

A person stands on a rocky peak, silhouetted against a vibrant sunset sky. Their arms are raised in a 'V' shape. Below them, a sprawling city is illuminated with countless lights, creating a dense pattern of yellow and white. The sky transitions from a deep blue at the top to a bright orange and yellow near the horizon, with wispy clouds catching the low light. The overall scene conveys a sense of achievement and the beauty of the Salt Lake area.

SALT VISIT **LAKE**

Visit Salt Lake
2021 Work & Performance Plan

The real
voyage of discovery
consists not in seeking
new landscapes
but in having
new eyes.

—*Marcel Proust*



2021 Visit Salt Lake

Work & Performance Plan

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Introduction

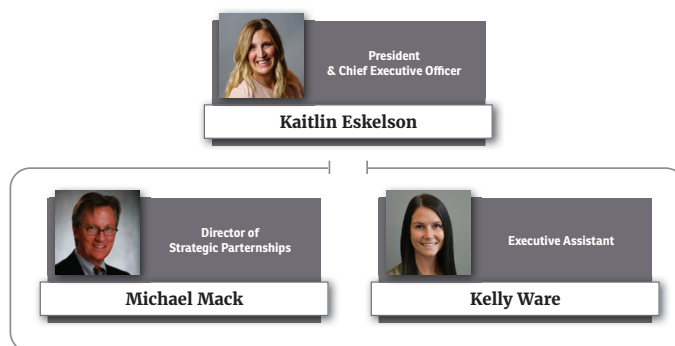
The purpose of the annual work plan is to develop, implement, measure and amend Visit Salt Lake programs to meet demands in consumer behavior and travel trends to increase market share and visitor spending in Salt Lake County. All programs and initiatives in this annual work plan correlate directly to budget line items in the Visit Salt Lake annual budget.

Specific initiatives within each of the Visit Salt Lake's programs have been developed for 2021 to meet the objectives and long-term strategies of our 5-year Strategic Marketing Plan. The initiatives detailed herein will be continuously tracked, measured and updated each month.

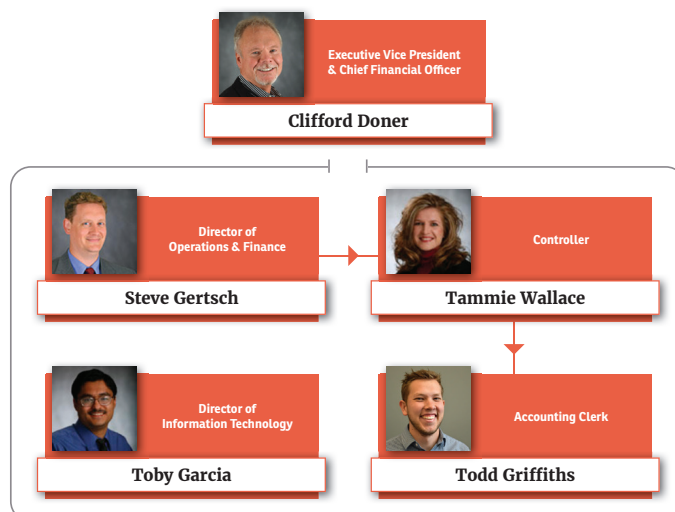
About Us

Visit Salt Lake is a private, nonprofit corporation responsible for the promotion of Salt Lake as a convention and travel destination. In partnership with Salt Lake County, Visit Salt Lake works to improve the area's economy by attracting and providing support to conventions, leisure travelers and visitors. Visit Salt Lake has a strong commitment to sustainability and stewardship of the area's natural environment, as the towering Wasatch Mountains embrace the Salt Lake Valley and provide a dramatic backdrop to the vibrant, active urban environment. More than 650 businesses and individuals are members of Visit Salt Lake and support our efforts to promote our community; active, involved membership is a key to VSL's success.

Executive



Administration



Visit Salt Lake's 2021 Initiatives

A NEW LENS FOR A NEW VISION

"The real voyage of discovery consists not in seeking new landscapes but in seeing with new eyes." -Marcel Proust

Visit Salt Lake's mission remains, "To improve the area economy by attracting and providing support to conventions, leisure travelers, and visitors to Salt Lake County." Although 2021 is requiring us to pivot and ultimately operate through a "new lens," Visit Salt Lake remains steadfast in its commitment. We will do this systematically by using a four "S" approach, each in its own right holding up an equitable portion of the proverbial stool.

Our defining strategy will have four major themes: **Safety, Sales, Service and Sentiment.**

SAFETY: During and post-COVID-19, Visit Salt Lake acknowledges that consumer sentiment will continue to be driven by safety messaging and mechanics. We are deeply committed to ensuring the safety of our guests, staff and community. In doing so, we are actively executing on the following:

Global Biorisk Advisory Council (GBAC) Star Facility Certification: Nationally recognized amongst meeting planners, Visit Salt Lake will continue its goal to become the Safest County in the Nation by way of the GBAC program. Marketing assets and messaging will be embedded in all convention bids and across leisure channels.

Visit Salt Lake will continue to amplify its partnership with Delta Air Lines, specifically to reiterate the Delta Clean initiative.



SALES: Visit Salt Lake continues to emphasize meaningful and impactful meetings, conventions and sports industry business with a 2021 booking goal of 690,000 room nights. Future citywide conventions are actively confirming through 2029, a sign that appetites for conventions, and Salt Lake as a destination, remain strong.

COVID-19 instigated a multitude of cancellations through 2020 and into the first quarter of 2021. To offset this loss, Visit Salt Lake has re-deployed four team members to procure short-term business. This will largely include small meetings housed within single hotels.

SERVICE: Visit Salt Lake continues its mission to provide exceptional service to existing and future clients. That said, COVID-19 has required the team to pivot in ways never seen before.

Experts agree that meetings and conventions will be presented as hybrid events for the foreseeable future, a blend of live and virtual/on-line events. We must be able to address those needs and pivot in that direction in order to retain and enhance our standing within this industry that has proven so vital to our visitor economy. It is a critical time to not only meet the ever-changing needs of the meeting professionals with which we work, but to show that we are innovative and adaptable to the ever-changing needs of the industry.

The Sales & Services team will continue to host virtual site inspections and client events. Whether through virtual Caputos' wine and cheese tastings or a site inspection utilizing Threshold 360 virtual walk-throughs, the team continues to innovate and excite.

Visit Salt Lake will create and manage a virtual broadcast center, a multi-faceted facility that will support not only VSL's efforts in the critical and competitive meeting, convention and event space but also enhance the distribution of our messaging and that of our members and partners, including the County, Salt Lake City and the Utah Office of Tourism.

The Visit Salt Lake Broadcast Center will allow organizers of meetings and conventions to stream event information to their attendees prior to their Salt Lake gathering as well as inform them of real-time updates during their events. This will also allow them to broadcast the content of their event to their clients and/or employees that were unable to attend in person, thus reaching tens of thousands more than our facilities are able to accommodate, even when we are back at full capacity. Additional uses of our Broadcast Center will include our Sales team streaming bid presentations and virtual site tours, and amplifying our message to locals and would-be travelers alike via a weekly news program on all things Salt Lake where we will discuss relevant topics of the day. We will highlight seasonal offerings, present individuals making a difference in our community and spotlight Salt Lake businesses such as those featured on KSL Radio's "Mighty Main Street" program.

SENTIMENT: Visit Salt Lake will expand on its 2020 re-branding process with a 2021 goal of launching a powerful brand for Salt Lake from which all advertising campaigns, content and programming will be based upon for years to come. We will continue to engage stakeholders and work with our chosen agency of record, BVK, to fully understand consumer sentiment and differentiate Salt Lake as a destination to fulfill the brand promise of Salt Lake to our meeting, convention, event and leisure travelers. This process is yet another way Visit Salt Lake is viewing the travel market in order to benefit Salt Lake's hospitality community and Salt Lake County as a whole, a process we genuinely feel will have a positive and long-lasting impact.

Visit Salt Lake's 2021 County Priorities

Room Nights:

By December 31, 2021, book 690,000 room nights.

Earned Media:

Increase "positive earned media" generated for Salt Lake as a travel and tourism destination to \$14 million.

Website Visitor Sessions:

Increase total website traffic on both VisitSaltLake.com and SkiCity.com to more than 2.4 million visitor sessions.

Direct Visitor Spending Convention and Meeting Delegates:

Direct Delegate spending of \$250,000,000 generated (as determined from survey data collected by University of Utah's Kem Gardner Policy Institute) by December 31, 2021.

Hospitality Industry Jobs:

Maintain and support over 3,000 jobs in the conventions and meetings industry in Salt Lake County by December 31, 2021.

Meetings Mean Business.

Visit Salt Lake Mission

To improve the area economy by attracting and providing support to conventions, leisure travelers, and visitors to Salt Lake County.



SALES: The Checklist For Success

Visit Salt Lake's Sales team is committed to aggressive efforts to book new conventions, meetings and athletic events to the Salt Lake market. Proactive, client-focused efforts will also be made to retain existing business to generate economic impact from direct delegate spending. The global pandemic will most likely have a dramatic effect on the sales team's ability to travel to tradeshow, industry events and to visit with clients in person. Likewise, it will likely diminish the clients' desires and ability to make site inspections of Salt Lake. Nonetheless, the team intends to conduct 50 personal targeted sales trips and 130 site inspections to meet this goal.

As has been done since the pandemic's onset, the team will make aggressive efforts to interact with clients through virtual site inspections and virtual client events. To further leverage the success of the 2020 ASAE Great Ideas Conference, the top 50 attendants will be contacted by our sales team a minimum of three times in 2021. Also, each of the Top 200 Target Citywide Convention Accounts will be contacted a minimum of three times in 2021. Each sales director will complete a minimum of 104 prospecting actions, and the EMM and each national sales manager will complete a minimum of 240 prospecting actions.

Sales & Services



SALES: Performance Measures 2021

OBJECTIVE: Book new conventions, meetings and athletic events, and retain existing clients to generate economic impact from direct delegate spending.

The 2021 booking goal is 690,000 room nights, based on a COVID vaccine being available to the public by the second quarter. The goal will be evaluated and possibly adjusted on a quarterly basis.

MEASUREMENT OF NEW CLIENT SALES EFFORTS:

Room Nights Booked:

- New SPCC Room Nights – 290,000
- New Sports Event Room Nights – 100,000
- Resort/Hotel Non-Sports Event Room Nights – 130,000

MEASUREMENT OF EXISTING CLIENT SALES EFFORTS:

- Room Nights Booked: Repeat SPCC Room Nights – 170,000

Outside Sales Trips:

- The sales team intends to conduct 50 personal targeted sales trips.

Site Inspections:

- The sales team intends to conduct 130 site inspections.

Citywide Convention Follow Up:

- The Top 200 Target Accounts will each be contacted a minimum of three times in 2021.

ASAE Great Ideas Follow Up:

- The Top 50 clients who attended the 2020 Great Ideas Conference will each be contacted a minimum of three times during 2021.

Prospecting Actions:

- Each convention sales director will make a minimum of 104 outgoing prospecting actions to potential convention clients.
- Each EMM and national sales manager will make a minimum of 240 outgoing prospecting actions to potential convention clients.

Outside Sales Trips:

- Two personal visits to existing clients will be made every month.

Recognizing the COVID pandemic will likely affect client and Visit Salt Lake staff's ability to travel, virtual events and virtual site inspections will in many cases replace in-person interaction.

SALES: Sales Deployment

PROGRAM DESCRIPTION

Each member of the sales team is deployed against specific vertical and/or geographical markets. The deployment has been adjusted for a greater focus on short term business in 2021.

PROGRAM ELEMENTS

- Five salespeople focus exclusively on securing citywide conventions for Salt Lake. These are groups with at least 1,500 attendees that utilize the Salt Palace Convention Center. Specific market assignments for the five directors include: Health/Medical, Key Accounts, Corporate, B2B Trade Shows, Education, Social Welfare and Scientific/Technical/Engineering, and Trade/Business/Commercial. These salespeople focus on large groups that can be accommodated with Salt Lake's hotel inventory, including the new Hyatt Regency.
- One Managing Director of Sales supports the Salt Lake-based sales staff, interacts with key hospitality partners such as the major hotels, and attends select tradeshow.
- Six salespeople book meetings into single hotels and resorts: Three Executive Meeting Managers pursue meetings from all market segments that attract up to 200 attendees. (One of those three also pursues athletic events that attract up to 500 attendees.) Three National Sales Managers are deployed against geographical regions of the country and pursue meetings that attract between 201 and 1,499 attendees.
- One sales director focuses on booking large athletic events (with over 500 attendees) that produce room nights in Salt Lake County. Efforts are made to work synergistically with the Utah Sports Commission.
- Three satellite sales directors are located in the markets with the nation's highest concentration of meeting and convention clients; one in Washington DC, one in Chicago, and one in the Northeast. These sales team members work from home offices and are responsible for generating sales leads within their respective areas.
- One administrative assistant supports the efforts of the sales team.
- One database administrator is responsible for the on-going maintenance of the Visit Salt Lake's Client Relationship Manager (CRM) software program that is used in all aspects of the sales process.
- One graphic design manager provides creative support for the Sales & Services department.

