



2018 PROGRAM OF WORK



About Visit Panama City Beach

Visit Panama City Beach, a 501(c)(6) nonprofit corporation, is the official destination marketing organization for Panama City Beach Florida and is an extension of the Bay County Tourist Development Council (TDC). The TDC has oversight of the destination marketing activities for the cities of Panama City and Mexico Beach, but those activities are performed by separate 501(c)(6) nonprofit corporations.

Visit Panama City Beach (CVB) is primarily funded by a tourist development tax paid by visitors for overnight lodging stays on Panama City Beach. Of the 5% tax, approximately 2.5% is used by Visit Panama City Beach to fund its destination marketing activities; 1.5% is utilized by the TDC for beach renourishment, beach maintenance, landscaping and other tourist development activities; and the remaining portion of the tax will be used to cover the debt payments and other expenses of the new Sports Park and Stadium Complex. Additional funding is secured from the private sector through cooperative marketing opportunities, corporate sponsorships and revenues generated through festivals and events.

The Board of Directors for Visit Panama City Beach is comprised of the nine members of the Tourist Development Council. For the purpose of this document, the acronym TDC is synonymous for both entities.

More information on Visit Panama City Beach can be found on our website: VisitPanamaCityBeach.com



About Visit Panama City Beach

This program of work and budget, developed over the Summer of 2017, is the road map that guides all Visit Panama City Beach marketing and sales efforts for FY 2018. The plan was developed, based on the initiatives articulated in the organization's Strategic Plan, by Visit Panama City Beach Staff and Agencies of Record, with guidance and insight from the Board of Directors.

The plan was presented to the Board of Directors and was adopted on September 12, 2017.



STRATEGIC PLAN 2020



Strategic Plan **2020**
July 20, 2016

Table of Contents

Executive Summary	4
Mission Statement	6
Brand Position	6
Vision Statement	6
Core Values	6
Vision of Panama City Beach in 2020	7
Strategic Initiatives	8
Acknowledgements	13





Executive Summary

The Bay County Tourist Development Council (TDC) has produced this strategic plan for Panama City Beach to provide vision for destination growth, development and marketing in the years leading up to 2020. This plan was originally developed in 2008, with participation from an array of Panama City Beach business, community and elected officials as well as citizens-at-large, utilizing online surveys, interviews and community input sessions; and has been updated in 2012 and again in 2016.

For more than 80 years, Panama City Beach's sugar white sands, turquoise waters and temperate climate have been recognized as one of Northwest Florida's most popular vacation destinations.

In recent years, the destination faced some of the most challenging periods in its history with the Great Recession, the Deep Water Horizon Oil Spill and other changes in the market. Though its resiliency was tested, Panama City Beach demonstrated its strength as a tourist destination by posting record breaking numbers in each subsequent year.

These challenges highlighted the need for continued economic diversification within the local economy and within the tourism industry. The focus of this plan is to continue to build on the strength of Panama City Beach as a dynamic beach town and to drive incremental visitor demand through tourism marketing, encouraging repeat visitation throughout the year, maintaining an active voice in the development of the community as a tourist destination and developing new public venues.

The TDC realizes that it cannot achieve its goals in a vacuum and needs to collaborate with other public, private and community partners. The TDC will continue to actively seek these partnerships to spur economic development and brand alignment and increase the public's positive perception of Panama City Beach and Bay County, Florida, as an esteemed destination.



Mission Statement

The Panama City Beach Convention and Visitors Bureau and the Bay County Tourist Development Council will promote a positive image for Panama City Beach, increase tourism and coordinate the marketing efforts of the total tourism community.

Brand Position

The brand position for Panama City Beach is REAL. FUN. BEACH. This brand highlights the attributes that differentiate it from other destinations – the quintessential, all-American beach community that is built of fun and is home to the “World’s Most Beautiful Beaches” and demonstrates that Panama City Beach appeals to a wide variety of audiences that are looking to have fun on their beach vacation.

Vision Statement

Panama City Beach will be the Gulf Coast’s premier, year-round, fun beach destination that offers a quality experience for visitors and residents alike.

Core Values

- Live up to the brands “REAL. FUN. BEACH.” and “World’s Most Beautiful Beaches”
- A fun, yet safe place for visitors and residents to enjoy a Florida Gulf Coast experience
- A great place to visit, a great place to live and work
- A healthy and diverse economy with travel and tourism at the core



Vision of Panama City Beach in 2020

- Maintain our place as the “World’s Most Beautiful Beaches”
- Maintain high visitor occupancy while not exceeding the destination’s carrying capacity
- Continued diversification of our tourism product to create additional demand
 - New sports and event venues designed to drive increased destination appeal in the shoulder and off-seasons while discouraging increased road traffic in peak visitation periods
 - Increased ecotourism and nature-based recreation access to St. Andrew Bay and the Gulf of Mexico
 - Development of additional attractions, cultural and heritage resources and other tourism amenities
- Enhance primary gateways that welcome visitors, create a sense of place, deliver the brand message, and direct first-time visitors to the visitor information center (US-98 Phillips Inlet Bridge, US-98 Hathaway Bridge, FL-79 Buchanan West Bay Bridge)
- Consistent directional signage throughout the destination
- Continue CRA infrastructure improvements to move traffic efficiently; provide safety for pedestrians; encourage walking, cycling; reduce vehicular traffic; improved curb appeal for a more attractive destination. The installation of curbing, wide sidewalks, turning lanes, bike lanes, lighting, pedestrian bridges, signage and coastal landscaping will instill a sense of pride and safety among visitors and residents alike.
- Redevelopment of abandoned and dilapidated property in core visitor areas
- Consistent visitor occupancy in the 55 percent to 85 percent range year-round

Strategic Initiatives

1. Operate the TDC/CVB as a trusted, innovative, industry-leading destination marketing organization that reflects the dynamic character of Panama City Beach

- a. Provide value through cooperative marketing opportunities to Panama City Beach tourism businesses
- b. Operate in an open, transparent manner to ensure the proper use of the tourist development dollars
- c. Operate the TDC/CVB in a manner that clearly embodies the REAL. FUN. BEACH. brand
- d. Regularly benchmark best practices from other resort destinations to ensure PCB remains an industry leader
- e. Follow the Destination Marketing Association International Code of Ethics, implement the DestinationNext initiative and achieve DMAP certification
- f. Encourage staff members to be active and seek professional certifications from industry associations
- g. Collaborate with public relations and private sector partners on local, regional and state levels to create strategic alliances that drive incremental visitor demand to Panama City Beach, as well as extend the reach and influence of the organization
- h. Develop, produce and implement innovative, non-traditional programs that showcase Panama City Beach as a quality, fun tourist destination
 - i. Chasin' the Sun TV
 - ii. Visit Panama City Beach Visitor Magazine
 - iii. Signature Special Events

SUCCESS IN 2020:

- Increased partner participation in TDC/CVB programs
- Industry awards and accolades recognizing the TDC/CVB's initiatives
- Continued unqualified audits
- DMAP certification
- Increased partnerships with affinity brands
- Increased year-round visitor demand and tourist development tax collections

2. Preserve and enhance the beach, the most important natural resource of Panama City Beach.

- a. Preserve and protect the water, sand, dunes and access paths
 - i. Ensure that all sand added to the beach through renourishment activities is similar in color and composition to the existing sand on the beach
 - ii. Maintain existing and conduct additional dune vegetation projects to encourage and enhance the development of sand dunes along the length of the beach
- b. Work with local, state and federal agencies to secure necessary permits to conduct future beach renourishment activities
- c. Increase awareness of the beach and near-shore areas as wildlife habitat for sea turtles, shorebirds, etc.
- d. Enhance and improve trash removal and beach maintenance activities
 - i. Continue to deploy trash receptacles that are more visually pleasing to replace the existing cans which provide the same function
 - ii. Discourage littering of all types, including glass bottles and cigarette butts on the beach and beach access points
 - iii. Continue to work with beach maintenance contractor on a post-disposal recycling program
 - iv. Continue the enhanced beach grooming and trash pickup programs
- e. Public Information – Beach & Surf Conditions
 - i. Create materials to educate travelers about beach and surf conditions, including surf conditions, Leave No Trace Ordinances (signs, maps, website, guides, in-room video)
 - ii. Enhance beach and surf patrol to increase public awareness of surf conditions, rip currents, Leave No Trace Ordinances and other issues of importance to beach goers
 - iii. Continue to fund lifeguard programs at the public beach parks - City Pier, County Pier and Rick Seltzer Park
- f. Pursue alternative funding sources - Triumph Gulf Coast, RESTORE Act, NRDA
 - i. Work with Bay County and local stakeholders on environmental enhancement and restoration projects that benefit Panama City Beach, St. Andrew Bay and the Gulf of Mexico

SUCCESS IN 2020:

- High visitor and resident satisfaction scores
- Continued awards and accolades
- Increased wildlife and natural areas
- Increased diving reefs accessible from beach
- Funding for RESTORE projects that benefit local environmental restoration



3. Enhance the visitor experience.

- a. Deliver on the destination brand – “REAL. FUN. BEACH.” Most aspects of the Panama City Beach community should enhance a family vacation experience
- b. Collaborate with local governments and community leaders on policies that enhance the perception of Panama City Beach as a hospitable, safe, fun and beautiful vacation destination
- c. Collaborate with local governments on strategies to enhance the visitor arrival/departure experience and ease visitor travel throughout the destination
 - i. Gateways that deliver on the brand, welcome and direct travelers to information
 - ii. Directional signage – keep visitors moving efficiently through the community
 - iii. Road infrastructure and traffic enhancements – move traffic efficiently while protecting the safety of pedestrians and cyclists
 - iv. Landscaping and beautification – a well maintained coastal landscape will inspire pride and better visitor behavior
- d. Improve and expand on family attractions and outdoor experiences that complement the brand
- e. Leverage sponsor relationships by integrating brands/services into the visitor experience via promotions, special offers and unique activations
- f. Utilize new and emerging technologies (geocaching, augmented reality, on demand services) to create fun, family-friendly activities)

SUCCESS IN 2020:

- High visitor and resident satisfaction scores
- New gateways & directional signage
- New streetscape with curbs, sidewalks and coastal landscaping throughout beachfront area
- New and improved attractions and activities
- Increased bicycle and non-vehicular usage
- Increased year-round visitation and improved traffic and parking

4. Develop and market Panama City Beach as a year-round destination.

- a. Expanded and targeted research-based marketing program.
 - i. Establish marketing priorities by data-driven, personalized audience persona
 - ii. Partner with airlines to drive increased fly-in visitation from target markets
 - iii. Utilize new and emerging digital technology to target visitors and customize digital interactions during vacation planning
- b. Programming of events during non-summer months
 - i. Festivals and concert events.
- c. Expanded team sports and group sales initiatives emphasizing events during slower occupancy periods
 - i. Market the new PCB Sports Park to tournament organizers to increase non-summer visitor demand
 - ii. With the expansion of meeting facilities along the beach, add additional meetings focused resources to the group sales department
 - iii. Expand presence in international market through tradeshow and familiarization tours for both tour operators and media
- d. Build on fun elements in brand by promoting celebrations of holidays, birthdays, anniversaries, weddings, reunions, etc., to attract families and groups
- e. Feature ecotourism opportunities, including kayaking and snorkeling/diving as unique reasons to visit Panama City Beach that go beyond the traditional beach experience
- f. Encourage the redevelopment of existing attractions and the addition of complementary attractions

SUCCESS IN 2020:

- Increased year-round visitation with less dependence on peak periods to level the monthly visitation trends
- Increased family and adult visitation
- Increased airport traffic
- PCB recognized as a top destination for celebrations



5. Enhance and develop public venues to generate additional visitor demand

a. Sports Facilities

- i. Complete the development of the Panama City Beach Sports Park that expands amateur athletic fields for soccer, lacrosse, softball, baseball and other field sports
- ii. Coordinate the sales efforts for Frank Brown Park and the new sports park to ensure highest and best utilization of the venues
- iii. Develop multi-purpose facility to host sports tournaments, concert events, exhibitions, boat shows and social events

b. Utilization of Improvements to Aaron Bessant Park

- i. Work with the City and other stakeholders on events – concerts, festivals, theatrical performances, and athletic tournaments – in Aaron Bessant Park that will drive incremental visitation to Panama City Beach

c. Encourage development of ecotourism opportunities on West Bay, as well as the Gulf of Mexico, including but not limited to:

- i. Boat ramps
- ii. A series of artificial reef systems for snorkeling, diving and fishing

d. Work with local, state and regional stakeholders to encourage the further diversification of Panama City Beach's tourism economy and environmental restoration through Triumph Gulf Coast, RESTORE Act and NRDA investments.

