on Travelzoo in target markets promoting Partner deals
- Partner Opportunity: Partners may submit special offering to display on destination page
- Timeframe: Throughout year
- Cost: No Fee

— SpaFinder

- Overview: Digital advertising campaign and destination landing page on SpaFinder.com promoting Partner Health and Wellness offers
- Partner Opportunity: Partners may submit special offering to display on destination page
- Timeframe: September through November
- Cost: If you have a Spa facility, you can become a SpaFinder Partner. The cost is \$3k and includes a SpaFinder listing, redemption options, newsletter feature and more. Standard SpaFinder commissions are collected on the Gift Card amount only

Print

— Alaska Airlines

Reaches PSP top airline, Alaska Airlines, via in-flight print magazine. Greater Palm Springs will advertise in the March "California Travel Planner" issue, the October "Best of California" issue, and the November "Greater Palm Springs" issues.

Cost:

- Full Page: \$6800
- Half Page: \$5200
- 1/3 Page: \$4100
- 1/6 Page: \$3400

— WestJet

Reaches PSP top Canadian airline, WestJet, via in-flight print magazine. Greater Palm Springs will advertise in the February, March, and November issues which feature Greater Palm Springs.

Cost:

- Full Page: \$6300 net
- 2/3 Page: \$4380 net
- Half Page: \$3400 net
- 1/3 Page: \$2250 net
- 1/6 Page: \$1343 net

— Westways (AAA)

Reaches households with a propensity to travel via AAA's Southern California publication. Greater Palm Springs will advertise in the May/June "Discover Summer" and September "Discover Fall" issues.

Cost:

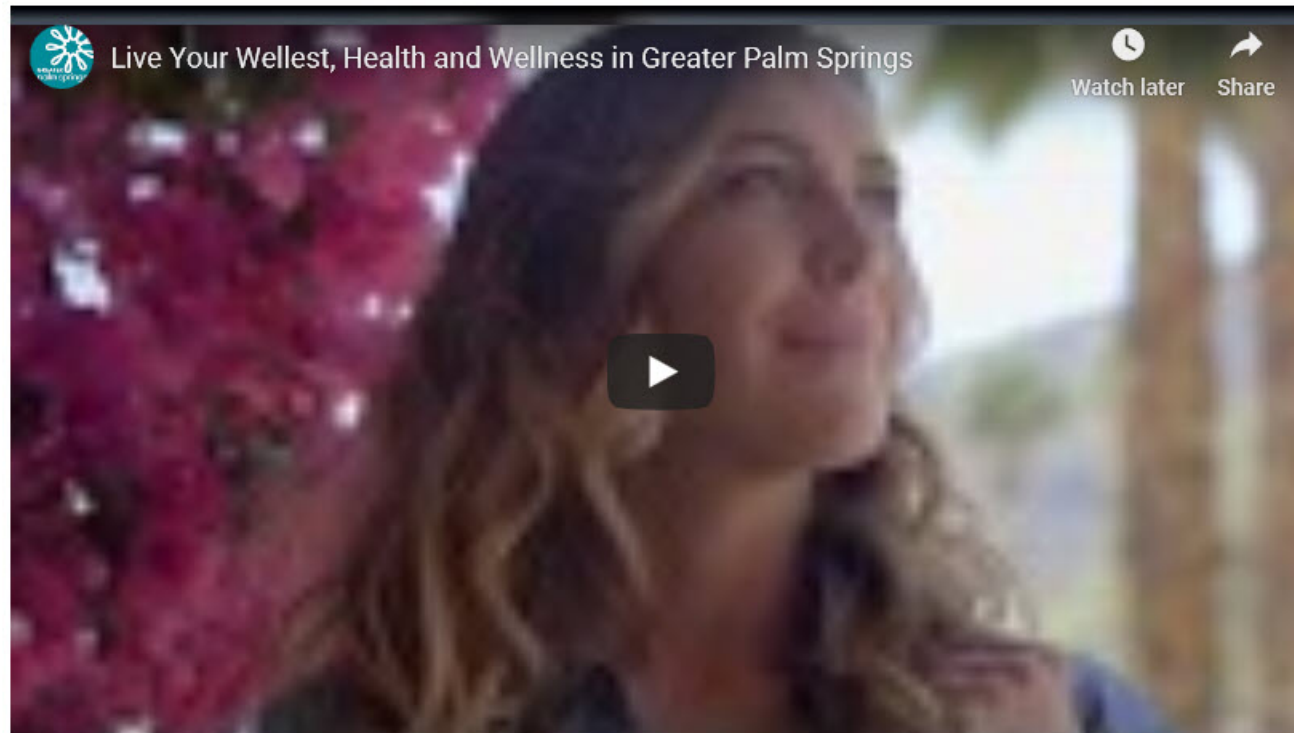
- Full Page: \$12000
- ½ Page: \$6090
- 1/3 Page: \$4060
- 1/6 Page: 2030



— "Push" Video

Regularly scheduled "push" content is designed for our prime audience. These are the staples of our destination story. Videos are visually breathtaking, high energy and inspirational, and weave the story together with imagery, music and natural sound in an destination story and addresses all brand pillars in a complete package. It carries the brand message throughout, sets the tone for all video content and delivers the broad destination picture.

