

Greater Raleigh Convention & Visitors Bureau

2008/09 Business Plan



Destination Vision

To become the premier event destination for entertainment, learning and technology in the southeastern United States.

GRCVB Mission

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

**2008/09 GRCVB Marketing Plan
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MARKETING & TOURISM TRENDS FOR 2008

The U.S. travel industry is expected to post moderate gains in nearly all sectors again in 2008, according to the annual Travel Industry Association (TIA) forecast.

Travel spending by domestic and international visitors in 2008 is forecast to increase 5.2%, to \$778.2 billion, up from the projected full year 2007 travel spending of \$740 billion, which would be a 5.7% increase over 2006.

Domestic leisure trips are expected to continue an upward trend of modest growth in 2008, climbing 2% to 1.6 billion trips. Domestic leisure trips are expected to finish 2007 up 2.5% over last year.

Travel for business in 2008 is expected to remain stable, increasing by 0.4%, registering nearly 502 million trips. This slight increase will offset a projected decline of 1.7% in business travel for 2007, compared with a year ago.

International travel (including visitors from Canada and Mexico) to the United States is expected to rise 3.7% in 2008 to 55.6 million visitors, following a projected 5.1% increase in 2007.

However, the year over year data mask an 11% decline in overseas visitors to the U.S. from 2000-2007. Overseas travelers, primarily from Western Europe and Japan, represent the United States' top inbound visitors and spend the most money. Although overseas travel is expected to increase slightly in 2007, it has yet to surpass the 2000 level, despite the weak dollar making the U.S. a travel bargain.

Pricewaterhouse Coopers lodging forecast is based on a number of underlying assumptions.

- An annual inflation rate (CPI) of 2.5 percent.
- A modest decrease in crude oil prices
- The Federal Funds rate remaining stable at 4.5 percent through 2008
- A 6.0 percent decline in home prices through the end of 2009.

This year's report examined how the credit markets, gasoline prices, exchange rates and the current supply/demand scenario will affect the lodging industry in 2008 and beyond. The short answer, given the cautiously optimistic economic forecast, is "not much."

The projected 5.6 percent overall increase in Average Daily Rate (ADR) in 2008 remains virtually unchanged from 2007.

According to Smith Travel Research, 2008 occupancy is projected to be at 63.1% nationwide, which is down 0.4% and 62.9% down 0.3% in 2009.

There will be a growth of 2.9% in hotel rooms nationwide in 2008 according to PKF Hospitality Research.

Rates in full-service Luxury, Upper Upscale and Upscale segments favored by groups are projected to increase by 6.9, 5.8 and 6.2 percent, respectively.

All this despite the fact that consumer confidence, as measured by The Conference Board, is at its lowest level since October 2005.

According to Reuters, which reported a Harris Poll revealed that four out of five adults in the United States now go online. According to the survey of 2,062 adults, 79 percent, or about 178 million, spend “an average 11 hours a week on the internet.”

In 2000, 57% of adults said they were online. By 2006, the total was 77 percent.

The internet is taking over as the primary source of information for a growing segment, if not the majority of Americans.

Here are some key items from the report.

- After analyzing 88 major newspapers over the past two years, half did not see a major change in combined print and online readership.
- Newspaper web sites are drawing more young adults than traditional newspapers.
- Advertisers do not consider an online reader as valuable as a print reader.
- While the Wall Street Journal’s overall circulation fell 1.5% to 2 million, its fee-for-access online subscriptions increased to one million or roughly 50% of its total circulation.
- More adults are spending more time online with 72% saying they spend more time online at home, and 37% saying they spend more time online at work.
- Nine percent of those that use the internet are now 65 years of age or older.

Meeting planners who budget and book years in advance should expect the current rate trend to continue. According to PwC, history indicates that there are a few more favorable years for REVPAR (Revenue Per Available Room) growth in the current cycle. The report also confirmed that group hotels are demanding earlier room block guarantee dates. The price sensitive groups will seek safe haven in more affordable “emergent destinations”, both in 2008 and beyond.

2006 DK SHIFFLET VISITOR PROFILE REPORT RALEIGH/WAKE COUNTY

BASIC FACTS & FIGURES

- There were 11.22 million visitors in 2006 – up 39 percent since 2000.
- Average party size was 1.95 in 2006 – up from 1.82 in 2005
- Overnight travel showed a 3.6 percent gain reaching 4.27 million visitors
- Total daily spending by visitors was \$107 in 2006 – decreasing by 6%. Average US daily rate is \$126.

