



2024–2025 Business Plan

Greater Raleigh Convention and Visitors Bureau

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Raleigh, N.C. 27601-1789

www.visitRaleigh.com • [#visitRaleigh](https://twitter.com/visitRaleigh)



About the Greater Raleigh Convention and Visitors Bureau

MISSION

The Greater Raleigh Convention and Visitors Bureau, as the official destination marketing organization of Raleigh and Wake County, accelerates sustainable economic growth and development by increasing visitor and convention business.

INTERNATIONALLY ACCREDITED DESTINATION ORGANIZATION

The destination organization is accredited by the Destination Marketing Accreditation Program (DMAP) of Destinations International, 2025 M St., N.W., Ste. 500, Washington, D.C., 20036, U.S.A., Ph. 202.296.7888.

ORGANIZATION VISION

To be the prime visitor advocate and regional leader of destination marketing and product development.

GRCVB PHILOSOPHY AND CUSTOMER COMMITMENT

We perform effectively by adhering to values and guiding principles, and delivering on customer promises:

- Customer-centric
- Entrepreneurial
- Collaborative
- Innovative
- Ethical

PARTNER PROMISE

We pledge, as an accountable and supportive partner, to offer enhanced exposure to visitor market opportunities and to appropriate community leadership through increased promotion of destination experiences and extended professional advocacy commitment.

ADVISORY BOARDS, BOARDS AND COMMITTEES AT GRCVB

- GRCVB Board of Directors
- Greater Raleigh Sports Alliance Advisory Board
- Cultural Presenters Forum
- Destination 2028 Key Attractors Working Group

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Visitor Profile for Raleigh and Wake County, N.C.

BASIC FACTS AND FIGURES

- There were 18.5 million visitors in 2023—up 3.9% from 2022. These international (0.4%) and domestic (99.6%) visitors directly spent \$3.2 billion on Wake County trips in 2023—up 8.1% from 2022.
- Average overnight party size was 2.7 in 2023; average day-trip party size was 2.4 in 2023.
- Overnight travel totaled approximately 8.88 million visitors in 2023. Some 80% of 2023 overnight travelers to Raleigh/Wake County are repeat visitors; 60% of overnight travelers had visited before in the prior 12 months. The average number of nights spent here (2023) was 2.3 nights.
- Per traveler spending was \$172 in 2023.

VISITOR BREAKDOWN

- Average age of Raleigh/Wake County's overnight visitors is 44.6 years old (2023). Distribution is:
 - 18–24 years: 9%
 - 25–34 years: 22%
 - 35–44 years: 22%
 - 44–54 years: 20%
 - 55–64 years: 15%
 - 65+ years: 12%
- Overnight travelers to Raleigh/Wake County in 2023 have children in their household as follows:
 - no children under 18: 55%
 - any 13–17: 20%
 - any 6–12: 21%
 - any child under 6: 17%
- Overnight travelers to Raleigh/Wake County in 2023 have household sizes as follows:
 - 1 member: 23%
 - 2 members: 33%
 - 3 members: 17%
 - 4 members: 15%
 - 5+ members: 11%
- Overnight visitors' transportation used to get to Raleigh/Wake County (2023) is: 68% own car or truck – 23% plane – 16% online ride or taxi service – 14% rental car – 6% train – 4% bus – 2% camper or RV – 3% other.
- The most popular overnight travel seasons for Raleigh/Wake County (2023) are July to Dec. (51%), followed by Jan. to March (25%) and April to June (24%). Day-trip visitors predominantly arrive in the first quarter.
- Household income distribution of Raleigh/Wake County's overnight travelers (2023) is: 45%, <\$49.9K; 24%, \$50–\$74.9K; 15%, \$75–\$99K; 12%, \$100–\$149.9K; 4%, \$150K+.
- Accommodation type for Raleigh/Wake County visitors (2023): 48% hotel – 33% home of friends/relatives – 10% motel – 6% rented home/condo/apartment – 5% resort hotel – 5% B&B – 2% country inn/lodge. For 2023, 4% of overnight visitors reported that staying at a resort was the main purpose of their leisure trip—up 2 percentage points from 2022.

GEOGRAPHIC BREAKDOWN

- Some 35% of Raleigh/Wake County's overnight visitors in 2023 came from North Carolina. Other top states (2023) are: 8%, Virginia; 6%, New York; 6%, Florida; and 5%, South Carolina.
- Some 72% of Raleigh/Wake County's day-trip visitors in 2023 came from North Carolina. Other top states (2023) are: 6%, Virginia; 3%, New York; 3%, Florida; and 3%, South Carolina.

VISITOR ACTIVITIES AND MOTIVATORS

- The main purpose provided by overnight visitors for a Raleigh/Wake County trip (2023) is: 59% visiting friends/relatives – 8% special event – 6% touring – 4% city trip – 3% outdoors – 6% other leisure – 2% conference/convention – 7% other business trip – 5% bleisure.
- By activity grouping, Raleigh/Wake County overnight travelers (2023) are participating in: 52% entertainment activities – 47% outdoor activities – 29% cultural activities – 20% sporting activities – 17% business activities.
- Specific activity and experience participation of Raleigh/Wake County overnight visitors (2023):

33%, shopping	14%, waterfront
21%, sightseeing	13%, local parks/playgrounds
21%, attending celebration	12%, landmark/historic site
20%, bar/nightclub	12%, swimming
15%, museum	11%, business meeting

AVERAGE OCCUPANCY, AVERAGE DAILY RATE AND VISITOR-RELATED TAX REVENUE HISTORY

The following is a summary of the collections from Wake County's hotel occupancy and prepared food & beverage taxes as well as the average occupancy and average daily rates for 2023 and for the previous 10 years in Raleigh/Wake County paid accommodations:

	<u>AVERAGE OCCUPANCY</u>	<u>AVERAGE DAILY RATE</u>	<u>OCCUPANCY TAX REVENUE</u>	<u>F&B TAX REVENUE</u>
2013	63.6%	\$86.53	\$17,948,940	\$21,126,371
2014	67.9%	\$91.31	\$20,261,653	\$23,015,254
2015	69.7%	\$95.87	\$22,401,795	\$25,262,981
2016	70.1%	\$100.85	\$24,273,522	\$26,910,616
2017	69.1%	\$102.90	\$25,144,387	\$28,326,065
2018	70.3%	\$106.55	\$27,899,926	\$30,004,566
2019	73.8%	\$109.22	\$30,617,786	\$32,536,123
2020	44.2%	\$86.68	\$14,287,830	\$25,055,592
2021	57.1%	\$97.10	\$22,665,333	\$34,149,993
2022	66.8%	\$119.39	\$32,951,657	\$40,855,292
2023	68.5%	\$129.22	\$38,102,031	\$44,657,965

Destination Strategic Plan and Implementation for Destination 2028

In 2017, GRCVB commissioned a Destination Strategic Plan (DSP), to develop a platform through which destination partners can work together seamlessly to strengthen the area's destination product and increase overnight visitation over 10 years (to the year 2028). The CVB engaged JLL's Hospitality and Tourism Group to facilitate and lead this yearlong, countywide planning effort, which culminated with the Aug./Sept. 2018 release of the DSP final report and presentation of specific municipality plans to each of Wake County's 12 municipalities.

The DSP final report identifies actions that destination partners, stakeholders and allies can take, in conjunction with GRCVB, to impact overnight visitation along three visitation channels: meetings and conventions, sporting events and leisure visitation. It is meant to serve now as a blueprint for the area's destination development, with Wake County government, the 12 municipalities, GRCVB and many destination partners having collective and individual roles in its implementation, transforming Raleigh/Wake County into the ideal destination it can be in 2028. The final plan and the Destination 2028 implementation are organized according to eight priorities.

Throughout this 2024–2025 Business Plan, when departmental objectives, audiences and strategies directly relate to year-five implementation of any of the DSP priorities, they are marked with one or more of these symbols:

- | | |
|--------------------------|---------------------------|
| ① Meetings & Conventions | ⑤ Individual Leisure |
| ② Sports | ⑥ Destination Development |
| ③ Events | ⑦ Regional Demand Drivers |
| ④ Key Attractors | ⑧ Quality of Place |

Marketing and Communications Department

The Marketing and Communications Department is responsible for the Bureau's integrated marketing communications efforts, through which various destination marketing tools work together to maximize their total impact on (mostly external) target consumers or stakeholders. Based on consumer market research and other GRCVB marketing data, these efforts comprise the advertising, brand communications, cooperative partner programming, publications and tourism strategies that lead to consideration of Raleigh, N.C., as a destination for the leisure tourism, sports and convention vertical markets. The primary goal of the department is to increase overall visitation to the destination and area hotel and restaurant revenues.

MARKETING OBJECTIVES

- Continue to grow Raleigh/Wake County's destination brand equity overall, as recommended through the new 2023–2024 destination brand strategy, and build upon the Greater Raleigh Sports Alliance (GRSA) brand within the sports vertical market, according to GRSA's positioning statement.
- Increase hotel occupancy and revenue through compelling domestic or international marketing programs—advertising, online, promotions—targeted primarily at leisure tourists.
- Establish Raleigh, N.C., as the convention and sports destination of choice through compelling advertising, collateral and online marketing communications targeted to industry professionals (or local connections to outside industry professionals).
- Encourage visitors to do and spend more by creating accurate, compelling content showcasing what Raleigh, N.C., promises and delivers to its visitors and gain exposure for the official tourism content/promotions in visitor welcome centers and through online and social media marketing platforms.
- Increase visitor attendance for signature events/festivals and People-First Tourism (P1t) Inc.-organized and -hosted signature experiences, as well as convert day-trippers to overnight visitors (when possible), through online messaging and content marketing strategy.
- Increase website traffic levels (users) through a research-based, user-optimized visitRaleigh.com/raleighsports.org presence and via search engine optimization, search engine marketing, content marketing and other tactics.
- Enact GRCVB's documented content marketing strategy to continue to establish visitRaleigh.com as the single, official source for the area's tourism, restaurant, hotel, attraction/experience and event, meeting, sports, travel media and partner/local resident information.