Find Your Oasis brand video



— "Pull" Video

These pieces narrow the scope of our destination story and focus on more urgent editorial opportunities. Short headline videos showcase our Partners' stories in a different way and are produced for the Convention Sales LinkedIn social feed. The segments are targeted toward an audience already interested in learning more about the destination.

A few examples of our pull videos:





Here's where you can view all our [Summer of Chill in Greater Palm Springs Partner videos](#).

Original Video Series in 2019

The CVB will continue to build out our original series pieces, which give us content on a regular basis and, in turn, increase our social following. These series segments will roll out weekly, on staggered weeks, and feature different hosts/destination ambassadors.

— Wander List

Begun in the fall of 2016, the [Wander List series](#) tells the stories of off-the-beaten-path attractions and hideaways from a local's perspective. Season 1 featured 17 evergreen segments. Season 2 included 15 new segments and a re-release of previous episodes. Season 3 will include 6 segments and more than 40 locations.

— Chill Chaser

Initiated in winter of 2016, the [Chill Chaser series](#) promotes the Chill Pass initiative by showcasing various chill spots and experiences in our destination. Season 1 featured 18 segments, Season 2 had 6, and Season 3 will consist of 6 segments.

— dineGPS

Started in the winter of 2017, the [dineGPS series](#) features stand-out restaurants and big-personality chefs who masterfully craft unique dining experiences in Greater Palm Springs. Season 1 included 7 segments. Season 2 will feature new restaurants and highlight even more talent from the kitchen.

— craftGPS

Launched in the fall of 2018, the [craftGPS series](#) explores the science and passion of top mixologists throughout Greater Palm Springs, embodying the creative artistry of the destination's craft cocktail culture that began in the 1950s. Season 1 will include 8 segments.

2019 SALES & MARKETING PLAN GREATER PALM SPRINGS

DIGITAL MARKETING

DIGITAL MARKETING

In 2019, digital marketing will continue to play an integral role in the organization's overall marketing strategy. Targeted digital marketing is an essential part of the overall media plan in 2019, with approximately 40% of the plan dedicated to digital media initiatives.

Through our digital partners we are able to target engaging content and advertising based on demographics, geographics and psychographics. Content marketing, native advertising and the connected home are important trends addressed in the 2019 media plan.

These types of digital media, social media, content marketing and email marketing offer the CVB direct means to attract new potential visitors with intent to travel, as well as nurture existing audiences to encourage visitation. To increase the overall effectiveness of the digital marketing strategy, the CVB will target the following areas of focus in 2019.

Website

In February 2018, the CVB transitioned its website hosting and development to Simpleview, a digital marketing vendor that specializes in the tourism industry. With the launch of the new website, the CVB has been able to improve user experience and engagement while also increasing overall organic visitation. In 2019, we will continue to focus on further enhancing the user experience to increase engagement and ultimately increase visitation to Greater Palm Springs. We will shift our focus from paid traffic to engagement and user experience. Our goals for the year are as follows:

| | |
|----------------------|-----------|
| Sessions | 2,700,000 |
| Pageviews | 6,000,000 |
| Session Duration | 2:30 |
| Pages/Session | 2.22 |
| Bounce Rate | 29% |
| Engaged Users | 33% |
| Highly Engaged Users | 6% |

In addition to utilizing dynamic, persona-based user-specific content to deliver a personalized site experience, the CVB is also contracting for the following site enhancements.

[HOME](#)[Vision & Mission](#)[CVB Boards](#)[Strategic Plan](#)[Research](#)[Convention Sales](#)[Travel Industry Sales](#)[Destination Marketing](#)[Digital Marketing](#)[Social Media](#)[Communications](#)[Destination Services](#)[Partnership & CTA](#)[Film Oasis](#)

— Search Engine Optimization

After nearly doubling the website's year-over-year organic traffic in 2018, the CVB will continue to identify opportunities to reach potential visitors through Search Engine Optimization (SEO). In 2019, the SEO strategy will continue to target keyword phrases, events and listings with opportunities to attract additional website visitation. The strategy will focus on optimizing new and/or existing pages and building multi-page content silos to increase page rankings, enhance user experience and increase site engagement.

— Conversion Rate Optimization

In 2019, the CVB will continue to optimize its website for user experience and conversions (such as e-newsletter sign-ups, visitor guide requests or increased page visits) through its Conversion Rate Optimization (CRO) contract with Simpleview. Through ongoing A/B testing, the CRO contract will continue to analyze user behavior and optimize the CVB website to increase overall engagement.