PROGRAM BUDGET

Salaries and Benefits

PERFORMANCE MEASURES

- The 2021 total meeting, convention, and athletic event room night goal is 690,000.

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

SALES: Community Relations

PROGRAM DESCRIPTION

Convention Sales & Marketing Committee meetings, and Convention Sales meetings are held on a regular basis to ensure maximum communication and synergies exist between Visit Salt Lake and our community stakeholders.

PROGRAM ELEMENTS

- The Convention Sales & Marketing Committee is comprised of:

- Major hotel general managers
- Salt Palace general manager
- Visit Salt Lake Executive Committee members
- Visit Salt Lake leadership team
- Key stakeholders such as the Downtown Alliance, Salt Lake City, and Salt Lake County

This committee meets at least quarterly to discuss current issues, explore new creative and redesigned sales tools, and provide direction for the Visit Salt Lake sales and marketing initiatives in the meetings, convention and events market. General managers from all Salt Lake County hotels are invited to attend every other meeting to ensure maximum stakeholder engagement.

- Convention Sales meetings are attended by the Director of Sales and/or Marketing from each of the major hotels. These meetings take place every other month and provide a forum to discuss key accounts, hospitality issues and the specifics of Visit Salt Lake's sales and marketing efforts.

PROGRAM BUDGET

\$4,000

PERFORMANCE MEASURES

- Four Convention Committee meetings will be held in 2021.
- Six Convention Sales meetings will be held in 2021.

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Managing Director of Sales

SALES: Development

PROGRAM DESCRIPTION

The sales department utilizes numerous tools to book meetings, conventions and athletic events into Salt Lake. The staff and client's ability to travel will likely be diminished 2021 due to the global pandemic. To compensate for missed site inspections, tradeshow, industry events and sales trips, there will be an increase in virtual site inspections and virtual client events.

- Conducting site inspections for prospective clients is the most effective way to demonstrate Salt Lake's ability to host successful events. Site inspections also give the Visit Salt Lake sales team members, select hospitality partners and relevant stakeholders one-on-one time to further build relationships with prospective clients.
- ASAE's Great Ideas Conference was held in Salt Lake in February 2020. This prestigious industry event attracted over 400 association executives, 100 of which have meetings and conventions that are an excellent fit for Salt Lake. To leverage the benefits of hosting the Great Ideas Conference, those 100 clients will be contacted by the respective VSL sales team members at least three times during 2021.
- VSL will continue its strategic partnership with ASAE to maximize our connectivity to their association executive members. A component of that partnership will be Salt Lake's hosting of ASAE's Innovation Lab for a fourth year, and hosting ASAE's Great Ideas Conference for a second year.
- With the construction of the convention hotel underway, the sales team will work in tandem with Hyatt's sales force to pursue the Top 200 citywide convention accounts.
- Quarterly update videos will be produced and sent to the Top 200 citywide convention accounts. These will include among other timely information, time-lapse footage of the Hyatt Regency construction site.
- The Event Opportunity Committee evaluates Salt Palace and Mountain America Expo Center rent waiver/rent reduction requests to increase the probability of booking conventions with the greatest economic impact upon Salt Lake County. The Committee is comprised of representatives from:
 - Salt Lake County – One representative
 - Salt Palace Convention Center – Two representatives
 - Visit Salt Lake senior staff – Two representatives
 - Visit Salt Lake Executive Committee – Two representatives
- Highly customized, comprehensive proposals enable Visit Salt Lake to communicate Salt Lake's bids for citywide conventions, single hotel/resort meetings and athletic events in a compelling, professional manner.
- Annually repeating citywide conventions comprise a significant portion of Salt Lake's total convention business. Personal visits to these clients throughout the year demonstrate Salt Lake's commitment to their organization, convey gratitude for the business, and help ensure re-booking of their future conventions.
- Providing (financial) cooperative marketing contributions to large, select citywide clients is an effective method to secure highly desirable business in an ultra-competitive marketplace. When appropriate, the pre-approved funds are provided to citywide conventions and athletic events upon the selection of Salt Lake. These funds are intended to be used by clients for attendance promotion and general convention marketing expenses.
- Visit Salt Lake's bids for citywide conventions are typically extremely well received by the planners. However, the more senior decision-making staff and boards generally reject Salt Lake for larger, better known destinations. To familiarize these key decision makers with our destination, VSL will host all aspects of very select board of directors' meetings in Salt Lake.
- Intermediary or 'third party' planners have influence to determine where meetings and conventions are held. Visit Salt Lake has identified top ConferenceDirect, Experient and Helms Briscoe producers, and will focus sales efforts on these individuals and their respective clients.
- Moderated Focus Groups with select clients, held in targeted cities provide valuable insight and establishes relationships with those clients.

PROGRAM ELEMENTS

- Visit Salt Lake hosts highly customized site inspections for targeted clients that may include tours of hotels as specified by the clients, the Salt Palace Convention Center, Mountain America Expo Center, athletic competition venues, select restaurants, pertinent off-site venues and visitor attractions. Visit Salt Lake typically covers all costs associated with the citywide convention site inspections. In 2021, we will cover costs associated with small meetings that will occur in 2021-2023.
- Strategic interaction with ASAE will continue through 2021 to extend VSL's comprehensive outreach to the association market. VSL will partner with ASAE to host the fourth annual Innovation Lab in Salt Lake, which will attract 36 senior staff of the nation's six most progressive national associations to explore cutting edge aspects of association management. Salt Lake will also host ASAE's Great Ideas

Conference for a second time which will attract approximately 425 industry professionals.

- The sales team has identified the Top 200 Citywide Convention accounts. These accounts will be targeted to receive invitations for site inspections, client events, hosted board meetings, and special booking concessions.
- The Event Opportunity Committee convenes on an as-needed basis to evaluate rent reduction or rent waiver requests for select citywide conventions and athletic events that create a significant amount of economic impact and convene during 'need' times. Events scheduled for 2021-2023 will be given special consideration to receive discounted or waived rent.
- The Visit Salt Lake sales staff creates highly personalized proposals for meetings, conventions and athletic events. The proposal format will continue to be updated and enhanced in 2021 to effectively convey new developments, and the energetic nature of Salt Lake.
- In addition to further conveying the vibrant urban brand message of Salt Lake, these customizable, high-tech proposals are presented in person by Visit Salt Lake sales team members whenever possible.
- Sales team members, with Services staff's and key hospitality partners' involvement, visit all repeat citywide clients to discuss methods for improving their events such as incorporating virtual components.
- Cooperative marketing (financial) contributions to select citywide clients are based on the competitive environment and evaluated on a case-by-case basis. Attendance is a crucial element of success, and a major point of evaluation for planners when considering a destination for a future event. Consideration is given to conventions that attract a large number of out-of-area attendees and convene during 'need' times; such as the 2021-2023 convention hotel 'absorption period.' As competition for citywide conventions continues to grow, and other cities offer incentives, this cooperative program tool has become increasingly important for both our clients and our destination.
- Attendance at select Connect tradeshow will continue to provide a comprehensive outreach to the planners who attended the successful event that was held in Salt Lake in 2018.
- Visit Salt Lake will host highly targeted board of directors' meetings in Salt Lake to familiarize these key decision makers with our destination.
- Sales team members will hold sales appointments with high producing third party planners, and host them onsite inspections. Efforts will be made to identify and pursue those who have short term opportunities for Salt Lake.
- Hold moderated focus groups in Denver and Dallas, each with approximately 20 select clients.

PROGRAM BUDGET

\$ 1,327,900

PERFORMANCE MEASURES

- Visit Salt Lake will host ASAE's Great Ideas Conference and ASAE's Innovation Lab.
- The team intends to collectively conduct 130 site inspections. Reaching that goal will depend largely on clients' willingness to travel during a pandemic.
- Each Salt Lake-based convention sales director, and sports sales director will complete a minimum of 104 outgoing prospecting actions to new potential convention clients.
- Each executive meeting manager and national sales manager will complete a minimum of 240 outgoing prospecting actions to new potential meeting clients.
- Three satellite directors will collectively make a minimum of 125 initial sales appointments with new prospective clients.
- The top 200 Target Citywide Convention Accounts will be contacted by Visit Salt Lake at least three times in 2021.

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Managing Director of Sales

SALES: Trade Shows / Industry Events

PROGRAM DESCRIPTION

The sales team attends select trade shows and industry events to meet with and generate leads from targeted clients. Attending these trade shows and events also enables the sales team to interact with existing clients, and enhance their awareness of industry trends and issues.

PROGRAM ELEMENTS

- The convention sales team will attend (in person and virtually when necessary) the following trade shows and industry events in 2021.

TRADE SHOWS

- American Society of Association Executives (ASAE) Annual Meeting*
- ASAE Experience Design Project
- Connect Marketplace
- Connect New York and Connect West
- Connect Sports
- IMEX Americas*
- Destinations Showcase
- MPI World Education Conference
- MPI regional tradeshow in Northern California, Southern California, North Carolina and Boston*
- TEAMS - the athletic event conference
- Sports ETA
- Holiday Showcase Chicago
- Meeting Industry Council of Colorado*
- International Gay & Lesbian Travel Association (IGLTA) Global Convention

INDUSTRY / CLIENT EVENTS

- Professional Convention Management Association (PCMA) Convening Leaders
- PCMA Education Conference
- Council for Engineering & Scientific Society Executives (CESSE) Annual Meeting
- Simpleview (CRM) Summit
- Society of Independent Show Organizer's CEO Summit
- ASAE's Summit Awards Dinner, Great Ideas Conference, Partner Summit, and Five-Star Weekend
- International Association of Exhibitions & Events Leadership Conference

**These tradeshow allow Visit Salt Lake to invite hotel partners to participate.*

PROGRAM BUDGET

\$141,900

PERFORMANCE MEASURES

- The Convention Sales staff plans to attend select national convention industry trade shows and events (in person or virtually) that are focused on generating citywide convention, athletic event, and single hotel/resort leads.
- The three satellite sales directors will additionally participate in dozens of industry events and chapter meetings of MPI, PCMA and other organizations within their respective geographical areas.

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Managing Director of Sales

Convention Sales Directors

National Sales Managers

Sports Sales Director

Executive Meeting Managers

SALES: Sales Trips

PROGRAM DESCRIPTION

Conducting highly customized, face-to-face sales presentations is an effective way to sell Salt Lake. Visiting prospective clients in their hometown further demonstrates Visit Salt Lake's desire to host their meetings, athletic event and conventions. Extra focus will be made to visit all Top 200 Citywide Target Accounts in 2021. The number of sales trips that can be conducted will depend upon the clients' willingness to accept face to face meetings during a pandemic.

PROGRAM ELEMENTS

- Sales team members intend to collectively conduct 50 sales trips to make personalized presentations to targeted clients. Stakeholders, hospitality partners from hotels, resorts, Salt Palace and sports venues are encouraged to join these trips. Whenever possible, sales trips are combined with travel to targeted trade shows/industry events in order to maximize Visit Salt Lake's budget and staff time.

PROGRAM BUDGET

\$35,000

PERFORMANCE MEASURES

- The Convention Sales team intends to conduct 50 personal targeted sales trips. COVID-related travel restrictions and safety concerns will likely affect the number of trips that can be conducted.

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Marketing

Managing Director of Sales

Directors of Convention Sales

Director of Sports Sales

National Sales Managers

SALES: Web Based RFP

PROGRAM DESCRIPTION

Visit Salt Lake' Web-based Request For Proposal (RFP) provides meeting planners easy-to-use way and streamlined format that will be easily and quickly distributed to the appropriate Convention Sales staff member and to potential lead candidates. The RFP form will be globally featured on the meetings microsite.

PROGRAM ELEMENTS

- Submit RFP will be one of the main navigation items featured on the Meetings section of the VisitSaltLake.com website.
- The easy-to-use RFP form encourages submission and generates greater follow-up from Convention Sales staff.
- The RFP form integrates with the Visit Salt Lake CRM tool to generate quicker transferal of information to Convention Sales and other partners.
- Visit Salt Lake will continue its relationships with Cvent with an enhance destination listing. Cvent is an online software tool for event management, web surveys as well as a global event directory with over 150,000 venues. Visit Salt Lake manages the profile content, imagery, and places banner advertising near competing destinations' profile. RFP and leads are generated directly to Visit Salt Lake and our partners.