MARKETING STRATEGIES, ALL VERTICALS

- Steward the destination brand strategy for 2024–2025 and future years. Use the Raleigh, N.C., refreshed brand strategy to guide and reinforce well-aligned marketing, messaging/content and communication across all Bureau departments. Continue to shape the Bureau's future as the primary source or curator of a wide variety of tourism/destination content and for a wide variety of local and destination customer audiences. ③
- In all content produced, ensure as much cultural/social, racial/ethnic, gender/sexual and age/physical diversity as possible to promote all of the aspects of Raleigh/Wake County and also to include as many kinds of visitors as possible in diverse representations. Highlight accessibility in the destination to welcome and invite visitors of all abilities. Keep Bureau diversity, equity and inclusion goals in the conversation, internally and externally, at all times.
- Collaborate with local economic development allies to build consistent messaging and synergy between their traditional economic development strategies and GRCVB's visitor-related economic development strategies, e.g., convention sales strategy, destination brand, joint public affairs tactics in the Raleigh area. In 2024–2025, encourage allies and diverse stakeholder groups to embrace and participate in the area brand strategy for both tourism and other municipal or economic development uses. ③

Key to Destination 2028 symbols: ① Meetings & Conventions, ② Sports, ③ Events, ④ Key Attractors, ⑤ Individual Leisure, ⑥ Destination Development, ⑦ Regional Demand Drivers, ⑧ Quality of Place

- With the Destination Data and Technology Department, further optimize and increase website usage by implementing an improved design for all site sections, based on findings of a 2023 usability study.
- Continue to enact a GRCVB/GRSA Social Media Marketing Strategy to take as much advantage as possible of social conversations, engagement and networking, brand ambassadorship and shareable content, and strive to position Raleigh competitively among its peer destinations in these areas.
- Continue to empower the area’s visitor sector partners representing all industries/verticals to “help themselves” to GRCVB’s marketing programs and co-op opportunities (self-service) through Bureau projects, such as PIXL (Partner Information eXchange Login), Visit Raleigh Studio or advertising on the official website, while also retaining contracted resources to help maintain partners’ event content at the highest levels. ③, ⑤
- Continue to nurture new business relationships directly with select local producers or suppliers (entrepreneurs), providing GRCVB with brand-compliant promotional products for all verticals, while maintaining a business relationship with an outside promotional consultant who can facilitate all other product needs of Bureau departments. Continue to explore deployment of an online retail store featuring products that reinforce the destination brand and that could be purchased by individuals or arriving groups. ⑤

MARKETING STRATEGIES, CONVENTION SALES

- Continue collaborating with Destination Data and Technology to assist in all the steps of the personal selling process, enabling convention sales and services staff to fully deploy prospecting, lead-nurturing, deal-closing or attendance-promoting tactics in accordance with the Bureau’s selling strategies.
- Arm sales staff with new designs, prepackaged themes, collateral, promotional products and social media marketing strategy, in accordance with the destination brand, to supplement tradeshow booth installations, stunts or activations at all shows throughout the year. Complete a monumental tradeshow booth and new collateral starting to promote the Raleigh Convention Center expansion and new Omni convention hotel (other exciting changes within Raleigh’s convention campus etc.), working strategically and collaboratively with the The Complex staff—all related communications repeating through the capital projects’ completion in 2028. ①
- Continue to put Raleigh on the list for consideration with convention and meeting planners through compelling advertising, the Meetings Watch e-newsletter, official Meeting Planners Guides, enhanced bid books, video content, the visitRaleigh.com website section for Meetings & Conventions and visitRaleigh meetings insider blog.
- Through the content marketing manager role, continue to articulate and fill-in additional marketing strategy/tactics that can aid the four Meeting Districts beyond Downtown in selling to outside meeting professionals; these interrelate to the Destination Services Department’s reimagined GRCVB See For Yourself Tours, continuing in 2024–2025. ①
- Provide marketing support for Local Influencers initiative, empowering and recognizing destination advocates who use their fields of influence and networks to increase bookings. Provide visual designs, collateral, social media support and other Internet marketing strategies and tactics.
- Support Visit Raleigh Anytime FAM program through the creation of a landing page and application for qualified meeting planners to request familiarization tours.

MARKETING STRATEGIES, DESTINATION SERVICES

- Work cooperatively with Services team to automate/digitize and otherwise enable the online implementation of Destinations International’s handbook of CVB Attendance Promotion Practices and other new and revised programs/tools for Raleigh area convention and visitor services including a social media strategy that showcases attendee engagement/experiences of key arriving convention/sports groups.
- Lend event production and promotional support to the Destination Services Department’s Service Provider and Venue Summit—which will engage area hospitality partners with Event Services & Suppliers Listings via more education, best-practice discussions and business networking—as well as reimagined See For Yourself Tours for frontline staffs of area hospitality business partners.
- Continue to enhance conversion to visitors at in-state points of sale (state welcome centers) and increase circulation among Raleigh visitors at local information desks by proactively distributing collateral at major sites.

Continue to redefine the official Visitor Information Center as a pivotal, physical space for fulfilling the sale of new signature experiences with individual leisure tourists or arriving groups. 5

MARKETING STRATEGIES, DOMESTIC TOURISM

- Through the use of strategic advertising, website content and social media publishing, promote Raleigh, N.C., as a destination for leisure visitors to plan overnight stays and day-trips by communicating key messages of the new destination brand strategy and highlighting the many compelling tourism offerings across the area's 12 vibrant municipalities. 5
- Take advantage of a newly refreshed visitRaleigh.com to continue to establish the Bureau as the official source of visitor information for Raleigh, N.C., using a new sitemap design to publish additional inspirational editorial content, particularly related to itinerary ideas as well as enhanced guides to each of the municipalities in Wake County. Implement the 2024–2025 Editorial Calendar for the visitRaleigh insider blog in order to drive increased website traffic that results in better destination awareness and more visitor conversions.
- Influence and inspire potential visitors through an enhanced Social Media Marketing Strategy that places significant emphasis on vertical video content and includes the implementation of a collaboration program that uses a diverse group of local creators to showcase the best of the destination from an authentic, first-person perspective. Proactively engage with area hospitality partners to identify further opportunities to create and curate inspirational content that aligns with the Bureau's editorial strategies for social media promotion.
- Contract to again publish an inspirational, content- and photography-heavy Official Visitors Guide for 2025.
- Use new technology platform Bandwango to entice visitors to spend more time in the Raleigh area by gamifying certain activities, i.e., rewarding visitors who use a digital Passport to check-in at hospitality businesses or notable landmarks. This includes the digitization of the Raleigh Beer Trail, which has offered a printed Passport in previous years for visitors to get stamped at breweries across Wake County (and has been successful in encouraging participants to circulate through the Raleigh area). 4 5
- Continue to strengthen initiatives with P1t Inc. to influence and guide creation of one-of-a-kind, signature experiences that will inspire memorable visits when marketed well; this includes continuing to build healthy, new relationships with area microentrepreneurs, non-profits or entrepreneurs/small businesses that can associate with GRCVB/the visitor sector to begin serving visitors (tourists or groups) in uniquely brand-compliant ways. 5
- Strengthen relationships with hospitality partners and with area allies/municipalities (e.g., City of Raleigh Housing & Neighborhoods Department, Downtown Raleigh Alliance, Hillsborough Street Community Service Corporation, Midtown Raleigh Alliance, 12 town tourism task forces/committees) to collaborate in the best ways possible for content or tourism product to enhance the Raleigh, N.C., destination brand and attract or better serve visitors.
- Create and/or maintain strategic partnerships statewide and nationwide with IGLTA, P1t, Priceline, Visit North Carolina the N.C. Craft Brewers Guild and others and augment GRCVB's destination marketing efforts.

MARKETING STRATEGIES, GREATER RALEIGH SPORTS ALLIANCE

- Collaborate with Destination Data and Technology to assist in all steps of the sports marketing process, enabling GRSA staff to fully deploy new prospecting, lead-nurturing, deal-closing, attendance-promoting or relationship-building tactics in accordance with the Bureau's content marketing strategy.
- Continue to build upon the GRSA brand within the sports vertical through compelling advertising, collateral, promotional products, social media marketing tactics, video content and content development on raleighsports.org—continuing to emphasize with promotions the 25th anniversary of our sports marketing department's inception.

MARKETING STRATEGIES, PUBLIC RELATIONS AND INTERNATIONAL TOURISM

- Ensure the Bureau's overall content and social media strategies promote the positive media coverage garnered for the area, encouraging consumer sharing.

- Align the Marketing and Communications Department and Public Relations Department editorial calendars to foster consistent messaging to the domestic tourism vertical and media.
- Conduct bimonthly, multidisciplinary visits to Wake County's towns to engage with municipal downtown representatives, public servants and hyper-local hospitality business partners and to grow destination awareness and working knowledge for Marketing and Communications Department and Public Relations Department staff/tactical tourism applications. ③

MARKETING STRATEGIES, MARKETING RESEARCH

- Update visitor volume and spending estimates through calendar year 2024 with research from Longwoods International, the U.S. Travel Association or other research vendors.
- Update and disseminate research on the overall annual economic impacts (direct, indirect and induced) of visitors to Wake County, as a Bureau performance indicator and as a communications tool for government relations and community engagement (Tourism Economics).
- Distribute an annual partner marketing survey, distributed by winter to all area visitor-sector businesses and organizations, to better understand their needs or wishes for Bureau partner programs and their desired levels of participation in prospective domestic tourism opportunities/tactics, prior to finalizing departmental plans for the next fiscal year; determine whether desired outcomes have changed post-pandemic compared to prior survey results and adapt future marketing plans accordingly.
- Explore commissioning a "halo effect"/marketing ROI research study and/or an advertising effectiveness research study to confirm how destination marketing being tuned-up is really working to effect more incremental visitation, increased visitor spending and other Bureau goals.
- Assist the Destination Data and Technology and Administration Departments in evolving the Bureau's business intelligence platforms made possible by research and measurement vendors such as Arrivalist and Longwoods. Continue provision of some of this destination data in summary to partners/stakeholders, whether through the ETA Wake County E-newsletter or through individualized new forms of dashboard access that could better inform the strategic decision-making on their part as well as the Bureau's own marketing decisions quarter-to-quarter.
- With the Administration Department, continue to encourage local arts/culture/leisure tourism event partners to track event impact data about their annual events/festivals and provide additional research, destination brand training, marketing consultations and other stakeholder education to organizers identified for further development of signature events. ③

Public Relations and International Tourism Department

The Public Relations and International Tourism Department is responsible for managing all external communication activities, which include media relations, public affairs, community awareness and advocacy, as well as crisis, issues and reputation management functions. Additionally, the department oversees international tourism marketing, sales and travel trade efforts for the Bureau. Media relations efforts include local and out-of-market earned media to generate visitation and community awareness in the meetings, leisure, group tours and sports markets. Public affairs efforts include advocating for the value of the visitor economy to Wake County and the Bureau's role in creating and fostering the visitor experience. International tourism marketing and travel trade efforts include working with airlines, tour operators, wholesalers, travel agents and media in key feeder markets (Canada, U.K. and France) abroad to increase brand awareness and drive foreign individual travelers (FIT) to Wake County.