SUCCESS IN 2020:

- Outdoor concert facility hosting regular family-friendly entertainment events
- Outdoor sports fields hosting regular tournaments that bring large groups of overnight visitors
- Indoor multi-purpose facility hosting regular events that bring large numbers of overnight visitors
- New and revitalized attractions that make PCB the choice destination for families seeking a fun beach vacation/getaway



Bay County TDC and Panama City Beach CVB Organization Structure

Marketing and managing a large destination requires a highly skilled team effort. In order to deliver upon the strategic initiatives outlined in this document the TDC/CVB staff will need to be expanded in order to achieve maximum efficiency and return on investment. The staff organizational structure will be reviewed each year as part of the annual planning process.

Acknowledgements

This plan was developed during the Summer 2016 by TDC/CVB Board of Directors (Griff Griffiths, Chairman), TDC/CVB Staff (Dan Rowe, Executive Director/President), and Berkeley Young, President of Young Strategies.

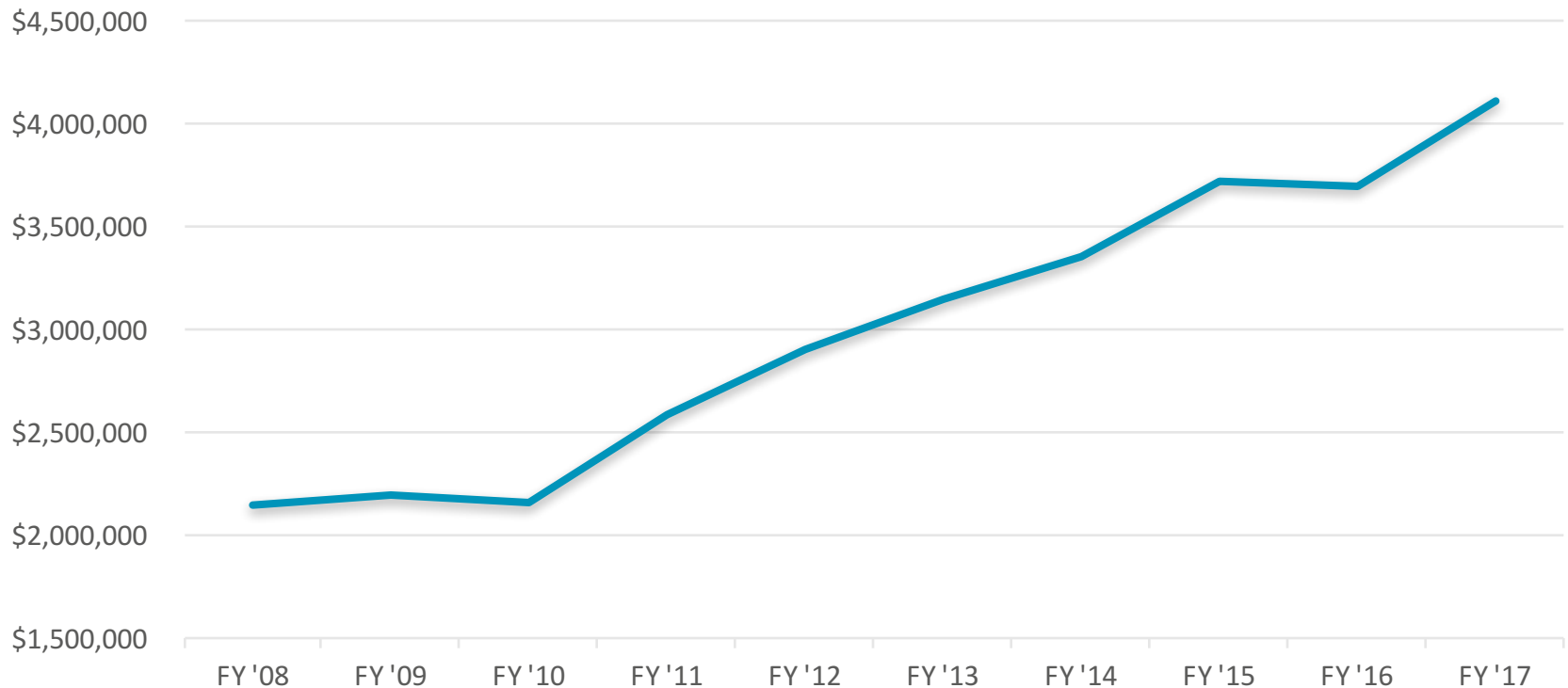
SITUATIONAL OVERVIEW



Tourist Development Taxes - growth over time

16

Tourist Development Tax Value of 1%



Tourist Development Taxes - collections by month

17

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Growth/Time
October	\$ 588,482	\$ 675,654	\$ 785,184	\$ 968,998	\$ 1,043,773	\$ 1,312,781	123.1%
November	\$ 326,139	\$ 319,617	\$ 352,194	\$ 367,917	\$ 480,391	\$ 523,191	60.4%
December	\$ 275,004	\$ 351,169	\$ 293,998	\$ 342,313	\$ 354,270	\$ 393,263	43.0%
January	\$ 368,845	\$ 361,645	\$ 390,029	\$ 446,108	\$ 475,340	\$ 495,113	34.2%
February	\$ 519,120	\$ 522,026	\$ 580,225	\$ 683,922	\$ 662,056	\$ 728,369	40.3%
March	\$ 1,768,015	\$ 2,133,953	\$ 1,913,476	\$ 2,012,955	\$ 1,192,962	\$ 1,421,784	-19.6%
April	\$ 1,269,403	\$ 1,143,303	\$ 1,305,434	\$ 1,532,803	\$ 1,437,883	\$ 1,625,317	28.0%
May	\$ 1,407,587	\$ 1,480,795	\$ 1,600,954	\$ 1,842,628	\$ 1,876,251	\$ 2,148,364	52.6%
June	\$ 2,735,365	\$ 2,956,806	\$ 3,171,751	\$ 3,379,852	\$ 3,491,951	\$ 3,855,439	40.9%
July*	\$ 3,007,148	\$ 3,143,165	\$ 3,463,580	\$ 3,960,944	\$ 4,362,155	\$ 4,947,031	64.5%
August *	\$ 1,253,351	\$ 1,522,920	\$ 1,871,889	\$ 1,745,766	\$ 1,671,868	\$ 1,671,868	33.4%
September *	\$ 999,168	\$ 1,123,199	\$ 1,046,274	\$ 1,323,646	\$ 1,422,161	\$ 1,422,161	42.3%
TOTAL	\$ 14,517,629	\$ 15,734,252	\$16,774,987	\$18,607,852	\$18,471,061	\$ 20,554,681	41.5%

* Assumes flat with prior year

GUIDING PRINCIPLES



Guiding Principles

19

Panama City Beach's vision – to be the Gulf Coast's premier, year-round, fun beach destination that offers a quality experience for visitors and residents alike – is ambitious but achievable. To succeed, Visit Panama City Beach must build a strategic marketing platform that aligns the collective interests of the local tourism industry and provides integrated marketing opportunities for the industry to leverage.

In order to ensure that Visit Panama City Beach is maximizing the impact of its marketing resources (money, time and relationships), we have adopted a set of Marketing Principles that drives all strategic thinking:

- **Visitor Engagement is Paramount**
- **All Activities Must Support and Extend Our Brand - Real.Fun.Beach.**
- **Create Value & Add Value**
- **If It's Worth Doing, It's Worth Doing Right**
- **Innovation**
- **Best-In-Class Partnerships**



Visitor Engagement is Paramount

Though we are blessed with a base of fiercely loyal visitors, we are neighbored by beach destinations that also provide a high-quality visitor experience, some without the negative stereotypes that we have to overcome. Our sustained growth is only achievable by maintaining our current visitor base, increasing the frequency of their visits to Panama City Beach, further penetrating core Southeastern and Midwestern markets and cultivating emerging markets. To increase frequency of visits, we must enhance our ability to communicate with our core customers and provide them with compelling opportunities to come back to the beach. In order to change perceptions and eliminate objections in our core markets, we must enlist our core customers' assistance in being "brand evangelists" for Panama City Beach. As visitation has grown, there has been a natural increase in the number of first-time visitors. We need to engage with these visitors, help ensure they have a positive experience in Panama City Beach and encourage return visitation.

All Activities Must Support and Extend the Brand

With Real.Fun.Beach., we have developed a brand that reflects the nature of Panama City Beach, differentiates us from our competitive beaches, and communicates the central reason that visitors come here throughout the year. Everything the TDC does must communicate and reinforce this brand position.

Create Value & Add Value

Every Visit Panama City Beach program or initiative must create value and add value for travelers and industry Partners. Visit Panama City Beach programs must provide the local tourism industry a strategic advantage and must inspire consumers with valuable information or a valuable service.



If It's Worth Doing, It's Worth Doing Right

Panama City Beach ranks as one of Trip Advisor's Top Five U.S. Beach Destinations. We have a quality destination that is worthy of visitation. Everything we do must demonstrate quality and worth, but not extravagance. Understanding that wise financial stewardship is critical in all that we do, Visit Panama City Beach will not sacrifice quality to save money; nor will we initiate a new program or continue with an existing program without dedicating the resources necessary to make the program a success. Visit Panama City Beach will protect our brand promise and will commit to do it right or not do it at all.

Innovation

The TDC is committed to building a culture of innovation that encourages staff and Partners to create more effective campaigns, initiatives and programs to give Panama City Beach a competitive advantage.

Best-In-Class Partnerships

Just as the Panama City Beach tourism industry expects Visit Panama City Beach to create and add value to their independent marketing efforts, Visit Panama City Beach expects our partners to create and add value to our internal efforts. In FY 2018, we will implement strategic co-op marketing programs and other partner engagement opportunities, including the development of vertical marketing platforms that leverage public and private sector investments in marketing Panama City Beach as a tourist destination.



Panama City Beach – our point of difference

22

Panama City Beach has a base of loyal visitors who are fiercely protective of the REAL.FUN.BEACH. experience. They are typically active, diverse and engaged – both while in the destination and through social media channels upon returning home. While the award-winning beach is the main draw, what makes Panama City Beach exceptionally distinctive is its authenticity and dynamism.

The visitor experience is not contrived or overpriced. A number of very successful family-owned businesses offer quintessential Floridian activities and product travelers cannot find at home. Compared to other beachfront communities, Panama City Beach is considered a value destination, worthy of visitors' investment. And no matter the interest (e.g. golf, shopping, eco-tourism, fishing, diving, watersports, family attractions, team sports) or time of year, Panama City Beach always has something fun in store.

Continued investment in infrastructure and retail establishments, as well as the growth of annual events and the introduction of new events, will make Panama City Beach an increasingly desirable place to visit, live and work. It's what keeps visitors coming back year after year while also attracting new audiences.



GOALS



- Implement integrated marketing, social media and public relations campaigns to further leverage awareness of Panama City Beach as a tourist destination to drive additional visitation.
- Develop opportunities to further penetrate core markets through sales, sports marketing and visitor engagement activities to enhance the visitor experience, guest satisfaction, support the brand position of REAL.FUN.BEACH and drive incremental visitation.
- Continue development and support of sports tournaments, festivals and special events created to generate incremental tourism demand for Panama City Beach.
- Begin construction of the new Panama City Beach Sports Park & Stadium Complex at Breakfast Point.
- Increase private sector industry participation and engagement in TDC programs.
- At the direction of the TDC Board of Directors, diligently work with public and private sector partners to enhance and develop public venues to spur incremental tourism demand.