VISITOR BREAKDOWN

- More than two-thirds of Raleigh Total Visitors came from North Carolina – the Top 10 States produce more than 92.4% of Raleigh Visitors.
73.6% North Carolina, 2.8% South Carolina, 4.1% Virginia, 3.4% Florida, 1.8% Maryland, 1.4% California, 1.8% Texas, 1.5% New York, 1.5% Tennessee, 1.2% Ohio, 0.8% Pennsylvania (top 10 states account for 92.4% of visitors)
- Leisure Visitors – 8.08 million (11.3% decrease from 2005)
- Business Travelers – 3.14 million (18.6% increase from 2005)
- Average traveler to Raleigh:
Affluent/Mature – 20%
Maturing/Free – 19%
Young Family – 18%
- 66% - 5 years and younger; 29% - 6 to 12 years old; 8% 13 to 15 years old
Young & Free – 17%
- Average age of visitor is 46
18-34 years: 35%
Young & Free - Without children/any household income: 17%
Young Family - With children/any household income: 18%

35-54 years: 34%
Maturing & Free - Without children/any household income: 19%
Moderate Family - With children/household income under \$75K: 9%
Affluent Family - With children/household income above \$75K: 6%

55+ years: 31%
Moderate Mature - Without children/household income under \$60K: 10%
Affluent Mature - Without children/household income above \$60K: 21%

	<u>AVERAGE OCCUPANCY</u>	<u>AVERAGE DAILY RATE</u>
2000	63.6%	\$69.07
2001	58.7%	\$68.69
2002	57.5%	\$66.36
2003	58.2%	\$65.78
2004	61.4%	\$67.33
2005	62.5%	\$70.83
2006	67.0%	\$74.75
2007	63.4%	\$83.76
2008	58.1%	\$87.69

**Figures through February 2008*

MARKETING GOALS

The Marketing Department is responsible for the overall brand strategy as well as marketing within the sports, convention, group tour and tourism verticals. The primary goal of the department is to create compelling, accurate advertising, web and partner programs, increasing hotel occupancy, restaurant revenue and attendance at area events and venues.

MARKETING OBJECTIVES

- Clearly establish Greater Raleigh’s new brand position; “lively, smart and unexpected, Raleigh’s historic landmarks and burgeoning cosmopolitan offerings – arts, festivals, sports, hospitality and shopping – in a one-of-a-kind capital setting, make it a “can’t miss” cultural and entertainment center of the Southeast for leisure, business and events.”
- Increase hotel occupancy through compelling marketing and advertising programs.
- Establish Greater Raleigh as the convention and meeting destination of choice through compelling advertising and collateral.
- Enhance the visitors’ experience by creating easy to locate, accurate, compelling collateral showcasing all that Greater Raleigh has to offer, including clear transportation options at all visitor centers and major venues.
- Increase attendance at events, performances and venues by expanded advertising in the local market.
- Increase Web site traffic by 10%
- Expand our advertising reach by offering compelling, well thought-out co-op advertising opportunities.
- Elevate Greater Raleigh’s presence at tradeshow to a “can’t miss” booth experience.
- Establish www.visitraleigh.com as THE single source for travel, restaurant, hotel, special event, cultural and historic offerings, and convention and meeting information.

MARKETING STRATEGIES, ALL VERTICALS

- Develop new brand identity, supporting print collateral, Web site, photography, destination DVD, advertising and email campaigns for www.visitraleigh.com. Create brand identity book and present it to partners and community stakeholders to create destination brand synergy. Roll-out the new identity to the public in June, before the Raleigh Convention Center opens.

MARKETING STRATEGIES, CONVENTIONS & MEETINGS

- Create fresh Web content for the conventions and meetings section of the Web site.
- Create a new convention brochure, meeting planner guide, ads, email campaigns, showcasing the new Raleigh Convention Center, adjacent hotels, and all that Greater Raleigh has to offer, that can be used as both a stand-alone piece and an insert into Successful Meetings Magazine and Meetings South Magazine.
- Update the existing tradeshow booth and create a new, second booth that reflects our new brand identity.
- Recreate fresh new convention and meeting services collateral and section on the Web site.
- Create new identity and support collateral for Greater Raleigh CVB/Wake Tech hospitality training program.