— Pay-Per-Click Campaigns

To continue to increase visibility and attract new users to the website, the CVB will continue to partner with Simpleview for pay-per-click (PPC) campaigns on Google and Bing. These high-visibility, high-funnel ad placements not only drive awareness for the CVB, but have also proven to attract highly engaged users to the CVB website.

With robust campaign data available in both Google and Bing's advertising platforms, as well as the additional insights offered by Simpleview's paid media strategists, the CVB is able to ensure PPC campaigns are optimized in real-time to target highly engaged users in the most cost-efficient way possible.

In 2019, the CVB will continue to optimize its campaigns to target domestic and select international audiences based on a number of factors, including destination keywords and user location (geo-targeting).

Campaigns will be targeted to the three major geographic markets (drive, fly and international), and regular optimization efforts will ensure visitors with an intent to travel are being driven back to the CVB website to plan and book a trip. In addition to these prospecting campaigns, remarketing campaigns will be utilized to re-engage past site visitors, keeping the destination top of mind as these potential visitors plan their trip.

— Accessibility

Because the CVB believes it is crucial that every website user is able to access content, the CVB is partnering with AudioEye to remove access barriers for individuals of varying abilities. As an experienced vendor in automated web accessibility, AudioEye will ensure the CVB website becomes fully compliant in 2019.

— Website Advertising

As the official destination website for Greater Palm Springs, the CVB website attracts an estimated 3 million sessions annually, offering free exposure for local hotels, attractions, restaurants and more. Through a new partnership with Destination Travel Network (DTN), CVB partners are now able to further leverage the CVB's audience with online advertising opportunities. DTN offers a variety of ad units on the CVB website, each designed to look like a native website placement rather than an advertisement. This will allow partners to accrue additional exposure to potential visitors without disrupting the website's overall user experience.

— Booking Engine

The CVB website maintains a steady flow of traffic from potential visitors who come to the website to find travel inspiration and information. In order to convert these website visitors into destination visitors, the CVB is partnering with aRes to offer hotel, air and select attraction booking directly on the CVB website. Users can book online or through a dedicated CVB call center, managed by aRes. The CVB online booking widget includes all area hotels.

Content Marketing

In 2019, the CVB will continue to create engaging and unique content to inspire travel to Greater Palm Springs. Through strategic content creation, the CVB's content marketing strategy will continue to increase the destination's digital reach, improve overall brand awareness and encourage visitation. The 2019 content calendar will include editorial around signature events, keyword opportunities and travel trends.

Moving forward, the CVB will also continue to establish long-term relationships with micro influencers, who act as brand ambassadors while creating original content for the CVB. Through these partnerships, the CVB is also able to leverage the influencer's social media channels, exposing Greater Palm Springs to new audiences on Facebook and Instagram.

The CVB will also continue to focus on content distribution in 2019. Owned content will be distributed through email marketing, social media, native advertising and paid digital media collaborations to increase destination awareness.

Email Marketing

Email marketing will remain a pillar of the CVB's digital marketing strategy in 2019. Moving forward, the CVB's email marketing strategy will embrace a more data-driven and personalized approach as its email distribution lists continue to grow.

In November 2018, the CVB partnered with Act-On, a marketing automation platform that provides robust data and reporting for email marketing campaigns. Through Act-on, the CVB will not only continue to send regular email newsletters but also be able to personalize the user journey through lead tracking and scoring.

In 2019, the CVB will begin to leverage this data to conduct personalized email campaigns tailored to a user's interests and behavior. This will include list segmentation and trigger (or follow-up) emails based on user behavior.

Digital Marketing Measurement

The CVB recently partnered with Adara, a travel data co-op, to measure the effectiveness of the website and digital campaigns on hotel and air bookings. Adara uses a 60-day tracking pixel to determine if users who visited the CVB website or saw a CVB ad ultimately booked a hotel stay or airfare. This data allows the CVB to better understand the effectiveness of the overall digital marketing strategy and its impact on actual revenue generated.

Adara's reporting platform also offers deep traveler insights, including data points such as length of stay, origin markets, ADR and booking windows across all pixelated channels. In 2019, the CVB will monitor and review this data to optimize digital campaigns and the CVB website throughout the year.



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SOCIAL MEDIA

SOCIAL MEDIA

CONSUMER

The CVB will continue to grow the volume of consumer engagement on the **VisitGreaterPS** social media channels, as well as on the **dineGPS** and **VisitCADeserts** social channels in 2019. Working alongside Sparkloft, a contracted social media agency, the CVB will focus on delivering a mix of branded, authentic and influencer content. Engaging videos, user-generated content, advertisements and experiences will be distributed to targeted social media users through organic and paid social media.

Understanding the social trends in 2019 of meaningful, personal interactions and the value of storytelling through video and industry influencers, the CVB will tailor content to fit these shifts in social media. Personalized experiences will include proactive engagement and community management on each platform, instant replies in Facebook messenger, and Twitter Chats. Instagram Stories will dominate organic and paid social opportunities. The CVB will look toward live streaming opportunities for a more engaging video experience as well as utilize social channel-specific videos.