PROGRAM BUDGET

\$5,000

PERFORMANCE MEASURES

- The 2021 total meeting and convention room night goal is 690,000.

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Vice President of Marketing

Database Research Administrator

SALES: ASAE Cooperative Promotion

PROGRAM DESCRIPTION

Visit Salt Lake will continue its cooperative program that has been developed with the American Society of Association Executives (ASAE). This Corporate Partnership creates value and awareness with association executives to continue leveraging Salt Lake's successful hosting of ASAE's 2016 annual meeting.

PROGRAM ELEMENTS

The ASAE Corporate Partnership provides numerous marketing opportunities with meaningful ASAE programs that enhance the overall value of the VSL-ASAE partnership:

- Access to ASAE proprietary research and survey results, membership database, and show attendee lists.
- Year-round corporate partner recognition on web site, marketing collateral, press releases, all subscription publications, preliminary/on-site program books for ASAE shows, and ASAE signature programs.
- Exhibit benefits include Annual Meeting registrations and a 10 x 20 booth at the ASAE Expo, as well as registrations to the ASAE Experience Design program: XDP.
- Event registrations for ASAE signature programs throughout the year, including participation in the ASAE client-facing events: Five Star Weekend, Executive Leadership Forum, The Classic, Great Ideas Conference and the Partnership Summit and Volunteer Leadership Retreat, as well as other opportunities that may arise.
- Four ASAE memberships.
- Advertising barter of \$35,000 for ASAE's print and digital advertising products.
- Hosting the ASAE Innovation Lab for a fourth year will position Salt Lake as an innovation center and, showcase the destination's innovation assets to a group of 36 association executives.
- The ASAE Great Ideas Conference will be held in Salt Lake for a second time in March 2021. This prestigious event will attract approximately 425 industry professionals, and introduce them to our destination.

PROGRAM BUDGET

\$192,000

PERFORMANCE MEASURES

- The 2021 total meeting and convention room night goal is 690,000.

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

SALES: Bid Presentations

PROGRAM DESCRIPTION

Visit Salt Lake will continue to embrace greater and more efficient technology to aid in the creation and delivery of meeting, convention, and athletic event bid presentations. Visit Salt Lake will publish customized proposals that will be viewable via print, downloadable and online versions to allow multiple viewing options to accommodate the clients' needs.

PROGRAM ELEMENTS

- Visit Salt Lake will continue to develop a custom Bid Presentation Template.
- Bid Presentation will allow bid to be produced in a variety of formats (print, digital, online) in an attractive and professional format.
- Bid Presentation tool will be highly customizable based on the group's needs. It will also easily integrate hotel room blocks and convention center contracts into one document.
- Bid Presentation will be able to work with both large and small groups.

PROGRAM BUDGET

\$2,000

PERFORMANCE MEASURES

- The 2021 total meeting and convention room night goal is 690,000.

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Director of Creative & Content Services

SALES: Meeting Planner Guidebook / Sports Planner Playbook

PROGRAM DESCRIPTION

Visit Salt Lake will continue to print limited quantities facilitated by new digital print on demand processes, the Meeting Planner Guidebook and the Sports Planner Playbook that will continue focus on Salt Lake's features as a compelling destination for meetings, conventions and athletic events. These pieces include stunning imagery and detailed information about the Salt Palace and Mountain American Expo Center, air access, proximity of our convention district to the airport, visitor attractions, outdoor recreation opportunities and vibrant dining and nightlife.

PROGRAM ELEMENTS

- Visit Salt Lake will publish and print these guides on demand and will include information about the new airport and Hyatt Regency.
- The Sales Team will utilize Meeting Planner Guidebook and Sports Planner Playbook as sales tools for in-office visits and trade show opportunities.
- Meeting Planner Guidebook and Sports Planner Playbook will highlight Salt Lake's past successes in hosting events such as the 2016 ASAE annual meeting, the 2018 Connect Marketplace, and Olympic Winter Games.

PROGRAM BUDGET

\$10,000

PERFORMANCE MEASURES

- The 2021 total meeting and convention room night goal is 690,000.

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Director of Creative & Content Services

SERVICES: The Checklist For Success

To ensure success in Services, Visit Salt Lake's team will maintain an average Post Event Customer Satisfaction Survey score of 4.8 or higher (of a possible score of 5). The team will strive to achieve the Stella Honor in Excellence Award (formerly known as the *Meetings and Conventions* Gold Service Award) for the 27th year, and maintain membership in the M&C Gold Award Hall of Fame. Additionally, social media will be leveraged to target and build attendance for citywide groups with a 75% adoption rate. To top it off, quarterly outreach events to regional repeat clients will be conducted.

SERVICES: Performance Measures 2021

OBJECTIVE:

Maintain a high level of customer satisfaction and client interaction, thereby benefiting the event planners, the attendees, and Visit Salt Lake members, making it easier to retain our high value clients, and enhance the positive perception about Salt Lake as a destination.

MEASUREMENT OF SERVICES EFFORTS:

Convention Survey Score:

- Achieve a minimum Post Convention Client Satisfaction Survey average score of 4.8 (of a possible 5).

Stella Award/ Hall of Fame:

- Achieve the Stella Honor in Excellence Award (*formerly known as the M&C Gold Service Award*) for the 27th year and maintain membership in the M&C Gold Award Hall of Fame.

Attendance Building:

- Discuss Visit Salt Lake's complimentary attendance-building services with all incoming citywide conventions, with a target implementation rate of 75%.

Client Outreach Events:

- Conduct Quarterly Outreach Events to enhance Visit Salt Lake's relationship with in-state repeat clients.

Event Production

- Produce Visit Salt Lake's internal events such as Ski Biz, Quarterly Board Meetings and annual Board Retreat.

SERVICES: Welcome Campaigns

PROGRAM DESCRIPTION

Welcome campaigns assure an exciting and hospitable environment for citywide convention attendees. In addition to extending hospitality to our clients, this service also heightens awareness of the 'visitor economy' and gives Visit Salt Lake partners opportunities to participate in convention-related business activities, including sponsorship roles if available.

PROGRAM ELEMENTS

- Welcome Campaigns for conventions with 3,500+ attendees will include the following components:
 - Customized electronic greeting at the new Salt Lake City International Airport
 - Media outreach services to generate maximum digital and print exposure.
 - Custom sidewalk art will provide wayfinding for convention attendees.
 - Window signage placed in hotels, restaurants, bars and retail outlets.
 - Flags with clients' logos will be placed in front of the Salt Palace and use of street banners will be coordinated through the Downtown Alliance.
 - Alerts will be sent to restaurants within the convention district to inform them of upcoming conventions, enabling them to staff appropriately and run specials as desired.
 - Restaurant reservation/information desks will be placed in the Salt Palace.
 - The new Show Your Badge program will enable convention attendees to download digital coupons on their smartphones to provide discounts/specials on retail, and food & beverage purchases.

PROGRAM BUDGET

\$52,000

PERFORMANCE MEASURES

- Receive the Stella Award - Honor in Excellence in the meetings industry (formerly the M&C Gold Award Service Award/Hall of Fame) for the 27th year.
- Maintain a post event survey satisfaction score of 4.8 or higher (of a possible score of 5).

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Managing Director of Services & Events

SERVICES: Client Services

PROGRAM DESCRIPTION

Through implementation of programs such as traditional attendance promotion, social media outreach, site inspections and other client interaction, the Services staff maintains a high level of customer satisfaction, increasing the likelihood of repeat business, and expanding positive perceptions of Salt Lake. The recent merger of the Sales and Services departments will continue to enhance efficiencies and result in more streamlined client communication.

PROGRAM ELEMENTS

- The Services Department will actively manage meeting content profiles on the member area of VisitSaltLake.com. All citywide convention information will be available 6-12 months prior to the convention dates.
- To influence final decision-makers, Visit Salt Lake will host all aspects of highly select board meetings. This will introduce both the destination, and VSL's high service level to key clients.
- Clients will be hosted on pre-convention/event planning trips, and be provided with all necessary information and services to ensure a successful convention/event.
- The Services staff will highlight past successful venues, for example those used during ASAE events in 2016, and the Connect Marketplace in 2018 to demonstrate the capacity, variety and usefulness of venue options.
- Convention specific microsites will be built for clients, enabling them to better showcase Salt Lake destination content and meeting content. Clients' websites and microsites will be audited to ensure the Visit Salt Lake brand message is best displayed to meeting attendees. Quotes and testimonials from past clients, such as ASAE and Connect will be provided for future promotional purposes.
- The Services staff will provide easily accessible information about Corporate Social Responsibility programs, and COVID-related safety procedures and protocols.
- Clients will be provided with information regarding pre purchase of TRAX passes to/from the airport, pre purchase of Visit Salt Lake Connect passes, Brewery Tour Passes, and Delta Air Lines' Meeting network program.

PROGRAM BUDGET

\$422,000

PERFORMANCE MEASURES

- Receive The Stella Award - Honor in Excellence in the meetings industry (formerly the M&C Gold Award Service Award/Hall of Fame) for the 27th year.
- Maintain an average post event customer satisfaction survey score of 4.8 or higher (of a possible score of 5).

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Managing Director of Services & Events

SERVICES: Attendance Promotion

PROGRAM DESCRIPTION

Attendance draw continues to be a primary concern of planners as they select convention destinations. Visit Salt Lake has been active in developing and providing creative programs to maximize convention attendance. As technological tools and the meetings industry evolves, we will continue to approach attendance promotion in a creative and assertive manner. Ultimately, the programs will be created to drive more attendance for citywide conventions before, during and after they are hosted in Salt Lake.

Due to the COVID pandemic, event planners are very concerned about attendee safety. Visit Salt Lake will make great efforts to adequately convey all the safety precautions taken by Delta Air Lines, the Salt Palace, Mountain America Expo Center, and the destination as a whole.

Visit Salt Lake will work with the Utah Office of Tourism and third-party packagers to promote pre- and post-visitation to incoming groups, highlighting the state's natural beauty, and state and national parks.

PROGRAM ELEMENTS

- The Services staff will attend four (4) conventions in 2021 to promote attendance for the same convention to be held in Salt Lake in 2022.
- The Services staff will offer citywide conventions a customized approach to attendance promotion campaigns. Optimizing social media platforms to engage association members, exhibitors, thought leaders and Visit Salt Lake member businesses to maximize attendance.
- Meeting specific microsites will be offered to groups who are looking for Salt Lake information that can be accessed from their own websites. These microsites will feature a welcome to each group and highlight things to do, where to eat, events and Hot Deals but will be sensitive to room blocks when looking for places to stay. Microsites will include when applicable, an endorsement from the group's executive officer that attended ASAE or another past meeting in Salt Lake.
- Visit Salt Lake will offer social media outreach and attendance promotion program to increase convention programming awareness as well as to promote registration. Customized programs will be built based upon the needs of individual groups. Timing of these programs will be anywhere from 6-12 months form the actual dates of the conventions
- Visit Salt Lake will offer Social media programs that will announce the next convention in Salt Lake, geo-targeting the location of the convention that is current being held.
- Convention profiles and booking links will be offered on regular site and can be accessed through member areas and on the booking widget.
- Working with the Meetings & Conventions Marketing Manager, the Services staff will create and implement marketing tools for each major convention and athletic event.

PROGRAM BUDGET

\$62,000

PERFORMANCE MEASURES

- Receive the Stella Award - Honor in Excellence in the meetings industry (formerly the M&C Gold Award Service Award/Hall of Fame) for the 27th year.
- Maintain an average post event customer satisfaction survey score of 4.8 or higher (of a possible score of 5).
- Promote Social Media attendance building campaigns with a 75% adoption rate.

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Managing Director of Services & Events

Meetings & Conventions Marketing Manager

Graphic Designer

SERVICES: Client Development

PROGRAM DESCRIPTION

The Services staff will engage with clients who have booked conventions and large athletic events to conduct planning trips to hotels, the convention center and off-site venues to ensure maximum use of the most appropriate facilities and businesses. The Services staff will personally visit various repeat clients to maintain rapport, cater to developing needs, and demonstrate appreciation for their business.