MARKETING STRATEGIES, TOURISM

- Create strategic marketing partnerships with AAA, Amtrak, arts organizations, major retail centers, cultural and historic venues and hotels.
- Create strategic media partnerships with Travelocity, Ticketmaster, NC State Tourism, The News & Observer and others and leverage their mass-communication power to increase brand awareness.
- Drive visitation locally and regionally by promoting festivals, special events, concerts, sports, and cultural and historical venues.
- Drive visitors to Greater Raleigh attractions and special events through collateral displays at the new Visitors Center in the Raleigh City Museum and at the kiosk at the Raleigh Convention Center. Audit Greater Raleigh's collateral at all state-owned Visitors Centers, the Raleigh/Durham International Airport, and ensure collateral is easy to see and compelling. Investigate downtown Raleigh visitor center placement for 2009 and beyond.

MARKETING STRATEGIES, SPORTS

- Support sports events marketing by creating a new sports ad, sports venue brochure, and Web banners. Place ads in Sports Travel and Sports Events Magazines.

MARKETING STRATEGIES, PUBLIC RELATIONS SUPPORT

Create an updatable press kit in print, on-line and CD.

Marketing Action Calendar

Date	Event
7/08	Printed quarterly calendar of events
7/08	GRCVB Community Newsletter (print and email)
7/08	Event Watch e-mail
7/08	Sports Watch e-mail
7/08	Annual Report design, printing and distribution
7/08	Start editorial and design of 2009 Visitors Guide
7/08	Dead Sea Scrolls Campaign begins
8/08	Event Watch e-mail
8/08	GRCVB Community Newsletter (print and email)
8/08	Annual luncheon invitation and event support
8/08	2009 Visitors Guides information request mailing to hotels, restaurants, attractions and special events
8/09	Raleigh Convention Center Grand Opening Support
9/08	GRCVB Community Newsletter (print and email)
9/08	Event Watch e-mail
9/08	Sports Watch e-mail
9/08	Raleigh Convention Center Grand Opening Support
10/08	GRCVB Community Newsletter (print and email)
10/08	Printed Quarterly Calendar of events (holiday calendar)
10/08	Event Watch e-mail
11/08	GRCVB Community Newsletter (print and email)
11/08	Event Watch e-mail
11/08	Sports Watch e-mail
11/08	2009 Visitors Guides goes to print
12/08	GRCVB Community Newsletter (print and email)
12/08	Event Watch e-mail
1/09	GRCVB Community Newsletter (print and email)
1/09	Printed quarterly calendars of events
1/09	Event Watch e-mail
1/09	Sports Watch e-mail
2/09	GRCVB Community Newsletter (print and email)
2/09	Event Watch e-mail
3/09	GRCVB Community Newsletter (print and email)
3/09	Event Watch e-mail
3/09	Sports Watch e-mail
4/09	GRCVB Community Newsletter (print and email)
4/09	Printed Quarterly Calendar of Events
4/09	Event Watch e-mail
5/09	GRCVB Community Newsletter (print and email)
5/09	Event Watch e-mail
5/09	Sports Watch e-mail

Date	Event
6/09	GRCVB Community Newsletter (print and email)
6/09	Event Watch e-mail

COMMUNICATIONS GOALS

The Communications Department is responsible for managing all external communication activities, which includes all public relations, media relations and community awareness functions. Public relations and media relations include local publicity to generate community awareness and out-of-town publicity in the meetings, leisure, group tour and sports markets to help generate visitor traffic. The Department's mission is to craft for the Bureau and Raleigh/Wake County a positive public image for potential visitors, the general populace and the news media.

COMMUNICATIONS OBJECTIVES

- Elevate Raleigh's brand awareness to attract leisure and business travelers while positioning Greater Raleigh as a premier meetings destination through media relations efforts locally, regionally and nationally.
- Increase Greater Raleigh's appeal as a top meetings destination.
- Promote the area as a top events destination within the Southeast.
- Integrate public relations and advertising strategies for cohesive sales efforts.
- Generate positive media coverage while raising the quantity and quality of print, broadcast and online coverage.
- Encourage a "call to action" (toll free number and web address) in all coverage to drive traffic to www.VisitRaleigh.com.
- Promote positive impact of tourism to local community through public awareness campaigns.
- Position the GRCVB Executive Staff as industry experts to educate key government and business official and the general public on the convention and visitor industry to the local economy.
- Launch and build Raleigh's new BRAND to local consumers, leisure and business communities.
- Engage in building strong relationships to local television, print and online media to help build credibility in the local and business communities.