In 2019, the CVB will implement a plan for increased engagement, video views and growth on Facebook, Instagram and Twitter by prioritizing the following objectives:

- **Increase destination and brand awareness:** The CVB will measure success of increasing awareness of Greater Palm Springs as a year-round destination in key markets with impressions and video views. As social platforms shift, the CVB will focus less on organic publishing to reach new fans and instead prioritize community management opportunities including Twitter Chats and live streaming. The CVB will also shift from traditional Facebook ads to ad experiences, such as Instant Experience ads, that interactively introduce the brand to new and existing fans.
- **Drive demand for experiences:** With the goal of expanding interest of Greater Palm Springs and the unique activities offered in the destination, the CVB will measure social media engagements and video views. The CVB will also engage influencers to promote experiences in Greater Palm Springs. Veering away from influencers with big followings to promote the destination, we will look to work more with micro- and nano-influencers. These influencers focus on a specific niche or area and have the effect of a friend making a recommendation, leading their followers to trust them more than they trust traditional influencers.
- **Maximize the visitor experiences:** The CVB will monitor sentiment reporting to measure the affinity and advocacy of fans and their Greater Palm Springs experiences.

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Utilizing those objectives, our 2019 social media goals are as follows:

2019 Facebook Goals

| | |
|----------------|------|
| Fans | 370K |
| Impressions | 9.3M |
| Video Views | 1.3M |
| Website Clicks | 80K |
| Engagement | 80K |

2019 Instagram Goals

| | |
|-------------|------|
| Fans | 25K |
| Impressions | 6.2M |
| Video Views | 1M |
| Engagement | 500K |

2019 Twitter Goals

| | |
|----------------|------|
| Fans | 45K |
| Impressions | 5M |
| Video Views | 500K |
| Website Clicks | 22K |
| Engagement | 20K |

2019 YouTube Goals

| | |
|-------------|-------|
| Subscribers | 3,302 |
| Video Views | 6.5M |

— Content Strategy

The CVB is focusing on **Health & Wellness**, **Outdoor Adventure**, **Arts & Culture** and **Summer Chill** as campaign pillars for 2019. These content pillars hold rich stories waiting to be unfolded on social media. The CVB will approach each of these as a campaign that will include ad types to best capture target audiences. Ad types include: Instant experience, Instagram Story ads, Conversion Ads and Video View ads. The CVB will continue to develop social channels to have more consistent, timely and relevant content that inspires travelers to experience Greater Palm Springs.

— Video Strategy

The CVB strategy includes prioritizing video over other content types. In 2019, we will ensure that only channel-specific video sizing and lengths are published. With the average watch time being 12 seconds of all videos, in 2019 we will test 15-second cuts. In order to place the videos in front of an audience within our target cities, a paid strategy will be priority for 2019.

On YouTube, the CVB will continue to optimize keywords, thumbnails and playlists. Video lengths and cuts will be tested to direct traffic to the Greater Palm Springs channel in order to grow its audience and encourage longer form video views.

— dineGPS

The CVB will further develop dineGPS social channels to have consistent, timely content that inspires travelers to explore the food culture in Greater Palm Springs. The CVB will utilize engaging original video series, user-generated content and Greater Palm Springs Restaurant Week to tell stories of the food scene to both current and new audiences.

The following objectives will take priority for dineGPS channels:

- **Increase brand awareness:** The CVB will measure success of increasing awareness of Greater Palm Springs as a foodie destination in key markets with impressions and video views.
- **Measure event interest:** Engagements on the event page and conversions to the website will be analyzed to measure the expanded interest of Restaurant Week and restaurant events.

— China

In 2019, the CVB will work with an agency, Mailman, to create an integrated digital marketing platform for the China market that promotes tourism to Greater Palm Springs. The CVB social media presence in China will be centered on building a brand and digital presence by establishing a presence on Sina Weibo and creating a verified WeChat Official Account.

Content will include topics such as FIT content, travel tips, multi-day itineraries and experiences to engage the audience. The media strategy will include a mix of owned media, media partners, paid media and influencers with the goal of enhancing awareness of Greater Palm Springs. The CVB will work with Mailman to measure this with impressions, followers and distributed content.

MEETING PLANNERS

Understanding that social media is a direct voice to potential meeting planners, the CVB will work with Sparkloft to further develop a paid media social strategy. This strategy is to engage meeting planners, association members and key decision-makers in the meetings life cycle to advance and support Greater Palm Springs as a premier meetings destination. For details, view the [Convention Sales](#) section of the Plan.