Measurements of Success

- Exceed industry in advertising, marketing, and social media engagement metrics
- Achieve 1.0 billion media impressions
- Increase tourist development tax collections by 4.0%
- Increase visitation to Panama City Beach by 2.5%
- Exceed budgeted ancillary revenue (co-op marketing/corporate sponsorship) goals
- Increase partner participation in TDC sponsored programs, workshops, and initiatives

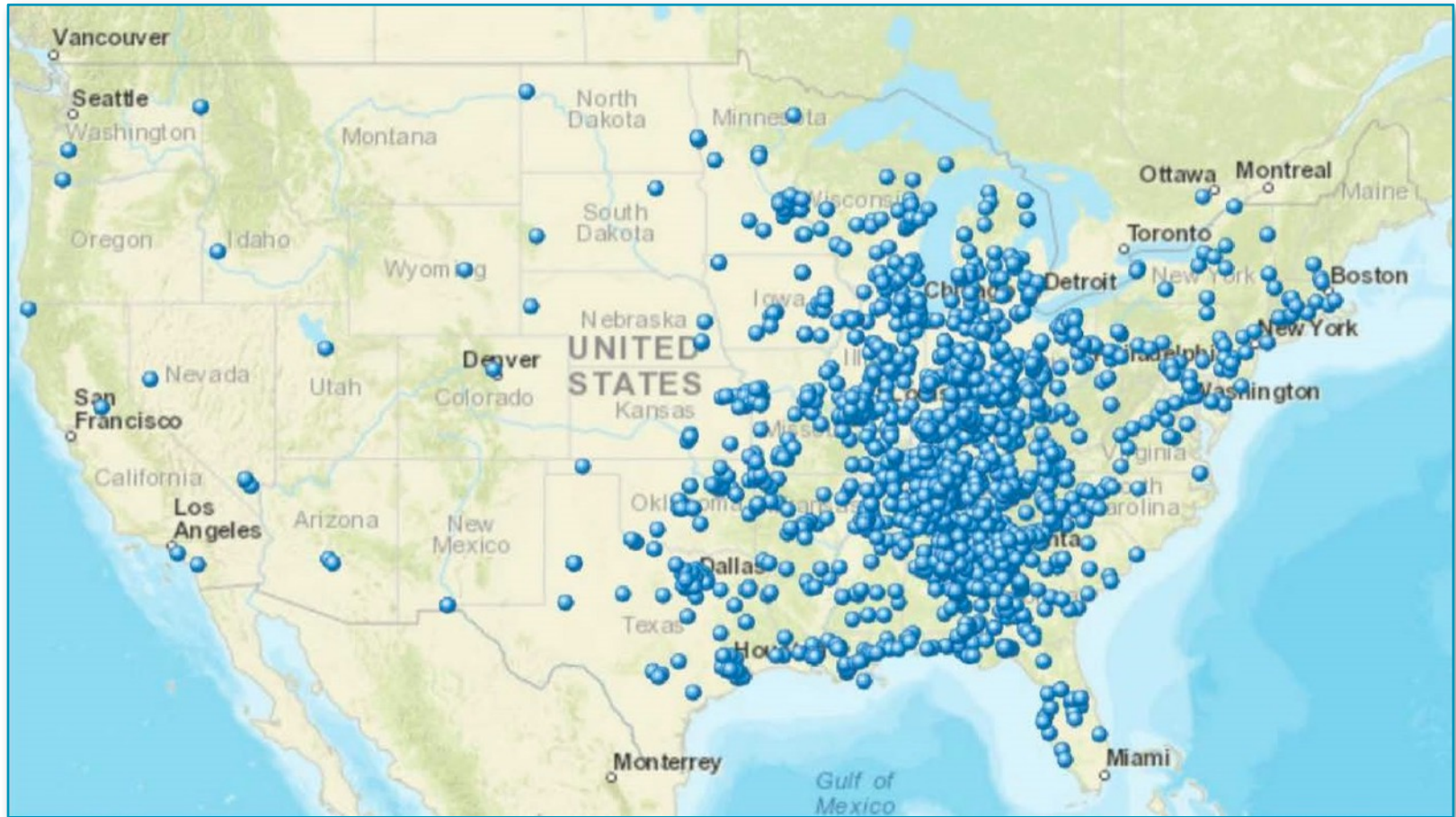


VISITOR PROFILE



Regional Distribution of Visitors - 2016

26



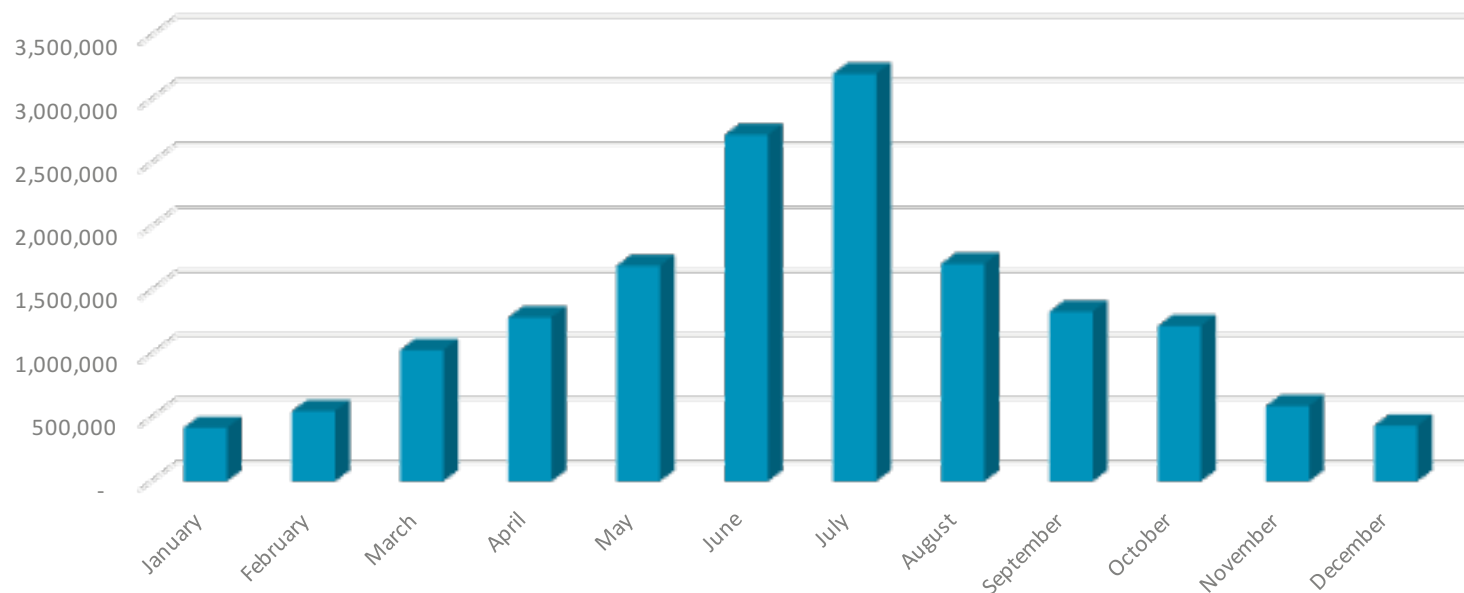
Visitor Spending - Overview

	Paid Lodging	2 nd Home	Total
Taxed Lodging Revenue	\$ 378,642,780	n/a	\$ 378,642,780
Total Visitor Spending	\$ 1,221,428,322	\$327,231,180	\$ 1,548,659,502
Average Daily Spending	\$ 109.70	\$ 64.44	\$ 95.53
Visitor Days/Nights	11,133,875	5,078,126	16,212,000
Visitor Travel Parties	2,783,469	1,250,269	4,033,738
Annual Occupancy	46.7%	n/a	46.7%

2016 Visitor Profile

28

Visitor Days by Month

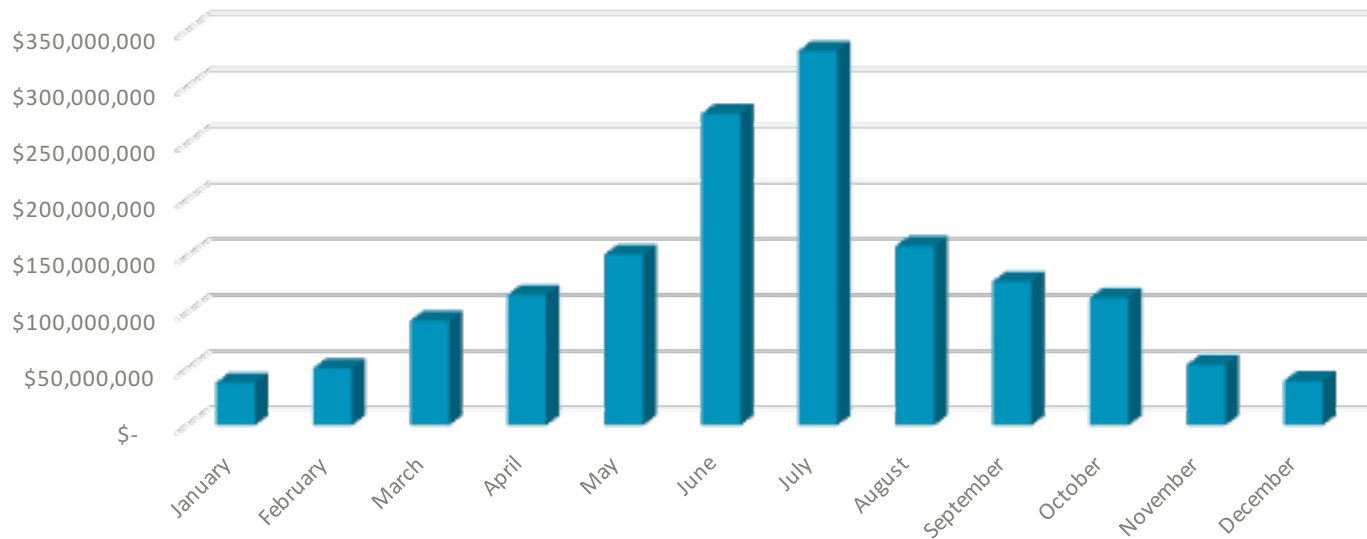


January	February	March	April	May	June	July	August	September	October	November	December
421,187	552,960	1,032,232	1,289,836	1,694,060	2,723,289	3,201,551	1,709,534	1,334,582	1,220,762	593,374	438,633

2016 Visitor Profile

29

Visitor Spending by Month



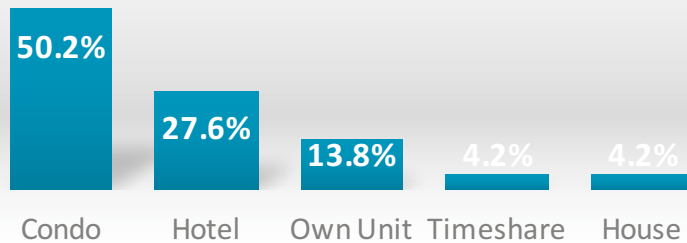
January	February	March	April	May	June	July	August	September	October	November	December
\$ 37.82	\$ 50.52	\$ 92.72	\$ 115.54	\$ 151.41	\$ 276.29	\$ 331.97	\$ 158.99	\$ 127.52	\$ 113.01	\$ 53.60	\$ 39.27

in \$ millions

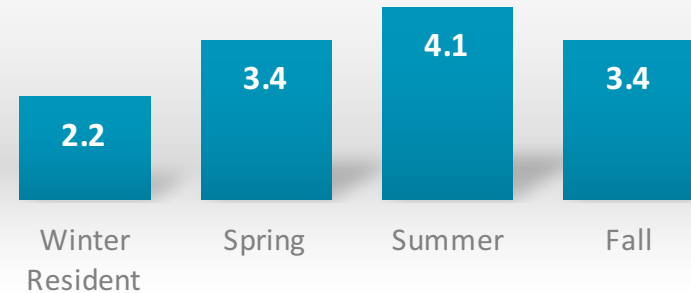
2016 Visitor Profile

30

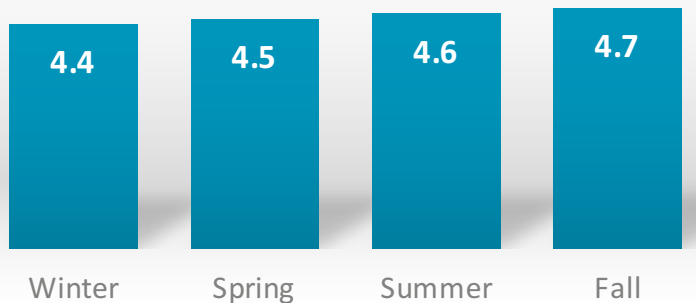
Type of Accommodation Occupied



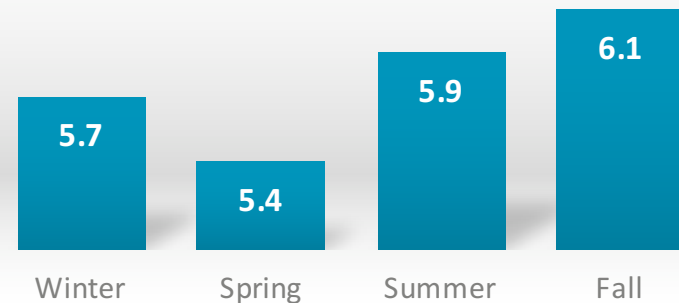
Average Party Size



Visitor Satisfaction



Length of Stay



* excludes winter residents, whose average length of stay was 73.3 days

OPERATIONS STRATEGY



IMPORTANCE

APPROACH

TACTICS

In addition to the functional departments that direct the destination marketing activities of promoting Panama City Beach as a tourist destination, the TDC Operations Department is responsible for overseeing beach renourishment, beach maintenance, landscaping select areas within the tourist corridor, as well as ensuring available resources are used in accordance with established policies, procedures and are accounted for properly.