COMMUNICATIONS STRATEGIES

- Utilize the GRCVB's consumer research to identify best prospects for leisure travel while bolstering media coverage within key regional markets.

Geographic Markets: 22% Raleigh, 18% Charlotte, 13% Greensboro, 8% Greenville, 5% Wilmington, 4% Washington, DC, 3% Charleston, 2% New York, 1.5% Florence/Myrtle Beach, 1.5% Jackson, MS

- Use the new branding message to communicate Raleigh as a lively, smart and unexpected city and disseminate this message through tailored theme-lines that emphasize Raleigh as a:
 - Creative destination: museums, arts, culture, “Smithsonian of the South”
 - Entertainment center of the Southeast: world-class concerts, distinctive festivals, live performances fill the calendar throughout the year.
 - Sports Mecca: Four professional sporting teams, heart of ACC, world-class venues offering opportunities for participation and spectator events.
- Showcase new developments such as opening of Raleigh Convention Center, Raleigh Marriott Center City hotel, Renaissance North Hills, Westin Soleil Center, RDU International Airport Terminal C expansion, NC Museum of Art expansion, NC Museum of Natural Science’s Greensquare Project as well as renovations of current hotel properties and attractions.
- Utilize GRCVB staff for media tours, industry events and interviews focusing on the new Greater Raleigh brand and positioning.
- Host local media for luncheon/reception event for a “State of the Industry”. The goal is to educate the media about the overall landscape and impact of travel & tourism in Wake County with the hopes of them understanding the bigger picture rather than always focusing on individual projects)
- Work with Services Team to provide up-to-date and targeted local media lists and publicity assistance to qualified groups.
- Work with Sports Marketing Department to provide accurate information and figures to the local media on large events, visitor numbers, economic impact and hotel occupancy.

PUBLIC RELATIONS TACTICS

- **Online Component**
Promote the Bureau's website address to travel media. Provide current and up-to-date information of interest to members of the media. Continue to develop and update the site and encourage media to use www.visitraleigh.com as a resource tool, especially the photo gallery.
- **Regional Media Tours - Leisure**
 - Conduct four regional media road tours
 - 73.6% of visitors come from North Carolina – Charlotte, Greensboro, Winston Salem, Asheville / Wilmington, New Bern, Greenville
 - 4.1% of visitors come from Virginia – Richmond, Roanoke, Norfolk

2.8% of visitors come from South Carolina – Columbia, Charleston, Greenville/Spartanburg, Myrtle Beach

- Potential Media Targets: Daily newspaper and city magazine in each market, the leading weekly paper, radio/news talk stations and morning news television programs. Also target appropriate freelance journalists in each city.

- **New York, Washington DC and Atlanta – Leisure and Meetings**

Work in conjunction with NC Division of Travel and Tourism Public Relations Department in 2008/2009 to participate in annual Media Receptions. These events attract some of the area's (NYC, Washington and Atlanta's) finest leisure and business reporters. While in city individual visits with business and lifestyle publications will be scheduled.

- **Meeting Specific Media Tour**

- Based on editorial calendars (to research) bring Denny Edwards or Loren Gold to Boston for individual meetings media visits (There are currently 6 meetings/convention magazines published out of Boston).
- Work with Sales Staff to make media appointments based on the city in which they are in for tradeshow, meeting planner events, etc.

- **Group Familiarization Tours**

Meetings Media FAM

- 3-5 qualified business/meetings journalists to highlight the opening of the new Raleigh Convention Center and other new properties and developments.

Spring Fling Media FAM

- 3-5 qualified leisure travel journalists with a focus on cultural events/festivals and general destination outlets.

Culinary Media FAM

- Work in conjunction with local food PR expert to host food journalists with an interest in emerging culinary scene. Schedule food demos, Farmer's Markets, reception with multiple restaurants and chefs.

Two one-day regional drive FAM

- Partner with surrounding CVB's to host a one-day media tour to highlight major initiatives, new developments, restaurants, etc. A networking event in conjunction with a media marketplace.