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COMMUNICATIONS

COMMUNICATIONS

Responsible for managing all external communication activity, including all public relations, media relations and local awareness functions, the Communications team seeks to identify key issues and opportunities to deliver timely and accurate information and assure its distribution. We utilize all media platforms while working to reinforce and foster communication and engagement processes and work with other CVB departments and external partners to promote Greater Palm Springs.

MEDIA RELATIONS

The 2019 Media Relations strategy focuses on media outlets reaching high-yield audience with the greatest likelihood to travel to Greater Palm Springs. It is a proactive media relations program with an emphasis on relationship-building and on-brand, news-ready outreach to generate earned media in strategically targeted outlets and ensure key messages are conveyed in editorial, broadcast and online placements.

National and International

— Expand and Infuse Media Coverage with Brand Messaging

We will encourage journalists on assignment to expand and infuse stories with brand messages, as well as with seasonal and niche story ideas. In addition, we will promote inclusion of call-to-action conversion-oriented elements including CVB website resources, multimedia assets, travel packages, events and online booking (e.g., aRes). **NEW**

— Leverage Niche Assets to Generate Media Interest

Including execution of a media strategy and outreach plan to connect with journalists/influencers to increase awareness of the destination attribute, we will generate media interest by expanding and leveraging niche assets. **NEW**

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— Execute Destination Immersion Site Visits

For media and influencers with special focus on establishing new connections within niche areas (e.g., meetings, health & wellness, arts & culture, outdoor adventure, LGBT, culinary).

NEW

Media tours and site visits are used to elevate personal connections with media and increase dialogue and the Communication team's influence on Greater Palm Springs stories, while also seeking opportunities to secure on-the-spot broadcast coverage. The Communications team will conduct media tours that leverage a diversity of media and publicity opportunities, including desktide visits, broadcast interviews, sponsored/hosted activities and destination showcases.

— Generate Positive Media Coverage

We will increase the quality of print, broadcast and online coverage while generating positive media coverage on Greater Palm Springs as a premiere domestic and international leisure and meetings destination.

— Create Customized Pitches

Focusing on editors, journalists, bloggers, influencers and video/rich media producers, we will create customized story coverage pitches, as well as identify and respond to pitch opportunities generated through outside sources. We will also continue to evolve pitch and press release tactics to provide media contacts the news and destination insight that is most relevant to their coverage.

— Cultivate New and Existing Media Relationships

Through meaningful one-on-one connections including media tours, targeted pitches, networking events and story support, we will cultivate new and existing media relationships.

— Maintain Industry Conference Presence

The team will maintain an industry conference presence targeting events that focus on media networking and marketplace opportunities. Schedule to include:

- International Media Marketplace and Visit California Media Mission – January
- Visit California Mexico Media Mission – March
- Visit California Korea & Japan Media Mission – April
- DineGPS Media Event - May
- IPW Anaheim 2018 - June
- SATW Eastern Chapter Meeting – June
- PRSA Travel & Tourism (Public Relations Society of America) 2019 Conference – June
- TMAC (Travel Media Association of Canada) 2019 – June
- Visit California U.K. and Ireland Media Mission - July
- IMEX Las Vegas - September
- Greater Palm Springs San Francisco Media Event – September
- Greater Palm Springs Los Angeles Media Event - October
- Visit California Canada Media Mission - October
- SATW Marketplace - October
- ILTM (International Luxury Travel Market) – December

Local

The local PR strategy will focus on elevating Greater Palm Springs brand awareness to local consumers, media and members of the Greater Palm Springs hospitality community.

- Promote positive impact of tourism through public awareness initiatives and a series of press releases detailing travel figures specific to Greater Palm Springs. **NEW**
- Work with appropriate communications and public relations representatives in local organizations to collaborate on story ideas and to ensure consistent messaging on brand and marketing the destination. **NEW**
- Engage in building strong relationships with local television, print, radio and online media to help build credibility in the local and business community.

COMMUNICATION STRATEGIES

Striving to be transparent, clear, accurate and proactive in our communications with media and CVB Partners, the Communications team will stay up-to-date with and seek out new trends to ensure the team remains innovative and forward-thinking in communication tactics.

— Increased Media Resources

- Position Greater Palm Springs executive staff as travel industry experts for media to use as top-of-mind sources for stories on tourism. **NEW**
- Work with Brand Communications to create ready-to-use articles, collateral pieces and presentations for use by CVB HQ staff and international offices. **NEW**
- Update the online newsroom to meet changing needs of journalists on assignment, including photo/video asset management and streamlined media vetting.
- Consistently refresh and promote accessibility of new and refined online collateral materials in the online media center, such as our electronic press kit, B-roll, video, still images and more. This will include but is not limited to information on new developments and major events, as well as renovations on current properties and attractions.