PUBLIC RELATIONS OBJECTIVES

- Elevate Raleigh and GRCVB brand awareness to residents, media and partners in the hospitality community.
- Engage in strong relationships with local media (all platforms), updating them on the tourism industry and initiatives in Wake County.
- Work with municipal Public Information Officers to develop communication objectives for promoting events, festivals and news of interest to leisure and meeting visitors.
- Work with communications and public relations representatives in local organizations to collaborate on story ideas and ensure consistent messaging on the area to expand quality-of-place theme lines. ③
- Enhance local connectors' network of writers to pitch "hometown" travel articles to national publications.
- Generate earned media placements outside of Wake County through proactive media outreach.

PUBLIC RELATIONS STRATEGIES, CONVENTION SALES AND DESTINATION SERVICES

- Facilitate ongoing discussions with Wake County Economic Development for developing a comprehensive sales and marketing strategy around key industry clusters, inclusive of tradeshow attendance and promotion, sales missions and fostering local connectors.
- Work with Raleigh Convention Center and meeting industry partners to promote successes and new initiatives or developments of local hotels, venues and meeting facilities through media relations.
- Collaborate with Sales to identify relevant topics and trends in the meeting industry in which the Raleigh area has a relevant claim (e.g., smart) or major meetings and conventions within key industry clusters to develop a thorough local and national public relations plan to maximize exposure.

PUBLIC RELATIONS STRATEGIES, MARKETING AND COMMUNICATIONS

- Work strategically with Marketing to promote tourism messaging to all audiences and potential visitors—including backgrounders on makers and spotlighting area community leaders.
- Develop integrated campaigns and editorials that utilize their 2024–2025 Editorial Calendar of brand themes, tourism assets and campaigns.
- Refresh content on visitRaleigh.com Media section and b-roll library to reflect the Raleigh, N.C., brand and tell the story of the entrepreneurial Raleigh residents who enhance the area's visitor appeal.
- Engage and consider cultivating a restaurant and retail advisory committee related to the Destination 2028 Strategic Plan for Wake County initiatives. ⑤

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PUBLIC RELATIONS STRATEGIES, GREATER RALEIGH SPORTS ALLIANCE

- Maintain local sports, esports business, industry trade and traditional media lists and relationships by providing timely story ideas, attendance, room-nights and economic impact facts and figures.
- Craft releases on major sports events to position the Raleigh area as a key market for amateur sports and premier sports destination and GRSA as an industry leader in sports destination marketing.
- Expand the strategy around increasing leisure and destination messaging in traditional competition-based media coverage of professional, amateur and collegiate sporting events within Wake County.

PUBLIC RELATIONS STRATEGIES, ADMINISTRATION

- Sustain positioning as the singular voice for tourism in Wake County and position executive staff as travel industry experts and top-of-mind sources for media for local to national tourism stories—providing a series of canned quotes regarding meetings and conventions, initiatives and local policies that affect tourism.
- Maintain a community awareness campaign to advocate for the value that tourism and hospitality bring to Wake County and educate the public on the impact of the visitor economy.
- Evolve the PR messaging around GRCVB's ongoing efforts to implement the Destination 2028 Strategic Plan for Wake County. ⑥
- Develop and execute an integrated tourism and economic development campaign strategy centered around quality of place in conjunction with Wake County Economic Development and the City of Raleigh. ③

PUBLIC RELATIONS STRATEGIES, MEDIA RELATIONS

- Promote the positive impact of tourism through public awareness initiatives and a series of pitches and press releases detailing travel figures specific to Wake County.
- Cultivate new and existing media relationships through one-on-one connections, including media tours, targeted pitches, networking events and site visits.
- Encourage journalists to infuse stories with destination brand messages, seasonal/niche story ideas, calls-to-action and conversational elements, including online resources, social accounts, hashtags, photography and events.
- Integrate advanced earned media analytics through media measurement software to guide earned media strategies, advanced analytics and key performance indicators moving forward.
- Work with Visit North Carolina to participate in media missions in-state and key target markets.
- Pursue qualified media to visit the destination on individual visits or planned group press trips with custom pitching efforts and with firms representing local businesses.
- Keep the online press room updated with press releases, media alerts, quotes, accolades, industry facts and figures to communicate news and information for easy media access.
- Attend targeted media marketplace events and hold desk-side visits with key out-of-market media writing for travel, leisure and lifestyle outlets.
- Create a public relations campaign around blockbuster exhibitions at area attraction partners, signature events and the opening of destination restaurants. ⑤
- Develop future PR campaigns and announcements surrounding the development and expansion of major inter-local projects, including the new downtown convention hotel, Raleigh Convention Center, PNC Arena and The Center indoor sports facility based in Cary. ①, ②, ⑥

INTERNATIONAL TOURISM AND TRAVEL TRADE OBJECTIVES

- Elevate awareness of the value of the international visitor market within Raleigh/Wake County by working with local partners to create single- and multi-day itineraries for tour operators and travel agencies to sell. ⑦

- Generate increased room-nights for Wake County lodging partners through selling via tour operators, bedbanks and other wholesalers in the FIT market. ⑦
- Develop local hoteliers with a proactive sales training program to enhance contracts and product in tour operators' and travel agencies' portfolios in key markets (Canada, U.K., France, Germany, Mexico and Central & South America) to generate more bookings of FIT in Wake County. ⑦
- Collaborate with regional economic development to develop strategies around increasing international bleisure travel (extending business travel into leisure time). ⑦
- Execute proactive outreach programs to generate earned media, ensuring the destination brand message is conveyed in editorial, broadcast and online placements in key international feeder markets. ⑦

INTERNATIONAL TOURISM AND TRAVEL TRADE STRATEGIES

- Work with Wake County hotels, attractions and restaurants to educate them on the importance of international business, how to work with the market and help generate more business for partners. ⑦
- Attend tradeshow, sales and media missions targeted towards the international market, emphasizing supporting our nonstop international flights. ⑦
- Work closely with Brand USA, U.S. Travel Association, Destinations International, Travel South USA and Visit N.C. to participate in strategic marketing and sales initiatives, campaigns, travel trade sales and media missions and hosted site visits/familiarization tours. Additionally, source applicable research from these groups to help drive overall departmental strategy. ⑦
- Conduct and maintain effective networking relationships with international travel trade industry representatives, including tour operators, wholesalers, travel agents, media and airlines. ⑦
- Execute a proactive sales training program with key tour operators, wholesalers and travel agencies to generate more FIT in Wake County and leads from domestic and international travelers alike. ⑦
- Maintain and expand international tour operators of wholesalers and travel agents within the Customer Relationship Management system and create an ongoing communications outreach strategy for contacts. ⑦
- Develop and execute marketing and sales promotions and collateral for key international markets. ⑦
- Research emerging international markets and create destination-specific strategies based on demand drivers of new or emerging markets, including Benelux countries, Nordic countries and India. ⑦
- Revamp strategic-integrated marketing, communications and sales strategies with airlines that serve RDU with international service to increase awareness/exposure for routes and generate bookings. ⑦
- Build upon the message of Raleigh, N.C., as a gateway city into the U.S. through compelling advertising and content development on visitRaleigh.com/international. ⑦

Convention Sales Department

The primary goal of the Convention Sales Department is to promote Raleigh/Wake County as a convention and meetings destination and establish a strong regional, national and international presence in the meetings industry, thus initiating direct economic impact by increasing room-night production for our area hotel partners.

CONVENTION SALES OBJECTIVES

- Generate leads and produce room-night business for all Wake County hotels, Raleigh Convention Center, PNC Arena and other county venues. ❶
- Execute convention sales strategies that align with the Destination Strategic Plan (DSP) for the Raleigh Convention Center and Wake County's five meeting districts to assist with advancing Wake County DSP prospect accounts to meet and exceed the five-year glidepath. ❶
- Continue to position the Visit Raleigh sales teams as industry experts, trusted advisors and partners to meeting clients and sales professionals at meeting venues and hotels from a local and global perspective.
- Continue to engage the region's economic development and start-up communities to gain insights and connections related to emerging markets and our four key industry clusters: Cleantech/Smart Grid, Advanced Manufacturing, IT/Technology and Life Sciences.
- Enhance relationships with connectors locally and regionally to influence business with a strong regional presence to host meetings and events at the Raleigh Convention Center and Wake County meeting hotels. This will showcase the benefits of hosting events in their own community, generating direct economic impact.