PROGRAM ELEMENTS

- Services staff will conduct quarterly meeting planner visits to various regional repeat clients.
- The Services staff will continue to host confirmed convention clients on meeting planner visits to showcase Salt Lake, meet the area's key hospitality partners and to inspect Salt Lake's meeting and hotel inventory.
- An inventory of unique amenities will be maintained for use in the sales process and for post-booking gifts to meeting planners, VIPs and other guests visiting Salt Lake.
- Using Visit Salt Lake's Customer Relationship Manager (CRM), new programs will enable customized and personalized client contact and outreach. This will help to further distinguish Visit Salt Lake as a leader in the convention services industry.
- Client assignments are distributed among the Managing Director of Services and Convention Services Managers, based on the size of the event, staff calendars, and other ongoing assignments and client relationships.

PROGRAM BUDGET

\$40,000

Salaries and Benefits

PERFORMANCE MEASURES

- Quarterly visits to various regional repeat clients
- Maintain an average post event customer satisfaction survey score of 4.8 or higher (of a possible score of 5).

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Managing Director of Services & Events

SERVICES: Surveys / Market Research

PROGRAM DESCRIPTION

Customer satisfaction is the cornerstone of Visit Salt Lake's Services team. Providing exceptional service increases the probability conventions will return, encourages meeting planners to spread the word, and helps in selling future conventions. Recently redesigned satisfaction surveys will be sent to convention clients after their respective events.

Conventions and meetings booked by Visit Salt Lake typically generate over \$340 million in direct spending every year. Knowing the economic impact of specific market segments enables the Visit Salt Lake sales staff to evaluate potential business and identify markets with the best return on investment. It also enables Visit Salt Lake to demonstrate the enormous economic impact meetings, athletic events and conventions bring to the community. Shared with the clients, this information is invaluable to groups in proving their respective value to future destinations. Visit Salt Lake contracts with the University of Utah's Kem C. Gardner Policy Institute to conduct surveys and calculate economic impact of select citywide conventions, thereby providing a credible source for this information.

Taken together, these two measurement methods demonstrate in a verifiable and visceral way, the economic impact of the meeting and convention industry in Salt Lake.

PROGRAM ELEMENTS

- The Services staff conducts post-event surveys of larger groups booked by Visit Salt Lake to measure client satisfaction with the destination, convention center, Centerplate, and Visit Salt Lake's Sales & Services Department.
- This information is shared with all entities that were involved with the respective convention.
- The University of Utah's Kem C. Gardner Policy Institute conducts in-person surveys during select conventions. Survey results will show the impact of conventions on the Salt Lake community, specifically in the following areas:
 - Average convention delegate spending
 - Hotel use and transportation patterns of convention attendees
 - Average length of stay
 - Likelihood of sharing a hotel room

PROGRAM BUDGET

- Visit Salt Lake has a credit with the Policy Institute to conduct three surveys in 2021.

PERFORMANCE MEASURES

- Maintain an average post event customer satisfaction survey score of 4.8 or higher (of a possible score of 5).

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Managing Director of Services & Events

SERVICES: Convention District Map

PROGRAM DESCRIPTION

A Convention District Map has been developed and will continue to serve as the promotional collateral piece that's placed in convention packets. It will also serve as the main informational piece to guide visitors from the Visitors Information Center in and around Salt Lake's downtown.

This convention district map also serves as a valuable online resource that is downloadable from VisitSaltLake.com. It can be customized to highlight areas of interest or needs for specific groups or hospitality partners.

PROGRAM ELEMENTS

- Visit Salt Lake will continue to update the Convention District Map and print between 50,000 and 75,000 for future use.
- The convention district map will be distributed to convention attendees through the attendance promotion program, meeting planners (via sales kits and sales calls), and hospitality partners such as hotels.
- Content of the Convention District map includes:
 - Top Points of interests
 - Salt Palace Convention Center Location
 - All Convention District Hotels
 - Attractions
 - GREENBike SLC locations
 - TRAX Light Rail lines and stops
 - URL to mobile interface for Things to Do, Events, Dining and Nightlife.
- A digital version of the Convention District Map has been produced using 360-degree photography to allow users to better experience the points of interest within walking distance from the Salt Palace Convention Center.

PROGRAM BUDGET

\$7,000

PERFORMANCE MEASURES

- The 2021 total meeting and convention room night goal is 690,000.

IMPLEMENTATION RESPONSIBILITY

Managing Director of Visitor Services

Director of Creative & Content Services

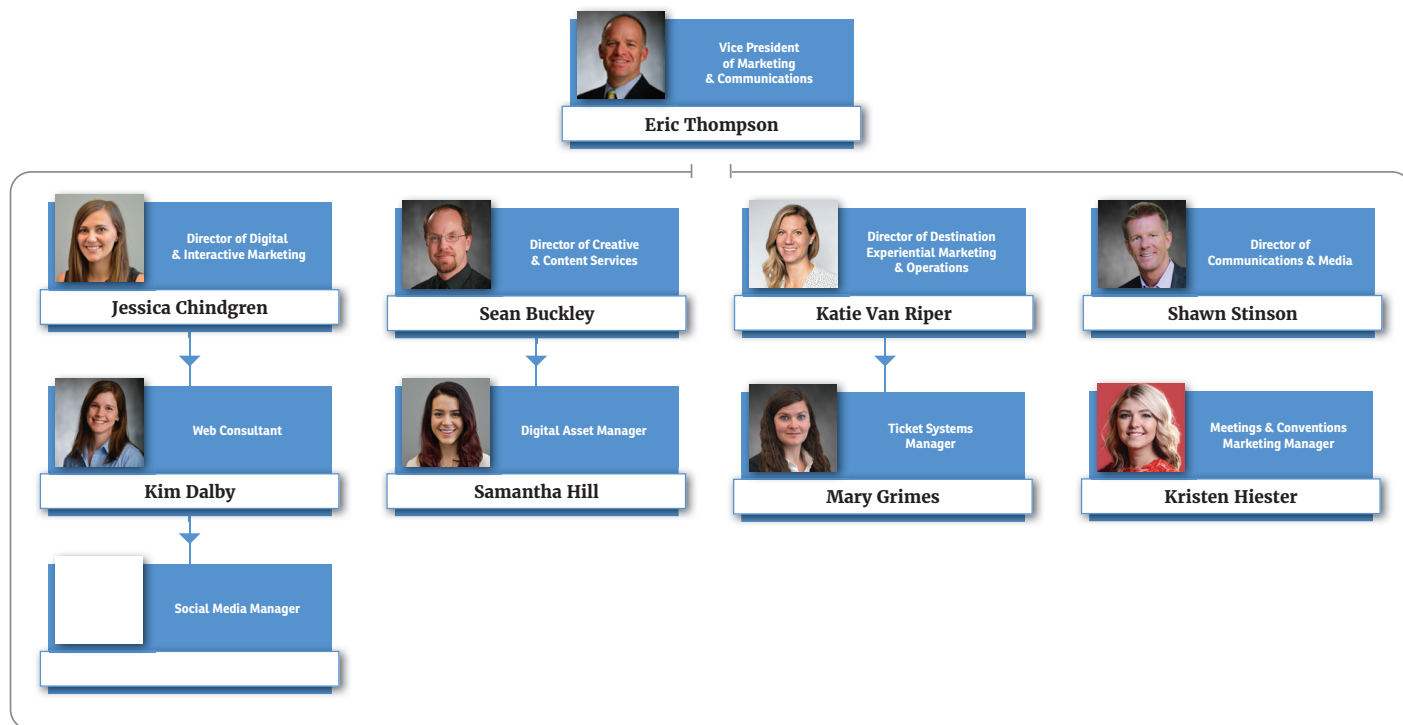
Graphic Designer

Services Manager

MARKETING: The Checklist For Success

To achieve our marketing mission of increasing awareness, Visit Salt Lake's Marketing team has committed to generating \$14.0 million worth of positive earned media between Visit Salt Lake and Ski City. Eight (8) new web content pieces will be created monthly, with a goal of bringing website traffic back to 2.4 million total visits to the site across mobile, main, and booking sites. We will look to increase our active and engaged email database by 10% as well as increasing revenues from our three (3) pass programs (Ski, Connect, Brewery) by more than 10% in 2021.

Marketing



MARKETING: Performance Measures 2021

MARKETING OBJECTIVE:

To support the sales efforts of Visit Salt Lake by increasing the awareness of Salt Lake as a viable destination for conventions and tourism. The department strives to take innovative approaches to the marketing of Salt Lake through proactive communication efforts, advertising, content creation, social media and the creation of "value enhancing" marketing programs.

MEASUREMENT OF MARKETING EFFORTS:

Earned Media:

- Generate the equivalent advertising value of **\$14.0** million worth of positive earned media, including both national and local media outlets, about Salt Lake as a convention and tourism destination.

Content Development:

- Visit Salt Lake will produce content on a regular cadence that will include a monthly minimum of four (4) new blog articles, one (1) new bi-monthly Salt of the Earth Video, one (1) holiday theme update, and two (2) new Outdoor Active trail placements.

Website Traffic:

- Increase website visitor sessions across our main, mobile and booking websites to 2.4 million recovering from decline in 2020 annual visitor sessions.

E-mail Contact Database:

- Visit Salt Lake has an active database (opened e-mail at least once over a 12-month period) of about **90,000*** e-mail addresses. Goal will be to increase active e-mail address database by **10%** in 2021 and maintain a minimum **20%** open rate across all e-letters.

Visit Salt Lake Pass Program Sales:

- Increase 2021 pass sales revenue for Ski City Super Pass, Visit Salt Lake Connect Pass and Salt Lake Brewery Pass by **10%** over 2020 sales. Create Salt Lake Deals & Discounts digital offering for all meeting and convention groups.

MARKETING: Deployment

PROGRAM DESCRIPTION

The Marketing Department oversees the tools and technology that promotes Salt Lake as an ideal destination for meetings, conventions, events and year-round leisure travel. The Marketing department is inclusive of Communications, Advertising, Content Development, Social Media Outreach, Website, Research and Creative Services.

PROGRAM ELEMENTS

- Vice President of Marketing oversees marketing team as well as relationships with brand, research, and media agencies.
- The Director of Communications & Media designs, manages and implements programs to convey and extend Visit Salt Lake's messaging through earned media and broadcast media efforts.
- The Director of Creative Services & Content Services oversees production of all written and video content on VSL websites and all e-mail communication, as well as all print and digital creation of tools, programs and reports needed for all departments.
- The Director of Digital & Interactive Marketing oversees the strategic direction of all website properties, content development and social media channels, ensuring that each digital platform functions individually as well as in concert with one another.
- Director of Destination Experiential Marketing & Operations oversees the management and implementation of all Visit Salt Lake commerce programs, including Ski Super Pass, Connect Pass, Brewery Pass, Experience Marketplace, and Deals & Discount programs.
- Meeting & Conventions Marketing Manager is responsible for the implementation of Convention Marketing tools and programs as well marketing support that can be given to boost attendance for identified incoming conventions.
- The Social Media Manager oversees all organic and paid social efforts across the social media platforms in which Visit Salt Lake engages. Inclusive of Facebook, Instagram, Twitter, Pinterest, YouTube, and TikTok.
- The Digital Asset Manager oversee all digital, photo and video assets that Visit Salt Lake uses for promotional efforts as well as the implementation across website and partner platforms.
- The Ticketing Systems Manager oversee the sales and redemptions of Visit Salt Lake's proprietary ticketing programs, including the Ski City Super Pass, the Visit Salt Lake Connect Pass, the Salt Lake Brewery Pass and the Show Your Badge Pass programs.
- The Webmaster oversees the technical aspect of Visit Salt Lake's website properties and works directly with VSL's technology provider to build assets and functionality needed for promotion.
- The Office Administrator performs tasks and duties to help the office operate efficiently and professionally.

PROGRAM BUDGET

Salaries and Benefits

PERFORMANCE MEASURES

- Development of Dashboard that can report develop baseline metrics for all areas of success. These are inclusive of advertising performance, content development, online influence, earned media efforts, commerce production and attendance promotion efforts.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Communications & Media

Director of Creative Services & Content Development

Director of Digital & Interactive Marketing

Director of Destination Experiential Marketing & Operations

MARKETING: Web Site – Development & Design

PROGRAM DESCRIPTION

Visit Salt Lake will continue to enhance its website through increased user experience, user interaction and design. Taking a mobile-first approach, we will reimagine how the user experiences our website through heat mapping, scroll depth and A/B testing. Third party endorsement of Salt Lake’s meeting product will be weaved throughout each section of the site, showcasing the viability and desirability to host meetings of all kinds.

Visit Salt Lake will also continue to manage, edit and update the websites for the Salt Palace Convention Center, the Mountain America Exposition Center and the Salt Lake Equestrian Center.

SkiCity.com will continue to be updated regularly with content and pertinent resort information to promote Ski City as a unique and viable destination for ski and winter vacation travel.