To increase departmental efficiency and accountability, expenditures that span multiple departments or expenditures that fall under the direction of the President's Office are maintained within the Operations Department. These include all accounting, administrative functions, payroll, research, share supplies, etc.



Operations Overview

33

IMPORTANCE

APPROACH

TACTICS

The TDC takes its responsibility for managing and expending tourist development tax funds very seriously. We have implemented policies, practices and procedures that guarantee the checks and balances are in place to ensure funds are used in an appropriate manner.



Operations Overview

34

IMPORTANCE

APPROACH

TACTICS

- Articulate established policies and procedures to all members of the TDC staff to ensure compliance.
- Follow established standards for accounting, financial management, human resources, record creation and retention.
- Continually review established policies and procedures to ensure they provide the framework and appropriate guidance necessary for staff to achieve their operational responsibilities. If revisions, clarifications, or additions are needed, work with the Board of Directors to facilitate the changes.
- Regularly communicate with members of the Board of Directors on issues related to the operation of the TDC.
- Work with appropriate members of the TDC staff to ensure all contracts for work to be performed are properly negotiated and monitored in order for the expected result of the contract to be achieved.
- Work with TDC staff to ensure shared resources within the Operations Budget are effectively utilized across all departments.
- Work with TDC staff to ensure all budgets are maintained and expenditures are within the parameters established by the Board of Directors.



MARKETING & COMMUNICATIONS STRATEGY



Marketing Overview

36

IMPORTANCE

APPROACH

TACTICS

Marketing Panama City Beach as a tourist destination is the primary activity of the TDC, accounting for 40 percent of the entire budget. For FY 2018, the Panama City Beach CVB will continue to grow the REAL.FUN.BEACH. brand by tying the marketing and public relations campaigns directly to the brand. The primary campaign, “Make It Yours,” will seek to build loyalty and brand evangelism among current visitors, as well as attract new visitors to the market.

Universal



Control



Marketing Overview

37

IMPORTANCE

APPROACH

TACTICS

Visit Panama City Beach Creative

By highlighting the wide range of activities and amenities to suit visitors' travel styles, preferences and interests, we show how Panama City Beach is different from other beach destinations. Our campaign is an invitation to "Make It Yours," and creates a sense of belonging for the first-time visitors and returning visitors alike.

FAMILY BEACH

ADRENALINE

ECOTOURISM

ROMANCE



Marketing Overview

38

IMPORTANCE

APPROACH

TACTICS

Media Objectives & Strategy

Address all segments and stages of vacation planning

Focus targeting based on dynamic segmentation modeling

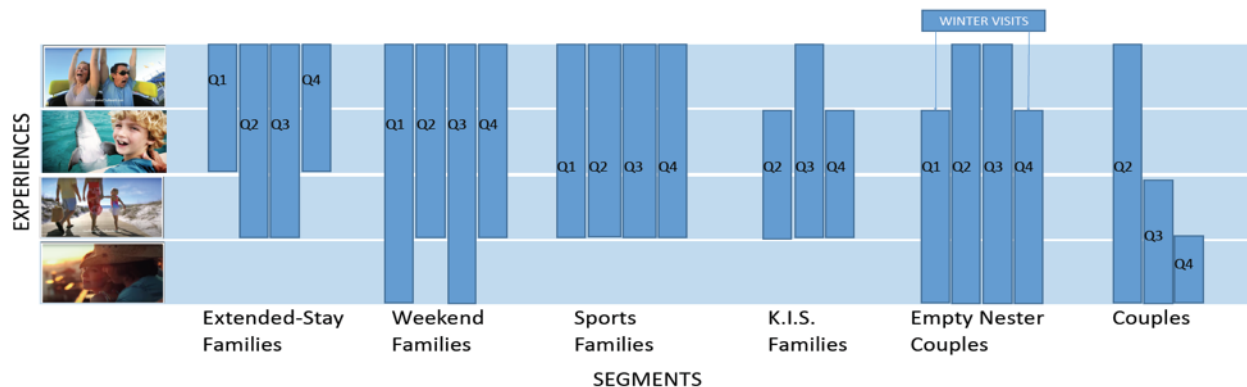
Customize against seasons, geography, events and annual support

Digital first, quantifiable metric – quality site traffic, higher engagement

Dynamic Segmentation

We want people to feel like they *belong* in Panama City Beach.

Theme and Segment Overlay by Time of Year



* Directional focus areas for creative rotation, not mandates, will be tested and optimized in market



Marketing Overview

39

IMPORTANCE

APPROACH

TACTICS

Marketing Partners - With the support of Luckie & Co., Lou Hammond Group, and Simpleview, our Agencies of Record, we will focus on an integrated approach that leverages the activities of the operational departments, as well as our industry partners to help communicate our story through a variety of media and messages.

Digital First – As more travel decisions are being made on mobile platforms, the TDC will leverage the strength of the PCB brand through innovative digital-first campaigns. These “thumb-stopping” campaigns will showcase Panama City Beach as a dynamic beach destination that offers the experiences consumers crave.



Marketing Overview

40

IMPORTANCE

APPROACH

TACTICS

Interactive Marketing - Search engine optimization, marketing for VisitPanamaCityBeach.com, deployment email automation and monthly e-newsletters to our database are all core strategies for the upcoming year, along with utilizing new and emerging digital technology.

- Email automation puts website visitors (either e-newsletter or visitors guide registrants) into nurture tracks that allows our marketing team to engage specific needs and characteristics
- Email Deployment utilized for targeted events and offers
- Get Smart Content will bring data driven insights to dynamic (personalized) content on Visit Panama City Beach's website for better engagement and conversations

Fourth of July Fly-in



 Impressions
32,343

 Clicks
1,730

 CTR
4.32%



Marketing Overview

41

IMPORTANCE

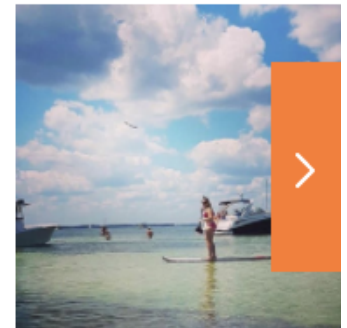
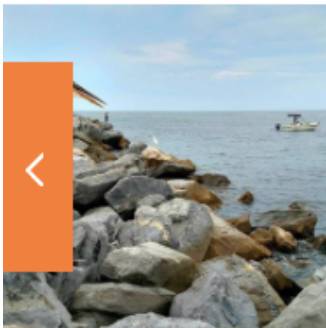
APPROACH

TACTICS

Social Media – The TDC’s website is a conduit for visitors to connect with the destination and experience user-generated content across a variety of social media platforms.

Engagement on Facebook remains high, with over 523,000 likes. Twitter, Google+, YouTube, Instagram, Pinterest and Snapchat continue to see marked growth.

- Continued partnership with Facebook/Instagram
- Continued partnership with Brand Networks
- Continued partnership with the Chute Platform for User Generated Content
- Continued content calendar for Real. Fun. Organic posts/engagement
- Facebook Success Story – Panama City Beach is one of the first DMOs to partner with Facebook, and it has proven to be a very successful campaign through targeted carousel and video ads. With carousel ads showcasing family fun and videos highlighting diverse activities the campaign has resulted in 24.8 million impressions and over 4 million video views.



User generated content via Chute

[VISIT OUR INSTAGRAM PAGE](#)

Marketing Overview

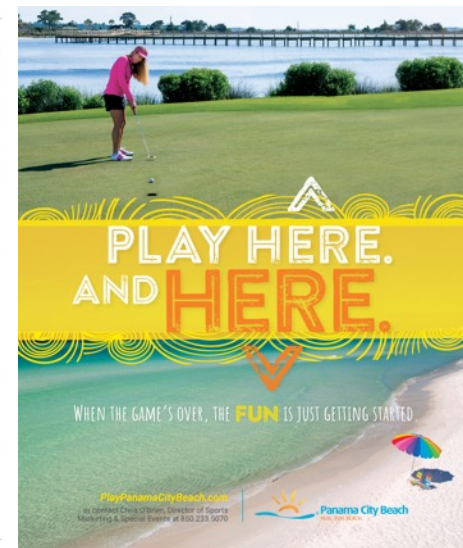
42

IMPORTANCE

APPROACH

TACTICS

Traditional Media – Television, radio, and print advertising will comprise the majority of our traditional media campaigns. The campaigns, based on the brand position of REAL.FUN.BEACH, will highlight how Panama City Beach offers consumers authentic, fun experiences with friends and family on vacation and highlight our new “Make It Yours” copy.



Marketing Overview

43

IMPORTANCE

APPROACH

TACTICS

Video – The TDC has developed an extensive library of b-roll video content that can be repurposed and edited into short, compelling videos to reach highly targeted consumers looking for the experiences that PCB offers.

The marketing team will continue to push these real FUN videos out to targeted consumers and specific niche audiences like the Eco-friendly, Adventure, Romance and fishing videos featured below. Videos will be a mix of authentic/organic, 360 and targeted creative.



A vacation destination for the entire family - including family...

July 12 - 3.1M views



Today is our FINAL #RealFunBeach prize package...

July 24 - 162K views



Happiness comes in waves 🌊 #RealFunBeach

June 26 - 40K views



It's #NationalBestFriendsDay! Who would you bring with you...

June 8 - 23K views



You don't have to be a beach bum to enjoy vacationing in...

April 18 - 31K views



Marketing Overview

44

IMPORTANCE

APPROACH

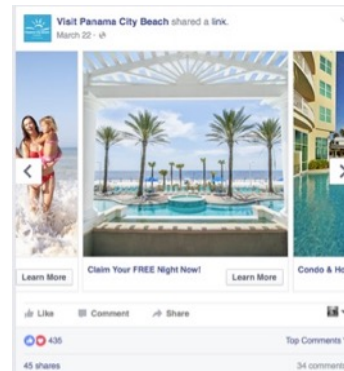
TACTICS

Partner Co-op Programs

Continue to develop a robust series of co-op marketing selections to our partners. Analyze campaign results, gather partner feedback and adjust the program as necessary to make it the most successful.

Sample co-ops will include:

- Facebook Live | Facebook Promoted Posts | Facebook Canvas Ads | Facebook Carousel Ads
- Instagram Takeovers | Instagram Promoted Posts
- Drone Footage | Print Opportunities
- Feature opportunities on partner pages like Trip Advisor
- Email Sweepstakes | Custom Targeted Emails
- Digital Banners | remarketing | custom targeted display
- Special Event Toolkits for signature events



Don't let summer slip away without a trip to America's Real. FUN. Beach. Book your vacation today to score a great deal on some of our amazing accommodations. You're just a short drive away from all the family fun, heart-pounding action, eco-adventure and romance of Panama City Beach. Plan your escape and make it yours!

PLAN YOUR ESCAPE >

COUNTS-OAKES RESORT PROPERTIES

Choose Counts-Oakes Resort Properties for the best selection of vacation rentals in Panama City Beach, featuring resorts, condos and beach houses. We specialize in luxury beach house rentals ranging in size from 3-9 bedrooms. Perfect for family gatherings, weddings, special events and sports teams. Our team of experts can help you create a memorable vacation experience.