CONVENTION SALES STRATEGIES

- Evaluate and adjust business development strategies for DSP accounts to align with our current and projected market analysis to meet and exceed the five-year glidepath. ❶
- Identify and engage with key meeting professionals and decision-makers who have potential to bring conventions and meetings to Wake County and increase awareness of Raleigh in key feeder markets (Southeast, Mid Atlantic, Midwest, Northeast).
- Initiate a legacy initiative for local influencers. This initiative will empower City Champions to be the catalyst to influence meetings and events booked into Raleigh/Wake County. This collective will embody a network of informed, passionate advocates who will leave a legacy by fostering economic growth, cultural enrichment and community pride. Members will become influential advocates for their city, driving increased interest and bookings for meetings and events. These members will be given recognition in the community, select Bureau-hosted events and social channels.
- Implement application/activation web form for our Visit Raleigh Anytime FAM (familiarization tour) series for qualified meeting planners. The site visits will be customized and yield a positive ROI for our Wake County partners and the planners. This will include an application process where meeting planners would have to apply to attend; requirements to qualify will include but not be limited to a history of 250+ room-nights on peak and considering the Southeast as a potential meeting location within a three- to four-year period.
- Amplify the Convention Sales team social selling strategy, with targeted engagement, by investing in LinkedIn Premium Professional to elevate our personal brands. The focus will be strengthening new relationships with key decision-influencers and strengthening our presence with existing connections.
- Activate resources from Wake County Economic Development's team to continue to strengthen knowledge of Raleigh's emerging markets and four key industry clusters: Cleantech/Smart Grid, Advanced Manufacturing, IT/Technology and Life Sciences. Initiatives will include a focus on organizational synergies, industry education and messaging to include in prospecting efforts and bid books. ❶

Key to Destination 2028 symbols: ❶ Meetings & Conventions, ❷ Sports, ❸ Events, ❹ Key Attractors, ❺ Individual Leisure, ❻ Destination Development, ❼ Regional Demand Drivers, ❸ Quality of Place

- Engage our list of local business and community leaders to target top-tier multicultural and diversity champions, organization members, board members and officers of groups that may consider Raleigh for their meeting destination or are faculty of higher-education institutions in the region. The team will meet with influencers to gain support and intellectual capital on potential conferences.
- Position the Sales team as industry experts through involvement as industry influencers, through speaking opportunities and serving in leadership roles, board of directors and committee positions with international, national and regional industry organizations (e.g., MPI, PCMA, AENC, SGMP and NCBMP).
- Launch the Anytime FAM (familiarization tour) series for planners. The site visits will be customized and yield a positive ROI for our Wake County partners and the planners. ❶
- Continue to utilize social media platforms in partnership with the Marketing and Communications Department, with messaging to the meeting professional audience, to promote the value of the CVB as a partner and to create awareness of Raleigh/Wake County as a viable meetings destination.
- Reimagine “sales calls” by creating interactive experiences for meeting planners in all geographic regions.
- Encapsulate all countywide diversity, equity and inclusion initiatives in destination proposals, prospecting and business development conversations.
- Leverage the destination brand and continue to curate passionate locals and signature experiences into client engagement tradeshows, client events, site inspections and sales missions, to showcase destination assets and to differentiate Raleigh/Wake County as a meetings destination. In an effort to provide collaboration, destination partners will also be invited to participate in the following:
 - client events in-market including the Midwest, Mid-Atlantic, Northeast and Southeast, in partnership with our local brand ambassadors around themes that reflect the destination brand;
 - themed familiarization tours and networking opportunities for potential clients from our markets around signature events, concerts, festivals and sporting events, in conjunction with our hospitality community, to showcase Raleigh’s entertainment, culinary and cultural scenes;
 - select industry-related tradeshows and events to build relationships that result in direct sales.
- Contribute relevant content of interest to meeting professionals and other members of the larger GRCVB community for use in Meetings Watch, GRCVB blog posts and social media accounts.
- Launch a social media campaign in collaboration with Destination Services designed to educate meeting professionals on the benefits of partnering with the CVB, from sourcing to servicing.
- Initiate targeted quarterly engagement for full-service meeting hotels to continue to educate hoteliers on our role as a trusted partner and resource for business development, to include partner connect visits, educational opportunities, sales strategy, meetings/conventions PIXL training, best practices and business development opportunities.

Destination Services Department

The Destination Services Department impacts the visitor experience by connecting visitors, attendees and planners to the destination's resources.

DESTINATION SERVICES OBJECTIVES

- Event, Sports and Esports Services: Use event planning for meetings, conventions and sports events and the servicing process to provide “one-stop shop” event planning services.
- Visitor Services/Visitor Information Center (VIC): Provide visitor information, counseling and destination awareness to encourage positive experiences that result in longer stays and increased visitor spending.
- Partner Relations: Create and facilitate connections between our planners and visitors to area hospitality partners.

PRIORITIES AND INITIATIVES FOR 2024–2025

1. Adopt a proactive approach to Corporate Social Responsibility (CSR) by offering opportunities for engagement and assisting group and event planners in fostering participation in philanthropic initiatives through Activate Good—collaborating to spotlight organizations in each of the following categories: animals, children and homelessness. Collaborate with the Marketing and Communications Department to refresh the department's subsection of the Bureau website, specifically focusing on updating the voluntourism page and showcasing CSR opportunities.
2. Realign the Red Carpet Program (high-level service) to emphasize VIP gifting, giveaways, welcome signage, street-pole banner program as well as resource/offering enhancements in preparation for new downtown Raleigh hospitality development.
3. Continue collaborations with Marketing and Communications and People-First Tourism (P1t) to promote ongoing initiatives to increase program demand and maximize visitor and group engagement for signature experiences.
4. Collaborate with Marketing and Communications and Destination Data and Technology Departments to continue to reimagine the See For Yourself Tours series. The goal is to emphasize meeting district assets and key tour features, aimed at educating sales and frontline staff at area hotels.
5. Collaborate with Marketing and Communications staff to promote and spotlight department engagement with selected convention and sports groups and services programming. This involves showcasing attendee participation and experiences, as well as sharing or reposting destination-related content on platforms like LinkedIn and other social media channels as relevant.
6. Enhance and strengthen our Tourism Ambassador program by enlisting involved seniors alongside hospitality students. We will collaborate with local higher-education institutions, especially those offering hospitality programs, and leverage platforms like Volunteer Match. Assignments will be personalized to match conference and event requirements highlighting individual skillsets.
7. Create curated events and programs through local destination partners, businesses and attractions. These initiatives are designed to boost visitation to the Visitor Information Center (VIC) and raise awareness of the destination's offerings.

Key to Destination 2028 symbols: ❶ Meetings & Conventions, ❷ Sports, ❸ Events, ❹ Key Attractors, ❺ Individual Leisure, ❻ Destination Development, ❼ Regional Demand Drivers, ❽ Quality of Place

DESTINATION SERVICES STRATEGIES, CONVENTION AND SPORTS EVENT SERVICES

- Work across all CVB departments to expand the services we offer, to position GRCVB as a leader in the convention, meetings, sports and esports marketplace.
- Maintain departmental servicing levels and efficiencies across convention, meetings, sports and esports services.
- Continue to host and support existing signature events by collaborating with rights-holders and local partners to strengthen the event or enhance the “event experience” through avenues such as visitor services, marketing and sponsorship support, hospitality programs, ancillary programming and VIP gifts, for the purpose of leveraging strong community support to help retain repeat business. Focus on best practices that build on the unique proposition that destination services teams provide by:
 - continuing use and tweaking of the Meeting Planners Digital Marketing Tool Kit; monitor successes and work with the Marketing and Communications Department to fine-tune as needed.
 - continuing to refine our scope of services based upon group size to ensure that our services and resources are expended appropriately and most efficiently.
 - keeping attendance promotion as the driving force for our servicing efforts and ensuring that the planners’ key indicators of success (total attendance and overall attendee satisfaction) are met.
 - working with the Marketing and Communications and Convention Sales Departments to revisit and revise the services we provide to groups outside of the convention center campus, considering new sales strategies focused on major hotel-anchored meeting districts. ❶
- Continue to focus and refine tools that are “grab and go” when servicing weddings, reunions, group tours and referral bookings (non-Bureau generated leads); the goal is to service them effectively and efficiently by preserving our resources for groups that yield higher ROI.
- Maintain participation in local host organizing committees as a key value to local host partners and local connectors who bring conventions, meetings, sports and events home to Raleigh. ❶
- Utilize our affiliation with the Event Service Professionals Association to facilitate collaborative learning experiences, fostering greater understanding and recognition of service managers and event manager roles across various venues including hotels, venues and facilities.
- Work with the Destination Data and Technology Department to improve our reporting and tracking:
 - Broaden the utilization of standardized tracing methods for all primary convention and sports group service functions to enhance the accuracy and effectiveness of our provided ROI reporting.
 - Continue hotel room-night pick-up tracking following all key sporting events, to wit (1) verify contracted room-nights and (2) utilize Arrivalist’s technology to verify uncontracted rooms for overall room demand in-market, for final direct economic impact. ❷
 - Automate end-of-month reporting for departmental key performance indicators, including metrics such as the number of planning visits, pre- and post-cons and attendance promotions.
- Enhance the effectiveness of our partnership with the event service providers through the following strategies:
 - Collaborate with the Marketing and Communications Department to assist in the recruitment of service providers for our Event Services and Suppliers listings.
 - Coordinate with the Marketing and Communication to promote the annual Event Services Provider and Venue Summit aimed at local suppliers and venues. The summit will continue to serve as a local platform to educate, discuss best practices and network with peers and staff at local venues and facilities.
 - Foster cross-departmental cooperation to encourage local minority/women-owned business enterprises (MWBE) or LGBTQ-owned businesses to optimize their listings; this involves self-identification, to enhance search tool capabilities on visitRaleigh.com.
- Work with Sales, GRSA and Public Relations Departments to target three to four convention and sports groups to maximize visibility and provide positive testimony through GRCVB social media and E-newsletters.
- Provide specific destination content to meeting, convention, event and sports attendees for the purpose of increasing attendee satisfaction and overall positive attendance-building for those events and meetings.
- Maintain ongoing introductions and interactive engagements by the Destination Services team with both new and existing hotel partners, as well as their service teams. These interactions aim to foster relationships and facilitate discussions on service offerings and available resources.

DESTINATION SERVICES STRATEGIES, VISITOR SERVICES/VISITOR INFORMATION CENTER (VIC)

- Continue to review and revise all VIC standard operating procedures to reflect best practices for health and safety operations for our visitors and staff.
- Remain committed to ensuring the safety of our staff by equipping them with safety and emergency devices. The devices are worn or accessible and designed to protect the VIC staff during emergencies by promptly alerting emergency services if activated.
- Ensure that the VIC space reflects the Raleigh, N.C., brand by:
 - collaborating closely with the Marketing and Communications Department and jointly promoting signature experiences like those of P1t to both individuals and groups, emphasizing its unique value and appeal. ④, ⑤
 - continuing to synchronize efforts with the Marketing and Destination Data and Technology teams to optimize the utilization of display monitors in the VIC. This includes promoting attractions, event calendars, restaurants, in-house downtown conventions, meetings and sporting events.
- Grow VIC visitation and effectiveness in these ways:
 - Continue to revisit local partnerships for development of unique programming/activations and visibility.
 - Continue to maintain relationships at other visitor and welcome centers by actively engaging with personnel and establishing ongoing partnerships.
 - Work with Marketing and Communications Department to help promote the VIC as a “one-stop shop” destination assistance location to key attractions and partners by requesting visibility on their respective websites to increase VIC visitation and awareness.
 - Work with Marketing and Communications Department to produce curated events and programming with local destination partners, businesses and attractions to encourage VIC visitation and bring awareness to the destinations’ resources.