— Expanded Targeted Outreach

- Further grow credibility and awareness for the Greater Palm Springs food scene by leveraging content, including assets from Greater Palm Springs Restaurant Week, to further media relations efforts. *NEW*
- Develop public relations campaigns to complement marketing plan initiatives.
- Work with the Social Media team to strengthen the use of social media as a proactive tool for media outreach, research and targeted pitching.
- Maximize perennial media and consumer interest in season-specific travel through well-timed PR campaigns integrating media and content/social marketing.
- During typically slower summer months, hone-in on broadcast and news opportunities in key drive markets to boost awareness of seasonal offerings and time-sensitive event news (e.g., chill offer packages).
- Leverage partnership with Visit California by participating in media receptions and missions in key markets and hosting media in market.
- Utilize representation to continue to grow brand awareness in key international and domestic markets.
 - United Kingdom and Ireland - Black Diamond
 - Australia - Gate 7
 - China - Aviareps
 - Germany - MSI
 - France - mNO - *NEW*
 - USA/Canada - DCI

— Continued Improvement of KPIs

- Track effectiveness and ROI of media relations efforts by employing news/clips services, tracking media touchpoints and site visits, logging proactive pitches, monitoring release performance and assessment of online, print and broadcast placements.
- Receive a 3650 in our overall Barcelona Principles score (*NEW*) as well as a 2000 in our Media Assistance score. The Barcelona Principles is a set of seven principles that provide an overarching framework for effective public relations and communication measurement.

Our 2019 consumer earned media goals are as follows:

| | |
|----------------------------------|----------|
| Barcelona | 3650 |
| Number of Media Outreach/Assists | 2000 |
| Media Value | Tracking |

Our Convention media goals are as follows:

| | |
|-------------------------|----|
| Earned Media Placements | 30 |
|-------------------------|----|



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DESTINATION SERVICES

DESTINATION SERVICES

The Destination Services Department is responsible for the planning and execution of events, sales missions, trade shows, sites, FAMs, sponsorship fulfillment and portions of CVB-hosted events in support of CVB sales, partnership and administrative activities. The Department also organizes, and oftentimes executes, pre-booking and pre-planning sites for the Convention Sales team as well as spearheading the Site Experience Program. Client Servicing and partner referrals round out the general duties of the department.

Ultimately, Destination Services strives to provide exceptional service levels, seamless transition from sales to services, brand messaging consistency throughout all programs, and creativity to best highlight Greater Palm Springs both within and outside of the destination.

2019 Objectives, Goals, and Key Strategies

As the CVB Departments continue to increase client engagement opportunities, the need for Destination Service assistance also increases. Because of these initiatives the department anticipates a 5% increase over 2018 in program management. This will result in 59 programs encompassing 113 events bringing monthly event planning to 9.5 events per month.

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Working closely with Brand Department, messaging will be visually and tactically represented at all events so that client and partners, after attending a CVB Program, will know and feel the Greater Palm Springs brand. This will be accomplished by use of the following:

- Fashioning client events around our brand pillars; specifically, Health & Wellness and Outdoor Adventure
- Templated marketing and collateral material designs
- Venues that align with the Greater Palm Springs brand in terms of unique spaces, views of the outdoors and high levels of service quality
- Custom menus, when available, using foods that are indigenous to the Coachella Valley
- Beverage offerings with product from our local breweries and distillery and/or custom drink menus
- Amenities that not only are aligned with the event, but have a tie back to the destination
- After its successful debut at IMEX America in October of 2018, the newly designed booth – a midcentury modern home – will be featured at IPW in May of 2019 and again at IMEX in September of 2019



In 2018, Destination Services and Convention Sales revamped the entire Site Experience process, spearheaded by the Associate Director of Destination Services and an outside consultant.

The program revisions included:

- A name change from Site Inspection to Site Experience
- A complete overhaul of the internal procedure for organizing the experience
- Introduction of post site surveys, taken by the meeting planner and evaluating how the hotel properties executed their portion of the site experience
- A secondary survey, taken by the meeting planner, evaluating the CVB staff on executing their portion of the site experience
- The introduction of custom post-site thank you amenities for the meeting planners
- Transfer of the planning and execution of pre-planning sites from the Destination Services Managers to the Site Experience team

Ongoing Site Experience program plans for 2019 include:

- Development of formalized quarterly reporting to hotels and CVB staff on performance metrics
- Introduction of a recognition program for those properties that excel as evidenced by survey results
- CVB hosting of the first "Destination Site Experience Assessment" forum in which the CVB, clients, hotel partners, DMC and attraction representatives will help us improve this program

As a result of these changes, we anticipate the number of sites the team will be responsible for planning will increase by 15% to a total of 137 with a conversion rate goal of 90%.

— On-Demand Client Services Resources on Website

Convention Sales clients, both prior to and after booking their meeting, oftentimes require assistance from the CVB. This type of assistance can range from access to marketing materials, connecting planners with local resources, organizing pre-planning sites and a variety of additional services.