PROGRAM ELEMENTS

- A dynamic, pivotal approach to addressing COVID-19 will be taken with new landing pages added when necessary to address travel restrictions, visitor information, county and state mandates, as well as convention and meeting professional updates.
- Integration of VisitSaltLake.com’s new chatbot to increase usability and site navigation, as well as to increase one-on-one interaction with visitors and address their questions.
- The meetings area of VisitSaltLake.com will focus directly on Salt Lake County’s largest-owned convention facilities: the Calvin L. Rampton Salt Palace Convention Center, the Mountain America Exposition Center in Sandy and the Salt Lake Equestrian Center in South Jordan.
- Visit Salt Lake will develop web content promoting, inspiring and educating meeting planners about the new Hyatt Regency Convention Hotel opening fall of 2022.
- Shopping cart feature will be added as a dynamic experience throughout the entire website, allowing purchases of all Visit Salt Lake proprietary pass products across any landing page of the site.
- Attendance promotion toolkit will be upgraded to include tools with downloadable logos, images and videos that can be utilized and customized for each meeting planner as they see fit to promote their convention.
- Visit Salt Lake will continue to integrate “Green Meetings” as an important selling feature of the destination, promoting all “green” initiatives of the Salt Palace, Visit Salt Lake, Salt Lake City, Salt Lake County and, if relevant, the State of Utah.
- VisitSaltLake.com utilizes Simpleview’s dynamic content module that has the ability to serve contextual content on the home and other pages based on geo-location, referral source and advertising targeting. This “smart” content and also can be developed based on a previous visit to the website and the visitor’s preferences.
- All member listings will display concise content integrated from feeds such as Google, Trip Advisor, OpenTable and more, allowing consumable up-to-date information, hours of operation, and user reviews and images to relay relevant information to the end user.
- Visit Salt Lake will continue to produce content for the blog page, which will be the location for all new content and stories written about the destination.
- The Events’ area of the site will utilize the feed from NowPlayingUtah.com to allow users to search and find events located in Salt Lake County and those within 50 miles of downtown Salt Lake City.
- VisitSaltLake.com will feature social media channels: Facebook, Twitter, YouTube, Pinterest, Instagram and TikTok as well as VSL’s own blog.
- SkiCity.com will utilize various feeds to supply information about snow conditions, mountain cams, pertinent resort information and upcoming events.

PROGRAM BUDGET

\$180,000

PERFORMANCE MEASURES

- Increase visitor sessions to 2.4 million visits in 2021.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing
Director of Digital & Interactive
Marketing

Director of Creative Services & Content
Development
Digital Asset Manager

Webmaster

MARKETING: Web Site – Traffic Development SEO/SEM

PROGRAM DESCRIPTION

Visit Salt Lake will continue to invest in consistent, monthly campaigns to both optimize (SEO) all areas of the VisitSaltLake.com website to gain greater search results in organic rankings as well as invest in paid search (SEM) opportunities to grow search results of key words and phrases to drive traffic to targeted areas of the website. These strategies will be targeted at both the meetings & conventions audiences, as well as the leisure tourism audience.

Ski City will utilize a distinct SEO/SEM strategy designed to increase search results to relevant areas of SkiCity.com; SEO efforts will be focused on the content created for the site while SEM will focus on content syndication and Google PPC buys to promote greater visitation.

PROGRAM ELEMENTS

- Visit Salt Lake will work with the SEO team at Simpleview to optimize all web pages and target key words and phrases to increase VSL's search rankings.
- Visit Salt Lake will continue a monthly paid search campaign with Simpleview to drive traffic on VisitSaltLake.com.
- Visit Salt Lake will work with Simpleview SEO/SEM team to develop YouTube ad campaigns targeting affiliate audiences and remarketing.
- Visit Salt Lake will work with the new Entrada dashboard to produce real-time analytics to guide strategy and keep the efforts aligned to goals focusing on web results user sessions, bounce rates, conversion rates, PPC, e-mail open rates, visitors analytics and most used pages.
- Visit Salt Lake will work directly with the Simpleview SEO team to properly tag and rank all pages on the VisitSaltLake.com website.
- Visit Salt Lake will work with the Simpleview SEM team to buy key words and phrases based around promotions and top incoming events.
- Visit Salt Lake will work to grow traffic through the content creation and distribution published on our blog, The Salt Lake Scene. Blog content will be promoted through e-mail and social channels assisting in site traffic and blog page rankings.
- Visit Salt Lake will implement a new project management web tool to improve web pages across VisitSaltLake.com, including bug fixes, crawl errors, copy rewrites, improved page templates/layouts and improved imagery.
- Visit Salt Lake will measure each acquisition referral channel to the site and create goals and strategies to increase sessions from all channels, including organic, search, paid social, organic social, email and native.
- Visit Salt Lake will dedicate significant resources to the social media networks of Facebook, Twitter, YouTube and Instagram to increase rankings with relevant social media searches.
- Visit Salt Lake's Web team is integrating all member content with its new CRM tool allowing for easier content creation and revisions.
- Visit Salt Lake will promote reciprocal links from all member businesses and provide banners and text from which to link.
- Visit Salt Lake will utilize content from the state-wide event calendar product, NowPlayingUtah.com, but parse data to only display content relevant to Salt Lake County.
- Visit Salt Lake will utilize new CRO services from Simpleview that will include monthly progress reports and an A/B testing roadmap to increase conversions on VisitSaltLake.com
- Visit Salt Lake will work hand-in-hand with meetings & conventions' team to refresh the meetings portion of VisitSaltLake.com to increase search traffic to that page.

PROGRAM BUDGET

\$180,000

PERFORMANCE MEASURES

- Increase visitor sessions to 2.4 million visits in 2021.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Digital & Interactive Marketing

Director of Creative Services & Content Development

Digital Asset Manager

Webmaster

Simpleview SEO/SEM Analyst

MARKETING: Web Site – Content Development

PROGRAM DESCRIPTION

Visit Salt Lake will continue to utilize content and feature article creation to promote greater awareness of Salt Lake as a viable destination for all visitor segments. Video content creation will also continue to be a priority as we push new content and stories about the destination.

Visit Salt Lake will promote all content through digital extension programs, native content publishers, e-mail distribution and social media platforms.

PROGRAM ELEMENTS

- The Director of Creative Services & Content Development will manage content creation and aggregation for all new content featured on Visit Salt Lake’s web properties, e-mail and social media communication, working in close partnership with the Director of Digital & Interactive Marketing to ensure content supports strategy.
- Visit Salt Lake will employ the related content module throughout content placement on VisitSaltLake.com. Content will be tagged and cross-promoted based on type of content, most engaged as well as on the visitor’s attributes.
- Content will be promoted through Visit Salt Lake’s and Ski City’s e-mail communication as well as through its various social media channels.
- Director of Creative Services & Content Development will utilize a content calendar to schedule and manage content creation across all websites and social media channels, to communicate content development with other Marketing team members and other departments, and to align content creation with strategy.
- Director of Creative Services & Content Development will manage relationships with various writers, bloggers, photographers and videographers to supply and create content for Visit Salt Lake.
- Content stories and articles will continue to live on Visit Salt Lake’s web properties with the most recent and the most popular content sorting to top.
- Visit Salt Lake and Ski City will also utilize tagging and related articles as a way to serve relevant content through their website categories.
- Other digital tools and services will be utilized to create and manage content, including:
 - Libris – for maintaining and organizing Visit Salt Lake’s image/video library.
 - Threshold 360 – for creation and maintenance of virtual tour videos for Salt Lake locations.
 - Crowdriff – for sourcing and obtaining usage rights for user generated content.
 - Monsido – for implementing, improving and correcting site accessibility, and for improving site content by optimizing SEO opportunities and identifying broken images and links.

PROGRAM BUDGET

\$220,000

PERFORMANCE MEASURES

- Increase visitor sessions to 2.4 million visits in 2021.
- Measure content placement and performance through Entrada Dashboard

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Creative Services & Content Development

Director of Digital & Interactive Marketing

Director of Communications & Media

Digital Asset Manager

Webmaster

MARKETING: On-line Travel & Leisure Tourism Sales

PROGRAM DESCRIPTION

The Visit Salt Lake website features new booking engine technology powered Salt Lake-based RootRez Technologies, Inc. This new booking engine is built as a no-commission offering to Salt Lake County lodging properties and features two-way connectivity to hotel rates and booking within CRS systems, allowing a clean transaction for the consumer and VSL's hotel partners.

The Salt Lake Bound = FREEdom Found campaign will utilize the \$275,000 Utah Office of Tourism Cooperative marketing funds as well as discretionary marketing dollars to drive room night bookings in Salt Lake. This promotion offers value-add incentives to the consumer in the form of VSL Connect Passes, Sinclair gas cards, Ski City Super Passes and Delta flight vouchers in a targeted and phased advertising approach.

Visit Salt Lake will also work with tour operator partners to develop more individual-based tourism that has longer visitation and greater spending than group-based travel. Tourism Sales implements a dual strategy working with attracting group business focusing on Salt Lake County as a destination as well as a gateway to the surrounding region. Tourism sales efforts include travel to targeted trade shows, sales trips, sales presentations, partner training, and hosting site inspections and FAM tours.

PROGRAM ELEMENTS

- The booking widget will be featured on the Visit Salt Lake home page as well as cross-linked to VSL's COVID-19 information page, Connect Pass page and "Places to Stay" page. Content and direct links will be provided to each individual property for direct promotion.
- RootRez will offer reservation support on all bookings made through the VSL websites.
- The booking engine will be built on a no-commission model featuring no costs to hotel partners.
- Special Package Offer links will be made available on booking engine.
- Special Package Offer links will feature promotions throughout the year highlighting Ski City, the Connect Pass, Holiday Shopping timeframes as well as larger events that may draw room night attendance but do not have contracted hotel room blocks.
- VSL will maintain group/FIT tour packages for domestic and international tour operators, focusing on the online wholesalers that can extensively promote and package the Visit Salt Lake Connect Pass and the Ski City Super Pass.
- VSL will continue face-to-face meetings with Salt Lake County hotel and lodging properties to enhance their business growth by educating them on the Ski City Super Pass and the Visit Salt Lake Connect Pass as valuable tools for hotel package development.
- The Ski City marketing campaign will continue to promote a lodging and Super Pass package at Salt Lake County hotels and resorts.
- The Marketing Department team will host site inspections and familiarization trips for pre-qualified individuals and groups to educate them about Salt Lake's year-round tourism offerings.
- VSL will attend trade shows focusing on the domestic and international destination traveler, including Mountain Travel Symposium and The Snow Travel Expo in Australia.

PROGRAM BUDGET

\$550,000

PERFORMANCE MEASURES

- Increase visitor sessions to 2.4 million visits in 2021.
- Track and measure Rootrez reservations as well as Adara advertising influenced bookings

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Destination Experiential Marketing & Operations

Director of Digital & Interactive Marketing

Ticket Systems Manager

MARKETING: Commerce, Promotion & Pass Products

PROGRAM DESCRIPTION

Visit Salt Lake creates, sells and manages three proprietary ticketing products: The Connect Pass, the Ski City Super Pass and the Brewery Pass. The Visit Salt Lake Connect Pass is a cooperative program that includes 16 offerings at 13 top attractions in and around the Salt Lake area in one comprehensive ticketing program. The Ski City Super Pass is a County initiative selling cooperative passes to Alta, Brighton, Snowbird and Solitude, while the Brewery Pass offers \$5 tastings at 16 different area breweries. These passes utilize the Bandwango mobile technology that allows the pass to be sold, managed, shared and redeemed all from any smartphone device. While paper and ticketing stock options exist, the focus is to move toward a digital solution.

Visit Salt Lake will leverage the Bandwango platform to create additional products and sales offerings for products and discounts across Salt Lake County. This will be supported by the Visit Salt Lake Connect Pass brochure and the Ski City planner, both of which are easy-to-use rack brochures explaining in detail the cost, redemption, benefits and detailed partner information of the Connect Pass and Super Pass.