DESTINATION SERVICES STRATEGIES, PARTNER RELATIONS

- Employ customer service as a central strategy for delivering excellent hospitality by promoting the utilization of established training programs that directly influence the delivery of exceptional experiences, such as Tourism U training and implementation.
- Support the event management development initiatives of GRCVB by continuing to serve on City of Raleigh’s Events Task Force and Downtown Raleigh Alliance’s Accessibility Task Force. ①, ③, ⑤
- Continue to reimagine and innovate a series of See For Yourself Tours, with special emphasis on exploring meeting district assets. These tours aim to educate frontline staff from local hotels, attractions, venues and facilities about the destination product.
- Keep up with our consistent and proactive delivery services of Visitors Guides to local hotels, attractions and businesses, which has been shown to be a benefit in fostering direct relationships with frontline staff and management. This approach allows us to effectively convey important initiatives and opportunities.
- Continue to seek partnerships and work with other hospitality partners to reestablish relationships with the offsite venue offerings for our destination and the staffs of each. ①

Greater Raleigh Sports Alliance

The Greater Raleigh Sports Alliance—a department of the Greater Raleigh CVB—markets and promotes Raleigh, all of Wake County and the area’s sports venues to create economic development for the region in the form of sports events, tournaments, championships and meetings. The GRSA works closely with local partner organizations to successfully host and service existing events for the purpose of enhancing the product and developing repeat business. Both the sales/marketing and hosting components are designed to effectively position and brand Greater Raleigh as one of the nation’s leading sports event destinations. The Raleigh area was named Best Sports Host City in America by *SportsTravel* magazine in 2022 and this recognition is a testament to the partnerships and teamwork in place throughout this destination. The GRSA has a 23-member Advisory Board, made up of sports, government, tourism, and hospitality leaders who play key roles in the sports event industry in Greater Raleigh.

GRSA OBJECTIVES

- Create economic impact by filling hotels and restaurants with sports-related business.
- Position, or brand, Greater Raleigh as one of the nation’s premier locations for sporting events and a “championship destination.”
- Provide excellent leadership and/or support in the area of event hosting and servicing.
- Generate positive media exposure and visibility for Greater Raleigh and its venues.
- Increase local awareness of the sports event industry as a key generator of economic development in Wake County.
- Continue to develop and strengthen relationships with local host partners and sports organizations.
- Continue to strengthen the GRSA’s reputation as the foremost authority on the sports event industry in Wake County.
- Advocate for new and improved sports facilities and venues in Wake County that will spur economic impact from visitor spending. ②

PRIORITIES AND INITIATIVES FOR 2024–2025

1. Sales efforts focused primarily on state, regional and national events along with retaining existing annual events
2. Hosting major events including the U.S. Olympic Swimming Team Training Camp, visitRaleigh.com Showcase Series, NCAA DI Women’s and Men’s College Cups, City of Oaks Volleyball Challenge, USA Baseball’s National High School Invitational, The Soccer Tournament (TST), NCAA DII Baseball Championship, PDGA U.S. Masters Disc Golf Championships and more
3. Support North Carolina State University and PNC Arena in successfully hosting the 2025 NCAA Men’s Basketball First & Second Rounds in Raleigh
4. Secure new championships in the latest NCAA bid cycle for 2026–2028
5. Continue advancing Destination Strategic Plan initiatives including increased communication with Wake County parks & rec directors; guidelines for multi-municipality events and marketing; and advocacy/support for the new indoor sports complex in Cary ②
6. Managing and actively vetting new/growing sports markets and opportunities including pickleball, esports and emerging sports that align with the goals and capabilities of our venues ②
7. Tradeshow participation and sponsorship activation pre- and post-show
8. Advocating and providing planning support for the multitude of major, new sports facility projects currently underway in municipalities throughout Wake County ②
9. Emphasis on online platforms (website and social media) and new content

Key to Destination 2028 symbols: ① Meetings & Conventions, ② Sports, ③ Events, ④ Key Attractors, ⑤ Individual Leisure, ⑥ Destination Development, ⑦ Regional Demand Drivers, ⑧ Quality of Place

10. Leveraging Marketing and PR outreach—messaging to community, local media and national industry publications
11. Utilizing Event Impact Calculator for sporting events

GRSA STRATEGIES

- Attend national tradeshow to meet one-on-one with event owners and rights-holders and to promote Raleigh and Wake County as a premier sports event destination.
- Activate and utilize sponsorship opportunities with key industry tradeshow to enhance GRSA's presence.
- Focus on the following sales priorities: (1) collegiate, high school and amateur sports; (2) core sports including soccer, softball, baseball, basketball, volleyball, lacrosse, swimming, tennis, cross country and cheerleading; (3) emerging sports including esports, pickleball, cricket, disc golf, BMX, Ultimate, table tennis; (4) state, regional, national and, in some cases, international markets; and (5) multi-year event opportunities (including NCHSAA State Championships and various youth, collegiate and amateur events). ②
- Prospect strategically for new business, primarily through existing contacts and client relationships and by attending tradeshow but also via "events available" databases and industry online publications.
- Research and evaluate potential events to determine which ones are the "right fit" for Greater Raleigh.
- Develop and generate qualified sports leads on a consistent basis for Wake County hotels.
- Produce high-quality bid proposals and presentations for select sporting events as needed. Work closely with hotels, venues and local host organizations and partners.
- Travel as needed to make sales calls/presentations, in order to recruit and secure new sports business.
- Organize and host site inspections and client events for rights-holders and event planners to showcase the area's sports venues, accommodations and attractions.
- Contact local sports organizations, clubs and associations to determine which event opportunities might be a reasonable and desirable fit for Wake County and determine which of those organizations would be interested in helping to recruit, manage and host the event once it has been booked.
- Organize multi-municipality meetings of local parks & recreation directors to discuss ways that their communities can work together to leverage their collective facilities to create more effective marketing strategies and greater event hosting opportunities, and to discuss plans for future facility projects and how they can be best maximized for economic development as well as local community needs. ②
- Manage the Sports Event Investment Program and work closely with GRCVB Board of Directors and GRSA Advisory Board to generate new sports business opportunities and economic impact.
- Support the efforts of local organizations to bring sporting events to the area. This includes but is not limited to N.C. State University, PNC Arena, City of Raleigh, Triangle Volleyball Club, Cary, NCFC Youth, USA Baseball and many more.
- Continue to build brand awareness and establish the value of the Greater Raleigh Sports Alliance within the national and regional sports event industry, as well as within the local market. The GRSA brand will continue to grow through professionalism, hospitality, reliability and a commitment to excellence—plus various marketing, advertising and proactive media initiatives.
- Continue to update and develop a comprehensive database of sports event owners and rights-holders.
- Continue to utilize the GRSA sports website as a primary sales and marketing tool and as the number-one information resource for the sports event industry in Wake County.
- Maintain active membership and leadership roles with the Sports ETA, N.C. Sports Association and N.C. Sports Leadership Council.

Destination Data and Technology Department

The Destination Data and Technology Department is responsible for all cloud-based software solutions, technological infrastructure, cloud and web development, data analytics, business intelligence (BI) and social media, artificial intelligence (AI), content and Internet marketing technologies used by the Bureau. With a data emphasis related to economic impact analysis, visitor movement, destination trends, future insights, development updates and Destination Data education, the department's primary goal is to support the Destination Strategic Plan (DSP), the organizational business plan and the business objectives of individual departments through the effective use of data, technology, AI and cloud-based services—providing the resources to support destination management and marketing that attracts more visitors.

DESTINATION DATA AND TECHNOLOGY OBJECTIVES

- Train, support and enable staff on all organization-related technology deployments and data initiatives in an effective manner, to promote productivity and empower staff with continuous learning opportunities via existing webinars and knowledge-base access.
- Identify, manage and solve all organizational data, cybersecurity, AI and technology-related opportunities.
- Automate the organization's use of internal information to ensure that data are organized and shared in a manner that adds value, enhances productivity, protects against loss and promotes customer retention.
- Continue evolving and maintaining enterprise data intelligence and cloud-based solutions for the Bureau and destination by working closely with each department to maintain critical metrics, analytics and partner reporting.
- Work closely day-to-day with the Marketing and Communications Department to implement Internet and content marketing strategies that ultimately attract more visitors and visitor spending.
- Maintain and support infrastructure for GRCVB administrative offices and the official Visitor Information Center.
- Increase website traffic levels (sessions and users) via search engine optimization (SEO), marketing and AI methods.
- Establish visitRaleigh.com as the single, official source for the area's tourism, restaurant, hotel, attraction/experience and event, meeting, sports, travel media and partner/local resident information through the effective application of new web technology.
- Maintain and support social media aggregation tools for user-generated content and a digital asset management system.
- Provide and support staff with BI via data dashboards and data analysis on an as-needed basis for event-attendee-by-ZIP-code, device-movement, Overnight Room Demand Analyzer (ORDA) or Event Impact Calculator (EIC) analysis.

DESTINATION DATA AND TECHNOLOGY STRATEGIES

- Collaborate with Marketing and Communications at the beginning of the fiscal year to integrate brand refresh opportunities and improvements in website style and technology. These improvements will be based on previous years' initiatives, recommendations for improved site navigation, AI chatbot data, qualitative website user research and AudioEye accessibility remediation website usage. Refresh the website layout and functionality with identified improvements and technological innovations for desktop or mobile devices.
- Continue to support PR & International Tourism and Marketing & Communications Departments on the provision of dynamic international content for visitRaleigh.com based on targeted localization. This will include maintaining our cloud-based PR solution Muck Rack for the Public Relations team—tracking pitching within the platform and assuring seamless Outlook synergy—to provide our team with a reliable database of PR professionals and journalists. We will assist PR and International Tourism in accessing international data and discovering new international markets.