MAKE YOUR RESERVATION >



EMERALD VIEW RESORTS

Save 20% Off All Rates Through August!

Receive 20% off our low daily rate on Sunday, Monday, Tuesday or Wednesday for stays through August 31st. Choose from our most popular resorts including Lakewood Wharf, Grand Panama, and Shores of Panama!

SAVE TODAY >

RESORTQUEST

Summer is here and it's not too late to book a vacation to Panama City Beach. Save up to 20% on 3+ nights and be one step closer to sugar-white sand and emerald green water.

MAKE YOUR RESERVATION >



SHORES OF PANAMA

Shores of Panama by Counts-Oakes Resort Properties is a

Marketing Overview

45

IMPORTANCE

APPROACH

TACTICS

Public Relations- Continue the partnership with Lou Hammond Group to position Panama City Beach as the all American Real. FUN. Beach through the following methods:

- Press Releases
- Press Visits – Group and Individual Trips (Editorial Panels, as appropriate)
- Media Missions/Deskside visits in key markets
- Promotions
- Broadcast Outreach
- Crisis Communications
- Proactive pitching
- Reactive news bureau
- Integrated strategic planning with the team (Make It Yours Campaign)
- Work with targeted social media influencers
- Brand messaging (Real. Fun. Beach Tees) and storytelling
- Public awareness (Beach Flags, Leave Only Footprints Ordinance, etc.)



Marketing Overview

46

IMPORTANCE

APPROACH

TACTICS

Real. FUN. Event support

The Marketing Department will continue to support the real. FUN. Special events to help drive demand in key periods to impact tourism for the destination. The marketing support will keep all creative within the brand standards of Visit Panama City Beach and also work to target and support new audiences within our dynamic segmentation.

- New for 2018: Special Event overviews will be created for each Visit PCB signature event to include the event goal, opportunity Statement, creative assets, budget and results



Marketing Overview

47

IMPORTANCE

APPROACH

TACTICS

The detailed marketing plan is under development and will be presented to the TDC Board of Directors for approval in October, 2017.



SALES STRATEGY



Sales Overview

49

IMPORTANCE

APPROACH

TACTICS

In FY 2018, we will focus our sales activities in maintaining and growing our presence within the leisure travel segments, while expanding our meetings and conference sales initiatives. Emphasis will be placed on the evolution of our product, natural surroundings, accessibility, value and on our new offerings that enhance the visitor experience.



IMPORTANCE

APPROACH

TACTICS

Through integrated sales initiatives, the TDC will work to increase leisure, group travel, and meetings demand to Panama City Beach each season of the year. We will emphasize new offerings including accommodations, attractions, dining options, and ecotourism opportunities with a continued focus on events, accessibility to the destination, value, and the bonus of experiencing true southern hospitality in a beachside setting.

Leisure Travel – Through direct contact with both consumers and travel professionals, we will continue to promote Panama City Beach as a year-round destination highlighting new accommodations, attractions, dining options, value-added experiences, events and the specific attributes of our different seasons.

Group Travel – Increase visitation to Panama City Beach with the group tour market in all seasons with particular emphasis on the shoulder seasons and various events. Using the strength of our REAL.FUN.BEACH brand, we will emphasize that we are truly a destination that offers something for everyone. In addition, we will strengthen our relationships with qualified travel trade professionals and domestic tour operators and grow the group tour market by working more closely with industry partners to present Panama City Beach as a group friendly, affordable, fun destination.

Meetings/Conventions – Collaborating with our lodging partners that are active in hosting meetings and conventions, we will develop cooperative marketing opportunities to create additional demand for Panama City Beach throughout the year.



IMPORTANCE

APPROACH

TACTICS

We will accomplish these goals through consumer shows, travel marketplaces, cooperative opportunities with VISIT FLORIDA, the destination marketing organizations in Northwest Florida and potential co-ops with our accommodation partners.

Consumer Shows – Travel shows in key domestic drive and fly markets are an important vehicle to increase awareness of Panama City Beach as a tourist destination within our target audiences. The shows in which we will exhibit include:

- Southern Women's Shows –Memphis and Nashville are three and four-day consumer shows geared to women, with an estimated attendance of 30,000 per show
- New York Times Travel Show & Boston Globe Travel Show - allows the TDC to target NE travelers as well as New York/Boston-based national travel professionals and travel media
- AAA Ohio – provides an opportunity for the TDC to reach AAA members in the Ohio market through an industry event targeting AAA offices

Domestic Travel Tradeshow – Group travel shows remain a viable way to reach domestic tour operators and other group travel organizers that have the potential to generate visitation to Panama City Beach.

- VISIT FLORIDA Trade Events – provide an opportunity to network with travel planners and travel agents in Boston, Chicago, Ohio and Philadelphia
- ITT Military Shows – provide an opportunity to reach veterans across the Southeast US as they plan and coordinate both individual travel and military reunions



IMPORTANCE

APPROACH

TACTICS

Other Sales Tactics

- Continue to promote the message that Panama City Beach has “something for everyone.”
- Encourage increased partner participation in TDC programs.
- Continue to educate partners on the value of participating in sales programs through industry workshops.
- Leverage additional exposure for Panama City Beach through cooperative sales opportunities and missions with VISIT FLORIDA.
- Host Fam trips for qualified group travel professionals targeting family and military reunions, groups, and the meetings markets.
- Optimize budget to ensure that target markets are enhanced and new markets are addressed on regional, national and international levels.
- Update collateral materials, trade shows booths, etc.
- Secure compelling photography that effectively communicates the Panama City Beach experience to sales clients.
- Enhance the group visitor experience – step-on guided tours, group welcomes, welcome packages, etc.



ama City Beach
IDA
FUN. BEACH.

INTERNATIONAL OVERVIEW



IMPORTANCE

APPROACH

TACTICS

Our International Program is a joint initiative of our Marketing and Sales teams. Our continuing development of business relationships within the international travel-trade and media is critical to expanding international visitation to Panama City Beach. Through partnership opportunities with VISIT FLORIDA, Brand USA, and through our international representation firms, Lieb Management (Germany) and Gosh PR Gosh (UK), emphasis in FY 2018 will be placed on furthering these relationships with European “travel influencers.” In addition, we will conduct educational seminars and workshops with accommodation partners in order to increase awareness and participation in this emerging market segment.

Virgin Atlantic now offers codeshare into Northwest Florida Beaches International Airport, which creates additional opportunities for PCB to capture more UK business. In addition, this change eases the restrictions on fly/drive passengers that arrive in Orlando, drive to PCB and fly home from ECP, connecting through Atlanta. Additionally, British Airways has initiated non-stop service to New Orleans, creating another opportunity for fly/drive visitation from the UK.

International travel from the UK and Germany continues to be a strong market for Florida with opportunities in spring/fall shoulder seasons. Canadians are an important aspect of our winter resident business and we will also stress the viability of year round travel to this lucrative market.



IMPORTANCE

APPROACH

TACTICS

International Tradeshow – International tradeshows, in partnership with VISIT FLORIDA, provide an excellent platform to increase awareness of Panama City Beach to tour operators, receptive operators, and travel media from key countries across the globe.

Partnership with Tour Operators – Through our efforts to date, we have connected lodging properties with a number of tour operators in the UK and Germany. We will continue to develop and strengthen these relationships. In FY 2018, we will focus particular emphasis on Virgin Holidays and Thomas Cook, as well as Florida-based receptive tour operators.

International Tour Operator FAM Trips/Media Visits – The old adage “seeing is believing” applies to the international market. As we continue to build international awareness of Panama City Beach as a tourist destination, hosting tour operators and travel media is essential. Their first-hand experiences and recommendations are important as they educate their constituents on a “new” Florida destination.

Direct to Consumer Communications – To increase demand among international audiences, we are partnering with VISIT FLORIDA and Brand USA on cooperative marketing campaigns in Canada, UK and Germany. Additionally, we have developed a German language brochure and website – VisitPanamaCityBeach.de.

Northwest Florida Tourism Council Cooperative Efforts – A number of other Northwest Florida communities have expressed interest in collaborating on a targeted international campaign to extend the reach of our collective efforts.



IMPORTANCE

APPROACH

TACTICS

International Tradeshows – International tradeshows, in partnership with VISIT FLORIDA, provide an excellent platform to increase awareness of Panama City Beach to tour operators and travel media from key countries across the globe. These shows include:

- **Florida Huddle** is an international marketplace held in Florida for tour operators and media
- **World Travel Market** (WTM) is an annual three-day travel event that brings together nearly 50,000 worldwide travel industry professionals for appointments (suppliers and buyers), networking, etc.
- **ITB** is the world's largest travel and tourism tradeshow in Berlin that will further extend our ability to expose Panama City Beach to the international wholesale and FIT travel markets
- **IPW** is the Travel Industry Association of America's annual international tour operator and media event promoting travel to the United States
- **IITA** is a travel tradeshow focusing on US-based receptive tour operators who provide the on the ground management for internationally-based tour operators.



SPECIAL EVENTS STRATEGY



Special Events Overview

58

IMPORTANCE

APPROACH

TACTICS

Special events continue to be a focus area to help increase visitation to Panama City Beach throughout the year, with particular emphasis during the spring and fall. Research has shown that our visitors will increase the frequency of their visits when given a compelling reason to do so. Outside of the peak summer season, festivals and special events help spur this type of travel.

Additionally, fun, unique and well-orchestrated festivals and special events can have a halo effect for destinations and create intangible benefits by spurring interest in the destination even if the potential visitor is unable to attend a specific event. The TDC operates a number several high-profile events throughout the year and works with other event organizers to demonstrate the dynamic, fun nature of Panama City Beach. These events include: Beach Home for the Holidays, New Year's Eve Beach Ball Drop, Panama City Beach Mardi Gras and Music Festival, Emerald Coast Cruizin', UNwineD, Seabreeze Jazz Festival, Thunder Beach, Beach Jeep Jam, REAL.FUN.FOURTH, Pepsi Gulf Coast Jam, and Pirates of the High Seas Fest.

We will continue to foster relationships with organizations throughout the destination to create and assist with special events that have the potential to drive incremental demand for Panama City Beach as a tourist destination. Potential partners include: Grand Lagoon Coalition, Panama City Beach Chamber of Commerce, Beach Arts Alliance and Bay County Chamber of Commerce.

The TDC will collaborate with outside organizations on festivals, concerts and special events that take place throughout the year. This collaboration includes: sponsorships and in-kind or paid advertising support.

All the events supported by the TDC must strengthen, extend and leverage the brand of Real.Fun.Beach.



Special Events Overview

59

IMPORTANCE

APPROACH

TACTICS

- Maintain relationships with existing events, as well as work together to enhance the events through available resources including sponsorship, advertising/marketing or event management.
- Engage the industry partners, through workshops, on events that will create incremental demand for the destination.
- Use innovative event themes to support and extend the REAL.FUN.BEACH brand and create additional awareness and demand for Panama City Beach.
- Develop and manage budgets for each event to ensure the TDC is able to effectively and efficiently execute a quality events within established budget parameters.
- Attend Industry tradeshow and conferences to reach industry decision leaders; attend educational event seminars; and showcase the destination's venue to potential event partners.
 - Florida Festivals & Events Association
 - International Music Festival Conference
 - Pollstar
 - International Entertainment Buyers Association (IEBA)
- Foster relationships with national artist agencies such as WME, Live Nation, AEG Live, etc. and explore opportunities with each to produce new events.



VISITOR SERVICES STRATEGY



Visitor Services Overview

61

IMPORTANCE

APPROACH

TACTICS

The Visitor Services staff serve an important role for visitors who are comparing vacation destinations, as well as those visitors who have made the decision to come to Panama City Beach, but desire additional information to enhance their vacation. We will implement strategies to help potential visitors choose Panama City Beach over competitive destinations, and encourage current visitors to do more, stay longer, and visit more frequently, while reinforcing the REAL.FUN.BEACH. Brand.



Visitor Services Overview

62

IMPORTANCE

APPROACH

TACTICS

Taking advantage of the updated and enhanced Visitor Information Center space, the Visitor Services staff will focus on providing attentive, personalized service by meeting and greeting visitors as they enter the center and walking them to the brochure displays of interest. The staff will also encourage visitors to utilize CVB resources – Visitors Guide, websites, etc. – as the preferred source of information throughout their stay in Panama City Beach. The style of service will cultivate, support and celebrate a “visitor-centric” ethic that supports quality visitor experiences through unpretentious but attentive customer service.