PROGRAM ELEMENTS

- The Visit Salt Lake Connect Pass continues as a self-guided pass that includes admission to 13 attractions in and around the Salt Lake area.
- The Connect Pass is offered in 1- to 3-day increments as well as a 365-day pass.
- Visit Salt Lake will work with flash-sale websites to increase sales, such as Groupon, Living Social and Costco.
- 150-plus hotel and tour operator partners are established as sales outlets for the Connect Pass program.
- Convention attraction passes will be offered to specific groups and customized to their needs.
- Visit Salt Lake will offer a Deals & Discounts pass program to incoming convention groups, allowing the ability to download the web application to access pre-loaded deals and discounts by members into their membership portal.
- Visit Salt Lake will continue to promote and sell the Salt Lake Brewery Pass, which is valid for tastings at 16 Salt Lake area breweries.
- Complete data will be captured for future marketing opportunities for all products sold online.
- 40,000 Connect Pass brochures, produced in house, will be distributed from the Visitor Center and local hotel properties, as well as to all interested individuals and groups upon request. Visit Salt Lake will utilize Certified display racks across the Wasatch Front with more than 300 locations of distribution.
- Content of the Connect Pass brochure highlights each program's attractions, times and rates. Connect Pass Venues will distribute brochures at individual point-of purchase locations.
- Visit Salt Lake will develop new products expanding on the mobile Bandwango technology that has been developed for the Connect Pass. This will allow other products to be merchandised and sold through VisitSaltLake.com.
- The Ski City direct-to-lift Super Pass will continue to be a core product for the Ski City brand. This central database includes all four resorts (Alta, Brighton, Snowbird and Solitude) and will capture all sales and ride data enabling VSL to re-market to past clients.
- Ski City will be promoting the Super Pass through various tour operator programs in the 2020-2021 Season.
- 150-plus Salt Lake hotels and domestic and international tour operator partners are established as sales outlets for the Super Pass.

PROGRAM BUDGET

\$110,000

PERFORMANCE MEASURES

- Increase Salt Lake Connect Pass sales 10% via hotels attractions and online channels in 2021.
- Increase Brew Pass sales by 10% on 2021
- Implementation of Deals & Discounts program

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Destination Experiential Marketing & Operations

Ticket Systems Manager

MARKETING: Communications – Media Relations

PROGRAM DESCRIPTION

Visit Salt Lake's Communications and media efforts are designed to promote the greater Salt Lake area through all forms and formats of media as a world-class, year-round meeting, convention, event and leisure travel destination, while providing exceptional service to clients, members, resort partners and helping promote key messages to the local community.

National Media - Visit Salt Lake will continue to contract with a national PR firm (Conran Communications) to complement the in-house media relations' efforts and programs and provide additional resources in order to execute an extensive national media relations' plan. In addition, the firm works in conjunction with the Visit Salt Lake Communications team to develop a targeted, national strategy with key messages to specific markets and audience while strengthening the overall brand messaging and promise of Salt Lake's unique urban offerings and setting. For VSL's Ski City brand, the Communications team will work with the national PR firm to target the most influential ski/snowboard publications and editors, proactively pitching the campaign elements and hosting key media to experience Ski City, focusing on the extensive urban amenities of a Salt Lake winter vacation.

Local Media – Visit Salt Lake will continue to offer a complimentary Local Media Outreach program to incoming citywide conventions to promote each group's key messages to the local community. In addition, the program creates community awareness of incoming conventions and the importance of presenting exceptional service levels to these impactful groups.

Visit Salt Lake Broadcast Center – Based on the needs of many convention groups to augment in-person meeting with virtual and streaming options, Visit Salt Lake will implement and manage the creation and production of a media broadcast center. This will serve as a location that can be offered to groups for content programming as well as a location for Visit Salt Lake to promote Salt Lake area assets and programs to visitors as well as local members and stakeholders.

Visit Salt Lake conducts various media blitzes throughout the year targeting travel-specific publications, online publications and newspapers in key media markets, tailoring media messages and pitches to the publications' various audiences while strengthening VSL's overall brand messaging and Salt Lake's unique product.

In addition, Visit Salt Lake hosts trade and travel editors and writers throughout the year, emphasizing Salt Lake as a year-round meeting and leisure travel destination, giving ample opportunity to sample Salt Lake's varied and extensive meeting- and tourism-related experiences.

PROGRAM ELEMENTS

- Visit Salt Lake and its national PR firm executes an in-depth media plan regarding Salt Lake as a year-round meeting and leisure travel destination, including the production and dissemination of relevant information via monthly and timely news releases and story pitches to meeting trade and leisure travel media outlets.
- Visit Salt Lake and its national PR firm will implement an in-depth media plan to attract and produce relevant information by way of monthly and timely news releases and story pitches the national PR firm will coordinate and schedule targeted media blitzes in key target markets.
- The national PR firm's outreach program will distribute key Visit Salt Lake messages monthly via news releases and targeted story pitches.
- Visit Salt Lake will target the following travel segments in key media markets: Meeting & Conventions, Leisure Travel, Active Outdoor, Adventure, Ski & Snowboard, Health, Financial, Gender/Race Specific.
- The PR team, in partnership with the Utah Office of Tourism and other hospitality partners, hosts domestic and international media visits to promote Salt Lake as a world-class meeting and leisure travel destination, highlighting Salt Lake's pertinent convention and tourism product as it relates to the journalists' outlet and audience. Media outlets targeted include meeting and convention trade, leisure travel, active outdoor, adventure, health and gender-specific publications.
- As part of the national PR strategy, the Visit Salt Lake Communications team and its national PR firm coordinates and participates in multiple media blitzes in media-rich cities to promote Salt Lake as a meeting and convention destination.
- Following all media blitzes and visits, the PR firm will handle the coordination of required follow-up with each media outlet and continue targeted media pitching efforts pertinent to the outlet and its audience.
- Visit Salt Lake's media materials are updated on a regular basis, and include Salt Lake-specific news releases, an extensive online image library and high-resolution b-roll video footage available for editorial use.
- Visit Salt Lake's Communications team will continue to tailor topic-specific responses to media requests.
- Visit Salt Lake's Communications team will continue to produce "News & Notes," a weekly resource designed to give those involved with or interested in the Salt Lake regional visitor economy a quick, easy-to-digest snapshot of recent articles, future convention bookings, capital improvements and destination research.

- Visit Salt Lake’s Local Media Outreach program includes programming for incoming meetings, conventions and events, including the distribution of key messages of citywide groups.
- The Local Media Outreach program calculates and distributes the local and statewide economic impact information produced by Visit Salt Lake’s sales efforts to targeted local media outlets.
- The Local Media Outreach program disseminates Visit Salt Lake information regarding its pass products and offerings, as well as key messages pertinent to the Salt Lake hospitality industry.
- Meeting & Convention Group virtual and streaming services will be offered to incoming groups to augment their in-person outreach with live and recorded broadcast opportunities.
- Visit Salt Lake will produce a weekly broadcast that will target our local member businesses with educational content that will help showcases programs and promotions that can benefit the economic impact of community efforts. This will also provide an opportunity to feature local businesses and new projects and development plans.

PROGRAM BUDGET

\$600,000

PERFORMANCE MEASURES

- Generate the equivalent advertising value of \$14.0 million worth of positive earned media for Salt Lake.
- Create in-house Broadcast Center and content management outline.

IMPLEMENTATION RESPONSIBILITY

Director of Communications & Media

National PR Firm

Broadcast Media Manager

MARKETING: Social Media

PROGRAM DESCRIPTION

Visit Salt Lake's Social Media program includes all organic social media, paid social media, and social media influencer programming. It is an integral part of VSL's distribution of content, website visitation, and awareness surrounding Salt Lake's brand and destination appeal. It aims to target the leisure visitor, as well as the meeting planner. This program also leads a unique attendance promotion offering to conventions by way of targeted social media campaigns. This unique offering supports our client's registration by targeting potential attendees through paid social media campaigns, giving us an edge against other destinations. Visit Salt Lake will fold in all market segments under singular organic channels but target market segments with specific and tailored messages that are relevant to those engaged audiences.

PROGRAM ELEMENTS

- Visit Salt Lake contracts with Sparkloft social media agency to develop and implement targeted and proactive meeting and convention social media campaigns across Facebook, Instagram, and Facebook's Audience Network. These campaigns are designed to increase attendance and awareness surrounding a future event and to effectively tell Salt Lake's story.
- New sales team toolkit to help them share with clients and across their personal social media handles about Salt Lake as a viable meetings destination.
- Visit Salt Lake's social media networks will aggregate and publish new and relevant content about Salt Lake throughout all of VSL's social media channels (Facebook, Twitter, YouTube, Pinterest, Instagram and Tik Tok), while engaging individual travelers and driving additional traffic to VisitSaltLake.com.
- Visit Salt Lake's social media efforts include posting blog content created in-house and shared; Twitter, Facebook and LinkedIn posts; photo uploads to Instagram and Pinterest; and videos to VSL's YouTube channel.
- Visit Salt Lake's social media manager will continue to develop a monthly social media editorial calendar for posting as well as listening/engagement methods to address all inquiries and interactions across both brands.
- VSL's social media manager will strategize and execute a robust paid social plan consisting of 15+ campaigns with objectives to drive traffic to visitsaltlake.com; increase video views; sell Brewery Passes, sell Connect Passes; and grow brand awareness.
- Visit Salt Lake will execute specific influencer strategies to showcase Salt Lake's vibrant destination offerings. We will work with multiple influencers across the world to expand our reach and impressions, as well as, produce content to be featured on website, e-letters and social media channels.

PROGRAM BUDGET

\$200,000

PERFORMANCE MEASURES

- Increase visitor sessions to 2.4 million visits in 2021.
- Increase Social Media YoY engagement, following and impressions each by 10%

IMPLEMENTATION RESPONSIBILITY

Director of Digital & Interactive Marketing

Social Media Manager

Meetings & Conventions Marketing Manager

Office Administrator

Social Media Firm (Sparkloft)

MARKETING: Industry E-letters

PROGRAM DESCRIPTION

Visit Salt Lake will produce e-mail communication to five (5) specific market segments: Leisure Visitors, Meetings, Sports, Ski, and Membership/Partners. Utilizing our e-mail service provider, Act-On, that is synced with the Visit Salt Lake CRM, e-letter will be sent out on weekly and monthly cadences that will target each market with relevant and timely content and messaging. Specific programs will be put in place to grow subscription while keeping the databases clean with re-engagement campaigns that will parse unengaged users.

PROGRAM ELEMENTS

- Visitor News is the largest e-mail database (75,000+) targeting at leisure visitors. This e-letter showcases featured content that is added to VisitSaltLake.com and will highlight Salt Lake's urban and outdoor product offerings and upcoming events and promotions. This e-mail will move to a dynamic process that will shift content to be delivered based on the user interests along with content targeted to the entire list.
- Ski City News is a bi-weekly/every two weeks newsletter throughout the ski season (November 15 – April 15) and monthly in the off-season. Current e-mail database (12,000+) will be added to from Warren Miller and website contest promotions.
- Member News is produced and distributed monthly to Visit Salt Lake members and targeted industry partners. It provides updates on the local convention and tourism industry, hotel occupancy figures and trends, member updates and industry topics. Currently sent to 2,200+, the focus of this e-letter is to showcase the efforts of Visit Salt Lake while keeping them aware of industry trends and ideas.
- Visit Salt Lake Meeting News is produced monthly and includes new and fresh information pertinent to meeting planners and their attendees that may include:
 - updates regarding new Visit Salt Lake programs
 - city/convention district developments
 - upcoming events and activities
 - Salt Lake hospitality community news
- Visit Salt Lake Sports News is produced monthly and targeted at sporting event planners. This will highlight specific facilities and opportunities across Salt Lake County showcasing itself as a premier sport hosting location.

PROGRAM BUDGET

\$20,000 E-mail Delivery Costs for all e-newsletters.

PERFORMANCE MEASURES

- Distribute monthly Meetings e-letter to our targeted database of meeting planners with a 20+% open rate.
- Increase visitor sessions to 2.4 million visits in 2021.
- Goal will be to increase active e-mail database by 10% in 2021 and achieve an average of a 20% open rate for all e-mail communication.

IMPLEMENTATION RESPONSIBILITY

Senior Vice President of Sales & Services

Vice President of Marketing

Vice President of Partner Development

Director of Communications & Media

Director of Creative & Content Services

Director of Sport Market Sales

Digital Asset Manager

MARKETING: Creative Brand & Messaging

PROGRAM DESCRIPTION

Visit Salt Lake will be unveiling a new brand and creative campaign messaging in 2021. The primary goal of this effort is to evolve the destination brand of Salt Lake to reflect the growing globalization and transformation of the city and also develop and identity for the organization within the umbrella of the destination brand. Additionally, Visit Salt Lake will launch a new creative direction in our visual identity that reflects changes brought about by this brand architecture development. Salt Lake will define and identify a clear differentiator and consumable 'elevator pitch.'