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- Integrate AI into our processes to improve engagement with visitors and improve data collection. AI benefits inquiry capacity, visitor insight efficiency and engagement response consistency. One example of this innovation is structuring our Content Management System (CMS) website content and Customer Relationship Management (CRM) information in an AI-structured, conversational fashion to react to visitor inquiries. This knowledge of visitor inquiries and interaction patterns may subsequently be leveraged to strengthen our brand communications, resulting in better digestible material for our visitors. During the next fiscal year, we will beta-test a standalone version of an AI chatbot, accessible via the Web or mobile phone, to answer destination-related questions for our community partners. One improvement for our AI chatbot during the fiscal year will be improvement of event-specific responses, to provide more exact information for event-focused leisure visitors. We will beta-test ticketing solutions to provide direct ticketing access as well.
- Manage Google Analytics 4, Google's analytics platform for website data analysis to gather insights and predictions on the customer journey across devices and platforms. This platform allows us to improve our user-based reporting and performance evaluations by understanding visitor behavior and strengthening our website user interaction.
- Deploy a new Enterprise Resource Planning (ERP) system, which is cloud-based software (NetSuite) that integrates, automates and optimizes GRCVB's organizational processes, synchronizing data and facilitating efficient management, during the course of this fiscal year and into the next. The ERP will integrate management data workflow of: financials, expenses, purchasing and alignment with CRM, Marketing, Sales, Services and operations via key common fields.
- Continue to manage and support Google SEO and Pay Per Click (PPC) in collaboration with Marketing and Communications. SEO and PPC work together to maximize visibility for visitRaleigh.com. SEO will continue to help establish visitRaleigh.com as the Internet expert on what the destination offers and help our site capture impressions and clicks for a vast number of queries. At the same time, PPC will maintain visitRaleigh.com's visibility for highly competitive keywords in the search engine results pages, along with AI-targeted ads placed on all of Google's channels, including Gmail, the Google Display Network and YouTube. Additionally, a visitRaleigh.com optimized for organic search helps to increase user engagement and conversions, whether traffic comes to the page via organic search or PPC.
- Continue to use AI with Google Ads for visitRaleigh.com. Google's new AI-driven bidding and targeting will allow the Bureau to find new visitors and conversion opportunities and increase highly engaged user conversion and cost-efficiency over time. A real-world example is the way is Google Ads smart bidding, when used together with Google's broad match keywords and Performance Max betas, will increase the growth rate of all conversions such as hotel and other partner web referrals, Visitors Guide requests, newsletter signups, visitRaleigh.com ad clicks and highly engaged visitors.
- Utilize a platform called Bandwango for grouping activities into free, online visitor Passports, allowing us to track participation utilizing a novel, gamified scoring method of luring customers while using the Bandwango's geofencing check-in technology. We will maintain our two existing passports, Raleigh Beer Trail (which showcases more than 50 craft beverage partner POIs) and an outdoor mural trail with over 30 murals within Wake County. These trails or Passports provide a positive user experience for attendees and visitors while showcasing assets of our Wake County community. Over the next fiscal year, we will explore development of new trails highlighting key attractors or other hospitality business partners, in order to complete the implementation of DSP recommendations or otherwise to accomplish Marketing and Communications Department goals. ④
- Continue to manage and support device movement data, in partnership with Arrivalist powered by AirDNA, to strengthen internal staff procedures, meeting planner interactions and partner meetings with data insights. The Convention Sales team will continue to be able to provide hoteliers with monthly or yearly statistics on their clients' origin markets, demographics, cross-visitation and resident vs. visitor breakdown. In collaboration with Marketing and Communications, provide Raleigh Beer Trail partners with device-movement data reports, adding another layer of data validation to this repeat-visitor incentive program. Furthermore, the Destination Data team will provide event planner clients with information on their guests' cross-visitation, day-of-visit and monitored origin markets in partnership with Sales, GRSA and Destination Services.
- Continue to support and distribute destination pace data to area hotel sales and management, with this data also allowing GRCVB to develop a more proactive and aligned booking strategy with our partners. Reporting contains short-term and competitive-set reports in the most common hotel formats, allowing partners to quickly comprehend GRCVB's production in connection with their own pace production. We also provide Tourism Economics quarterly forecast reports, which provide DMOs with a starting baseline to which local factors

(gathering restrictions, current definite on-the-books and tentative pipeline) and other assumptions should be considered.

- Support all staff in reporting data to partners and meeting planners using CRM's DSP EIC technologies, using STR analytics, EIC dashboard analysis, device-movement data, ZIP code analysis and ORDA. Work with staff to create metrics that will allow us to track traveler conversion, profiling and segmentation data through a research platform.
- Continue to support training on cybersecurity concerns, to empower staff to be more vigilant and aware of SMS, ransomware and spoofing practices. Assess current enterprise-system security to identify areas that are lacking controls and empower staff to be more vigilant of potential cyber-threats, either external or internal, via the network.
- Collaborate on AI and the Bandwango destination tool at a strategic level with all departments. These resources will be used to help with visitor queries as well as to give participants and convention attendees planned activities as part of a gamified experience.
- Continue to prepare direct economic impact calculations for Wake County municipalities and facility partners. This is achieved by calculating direct economic impact of meetings, events and festivals using the Tourism Economics' meeting, sports and festival EIC. Data output from economic impact projections via the EIC is now the countywide standard for the measurement of "highest and best use" of interlocal public funding for existing and/or proposed future tourism infrastructure sites. The calculator is used along with secondary data from Arrivalist (AirDNA), ORDA and survey intercept measurement resources managed by GRCVB.
- Collaborate strategically with Sales, GRSA and Destination Services to assess and connect current DSP activities with consolidated reporting. This may be applied to all workflow processes in order to harmonize internal and external data transmission, including dashboards to assist staff with decision-making.
- Support all staff with social media technology applications and social management tools. The department will continue to handle and support Google Analytics and Search Engine Marketing /PPC/YouTube, as well as troubleshoot and enhance visibility in search engine results. Will provide the Public Relations Department with a feed for PR tradeshows and presentations for a journalistic/influencer audience.
- Support and manage PR, Sales and Destination Services' use of online bid proposals in their relationships with event planners and media. In coordination with Marketing and Communications, update the SendSites platform with the most recent video and destination information. Support alignment with integrated platforms such as Act-On, user-generated content, Threshold 360 and video capabilities. This will allow for strategic lead-scoring capabilities on embedded connections as well as the usage of virtual bid books by planners.
- Maintain our BI update software, which offers an array of charts and graphs for CRM metrics, key performance indicators, economic impact, DSP and strategic partner indicators with all Bureau departments; work together with all departments to maintain and support all vertical destination markets using these software solutions. Continue to support municipality annual reports through dashboards; each Bureau department will have the ability to track key metrics. Continue to create real-time dashboards for Act-On email monitoring and behavioral score trends for community interaction, DSP prospects and partner contacts in coordination with all departments; these dashboards will be used as a tool to make strategic business decisions based on data from interactions with the Bureau CRM and Act-On. ❶
- Manage email deliverability and ensure our cloud-based systems are in synch and our communications reach our partners, stakeholders and visitors. Communicate with all departments to keep contact suppression education up to date, as well as CRM data, to ensure that we are reaching our partners and key stakeholders.
- Advocate for and support templating for all stages of the sales and sports marketing processes, allowing Sales and GRSA staff to deploy new prospecting, lead nurturing, deal-closing, attendance-promoting or relationship-building emails or other tactics by using Act-On for customized, tailored communications.
- Continue to support PR, Convention Sales, GRSA and Destination Services Departments through Threshold 360 platform to assist in familiarization tours and site inspections—empowering these departments to create and share custom itineraries with 360° tours and custom videos. Synergize to ensure data for partners is up-to-date and integrations with our CRM, website and bid book process via SendSites and website direct mapping are aligned.
- Support GRSA, Sales and Destination Services in ensuring integration, upgrades and communication between third-party online destination sales and marketing channels, such as website RFP submission and Cvent, are seamless via the CRM and our presence remains a cohesive and relevant representation of our destination.

- Manage a Bureau-wide marketing communications automation platform capable of assessing specific actions and interacting with partners and meeting planners. With authorized, tailored communications and electronic material from all integrated marketing communication channels, support departments in rethinking their prospecting operations by documenting critical data points for meeting profiles, allowing teams to target particular new businesses. Use Act-On as a mechanism to send our quarterly ETA Wake County report to our partners. ①
- Maintain and support visitRaleigh.com and raleighsports.org's technological components, such as the CMS' Yelp, OpenTable, Google Maps and API interfaces. Using an integrated CMS, continue to support and improve functionality for visitRaleigh.com and raleighsports.org. Manage opportunities to serve partners' advertising on the official website and other site sections like GRSA, Meetings & Conventions and raleighsports.gg.
- Maintain and improve the CRM system for destination management, providing tools to increase organization and efficiency as well as power sales, services and other Bureau-wide functions. All third-party connectors from Act-On, Tourism Economics' EIC, ORDA, Authorize.net, Cvent and MINT+, Destinations International and pace reporting are also supported (FuturePace).
- Support the CRM's integrated partner login with staff, local hotels/meeting facilities and local hospitality partners whose data is housed in the CRM. This empowers partners to access and input their own data which synchs directly with our website. Provide meaningful device movement data for our Wake County partners. Analyze modifications to the Partner Information eXchange Login (PIXL) system based on feedback.
- Oversee and maintain the Visit Raleigh Studio digital asset management system, which allows visual content to be viewed not just internally by staff but also externally by media, partners, agencies, clients and even the general public. We will beta-test the Digital Asset Management system integration with Cloudinary to improve our media library and integration with the CRM/CMS, SendSites and Threshold 360.
- Continue to advocate for technologies to enrich engagement between our staff, partners, conference planners, sporting event organizers and Wake County stakeholders.

Administration Department

The primary goal of the Administration Department is to provide managerial guidance to all GRCVB departments related to staffing, management, operational efficiencies, organizational strategic planning, education and community-based initiatives that position the GRCVB to be the leader in hospitality and tourism-based economic development for Wake County, N.C.