Visitor Services Overview

63

IMPORTANCE

APPROACH

TACTICS

- Maintain and enhance standards of excellence in answering visitors' questions about the destination, whether by phone, through website Live Chat, at the airport, in the Visitor Information Center or an off-site location.
- Actively interact with guests visiting the Visitor Information Center and encourage guests to use the TDC's website as their primary, trusted information source while visiting Panama City Beach.
- During select times of peak visitation, or as needed to support group sales, sports marketing or special event initiatives, provide off-site visitor information services to extend the reach of the Visitor Information Center and contribute to the sense that Panama City Beach is a safe and welcoming destination.
- Quickly, efficiently and accurately handle fulfillment of Visitor Guide requests coming into the Visitor Services staff through Live or by telephone.
- Continue Panama City Beach Days in the Official VISIT FLORIDA Welcome Centers.
- Rotate free-standing kiosk displays in Visitor Information Center to highlight events, eco-tourism, and other unique and memorable aspects of Panama City Beach.
- Organize the TDC's National Tourism Day events.
- Raise visibility within the community by having a presence at community events.
- Conduct themed events/activities to highlight upcoming events/seasons.



SPORTS MARKETING STRATEGY



IMPORTANCE

APPROACH

TACTICS

As evidenced by the TDC's \$4.5 million investment in improvements to Frank Brown Park and the plans for the new Sports Park & Stadium Complex, amateur athletic tournaments are a central component of the TDC's strategy to generate incremental visitor demand. In FY 2018, we will continue to target our key sports markets of softball and baseball, as well as emerging markets in both tournaments, such as soccer and lacrosse and sporting events, including as ½ marathons, adventure races, water, beach and indoor sports that support this goal.

A centerpiece of our efforts will be the construction and pre-sales of the new sports park, which is expected to open in Spring, 2019. Though we expect the facility to operate near capacity during the summer months, the complex is being designed to allow us to host tournaments that occur outside our peak travel season. As we approach the opening of the new facilities, we will coordinate efforts between the City and the operators of the new park to maximize utilization of all available tournament facilities.

Visitors coming to Panama City Beach to participate in or experience a tournament or sporting event generate over \$100,000,000 in direct visitor spending with a total economic impact in excess of \$170,000,000.

Additionally, as outlined in the Strategic Plan, we will continue the planning of a proposed indoor facility to further diversify our product offerings and our ability to drive incremental year-round visitor demand.



IMPORTANCE

APPROACH

TACTICS

Attracting, fostering and growing tournaments and sporting events requires a multifaceted approach that includes acting as a liaison and partnering the events right holders with the local partners that can help bring the event to fruition. These partners include local governments for the use of athletic facilities, accommodations and others.

Additionally, financial assistance in terms of sponsorships, bid fees, and host fees may be required to secure the events. By securing national, regional and large-scale events in Panama City Beach, local businesses, as well as local governmental partners benefit by having increased revenues from out of town visitors attending the events.

The TDC understands the standards required to host tournaments that will generate visitation and promote tourism may be higher than what is required for local play. The TDC remains committed to continue collaborating with local governments in making necessary enhancements to the public venues to ensure they are maintained in a tournament-ready condition.

IMPORTANCE

APPROACH

TACTICS

- Attend tradeshows and conferences, including:
 - NSA, NASC & USSSA National Conventions, TEAMS Sports Conference, Florida Sports Foundation Annual Seminar, NFCA Conference, SPORTS – The Relationship Conference, Sports Link and Connect
- Provide financial assistance in terms of sponsorships, bid fees and host fees:
 - Sponsorships – paid to the event right holders: NSA Convention Outing/Booth, USSSA Convention Social/Booth, Gulf Coast Collegiate Classics, World Softball League, Arnold High Basketball Classic, NASC/TEAMS Conference, Gymnastics - Diamond Cheer, Edgewater Classics, Golf - NCCSA, 9/11 Stair climb, and other sporting events occurring in Panama City Beach
 - Bid Fees – paid to the event right holders: baseball - Grand Slam World Series and USSSA; softball – NSA Worlds, USSSA Military Worlds, USFA, USSSA NIT and WSL; EVP Volleyball/Motocross; Endless Summer Soccer Tournament; and Ironman
 - Host Fees – paid to local public athletic venues, including Frank Brown Park and Harders Park to offset the costs of hosting the events: FL/AL High School Fastpitch Challenge, GCSC Fastpitch Classic, USSSA Military Worlds, NSA Fall World Series, USSSA Softball on the Beach, AAU Regional Basketball, USFA, Endless Summer Soccer Tournament, WSL World Series
- Conduct workshops to facilitate communication between current and potential events right holders with local tourism industry businesses.
- Host Fam trips with qualified event rights holders
- Enter into strategic partnership arrangements with organizations that have the ability to bring multiple tournaments to Panama City Beach.



PARTNER ENGAGEMENT & COMMUNITY SUPPORT STRATEGY



Partner Engagement & Community Support Overview

69

IMPORTANCE

APPROACH

TACTICS

Panama City Beach is a large beach destination generating in excess of \$2.7 billion in economic impact (direct, indirect and induced), with over 16,500 overnight accommodations available to visitors and over a thousand small businesses serving our visitors. These independent, small businesses are the lifeblood of the Panama City Beach experience. To effectively tell the Panama City Beach story, in order to have potential visitors select Panama City Beach over all other destinations, the TDC needs to engage and partner with these businesses. We need to know their story. The tapestry of these businesses is one of the differentiating factors that make Panama City Beach special.

Many of these businesses have limited advertising budgets to market themselves. Through a robust cooperative marketing program, the TDC will provide affordable opportunities to Panama City Beach tourist businesses to advertise and promote the goods and services they offer. Getting more partners involved with the TDC will assist in extending our brand and bringing Real.Fun.Beach. to life. We also gain a better understanding of the needs of our partners which will assist us in planning for future events, campaigns and marketing activities.

The TDC also actively partners with non-profit organizations, like the Northwest Florida Tourism Council, Panama City Beach Chamber of Commerce, Bay County Chamber of Commerce and the Grand Lagoon Coalition, that are actively engaged in enhancing tourism to Panama City Beach.

Additionally, the TDC provides support, which is limited by statute, to Bay County and the City of Panama City Beach. This support helps offset the costs of lifeguards and public safety, as well as ensuring the facilities Aaron Bessant Park and Frank Brown Park are maintained at a level to attract incremental visitation to Panama City Beach.



Partner Engagement Overview

70

IMPORTANCE

To engage our partners, the TDC must create value and clearly demonstrate the importance of their participation in our programs - to answer the question, “what’s in it for me?”

APPROACH

To this end, we revamped our approach to cooperative marketing. The TDC publishes the Visitors Guide, which is produced on a quarterly basis in order to provide up-to-date and relevant content to visitors as they make their travel planning decisions and allow our partners to adjust their marketing messages by season. The TDC also offers co-op marketing opportunities on an ongoing basis throughout the year to help our partners leverage their advertising budgets and take advantage of opportunities as they arise.

TACTICS

One of the most important aspects of partner engagement is listening to the needs of our partners, and that role extends to all members of the TDC staff. As we go forward, it is important for all the management team to reach out and interface with our partners in order for the industry to fully appreciate all that the TDC does in marketing Panama City Beach as a tourist destination. This outreach activity takes on many forms, including one-on-one, sending out industry newsletters and updates, hosting workshops and seminars, and participating in community activities.

Panama City Beach offers a wide variety of superlative experiences for visitors that go beyond the traditional activity of “hanging out on the beach.” In FY 2018, the TDC will assist partners on strategies to showcase these experiences and will develop a series of vertical markets (adventure travel, home-school families, destination weddings, etc.) that can be marketed to highly targeted audiences.



Partner Engagement Overview

71

IMPORTANCE

APPROACH

TACTICS

- Develop Partner Engagement toolkit in order to effectively communicate all the goods and services the TDC has to offer.
- Working with the publisher of the Visitors Guide and the Marketing Department, develop a dynamic cooperative marketing sales kit that outlines the various cooperative marketing opportunities.
- Continually survey industry partners on their marketing needs and work with the Marketing Department on the development of new cooperative programs each quarter.
- Develop a brand toolkit that will assist industry partners in incorporating Real.Fun.Beach. into their messaging without diluting the brand or creating brand confusion.
- Each functional department of the TDC will host workshops on issues of interest to industry partners.
- To highlight the importance of tourism to the local community and its economy, the TDC will host National Tourism Month activities during the month of May.
- Partner with Visit Florida and other communities in Northwest Florida, through the Northwest Florida Tourism Council, on regional marketing initiatives.
- Maintain a presence in the Panama City Beach Chamber of Commerce's Circuit Magazine that highlights the importance of tourism to our community and how the TDC carries out its mission.
- Maintain CRM system with current partner contact information.
- Revamp industry communications – extranet landing site, newsletters, etc. – to increase readership and participation.



TOURISM DEVELOPMENT STRATEGY



Tourism Development Overview

73

IMPORTANCE

APPROACH

TACTICS

The Tourism Development Department helps drive incremental visitation and awareness through corporate relationships, cutting-edge media and new tourism products. Its goals are to:

- Generate additional sources of revenue;
- Assist local entities (e.g., City of Panama City Beach, Bay County Chamber of Commerce, Panama City Beach Chamber of Commerce, Bay Economic Development Alliance, Grand Lagoon Coalition) that are actively involved in advancing tourism-related activities;
- Establish and leverage relationships with consumer brands to enhance *Visit Panama City Beach* programs and elevate the “REAL. FUN. BEACH.” brand; and,
- Produce and deliver creative, compelling content and products that take PCB’s story to new audiences.

The Tourism Development Department’s accomplishments include:

- Management of corporate sponsorship program that has generated non-TDT revenue of more than \$1 million in cash, product and in-kind services since 2014;
- Executive producer of award-winning “Chasin’ The Sun” TV series aired on national cable networks;
- Ongoing relationships with national brands through program and event sponsorships;
- Live PCB webcam that surpassed 1,000,000 views less than two years after its debut; and,
- Renewal of grant (\$10,000) from Surfing’s Evolution & Preservation Foundation to help fund Bay County’s beach lifeguard program.



Tourism Development Overview

74

IMPORTANCE

In 2018, we will continue to aggressively pursue corporate investment and other external funding to assist the TDC in creating new tourism assets and supporting CVB-owned festivals and events.

APPROACH

Our primary objectives will be to secure Triumph Gulf Coast funding for the TDC's Sports Park at Breakfast Point, offset a significant portion of CTS-TV program costs through cash sponsorship, source new corporate sponsorships and develop existing brand relationships to their full potential.

TACTICS

We will position *Visit Panama City Beach* as an investment vehicle for companies to reach millions of visitors and, by doing so, increase awareness and sales. Aligning our brand with America's top corporate brands also elevates the reputation of Panama City Beach among visitors and the community at large.

In the past two years, we made inroads with national companies by offering an unconventional non-cash investment model focused on brand alignment, product support and shared content delivery. Going forward, we are implementing a cash sponsorship model that reflects the fair market value of PCB's assets and maximizes revenue opportunities available via maturing broadcast/digital properties and new sports facilities.



IMPORTANCE

APPROACH

TACTICS

The CVB will aggressively seek corporate sponsorships by targeting:

- National companies that offer products/services which are either specific to the coastal vacation lifestyle or have universal appeal;
- Bay County-based companies that have high visibility and offer products/services targeted to visitors or see value in aligning themselves with Panama City Beach as a way to build community awareness, foster goodwill or underwrite local events; and,
- Private businesses interested in forming partnership alliances that add value to the sponsorship proposition.

The CVB will actively seek new sources of revenue to supplement programs traditionally funded through the Tourist Development Tax by:

- Participating in the development of proposals to secure Triumph Gulf Coast funding for transformational economic development projects with tourism-related components;
- Evolving the CTS-TV sponsorship model to generate cash investments (goal is 100% funding of the program with sponsorship revenue);
- Identifying opportunities to monetize CVB assets (website, venues, events);
- Sourcing and applying for grants offered by governmental agencies, private corporations, foundations or other entities for the express purpose of promoting tourism.