As such, the [Destination Services](#) section of the website has been completely revamped. Clients now have the ability to access information, request materials and contact the team through the following links:

- [Destination Pre-Promotion](#)
- [Site & Planning Visit Coordination](#)
- [Creation of a Microsite](#)
- [Order Visitor Guides and Destination Brochures](#)
- [Access the Media Library](#)
- [Obtain Media Guides](#)
- [Gather Pre-Written Destination Descriptions](#)
- [Connect with Local Non-Profits for Community Service Programs](#)
- [Secure Registration & Staffing Services](#)
- [Review Local Deals & Discounts](#)
- [Get Vendor & Venue Assistance](#)
- [Order Welcome Letters](#) from CVB, destination and state officials
- [Access the Calendar of Events](#)
- [Gather Research Data](#) About the Destination
- [Review Destination Safety Information](#)

— Personalized Attention and Services

With over 200 personalized service requests and more than 917 partner referrals in 2018, Destination Services is positioned for 2019 to provide exemplary levels of service. We anticipate this personalized attention will directly impact booking, and re-booking, of meetings in Greater Palm Springs.

- **Customized microsites:** The CVB will create custom microsites for qualifying meeting clients. These custom sites will help meeting planners promote their upcoming meetings to attendees as well as promote the attributes of Greater Palm Springs. Research demonstrates that part of the decision to attend includes meetings that are held in unique and interesting locations. By providing this service, the CVB assists meeting clients with increasing their meeting attendance as well as promoting Greater Palm Springs.
- **Welcome videos:** The CVB will create, for qualifying clients upon request, a custom welcome video. This video is played at a current meeting to announce the destination as the following year's host destination. The video will feature shots of the destination with a final slide welcoming "Group XYZ" to Greater Palm Springs in "Month of 2019".
- **Safety information:** Event and event attendee safety is an increasing, and important, concern for meeting planners. Safety information, tips and resources will be introduced to this section of the website in 2019.



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PARTNERSHIP AND CERTIFIED TOURISM AMBASSADOR

PARTNERSHIP & CERTIFIED TOURISM AMBASSADOR

The level of engagement and commitment of the local tourism and hospitality industry is intrinsic to the success of the CVB's Destination Development Plan. Under the aegis of the Destination Development department, the Partnership team is the key liaison between the CVB and hospitality and tourism Partners. The team works closely with Partners to discern their business objectives and develops innovative programs, new opportunities and strategic enterprises aimed at increasing awareness of Partner companies and organizations. Partnership focuses on expanding community relationships with a shared interest in promoting the destination through Partner participation in special events, communications, and a wide range of marketing and sales opportunities.

Partnership Retention & Growth

Partnership will remain focused on the following priorities in 2019: expanding awareness of CVB Partner marketing and advertising opportunities, and providing educational and networking resources to advance knowledge and synergistic relationships within the destination.

In 2019, Partnership will move forward on objectives to grow and retain investing Partners by promoting strategic opportunities to gain exposure. Partners can capitalize on the following:

- advertising platforms on the CVB website
- booking engine integration for hotels and attractions
- the Chill campaign, providing an online showcase to market year-round promotions and packages
- co-op advertising campaigns, furthering awareness and driving visitation and sales
- collaboration with *Palm Springs Life* magazine, including directory listings and special advertising incentives

In 2019, The Partnership team will also advance efforts to build relationships with third-party clients like TravelZoo to offer special discounts and benefits to investing Partners.

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- **Enhanced CVB Website Functionality for Partners:** In 2019, the CVB will introduce Marketplace to the extranet for greater user involvement and engagement. This option grants Partners further control of their presence and flow of information throughout CVB channels. CVB Partners will continue to enjoy access to the latest research and other useful tools via extranet access.

The Partnership team will implement plans to expedite the application process to become a CVB Partner by creating an interactive form on the CVB website. We will also include interactive applications for Oasis Award nominations, Foundation Scholarships and related documents.

- **Expanded Partner Outreach:** Supporting new and existing educational opportunities, as well as acknowledging exceptional performance within the local hospitality industry, play a vital role in ensuring the destination's success and prosperity.

To this end, recognizing that exemplary customer service is a year-round endeavor, tourism and hospitality executives have the opportunity to acknowledge employees who exceed the standard of excellence through the CVB's Above + Beyond initiative. All honorees receive special certificates, and selected candidates are also profiled on the CVB website.

In 2018, the CVB hosted 18 Partner events, including the annual Oasis Awards, CVB Holiday Business Reception, and Travel Rally Day in support of National Travel and Tourism Week. In addition to the return of these events, in 2019 the CVB will host collaborative functions with Chambers of Commerce and tourism-related associations to heighten awareness of CVB initiatives and Partner benefits.

Partnership will also present informative boot camps for Partners that focus on specific topics, such as social media marketing. Seminars may include presentations from third-party advertisers, like TripAdvisor and OpenTable, sharing significant recommendations for staying competitive in the market.

Partnership will continue to distribute the weekly "In the Loop" newsletter to keep Partners apprised of CVB events and initiatives, assist in maximizing Partnership benefits, and provide valuable information on a variety of topics.