ADMINISTRATION OBJECTIVES

- Continue to enhance the proactive reporting, measurements and formats of monthly and yearly tourism data through the acquisition of third-party research and economic metrics to better communicate tourism economic impacts to media, industry and policymakers.
- Directly communicate overall tourism measurement via the data dashboards reporting and benchmarking system for group sales, group booking pace and interactive analytics for visitRaleigh.com/owned media to all countywide partners. Collaborate with the Raleigh Convention Center (RCC) and downtown hotel partners on the RCC booking pace report. These measurements will be used for both internal and external analysis, strategic decision-making and articulating the value of the Destination Strategic Plan (DSP). Preopening sales timelines and commitments will be established in calendar year 2025 for the new, 550-room downtown convention hotel and expanded RCC, which will require an update to our current measurement tools.
- Continue to collaboratively manage the Wake County and City of Raleigh Business Development Fund (BDF) for increasing citywide convention and tradeshow business at RCC. With the addition of downtown, full-service, convention hotel inventory, required guidelines related to peak room-nights, total room-nights, BDF qualifying expenses and projected total tax-to-BDF usage ratios will be realigned in partnership with the Wake County Hospitality Alliance, RCC, City of Raleigh and Wake County.
- Continue to identify opportunities for the use of the Signature Event Fund to attract new and grow existing signature events that will draw significant overnight visitation. ⑤
- Identify and secure better international research to determine top origin markets, volume of visitors, reason for visit, visitor spend and length of stay. ⑦
- Work with the municipalities, county and partners to ensure the major projects funded by the Interlocal Fund continue to move forward and are completed:
 - PNC Arena: Through the Centennial Authority, engage in continued discussions specific to final expansion-design contractor, timing and plans, enhancements and development for the existing complex.
 - Cary Indoor Sports Complex/The Center: Continue participation with Cary around scalable design/build and final financing for development.
 - Full-Service Convention Hotel: Maintain future engagement around final financing, design/build, City booking policy implementation, pre-opening sales timelines with developer and hotel operator along with multi-organizational integration into the downtown Raleigh entertainment and arts district.
 - Expanded Raleigh Convention Center: Actively serve as strategic partner to give input to the design/build process, client focus groups, final timelines and collaborative/joint preopening sales and marketing initiatives.
 - Work with all GRCVB departments to ensure there is an integrated and cohesive plan to market and sell all the new Wake County tourism infrastructure projects that are coming on-line in future years. Additional strategies are outlined in departmental plans. ①, ②
- Continue to serve on the Wake County Hospitality Tax Review Committee to forecast the future performance of the Interlocal Fund model and to have engagement and input on the future Small Capital Projects review and recommendation process within fiscal year 2024–2025 and beyond.
- Continue to serve on the Dorothea Dix Park Conservancy Board and give input on the Dorothea Dix Park Master Plan to ensure that elements are considered for development that will be iconic and help draw overnight leisure visitation. ③, ④, ⑥

Key to Destination 2028 symbols: ① Meetings & Conventions, ② Sports, ③ Events, ④ Key Attractors, ⑤ Individual Leisure, ⑥ Destination Development, ⑦ Regional Demand Drivers, ⑧ Quality of Place

- Continue to be the lead resource to all Wake County municipalities and facility partners for assisting in the calculation of projected direct economic impact of meetings, events and festivals using the Tourism Economics' meeting, sports and festival Event Impact Calculator, along with secondary data from Arrivalist, Overnight Room Demand Analyzer and survey intercept measurement resources managed by GRCVB. ⑥
- Work with Wake County municipalities, economic developers and local planning organizations to continue to emphasize the need for tourism development assets and how to incorporate those assets into future developments and planning conversations. ⑥
- Continue to provide data, input and support regarding future air service and other local transportation channels. ⑦
- Increase proactive engagement and briefings with local municipalities, making the case for why tourism matters and is a necessity of a destination development and quality-of-place strategy. Support the ongoing implementation of municipal tourism plans and collaborative tourism committees to ensure continuity and trackable success via the destination data manager and the Community Engagement Committee. ⑧
- Start the process of a three -to- five-year organization-wide assessment. This would include needs and projections across all departments, technological needs and resources; financial projections that support future strategic business plan fulfillment also are necessary. As our destination continues to grow, our organization will need to be ready for strategic growth.

ADMINISTRATION STRATEGIES

- Host quarterly partner meetings with hotels, attractions, restaurants and other interested partners specific to GRCVB designated projects, programs and initiatives noted in the fiscal year 2024–2025 Business Plan.
- Maintain engagement with our technology partner to aggregate the data from our Customer Relationship Management system and provide a reporting and benchmarking dashboard for group sales transactions, with countywide hotels and the RCC via a group booking pace, interactive analytics from visitRaleigh.com/owned media and project management and tracking of the DSP implementation. This data will be shared with our hotel, facility partners, attractions and community stakeholders for forecasting, budgeting, feasibility studies and ROI measurement.
- Continue collaborating with community and regional organizations to promote programs, information, planner resources and events that gain our partners recognition for their tourism economic development efforts and programs. This information will be aggregated and listed in a dynamic microsite on visitRaleigh.com/2028. Topics and partners will include those that are assisting in Destination 2028 and specific examples of the collaborative work going into each of the eight DSP Priorities.
- Serve in a proactive partnership and advocacy role with local economic development allies such as City of Raleigh Economic Development, Wake County Economic Development (WCED), Raleigh and Wake County parks and recreation departments and the RDU Airport Authority specific to the following projects:
 - RDU Airport Authority and Regional Transportation Alliance
 - City of Raleigh Parks and Recreation Dorothea Dix Master Plan
 - Town/municipal sports and leisure tourism master plans
 - Downtown Raleigh Alliance Master Plan Advisory Board
 - Collaborate with partners on developing a framework for a quality of place visioning plan
 - AWAKE: Cultural Paths: Quality of place initiative around parks, greenways and art activations.
- Continue working with our elected city and county officials, municipal managers, their staffs and our hospitality partners to ensure that future Interlocal Fund review, project measurement, project selection and distribution of project funding via Room Occupancy and Prepared Food and Beverage Taxes are founded on visitation infrastructure that will deliver the best ROI and address facilities that we don't currently have in our countywide inventory. The DSP's implementation continues to provide strategic direction to various community stakeholders on the highest and best use of future visitation facilities over the next four years. There will be a continued future focus on the performance of interlocal taxes, and timelines for future large, medium or small capital projects will continue into fiscal year 2024–2025.
- Involve GRCVB staff with Regional Transportation Alliance, U.S. Travel Association, Visit North Carolina, the N.C. Travel & Tourism Coalition, N.C. Travel Industry Association, Destinations International, N.C. Restaurant & Lodging Association and the American Society of Association Executives, to ensure that we have a voice on local, state and national issues impacting Wake County tourism.

- Under Destination 2028 and with GRCVB staff in year-six implementation mode, a continued strategic focus will guide the scope of services delivered by one contractor position within the GRCVB to achieve year-six implementation goals related to esports event activations and the position of our global ecosystem. ②
- Continue to work with the Economic Development Partnership of North Carolina and N.C. Department of Commerce on the Esports Production Grant process and give partner input for the continued planning of the Esports Production and Performance Center at North Carolina State University and Mobile Esports Truck.
- Continue to identify Signature Event Fund opportunities that will have measurable and significant impact on overnight visitation for the county through blockbuster exhibitions, festivals and competitions. ③
- Continue to work with national, state and local organizations such as U.S. Travel, the N.C. Restaurant and Lodging Association and Capital Area Workforce Development to address the workforce challenges in the hospitality sector.
- Work with national and local partners along with staff to ensure GRCVB is implementing and following best practices regarding diversity, equity and inclusion. Implement new forms of equity, diversity and inclusion training and best practices based on results from Destinations International's Social Impact Assessment Tool.

GRCVB Community Engagement Strategy

Beyond annual Bureau-wide goals, objectives and strategies to increase visitor and convention business for Raleigh/Wake County directly through bookings and arrivals, GRCVB also joins the interests of travel suppliers, city/town/county governments, trade and civic associations and other local stakeholders in achieving overall tourism-related economic development.

Differing from Bureau staff's day-to-day relations with the area's 4,000+ hospitality partners (attractions, hotels, restaurants and other service providers), the GRCVB Community Engagement Strategy formalized in 2018–2019 (to be updated annually) comprises specific objectives for engaging target audiences other than traditional partners. These other audiences represent high- and mid-level community leaders, including key local influencers, who can advocate strategic talking points relating to Wake County's pursuit of tourism development.

By engaging the community this way, the Community Engagement Strategy, as outlined each year by the Administration, Marketing and Communications and Public Relations Departments, can build awareness, relationships, support and resources for the Bureau and for Raleigh/Wake County's continued success as a travel destination.

COMMUNITY ENGAGEMENT OBJECTIVES

- Educate locals (living or working in Wake County) on the mission, shared value/benefits and relevance of tourism and of the successful economic development work of GRCVB.
- Increase the perceived value of the Bureau in the business community and in the municipalities, giving us "seats at more tables" and expanding the network of collaborators and advocates (especially advocates for priority project investments of the Interlocal Fund).
- Indirectly persuade our area hospitality partners to be more engaged with us as leaders, as well as create synergy among stakeholders and partners with similar or overlapping missions, bringing them into the overall fold of tourism-related economic development (developing product).

TARGET AUDIENCES

- Target audiences for 2024–2025:
 - Area alliance/chamber executives and their members
 - GRCVB Board of Directors
 - GRSA Advisory Board
 - Key corporate/institutional leaders in the Raleigh area, including human resources professionals
 - Leadership Raleigh cohort 49
 - Raleigh's Citizen Advisory Councils
 - Municipal elected officials and leaders
 - State and federal elected officials
 - University leaders from the area
 - Wake County Hospitality Alliance members
 - News media
- Other important community audiences include:
 - Area residents at large
 - Area high-school students representing our future hospitality workforce
 - Local LGBTQ and other diverse communities of residents/workers
 - Workforce from non-hospitality industries

COMMUNITY ENGAGEMENT STRATEGIES

- Participate in work sessions or provide updates annually with all Wake County-based town councils and chambers of commerce. Share annual tourism report cards, powered by predefined data fields from the GRCVB Customer Relationship Management (CRM) system, and participate in strategic events with all 11

towns/chambers to reinforce engagement, collaboration and the value of tourism-related economic development.