Tourism Development Overview

76

IMPORTANCE

APPROACH

TACTICS



A cornerstone of Tourism Development Department efforts is the award-winning cable network television series, “Chasin’ The Sun,” filmed entirely in Panama City Beach.

- Moving to Discovery Channel’s new 2018 Saturday morning outdoor programming block
- Showcases world-class fisheries – *offshore, bay, pier, surf, backwater creeks*
- Episodes feature popular species – *redfish, pompano, grouper, snapper, tarpon, kingfish*
- Highlights recreational diving – *artificial reefs, lionfish eradication, near shore wrecks*
- Focus on the coastal lifestyle and outdoor recreation
- Winner of 2017 VISIT FLORIDA Flagler Award in “Niche Marketing” category
- Winner of 2017 Silver Telly award in “Broadcast National Tourism” category
- 2017 sweepstakes generated 10,000+ entries from all 50 states and 10 Canadian provinces
- All full episodes available for viewing online at ChasinTheSunTV.com
- Available on Amazon Prime (24 million subscribers)
- Related programming includes weekly co-branded fishing report on WMBB News 13 and bi-weekly fishing report authored by local guide and posted to digital platforms
- 2018 show enhancements to include 360° camera, digital content management, introduction of nationally-known angler as segment host and clearance to post episodes to digital platforms immediately after network airing



Tourism Development Overview

77

IMPORTANCE

APPROACH

TACTICS



SEASON THREE NETWORK

Airs January – June 2018



REACH

96 million U.S. Households

AVAILABILITY

All 210 U.S. DMAs

VIEWER PROFILE

Median age: 46

Gender: 72% male; 28% female

Median annual income: \$73,000

Internet access: 88%

Home ownership: 76%

DISCOVERY CHANNEL

Episodes	13
Broadcast Weeks	26
Day/Time	Saturdays 7:30am EST (dual feed)
Baseline Rating	230,000 viewers
Commercial Units (:30)	6
In-Show Billboards	10



Program will also air in nine-county Panama City DMA (150,000 HH) in Q3 & Q4

IMPORTANCE

APPROACH

TACTICS

The Tourism Development Department's FY 2017-18 efforts will also include:

- Continued progress toward fully leveraging brand relationships through cross-promotions, event activations and sharing of digital content across media platforms.
- Potential expansion of the popular live webcam to include a second camera location and cash sponsorship.
- Leveraging existing high-profile events in Panama City Beach to host prospective sponsors and demonstrate the destination's infrastructure and drawing power.
- Engagement of Premier Partnerships, a firm specializing in developing sales strategies for special events, municipal projects, and sports and entertainment properties, to conduct its *Revenue Maximizer*™ analysis and valuation of PCB's current and future tourism assets – including naming rights for sports and entertainment venues.
- Expanding relationships with existing rights holders to develop co-op sponsorship programs.
- Identifying cross-promotional opportunities involving multiple sponsors; facilitate joint activations to maximize their combined investments.



Tourism Development Overview

79

IMPORTANCE

APPROACH

TACTICS

Panama City Beach Vacation Magazine

The marketing team will continue to work with Rowland Publishing to provide curated content to potential visitors and subscribers.

- Mailed to Visit PCB subscribers – current subscriber list is 38k | Visitor Information Center
Sales Trade Shows | Media Missions



SEASONAL STRATEGIES & DYNAMIC SEGMENTATION



Seasonal Strategies & Dynamic Segmentation

81

Seasonal Strategies

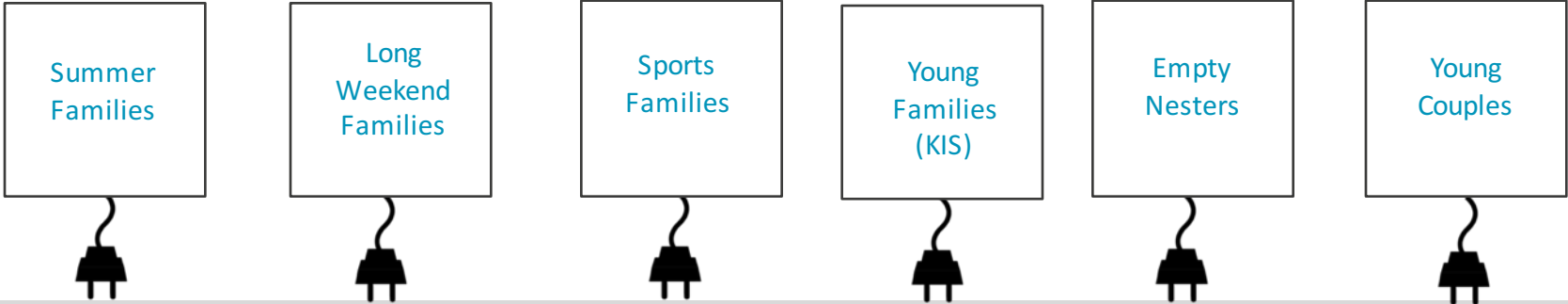
The TDC has a stated goal of driving incremental visitor demand each and every month of the year. By developing and supporting targeted campaigns, initiatives and events that appeal to various market segments that have a propensity to travel at different times, we have been successful in achieving this goal. Our seasonal strategies outline and memorialize the tactics that support this goal.

Dynamic Segmentation

The addition of Luckie & Co., supported by our partnership with Brand Networks and Facebook, has allowed the TDC to more efficiently get the RIGHT creative message, in front of the RIGHT consumer, at the RIGHT time. Listed below is a description of each of the key segments we are targeting through our advertising messages.



Dynamic Segmentation Overlay by Seasonality



Winter

Dec /Holidays

Dec /Holidays

Jan - Feb /
Events Driven visits
Post - holiday
romance

Spring

Mar /School Break
+ Eastern Holiday

Mar / School Break+
Easter Holiday

Mar / School Break
Apr - May / Sports
Tournaments

Mar / Late
Spring
vacation

Extended family
summer trip
Festival & Events
Driven visits

Jan - Feb /
Events - Driven visits
Post - holiday
romance

Summer

Jun - Jul / Summer
vacation

Jun - Jul / Summer
vacation

Jun - Jul / Summer
vacation + Sports
Tournaments

Late Aug /
Weeklong
Vacation

Late Aug /
Weeklong vacation
- Adults
Tournaments

Late Aug /
Weeklong
vacation

Fall

Oct / Fall Break
Nov / Thanksgiving

Oct / Fall Break
Nov / Thanksgiving

Nov /
Thanksgiving

Oct / Fall Break
Nov / Thanksgiving

Sep / Nov Events

Sep - Nov /
Pre - holiday
Relaxation

Dynamic Segmentation Overlay by Seasonality

SPORTS FAMILIES

Parents , Aged 25-54 with elementary school aged children or older.

Interest: Florida

Behavior: Family vacations + Sports Tournaments for children

Relationship status: Married

Sports families are those that come first because they have to for sports tournaments/ events and then we win them over to come back. Their primary visit motivator is to assisting and participating in different tournaments and sports events. In addition to sports driven visits, they also look for a destination that offers family time at the beach as well as activities full of adrenaline and excitement.

K.I.S. FAMILIES (Kids In Strollers)

Parents, oldest child < 5

Interests: Florida

Behavior: Family Vacations

Young families are interested in destinations with a wide variety of activities offerings that perfectly combine outdoor recreation and experiencing nature. Their primary motivators are to have a fun family time and build lasting memories. Visits are usually planned and don't depend on school calendars, which represents a more flexible visitation frequency.

Dynamic Segmentation Overlay by Seasonality

EMPTY NESTERS

Age: 40 – 64, Couples without kids living in the household (may or may not have grown children)

Interest: Florida

Behavior: Family vacations

Relationship status: Married

Empty nesters are constantly looking for a variety of travel options. Their primary motivators are to spend quality of time with their partner or families, and gather meaningful experiences. They are interested in nature, relaxation and enjoying small moments of life. Since their visitation frequency is flexible throughout the year, they don't spend a higher amount of time on the planning cycle.

YOUNG COUPLES

Adults, 25-54, in a relationship (can be married, engaged, cohabitating, or in a relationship)

Interests: Florida

Behavior: Travel

Young couples seek for destinations that provide a relaxing getaway. When visiting a destination, they are interested in experiencing culture in its full potential and build unforgettable memories. They seek for attractions that foster romanticism, excitement, and joy. Visitation intent can be driven from pre and post holiday romance to events.

SEASONAL STRATEGIES WINTER



Seasonal Strategy - Winter

86

IMPORTANCE

Historically, Winter sees the greatest fluctuations in year-to-year performance. The uncertain economic climate and marginal weather have been contributing factors to the annual variations.

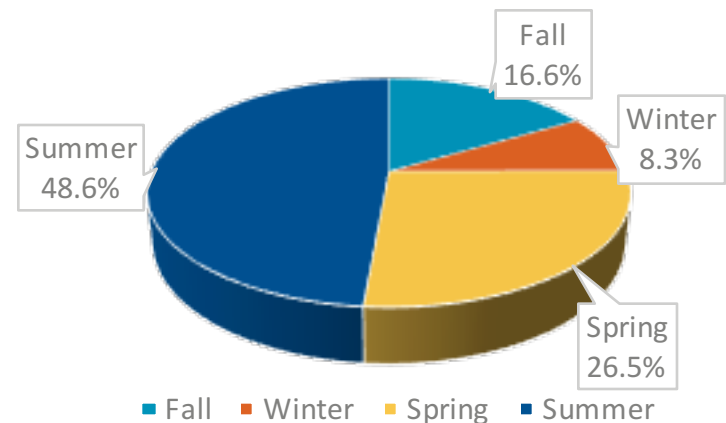
APPROACH

The Winter Season accounts for approximately 8.3% of annual revenue. Even though revenue created over this 90-day period is about on par with April, the revenues generated during the Winter Season along the beach help keep businesses open and preserve jobs.

TACTICS

Our winter visitors generally fall into two categories – Families traveling to the beach during the Christmas – New Year holidays (many coming specifically for the Beach Ball Drop) and Winter Residents looking to escape colder weather at home – Upper South, Midwest and Canada.

Revenue by Season



Seasonal Strategy - Winter

87

IMPORTANCE

APPROACH

TACTICS

Our winter strategy focuses on creating fun, memorable experiences for our Winter Residents under the basic premise, “We can’t control the weather, but we can ensure that a visit to Panama City Beach is all about FUN!” Word of mouth, social media and public relations were the primary vehicles for spreading the message.

Since implementing this strategy in FY 2011, revenues have increased by 43.8%. In the previous five-year period, revenues only grew by 6.6%.

Seasonal Key Statistics

	Lodging Revenue	Visitor Spending	Visitor Days
December	\$ 7,865,260	\$ 39,273,612	438,633
January	\$ 9,902,260	\$ 37,821,689	421,187
February	\$ 14,567,380	\$ 50,517,648	552,960
Total	\$ 32,334,900	\$ 127,612,949	1,412,780



Seasonal Strategy – Critical Segments | Winter Dynamic Segmentation

88

IMPORTANCE

APPROACH

TACTICS

Key Audience	Core Message	Reasoning
Summer Families	Adrenaline + Eco tourism	Holidays
Long Weekend Families	Adrenaline + Eco tourism + Family Beach + Romance	Holidays
Empty Nesters	Romance + Family Beach+ Eco tourism	Events Driven visits



Seasonal Strategy - Winter

89

IMPORTANCE

APPROACH

TACTICS

In order to continue executing our strategy of making Panama City Beach the destination known for fun and further leveraging the Real.Fun.Beach. brand, we will:

- Continue to support the Beach Ball Drop through an event sponsorship, as well as execute targeted social media, public relations and digital campaigns.
- Execute targeted social media, public relations and digital campaigns highlighting our Winter Resident Activities and special events.
- Promote winter visitation through consumer shows in the Midwest, Northeast and Canada
- Continue to develop, support and implement components of our Winter Resident program, including:
 - Winter Resident Appreciation Days
 - Homecoming, Senior Prom, Grande Finale
 - Sponsorship of State Days
 - Sponsorship of non-profit cultural events that appeal to Winter Residents
 - Sponsorship of GCSC Winter Residents educational programs
- Host the Annual Mardi Gras and Music Festival.
- Continue publishing the Visitors Guide on a quarterly basis to provide more relevant and topical information to potential visitors as they are planning their vacations.
- Promote the network airings of Chasin' the Sun TV Season Three premiering in January, to create demand and incremental visitation among outdoor enthusiasts.