In February 2019, the CVB will host GPS Next – Tourism Highlights & Insights. The agenda will include updates on the CVB sales and marketing plan, international travel outlook, and opportunities for 2019 and beyond.

- **Increased Partner Promotion & Awareness:** In 2019, the CVB will strive to further promote awareness within the local tourism-related business community as to the wide spectrum of benefits available to CVB Partners. Communications channels will include social media and custom videos created in-house by the CVB, with many featuring current CVB Partners.

Visitor Center

In 2019, the Partnership team will continue to gather and curate Partner marketing collateral to ensure the Visitor Center inventory remains relevant, up-to-date and informative. With Visitor Center merchandise representing all nine cities, inventory will be further enhanced with memorable gifts and souvenirs to maximize the visitor experience.

Certified Ambassador (CTA) Program

As identified in the Destination Development Plan, access to education and continuing education are paramount to achieving and maintaining a thriving tourism industry, skilled workforce and robust economy. The CVB and its Partners will need to provide continued support to the growing hospitality programs at California State University San Bernardino Palm Desert Campus and College of the Desert.

The CVB introduced the Greater Palm Springs Tourism Ambassador program in 2018 to augment existing educational opportunities and maintain the highest standards for excellence in the local tourism and hospitality community. Accredited through the Tourism Ambassador Institute®, the program is designed to elevate performance, enhance the visitor experience, and increase tourism in the destination.

In 2019, in the program's first full year of operation, the CVB seeks to certify 500 local Tourism Ambassadors. Trainings will be held at various Partner sites throughout the region in the format of half-day interactive sessions that demonstrate the vital importance of tourism and its direct impact on the destination when visitor expectations are exceeded.

The CTA curriculum is designed to engage groups around a deep understanding of the history and highlights of the region. Graduates of the GPS Tourism Ambassador program will receive the official "CTA" designation upon completion of the program and will be required to participate in continuing education activities to maintain annual certification.

The brand campaign for the Tourism Ambassador program is built around and inspires pride in our distinctive destination by offering the highest standard of visitor service as indicated by the branding **IAmGreaterPS**, associated with the overall theme and mission of the program.



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FILM OASIS

FILM OASIS

The mission of Film Oasis is to generate economic diversification and growth in Greater Palm Springs by attracting motion picture, television, digital and other forms of visual media production. Film Oasis works in collaboration with its nine Partner Cities, Riverside County Film Commission and other film-related organizations to position the region as a leading film production destination.

2019 Objective & Goals

Building on the successes of this past year's programming, Film Oasis is poised to take strategic planning initiatives to the next level in 2019.

The 2019 program of work includes a stronger push to bring location managers and scouts in-market and a continued emphasis on marketing and promoting our production assets to the film and television industry in Southern California, as well as in select domestic and international markets.

In addition, Film Oasis will continue its focus on educating Partners and stakeholders about film-ready best practices designed to attract more on-location production to our destination.

www.gpsFILMoasis.com

— Expand Location Manager Outreach

- Host two valley-wide Location Manager FAMs in 2019 with the Riverside County Film Commission. **NEW**
- Host A-list location managers and producers at the Palm Springs International Film Festival Gala to expose them to the robust film industry network in Greater Palm Springs. **NEW**
- Continue to promote the destination at production industry deskside meetings in Los Angeles, with the intent on converting meetings into destination scouting trips. **NEW**
- Generate awareness by presence at American Film Market's new LocationEXPO tradeshow in November.

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— Continue Marketing and Promotional Activities

- Continue to promote and oversee the production incentive program that provides \$5,000 to qualified productions when they spend a minimum of \$25,000 on permits, lodging and food in the incentive zone.
- Build on social media outreach as a way to connect with location scouts on the varied landscapes available in the area, primarily focusing on Instagram, as it is a visual medium.
- Evaluate paid advertising opportunities that ensure maximum and cost-effective exposure and consider developing a co-op with the nine City Partners.
- Identify innovative opportunities to strengthen awareness of the destination's production assets at Greater Palm Springs' film festivals.
- Enhance the [Film Oasis website](#) with additional resources.
- Create a Film Oasis video to showcase destination to production companies.
- Assist CVB Communications department and Visit California with productions and photo shoots.

— Cultivate a Film-Friendly Environment

- Develop online options to guide Partners and stakeholders in film-friendly practices.
- Host and/or create educational presentations for CVB Partners underscoring the importance, best practices and benefits of media production as a vital economic growth strategy.
- Continue to work with the Film Oasis Advisory Committee, the Riverside County Film Commission and other entities to align efforts focused on consistent messaging, outreach, streamlined permitting, Customer service and data collection.
- Strengthen and maintain relationships with tribal, nonprofit, state and federal jurisdictions and continue to identify and map all areas available for shooting.
- Maintain visibility and grow partnerships with local media-related organizations.