PROGRAM ELEMENTS

- Research - Brand development needs to be grounded in a clear understanding of the motivations interests and values that will drive future travel to Salt Lake. Independent research—on top of audience and usage studies completed in recent years—will help inform our future direction. Additional methodology will be utilized to develop and support the proposed Salt Lake destination and organization brand(s).
- Brand Audit - After researching what drives travel to and perceptions of Salt Lake, we will conduct a brand audit to determine the following:
 - Performance of the brand.
 - Strengths, weaknesses, opportunities, threats.
 - Place in the market relative to competition.
 - This audit should result in recommendations on strategies to improve the brand.
- Brand Strategy - The research and brand audit will give a clear direction on where to take the brand, including (but not limited to) the following:
 - Recommendations on how, when and why to present our brand.
 - A brand blueprint for internal purposes clarifying the recommendation. This includes elements of the brand guidelines such as brand character, promise, messages, and an overall essence of the brand.
- Visual Identity – Visit Salt Lake will develop new brand elements that will include a new brand mark (logo and tagline), brand guidelines and an outline of how the brand will be implanted across all Visit Salt Lake sales and marketing efforts. This would be inclusive of website, print and digital advertising, video production, sales tools and social media outreach.
- Visit Salt Lake will develop written short and long-form narratives/'elevator pitches.'
- Visit Salt Lake will develop 15-second, 30-second and 1-minute brand mantra videos for commercial use.
- Visit Salt Lake will introduce new brand roll-out with community buy-in and stakeholder engagement.
- Visit Salt Lake brand elements will be placed in our digital asset management tool to allow other community partners access them.

PROGRAM BUDGET

\$300,000 Research and deliverables for rebranding and messaging deliverables.

PERFORMANCE MEASURES

- Brand lift study will be done before and after the launch of the new messaging. We will establish a local and national baseline for awareness of this brand and follow up in the next 2 following years.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Creative & Content Services

Director of Digital & Interactive Marketing

Director of Communications & Media

Director of Destination Experiential Marketing & Operations

MARKETING: Advertising Initiatives

PROGRAM DESCRIPTION

Visit Salt Lake will be launching advertising campaigns in 2021 that will highlight the new branding efforts that will be applied across all market segments. These marketing segments include the leisure visitor, the meeting planner and the travel/trade. Each of these segments can be broken down into smaller segments.

PROGRAM ELEMENTS

The Leisure Visitor promotion will focus on attracting visitors in each of the following areas:

- Nearby drive market with in-state and regional visitors – As the COVID pandemic has befallen us, it has become apparent that some of the first visitors that will help us in recovery will be this market. Visit Salt Lake will promote overnight visitation in Salt Lake county hotels that could include gas, shopping, dining and attraction incentives.
- National park and western US visitor – This will continue to be a target with year-round promotion that will drive awareness of Salt Lake as a part of a multi-destination vacation. Visit Salt Lake will target these visitors with destination content that will drive intrigue and interest to in both urban and outdoor experience that Salt Lake has to offer.
- Destination skier and winter enthusiast – Visit Salt Lake will highlight the nearby world-class resorts, arid winter climate resulting in “The Greatest Snow on Earth” and unmatched access and value to drive winter visitation to Salt Lake County overnight visitation. Visit Salt Lake will use incentive-based promotion that will offer Delta Air Lines Travel Vouchers and Ski City Super Passes that can be packaged with overnight lodging packages.

Travel Trade Advertising will focus on the education and promotion to third-party tour operators and online travel agencies.

- Travel trade promotion will be mostly done through programs that are part of larger efforts with the Utah Office of Tourism, Ski Utah and Co-op Sales trade shows.
- Tradeshow efforts include co-operative opportunities for Visit Salt Lake partners that target both International and Domestic operators. These shows include IPW, Go West, Mountain Travel Symposium and Australia and Canada Sales Missions.

PROGRAM BUDGET

\$750,000

PERFORMANCE MEASURES

- Increase visitor sessions to 2.4 million visits in 2021.
- Convention Room Night Goal
- Increase Social Media YoY engagement, following, and impressions each by 10%

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing
Senior Vice President of Sales & Services
Director of Communications & Media
Director of Digital & Interactive Marketing
Director of Creative & Content Services

Meetings & Convention advertising will focus on Meeting and Event planners across association, corporate, tradeshow, sports and SMERF markets.

- Visit Salt Lake will focus on recovery efforts of small meetings as well and traditional citywide and multiple venue conventions.
- Advertising efforts will promote the new Salt Lake City International Airport and the Hyatt Regency Salt Lake City as a part of the growing Salt Lake convention package.
- Marketing efforts will also focus on attendance promotion of booked citywide conventions and sports groups. Social Media efforts will target potential attendees to create greater awareness of Salt Lake and its amazing culinary, cultural and outdoor assets as well as specific meeting content.

Advertising efforts will focus on various promotional tactics that will include promotion across various, Print, Digital, Social Media, E-mail and Native Content publishers.

- Visit Salt Lake will utilize a marketing process that will include market analysis, brand strategy, integrated communications plan and measure of entire program
- Market analysis will evaluate Salt Lake’s customer, competitive markets and define target market segments for advertising placements.
- Brand strategy will focus and be measure on four key objectives: Engagement, Recognition, Visitation and Reputation. Each objective will have its own tactic and KPI that will measure success.

- Increase Pass Sales by 10% over previous year-end benchmark.

Meetings & Conventions Marketing Manager
Brand & Creative Agency
Media Buying Agency
Social Media Agency

MARKETING: Community Relations

PROGRAM DESCRIPTION

The Leisure Tourism & Marketing Committee will convene on a monthly basis throughout the year to provide guidance and direction to Visit Salt Lake's Marketing & Tourism teams to ensure that maximum synergies exist between Visit Salt Lake and key Tourism partners.

PROGRAM ELEMENTS

- The Tourism Committee is made up of Executive Committee Members and key tourism industry partners throughout Salt Lake County. This group will meet 10 times throughout the year to discuss marketing plans and goals and to set the agenda for the following Tourism Consortium Meetings.
- This committee will aid in the formulation of the performance measures for the Marketing, Tourism Sales and Visitor Service departments.

PROGRAM BUDGET

\$4,000

PERFORMANCE MEASURES

- Ten (10) Marketing Committee meetings will be held.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Communications & Media

Director of Creative & Content Services

Director of Digital & Interactive Marketing

Director of Destination Experiential Marketing & Operations

Marketing Department Office Administrator

MARKETING: Travel Trade

PROGRAM DESCRIPTION

Tourism Sales implements a dual strategy working with attracting group business; focusing on Salt Lake County as a ‘destination,’ and as a ‘gateway’ to the surrounding region. Tourism sales efforts include travel to targeted trade shows, sales trips, sales presentations, partner training, and hosting site inspections and FAM tours.

PROGRAM ELEMENTS

- Maintain group/FIT tour packages for domestic and international tour operators. Focus will be on the internet wholesalers who can extensively promote and sell the Visit Salt Lake Connect Pass, and the Ski City Super Pass.
- A continued focus on face-to-face meetings with Salt Lake County hotel and lodging properties to enhance their business growth by educating them on the Ski City Super Pass and the Visit Salt Lake Connect Pass as valuable tools for hotel package development.
- The Marketing Department Team will host site inspections and familiarization trips for pre-qualified individuals and groups to educate them about Salt Lake’s tourism offerings.
- To sell Salt Lake as a gateway, Visit Salt Lake will partner with the Utah Office of Tourism and other Utah DMOs to leverage Salt Lake’s proximity to area attractions, particularly the area national parks.
- Trade shows that focus so on the ‘Destination’ visitor include: Mountain Travel Symposium and The Snow Travel Expo in Sydney & Brisbane, Australia.
- Trade shows that focus on both the ‘destination’ and ‘gateway’ visitor include: Go West Summit International IPW.
- Trade shows that focus of Ski destination development like Mountain Travel Symposium.
- Salt Lake area hotels and resort partners will be invited to participate in select sales missions.

PROGRAM BUDGET

\$30,000

PERFORMANCE MEASURES

- Visit Salt Lake will work to develop research to quantify the impact of overnight visitors to Salt Lake County inclusive of each market segment; convention group, corporate transient and overall leisure travelers through DK Shifflett research.
- Tourism Sales will host 12 media and trade familiarization tours.
- Attend a minimum of five (5) trade shows and additional industry events.

IMPLEMENTATION RESPONSIBILITY

Vice President of Marketing

Director of Strategic Partnerships

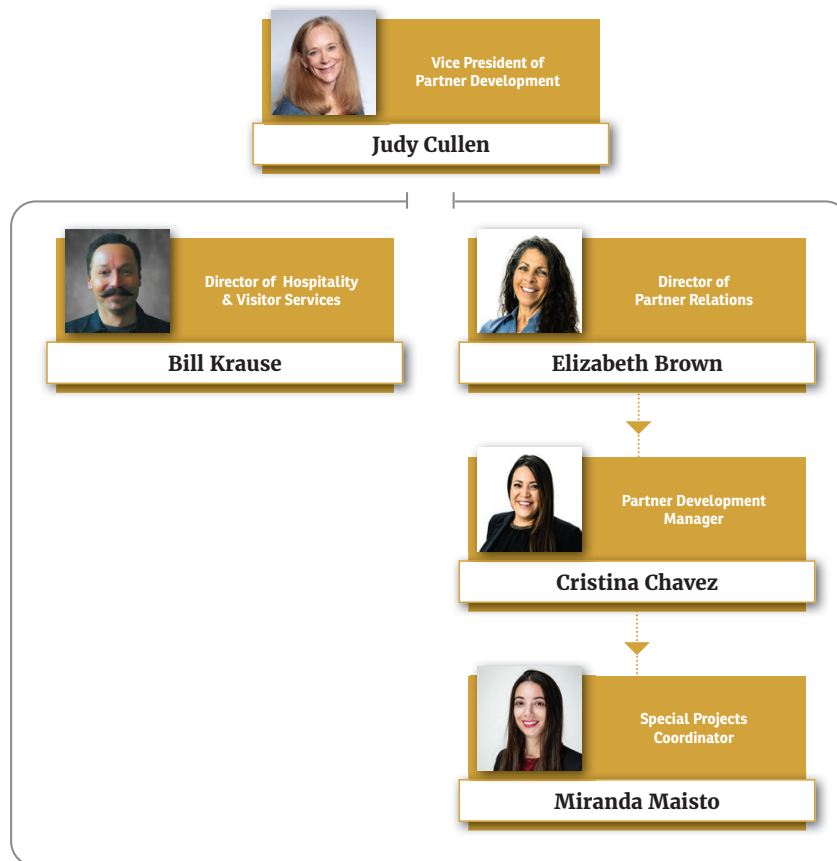
Director of Destination Experiential Marketing & Operations

PARTNERSHIP: The Checklist For Success

In order to achieve its 2021 goals, the Partner Development team will complete more than 336 prospecting actions to potential members. Partner Development will also produce different member events including Member Connections, where members and Visit Salt Lake staff can socialize and network and will also offer quarterly educational seminars.

Monthly training sessions will be conducted to help members understand and utilize all the marketing tools that are provided and available to them. Additionally, we will leverage the listings tools and ad placements on our website to increase the quality and number of marketing tools for members, including extensive content, and new website advertising opportunities.

Partner Development



PARTNERSHIP: Performance Measures 2021

OBJECTIVE:

Partner Development will be the Business-to-Business connection point, benefitting the member business, the meeting planner, the convention attendee, the visitor and Visit Salt Lake members, making it easier to retain current clients and increase the positive perception about Salt Lake as a destination for meetings, conventions and leisure travelers.

MEASUREMENT OF PARTNER DEVELOPMENT EFFORTS:

Membership Revenue Goal:

- 3% increase over 2020 Actual.

New Member Goal:

- 3% increase over 2020 Actual
- 336 prospecting actions and/or sales calls (increase of 48 over 2020)

Member Engagement Goals:

- Increase attendance to member events, trainings, and educational opportunities 4% over 2020 Goal
- Increase the number of listing updates via members by 2% over 2020 Actual

Advertising Revenue Goal:

- 4% increase over 2020 Actual

Produce the following events:

- Member connections
- 12 member training events
- Four (4) educational member events
- One (1) membership survey

MEASUREMENT OF VISITOR SERVICES EFFORTS:**SPCC Visitors Center:**

- Visit Salt Lake Visitor Services team will meet, greet and service visitors through the calendar year of 2021 in the Visitor Information Center.

Mobile Visitors Center:

- Visitor Services will identify 15 local and regional locations to appear with the Ski City Airstream to promote Visit Salt Lake

Visitor Center Concierge Events:

- Visitor Services, in partnership with Partner Development, will host events focused on concierge education and connectivity with their services.

#AskVSL Text/Chat Visitor Services:

- Visit Salt Lake will continue to integrate text/chat communication utilizing Artificial Intelligence to answer questions from visitors. Visitor Services staff will monitor and hijack conversations as they occur. Director of Hospitality and Visitor Services will work with AtlasRTX on quicker response times to guest questions.