- Participate in an annual work session with the Raleigh City Council and with the Wake County Board of Commissioners and their management staffs to discuss and provide updates on tourism development initiatives and strategies.
- Based on results from research projects conducted with 2019–2020 and 2021–2022 target audiences, refine/expand and continue executing a multilevel training program titled Tourism U (a set of in-person presentations for a speakers bureau), which starts with the basics of tourism in Wake County and its relationship to overall economic development goals and progresses to more in-depth information about visitor-generated tax revenues and Interlocal Fund priorities (Tourism U 200 Level). Evaluate a high-school audience for the Tourism U program during 2024–2025 and thus explore development of “Tourism U Kids” materials.
- Field again the Stakeholder Survey and/or Resident Survey first conducted by JLL in 2017 during the Wake County Destination Strategic Plan (DSP) consulting project and analyze 2024–2025 results internally, to determine if target audiences’ perceptions have changed after six years of DSP implementation and how to address any significantly changed perceptions for better community alignment toward Destination 2028.
- Finalize an Advocate Relationship Management (ARM) system within a module of the Bureau’s CRM, to better document target stakeholders’ attributes, their participation in/exposure to our community engagement tactics and their past tourism advocacy efforts.
- Track these major projects supported by the Interlocal Fund and augment Bureau communications of all varieties, as needed, to advocate that they continue to move forward and are completed: PNC Arena’s enhancements, Cary Community and Sports Recreation Center phase one, a new Omni convention hotel, Red Hat Amphitheater’s relocation and the Raleigh Convention Center’s expansion.
- Produce the monthly Tourism Economic Development Report and charts, designed especially to articulate the benefits of tourism strategy and tourism economic development. Produce and disseminate the biweekly Tourism Talk blog, also designed for community engagement.
- Maintain a resource kit at visitRaleigh.com/tourismmatters that contains talking points, Tourism Talk blog posts, educational/training materials and white papers.
- Pitch and secure local media coverage of GRCVB, including news releases and announcements that highlight the importance of tourism or sports tourism to the local economy. Collaborate with other economic development allies, such as Downtown Raleigh Alliance and Wake County Economic Development, on pitches and hosting of journalists.

Summary of GRCVB Measurable Performance Objectives

MEASURE	2023 GOAL	2023 ACTUAL	2024 GOAL	VARIANCE
1. Wake County Occupancy	68.2%	68.5%	68.7%	0.2%
2. Wake County ADR	\$123.89	\$129.22	\$131.02	1.4%
3. Wake County Occupancy Tax	\$34,269,723	\$38,102,031	\$39,626,112	4%
4. Wake County PFB Tax	\$42,898,056	\$44,657,965	\$46,444,283	4%

MEASURE	23-24 GOAL	23-24 ACTUAL	24-25 GOAL	VARIANCE
5. Group Definite Bookings	274	450	307	12%
6. Group Definite Room-Nights	228,809	304,923	256,266	12%
7. Definite Economic Impact	\$156.6 million	\$217.4 million	\$175.4 million	12%
8. Group Leads	624	1,100	699	12%
9. Group Leads Room-Nights	474,712	932,626	568,950	20%
10. Economic Impact of Leads	\$333 million	\$580.3 million	\$300 million	-10%
11. Website Users	3,000,000	3,098,718	2,700,000	-10%
12. Social Media, Meta Data*	*	*	20 million	*
13. Net Reach/Impressions from Earned Media	2 billion	2.51 billion	2.1 billion	5%
14. Significant Placements	75	121	81	8%
15. Speakers Bureau Presentations	64	68	72	12.5%
16. Groups Serviced	410	533	525	28%
17. Visitors at VIC	7,500	8,320	7,950	6%
18. Visitor Requests Fulfilled	3,200	3,807	3,675	15%
19. Visitors Guide Delivery Service Guides/Maps Delivered	30,500	42,234	39,700	30%
20. Visitors Guide Delivery Service Partners Serviced	470	568	570	21%

* Total impressions for the visitRaleigh brand on Facebook as well as total engagements (video views + likes, shares, saves and comments) for the visitRaleigh brand on Instagram; a new, year-one goal has been set for 2024-2025.

Industry Leadership Positions Held by GRCVB Staff

ANDREW H. BAKER, CGSP®

- Grants Panel, City of Raleigh Arts Commission

DANA CANBY, CGSP®

- Vice Chair of the Marketing Task Force, Young Professionals Network, Greater Raleigh Chamber of Commerce

KATIE P. CLARK, CGSP®

- Co-Chair, Community Activation Committee, IBMA World of Bluegrass Local Organizing Committee
- Local Organizing Committee, NCAA Men's Basketball

TORI COLLINS

- Co-Chair, Greater Raleigh Esports Local Organizing Committee

MARC DOONER

- Community Service Committee, Philadelphia Chapter, Professional Convention Management Association
- Board of Directors, Membership Engagement, Greater New York Chapter, Meeting Professionals International
- Membership Committee, Greater New York Chapter, MPI

SCOTT DUPREE

- Chair, North Carolina Sports Leadership Council
- Government Relations Committee, North Carolina Sports Association
- Board of Directors, North Carolina Baseball Museum

DENNIS EDWARDS

- Board of Directors, U.S. Travel Association
- Treasurer, North Carolina Travel & Tourism Coalition
- Board of Directors, Regional Transportation Alliance
- Chair, Tourism & Business Travel, RTA
- Board of Directors, Wake County Economic Development
- Board of Directors, Downtown Raleigh Alliance
- Advisory Board, School of Hospitality Leadership, East Carolina University
- Liaison, The Centennial Authority
- Dorothea Dix Conservancy Board
- Litter Task Force, North Carolina Department of Transportation
- Board of Directors, North Carolina Travel & Tourism
- Board of Directors, Triangle Trails Initiative

JONATHAN FREEZE, CDME, EDP

- Professional Development Committee, Destinations International
- Wake County Arts and Cultural Plan Advisory Task Force, United Arts Council

LOREN J. GOLD

- MINT+ Steering Committee, Destinations International
- Co-Chair, Greater Raleigh Esports Local Organizing Committee
- Tri-Chair, IBMA World of Bluegrass Local Organizing Committee
- Advisory Board, Hospitality START, Wake Technical Community College
- Advisory Board, Simpleview, Inc.
- Sales Innovation Roundtable, Simpleview, Inc.
- Liaison, Raleigh Convention Center Commission
- Advisory Board, Hospitality Academy, Broughton High School
- Liaison, Raleigh Business Alliances

MALINDA HARRELL, CMP FELLOW, CASE

- Immediate Past Chair, Anti-Human Trafficking Committee, Meeting Professionals International
- Global Board Development Committee, MPI
- Past Presidents Council, MPI–Carolinas Chapter
- Diversity, Equity and Inclusion Committee, MPI–Carolinas Chapter
- Board of Directors, Association Executives of North Carolina
- Awards Committee, AENC
- MINT+ Steering Committee, Destinations International

GRAY HENDERSON, CGSP®

- US Masters Planning Committee, Professional Disc Golf Association
- Local Organizing Committee, NCAA Women’s College Cup
- Local Organizing Committee, NCAA Men’s College Cup
- Local Organizing Committee, NCAA Men’s Basketball
- Joint Local Organizing Committee, ACC Rowing Championships/Lake Wheeler Challenge

JESSICA HOLT

- Public Relations & Communications Committee, Destinations International
- Board of Directors, Raleigh Sister Cities
- Foreign Direct Investment Committee, Wake County Economic Development

STEPHEN JACKSON, CMP

- Emerging Professionals, Capital Chapter, Professional Convention Management Association
- Recruitment and Retention Committee, Potomac Chapter, Meeting Professionals International
- Annual Event Committee, CVBReps
- Membership Committee, Washington, D.C., Chapter, International Association of Exhibitions and Events®

TAMMY JEFFRIES, CGSP®

- Board of Directors, Event Service Professionals Association
- Continuing Education Committee, ESPA
- Diversity, Equity and Inclusion Committee, ESPA
- Education Committee, Meeting Professionals International–Carolinas Chapter
- Co-Chair, Community Activation Committee, IBMA World of Bluegrass Local Organizing Committee
- Accessibility Task Force, Downtown Raleigh Alliance
- City of Raleigh Special Events Task Force

NICOLE KESHLER

- Chapter Membership and Advisory Council, Meeting Professionals International
- Co-Chair, Membership Sub-Committee, MPI
- Equity, Diversity and Inclusion Committee, MPI
- Past Presidents Council, MPI–Carolinas Chapter
- Chair, Silent Auction Committee, MPI–Carolinas Chapter

ASHLEE KIRK

- Co-Chair, Government Relations Committee, North Carolina Sports Association

CHRISTINA LASKORUNSKY, CGSP®

- Co-Chair, Volunteer Committee, IBMA World of Bluegrass Local Organizing Committee

MARIA LOPEZ

- Anti-Human Trafficking Committee, Meeting Professionals International
- Silent Auction Committee, MPI–Carolinas Chapter

JOCELYN O’SULLIVAN

- Board of Directors, North Carolina Sports Association
- Board of Directors, Women In Sports & Events (WISE) Greater Raleigh Chapter

JASON PHILBECK, STS

- Board Development Committee, North Carolina Sports Association
- Local Organizing Committee, NCAA Women's College Cup
- Local Organizing Committee, NCAA DI Women's Lacrosse Championship

KATHRYN SHORT

- Treasurer, North Carolina Society of Government Meeting Professionals
- North Carolina Liaison, National Capital Chapter, Society of Government Meeting Professionals
- Vice President of Diversity, Equity and Inclusion, Board of Directors, Meeting Professionals International-Carolinas Chapter
- Silent Auction Committee, MPI-Carolinas Chapter
- FUEL Committee, Association Executives of North Carolina
- Chair, Membership Task Force, Young Professionals Network, Greater Raleigh Chamber of Commerce

VERONICA THRING

- Community Leader, City of Raleigh Western BRT Station Area Planning Group
- Community Engagement Board, City of Raleigh

VIMAL VYAS, CDME

- Co-Chair, Marketing Professionals Task Force, Destinations International
- Business Operations Taskforce, Destinations International
- Social Inclusion Committee, Destinations International
- Event Impact Calculator Super User Group, Destinations International
- Marketing Innovation Roundtable, Simpleview, Inc.
- MINT+ Steering Committee, Destinations International

LORETTA YINGLING, CMP FELLOW

- Vice President of Membership, Chicago Area Chapter, Meeting Professionals International
- Awards Subcommittee, Chicago Area Chapter, MPI
- DEI Committee, Greater Midwest Chapter, Professional Convention Management Association
- Tradeshow Taskforce, Association Forum