SEASONAL STRATEGIES SPRING



Seasonal Strategy - Spring

91

IMPORTANCE

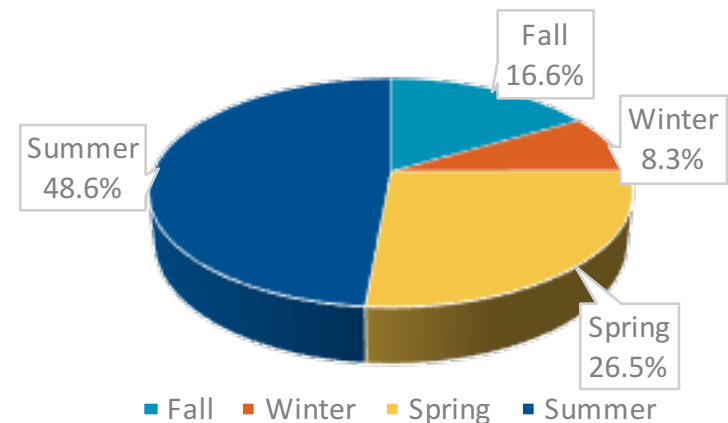
APPROACH

TACTICS

Spring is second only to summer in its economic importance to Panama City Beach, accounting for 26.5% of annual revenues. During the Spring season, fluctuations in monthly revenues between the months of March and April clearly demonstrate the importance of family travel over the Easter holiday. In years when Easter occurs in March, March revenues increase while April revenues suffer. When Easter is late and occurs in April, the converse is true.

Signature special events like the UNwineD, Warrior Dash, Seabreeze Jazz Festival and Thunder Beach, along with the desire of families to head to Panama City Beach after long, cold winter months, drive much of the Spring season revenues.

Revenue by Season



Seasonal Strategy - Spring

92

IMPORTANCE

APPROACH

TACTICS

Panama City Beach enjoys high of top of mind recognition as a Spring destination. The approach the TDC utilizes to market the beach focuses on aggressive public relations strategy, leveraging interest in Spring to highlight the beach on a year-round basis. In addition, the TDC will deploy integrated marketing campaigns focusing on family travel to the beach and supporting the signature events that occur in the Spring.

Sports tournaments and sporting events are also important demand drivers in April and May.

Seasonal Key Statistics

	Lodging Revenue	Visitor Spending	Visitor Days
March	\$ 28,435,680	\$ 92,717,078	1,032,232
April	\$ 32,506,340	\$ 115,539,616	1,289,836
May	\$ 42,967,280	\$ 151,410,558	1,694,060
Total	\$ 103,909,300	\$ 359,667,252	4,016,128



Seasonal Strategy – Critical Segments | Spring Dynamic Segmentation

93

IMPORTANCE

APPROACH

TACTICS

Key Audience	Core Message	Reasoning
Summer Families	Adrenaline+ Eco Tourism + Family Beach	Spring Break and Easter Holiday
Long Weekend Families	Adrenaline+ Eco Tourism + Family Beach	Spring Break and Eastern Holiday
Sports Families	Adrenaline+ Eco Tourism + Family Beach	Spring Break and Sports Tournaments
Young Families	Eco Tourism + Family Beach	Late spring Vacation / Events Driven Visit
Empty Nesters	Adrenaline+ Eco Tourism + Family Beach + Romance	Extended family summer trip / Events



Seasonal Strategy - Spring

94

IMPORTANCE

APPROACH

TACTICS

- Conduct media missions to New York and other key cities in the 1st Quarter to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons.
- Leverage latent media interest in Spring into larger destination stories that promote travel to Panama City Beach throughout the year.
- Continue to support the Scottish Festival, Seabreeze Jazz Festival, Jeep Beach Jam and other signature events throughout the season.
- Execute targeted, integrated social media, public relations and advertising campaigns highlighting travel to Panama City Beach in the Spring.
- Continue to develop and support tournaments and sporting events throughout the Spring season.
- Attend Consumer trade shows to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons.
- On peak travel days, take the “Visitor Center To Go” to the Florida Welcome Centers at I-10 and US 231 to encourage visitors without lodging reservations to make Panama City Beach their destination of choice.
- Continue publishing the Visitors Guide on a quarterly basis to provide more relevant and topical information to potential visitors as they are planning their vacations.



SEASONAL STRATEGIES SUMMER



Seasonal Strategy - Summer

96

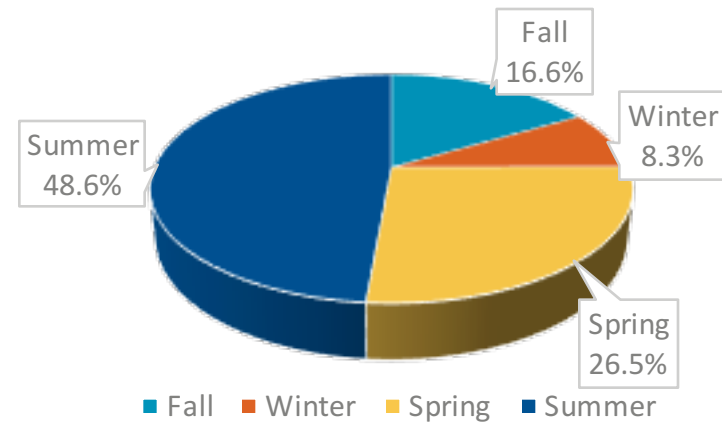
IMPORTANCE

APPROACH

TACTICS

The 92 days of the Summer months constitute nearly 50% of revenue generated by Panama City Beach.

Revenue by Season



Seasonal Strategy - Summer

97

IMPORTANCE

APPROACH

TACTICS

Panama City Beach is first and foremost a summer, family beach destination. During June and July, all of our marketing, sales, sports marketing, special events, and visitor services strategies focus on driving additional interest in Panama City Beach as a family destination. After schools are back in session for the Fall in early August, we expand our messaging to appeal to families with young children that have not entered school and adults traveling without children.

Youth baseball and fastpitch softball tournaments provide a base of business for June and July, while adult softball is our strongest sports component in August.

Seasonal Key Statistics

	Lodging Revenue	Visitor Spending	Visitor Days
June	\$ 69,839,020	\$ 276,289,278	2,723,289
July	\$ 87,243,100	\$ 331,969,294	3,201,551
August	\$ 33,437,360	\$ 158,991,888	1,709,534
Total	\$ 190,519,480	\$ 767,250,460	7,634,374



Seasonal Strategy – Critical Segments, Summer | Dynamic Segmentation

98

IMPORTANCE

APPROACH

TACTICS

Key Audience	Core Message	Reasoning
Summer Families	Adrenaline + Eco tourism + Family Beach	Summer Vacation
Long Weekend Families	Adrenaline + Eco tourism + Family Beach	Summer Vacation
Sports Families	Adrenaline + Family Beach+ Eco tourism	Summer Vacation + Sports Tourney
Young Families	Family Beach + Eco tourism	Weeklong Vacation
Empty Nesters	Adrenaline + Eco tourism + Beach+ Romance	Weeklong Vacation
Young Couples	Romance+ Family Beach	Events driven visit



Seasonal Strategy - Summer

99

IMPORTANCE

APPROACH

TACTICS

- Conduct media missions to New York and other key cities in the 1st Quarter to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons
- Execute targeted social media, public relations, broadcast and digital campaigns highlighting travel to Panama City Beach in the Summer.
- Continue to develop and support tournaments and sporting events throughout the Summer season.
- Attend Consumer trade shows to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons.
- On peak travel days, take the “Visitor Center To Go” to the Florida Welcome Centers at I-10 and US 231 to encourage visitors without lodging reservations to make Panama City Beach their destination of choice.
- Continue publishing the Visitors Guide on a quarterly basis to provide more relevant and topical information to potential visitors as they are planning their vacations.



SEASONAL STRATEGIES FALL



Seasonal Strategy - Fall

101

IMPORTANCE

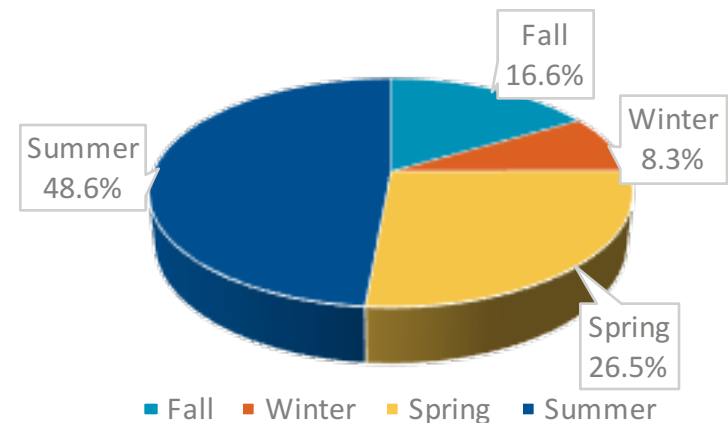
APPROACH

TACTICS

The TDC Board of Directors believes the Fall season has potential for strong revenue growth and is of critical importance to Panama City Beach. Barring a storm event in the Gulf of Mexico, the Fall season has arguably some of the best weather all year, and yet, the Fall season has grown and now constitutes 16.6% of annual revenues. Kids going back to school, college football and the upcoming holiday season contribute to the difficulty in driving Spring-like revenue totals in the Fall.



Revenue by Season



Seasonal Strategy - Fall

102

IMPORTANCE

APPROACH

TACTICS

To overcome the obstacles that impede visitation in the Fall, the TDC Board of Directors set the strategic direction of creating, supporting and fostering Special Events throughout the Fall to give visitors a reason (an excuse) to come back to the beach in the Fall. Since implementing this strategy in 2010, revenues for the Fall have increased over 41.2%.

Special events occur almost every weekend during September and October. Gulf Coast Jam, The Lobster Festival, Pirates of the High Seas Fest, Thunder Beach, Emerald Coast Cruzin' and Beach Home for the Holidays help drive incremental visitation and top of mind awareness.



Seasonal Key Statistics

	Lodging Revenue	Visitor Spending	Visitor Days
September	\$ 28,443,220	\$ 127,515,374	1,334,582
October	\$ 26,255,620	\$ 113,012,545	1,220,762
November	\$ 10,463,820	\$ 53,600,922	593,374
Total	\$ 65,162,660	\$ 294,128,841	3,148,718

Seasonal Strategy – Critical Segments, Fall | Dynamic Segmentation

103

IMPORTANCE

APPROACH

TACTICS

Key Audience	Core Message	Reasoning
Summer Families	Adrenaline + Eco tourism + Family Beach	Summer Vacation
Long Weekend Families	Adrenaline + Eco tourism + Family Beach	Summer Vacation
Sports Families	Adrenaline + Family Beach+ Eco tourism	Summer Vacation + Tourneys
Young Families	Family Beach + Eco tourism	Weeklong Vacation
Empty Nesters	Adrenaline + Eco tourism + Family Beach+ Romance	Weeklong Vacation + Adult Tournament
Young Couples	Romance+ Family Beach	Events driven visit



Seasonal Strategy - Fall

104

IMPORTANCE

APPROACH

TACTICS

- Conduct media missions to New York and other key cities in the 1st Quarter to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons
- Execute targeted social media, public relations and advertising campaigns highlighting travel to Panama City Beach in the Fall.
- Conduct an integrated in-market campaign during the Summer and Fall to encourage return visitation.
- Continue to develop and implement strategies to grow TDC owned and operated events in the Fall – Pirates of the High Seas Fest, and Beach Home for the Holidays.
- Continue to develop and support tournaments and sporting events throughout the Fall season.
- Attend consumer trade shows to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons.
- On peak travel days, take the “Visitor Center To Go” to the Florida Welcome Centers at I-10 and US 231 to encourage visitors without lodging reservations to make Panama City Beach their destination of choice.
- Continue to support Fall events, including Gulf Coast Jam, Oktoberfest, Thunder Beach, and Emerald Coast Cruzin’ through event sponsorships, as well as executing targeted social media, public relations and digital campaigns.
- Continue to sponsor the Florida Ironman.
- Continue publishing the Visitors Guide on a quarterly basis to provide more relevant and topical information to potential visitors as they are planning their vacations.



ORGANIZATIONAL CHART



Organizational Chart

106