PARTNERSHIP: Partner Integration

DESCRIPTION

Partner Development will partner with Visit Salt Lake members to assist them in marketing their products and services to those planning visits and those interested in visiting Salt Lake, as well as to the local market.

PROGRAM ELEMENTS

- The following member events will take place:
 - 1st Quarter: Annual Meeting/Board of Trustees & Membership Meeting, Member Connection, Ski It To Believe It and one educational seminar
 - 2nd Quarter: 2Q Board of Trustees/Membership Meeting (Tourism Achievement Award), Summer Sizzle, Member Connection and one educational seminar
 - 3rd Quarter: 3Q Board of Trustees/Membership Meeting (President's Forum), Member Connection and one educational seminar.
 - 4th Quarter: 4Q Board of Trustees/Membership Meeting, one educational seminar and Ski Biz Expo.
- Monthly member training workshops and one membership survey.
- Membership works in conjunction with the marketing department to maintain and update CRM integration and further create greater presence on the Web site for each member business.
- Membership continues to encourage members to meet with Convention Services to educate them about products and services so that Convention Services department is knowledgeable in making referrals.
- Visit Salt Lake member partnerships have been developed and will be actively marketed to help members increase their marketing exposure through: VisitSaltLake.com, the Salt Lake Official Visitors Guide, Skicity.com, e-letters, and backlit signage at the Visitor Information Center, the Mountain America Exposition Center and the Salt Palace Convention Center.
- Partner Development creates new programs that are member targeted.
- Promote and engage members to participate in the "Show Your Badge" program and other pass products programs.

PERFORMANCE MEASURES

- 336 prospecting actions per year.
- Increase members by 3% over 2020 actual
- Increase membership revenue by 3% over 2020 actual
- Increase attendance to member events, trainings and educational opportunities by 4% over 2020 goal
- Increase the number of CRM updates via members by 2% over 2020
- Increase advertising revenue by 4% over 2020 actual

IMPLEMENTATION RESPONSIBILITY

VP of Partner Development

Director of Partner Relations

Special Projects Coordinator

Partner Development Manager

PARTNERSHIP: Community Relations & Outreach

PROGRAM DESCRIPTION

Membership Committee convenes throughout the year to provide guidance and direction to the Partner/ Membership staff to assure that Visit Salt Lake is addressing member needs and providing the marketing tools to keep membership relevant and of value.

Partner Development will create and maintain a private Facebook group page for its members with elements of member engagement, member education, open forum and calls to action.

Partner Development, working in conjunction with the CEO, will establish and maintain relationships with various organizations and government agencies at the local, state and federal levels, including but not limited to: Salt Lake County Council, Salt Lake County Mayor's Office and Staff, Councils and Mayors from the various municipalities in the Salt Lake Valley, targeted neighborhood councils, Visit Salt Lake Board of Directors, Salt Lake's business community and economic development organizations, including the various chambers throughout the Salt Lake Valley, Utah State Legislature and the Utah Office of Tourism. Partner Development and CEO will educate key policy makers of priority issues important to the stakeholders in the visitor economy. Partner Development will act as a professional representative of Visit Salt Lake and create opportunities for positive exposure of Visit Salt Lake and will participate as a member of various boards, associations, commissions and committees where visitor experience and the visitor economy may be impacted.

PROGRAM ELEMENTS – COMMUNITY RELATIONS

- The Membership Committee is made up of Visit Salt Lake members and Board members, representing the major member categories of Accommodations, Dining & Nightlife, Attractions, Services and Transportation. This group meets quarterly to review membership activities and discuss member needs and approve annual performance measures for membership.
- VSL Facebook group will be managed by Partner Development, with a goal of providing engaging content and engagement among members

PROGRAM ELEMENTS – COMMUNITY OUTREACH

- Work with entities involved with the visitor economy that reside in Salt Lake County, opening lines of communication and participation.
- Development of active participation within organizations to develop deeper understanding and relationships to foster better working relationships going forward.

PERFORMANCE MEASURES

- Four (4) Membership Committee meetings will take place.
- Visit Salt Lake Facebook Group - Minimum of three (3) posts per week and response time of 24-hours to partner comments, questions or concerns
- One (1) Community Outreach visit per month
- Define and participate in outside organizations
 - Target List:
 - South Valley Chamber
 - Chamber West
 - Alta Chamber
 - Salt Lake City Airports
 - SLARA
 - Downtown Alliance
 - Salt Lake Chamber

IMPLEMENTATION RESPONSIBILITY

Vice President of Partner Development

Special Projects Coordinator

CEO

PARTNERSHIP: Web Site – Listing Integration

PROGRAM DESCRIPTION

Partner Integration in all member listings on VisitSaltLake.com is designed to create greater presence and functionality to all member businesses with specific content that targets the meeting and event planner. Non-member destination listings are also generated to provide a more inclusive, representative and relevant search for businesses and attractions in the Greater Salt Lake area. Additional content and functionality are being added to each member listing to increase end-user experience, including feeds from relevant APIs that are real time and streamline how we gather business information.

Visit Salt Lake will continue to integrate non-member Destination Listings to better represent the destination as a whole. We will continue to add in the categories that need a more complete representation. The Categories of Dining & Nightlife, Things to Do, (inclusive of Golf, Hiking & Biking, Shopping) and area attractions will be targets for these destination listings and will show name, address, website URL and mapping location.

PROGRAM ELEMENTS

- Member listings include enhanced hotel, venue and restaurant page listings and provide links to meeting room specifics and details, booking online and website links.
- Additional mapping features are utilized in member page listings, including Google Maps street view, directions and “What’s Nearby” functionality that allows for easier search of nearby members.
- Each member page includes images pulled from the Google API, TripAdvisor and Yelp reviews if available, as well as OpenTable feeds for all participating restaurants.
- Listings will also include 360-degree imagery that will be available on Google My Business listings as well as VisitSaltLake.com.
- Paid content feature opportunities will be offered to Members. Full length featured content will be created and featured by either the advertiser or Visit Salt Lake.
- Visit Salt Lake’s CRM integration with Google API allows member content to be pulled directly from feed on a real-time basis.
- Improve content in member area of the site to provide complete and better information for the members
- Visit Salt Lake will continue to integrate destination and non-member listings from businesses and attractions that include restaurants, shopping, attractions, golf courses, hiking and biking trails with member listings being given sort priority and enhancements.
- Content stories, banner advertising and featured listing opportunities are offered throughout pages on VisitSaltLake.com. Visit Salt Lake Partner Development team will manage all advertising contracting and placement on VisitSaltLake.com.
- Online hotel bookings are offered through a booking engine powered by RootRez. Revenues are created based on volume booked through this online tool. Booking widget has prominence on home page and Hotels, Things To Do and Special Package Offers pages.
- Top hiking and biking trail listings will be created by Visit Salt Lake Marketing Team or various partners, these will include images maps and descriptions of the top trails in the Salt Lake County area.

PROGRAM BUDGET

\$200,000

PERFORMANCE MEASURES

- Increase visitor sessions by 10% to VisitSaltLake.com, resulting in three (3) million visits in 2021.

IMPLEMENTATION RESPONSIBILITY

Vice President of Partner Development

Special Projects Coordinator

Vice President of Marketing

Director of Partner Relations

Director of Content Strategy

Manager of Partner Relations

Webmaster

PARTNERSHIP: Visitors Guide

PROGRAM DESCRIPTION

Produced twice a year (Fall/Winter and Spring/Summer), the *Salt Lake Official Visitors Guide* is the recognized visitor publication for the entire Salt Lake Valley. The *Salt Lake Official Visitors Guide* is an indispensable resource for visitors that helps them make the most of their stay and is a primary response piece for requests for information about Salt Lake received via telephone, mail, web site and e-mail. Visit Salt Lake will utilize a publishing partner Salt Lake Magazine to produce the guide. Visit Salt Lake will handle all advertising sales and will work with SL Magazine to produce content and handle distribution to all key channels both in and outside of Salt Lake market.

PROGRAM ELEMENTS

- Visit Salt Lake, through its partnership with *Salt Lake Magazine*, will produce two issues totaling 100,000 Visitors Guides. 50,000 each per issue.
- The *Salt Lake Official Visitors Guide* will focus more as an in-destination publication. Greater emphasis will be placed on things to do and maps.
- The distribution of the *Salt Lake Official Visitors Guide* is the responsibility of Salt Lake Magazine and Visit Salt Lake. Distribution points include:
 - individuals who request the Guide via phone, mail, the Visit Salt Lake web site or email
 - convention attendees and individual visitors
 - members, including hotels, restaurants, and attractions
 - state and regional visitor centers.
- Content of the Visitors Guide includes information relating to:
 - neighborhoods and communities of Salt Lake County
 - transportation
 - recreation
 - arts & culture
 - hotels & lodging
 - restaurants & bars
 - shopping
 - resorts and ski
- Visitors Guide advertising is handled by Director of Partner Relations. Many Visit Salt Lake members advertise in each issue of the *Salt Lake Official Visitors Guide*.
- VSL and SL Magazine will work together prior to publication of every issue to update content, images, verify links and confirm information
- The *Salt Lake Official Visitors Guide* will be produced in a digest size allowing for easier distribution. The digest size, being easier to carry, will also aid in increasing the usage as a guide for visitors while in Salt Lake.
- The Fall/Winter edition of the *Salt Lake Official Visitors Guide* will feature a flip book design showcasing the regular visitor guide information while the Ski City visitor information will be accommodated beginning from the back cover. This will allow for more advertising opportunities as well as being able to better target each market with specific messaging.

PROGRAM BUDGET

Printing outsourced to Custom Publisher, Salt Lake Magazine; production cost of magazine covered by advertising sales revenue

PERFORMANCE MEASURES

- Increased Visitor Spend in Salt Lake County.
- Increased Visitor satisfaction of the visitor tools inclusive of the Salt Lake Visitors Guide.
- Director of Partner Relations will sell advertising to cover cost of printing publication

IMPLEMENTATION RESPONSIBILITY

President/CEO

Vice President of Marketing

Vice President of Partner Development

Director of Partner Relations

PARTNERSHIP: Visitor Services

PROGRAM DESCRIPTION

Visitor Services encourages leisure and convention travelers to extend their visit in the state by maintaining a full-service Visitor Information Center, as well as an in-market Mobile Visitor Center. Services offered at the Visitor Information Center include providing general information of Salt Lake and statewide attractions as tourism destination options, with special emphasis on VisitSaltLake.com, NowPlayingUtah.com, the Visit Salt Lake Connect Pass, Ski City Super Pass Salt Lake Brewery Pass, state and National Parks information, hotel reservation assistance, restaurant recommendations/ reservations, transportation assistance and promotion of attractions.

PROGRAM ELEMENTS

- Visitor Information Center will be staffed by Director of Hospitality and Visitor Services until additional convention and tourist visitation increases. Additional staff may be hired on as-needed basis.
- Promotion of Salt Lake County and statewide attractions.
- Offering of assistance with Salt Lake hotel reservations.
- Visitor Services continue its interaction with Salt Lake hotel front-line staff and will visit the 10 major downtown hotels once each quarter.
- The Director of Hospitality and Visitor Services will continue to be a conduit of information to lodging partners concierge staff, promoting the Visitor Information Center to the hotel front line staff as the most complete source for all Salt Lake information.
- The Director of Hospitality and Visitor Services will continue to promote and sell the Connect Pass, Ski City Super Pass, and Salt Lake Brewery Pass programs.
- Visitor Services will fulfill all e-mail and requests for information and will maintain e-mail databases as well as integrate visitor requests for information into Chatbot for continued visitor integration.
- Mobile Visitor Center will engage in-market at various sporting events, festivals, movie openings and other special events, and promote Ski City at various ski-related events across the region.
- Visitor Services will activate and operate five (5) new Visitor Kiosks that will serve as interactive locations that can help visitors visualize and understand things to see and do throughout Salt Lake County. Kiosks will be located in the Visitor Information Center, Salt Palace and Mountain America Expo Center.
- Visit Salt Lake will integrate text/chat communication platform that will utilize artificial intelligence as well as visitors center specialists to answer visitor questions. Visitor Services will monitor and participate in visitor conversations as they occur. This service will be prevalent across Visit Salt Lake's websites, Visitor Kiosks, and hashtag and QR code placement across member businesses.

PERFORMANCE MEASURES

- Host one Visitor Information Center concierge event each quarter (total four).
- Promote Ski City with the Mobile Visitor Center at 15 in-state events and out-of-state regional events.

IMPLEMENTATION RESPONSIBILITY

Director of Hospitality and Visitor Services

Vice President of Partner Development

Vice President of Marketing

Manager of Partner Relations