- **Individual Media Visits**

Targeted outreach to consumer and trade publications to focus and generate coverage on Greater Raleigh's top attractions, new developments, family friendly offerings, culinary scene, outdoor recreation, as well as appeal as a premier meetings and conventions destination.

Marketplace Representation

- PRSA Travel & Tourism Conference – Pittsburg (June 18-20)
- North American Travel Journalist Assn. – Oklahoma City (June 24-27)
- SATW (Pending Membership) – Houston (October 18-21)

- **Editorial Calendars**

- Research editorial calendars of leisure and meetings publications and pitch where appropriate.

PRESS RELEASES & BACKGROUNDEERS

- **Update all backgrounders in press kit**

Writers Block – Story Ideas

Fun Facts

Accolades

Notable Quotes

Cultural Raleigh

Get Outdoors

Family Friendly from A-Z

New Developments

Culinary Scene

Every Girls Dream – Bridal release

- **Distribute a minimum of three releases per month to appropriate/targeted media lists in the following segments:**

Leisure

Meetings

Internal

Sports

Specialty

Communications Action Calendar

Date	Event
7/4/08	Regional Media Tour – Myrtle Beach, Charleston, Savannah, Columbia
8/08	Media Reception and Desk Side Visits, Atlanta
9/08	Meeting Publication “Sneak Peak” FAM Tour
9/08	Bugfest Release
10/08	Haunted Raleigh Halloween Release
10/17-22/08	SATW, Houston, TX
11/08	Southeast Travel Writers FAM Tour – Holiday Splendor
11/08	Holiday PR (Release and other initiatives)
12/08	Holiday PR (Release and other initiatives)
1/09	New Year, New Ideas Release
2/09	Valentine’s Day Release
3/09	Media Reception and Desk Side Visits Washington DC
3/09	Regional Media Tour, Virginia Beach, Norfolk, Richmond
4/09	Garden PR (Release and other initiatives)
5/09	Southeast Travel Writers FAM Tour, Cultural Raleigh
5/09	National Tourism Day PR
6/09	PRSA Travel & Tourism Conference
6/09	North American Travel Journalists Association
6/09	Summer Concerts Release

CONVENTION SALES GOALS

The primary goal of the GRCVB Convention Group Sales Department is to promote Wake County as a convention and meetings destination, establishing a strong regional, national and international presence in the meetings arena, thus initiating direct economic impact by increasing room night production for our area.

CONVENTION SALES OBJECTIVES

Generate leads and produce room night business for Wake County Hotels and RCC, RBC Center and other County venues.

Enhance awareness of Greater Raleigh by increasing our sales team's presence in key feeder market targeting key planners and decision makers that will bring conventions and meetings to Wake County.

Partner with local "Backyard Marketing" allies, particularly RCC Capital Connectors, Universities, local and regional associations and businesses, and hospitality partners to work towards the common goal of selling our destination.

CONVENTION SALES STRATEGIES

Overall strategy is concentration of sales efforts towards:

- State, Regional and National Association Business*
- State, Regional and National Corporate Business*
(*emphasis on Medical, Science & Technology, and Higher Education markets, particularly East Coast based for short term business)
- Re-focus SMERF and multi-cultural business with emphasis on groups with professional planning staff, councils, and Boards vs. volunteer organizations

Specific strategies include, but are not limited to:

- Attend and participate in industry trade shows and events throughout the USA.
- Most shows will focus on association and corporate markets. Emphasis will be placed on local, regional and East Coast markets, due to the current economic climate. This focus will be monitored, and re-designed, if need be, based on changing economy, altered product availability, or newly realized market potential.
- Continue to work on "Backyard Marketing" to establish and solidify relationships with local residents serving on Boards and Councils of national and regional organizations. Educate on the importance of their participation, to assist in bringing their respective organizations to the Greater Raleigh area.
- Pursue business from three top local and regional "vertical markets", (Medical, Science & Technology, and Higher Education). Conduct Department visits at local Universities,

- Sponsor RTP Foundation breakfast, and co-host “awareness receptions and luncheons” with hospitality partners for medical/pharmaceutical groups, seeking “Backyard Marketing” relationships.
- Provide sponsorship for Kellen Group Annual meeting to partner with East Coast based planners.
- Develop a “Local Hero” program, recognizing locals who aid in bringing business to our community through leads, support, etc.
- Conduct a Regional 3rd party planner fam trip to educate them on existing and new Greater Raleigh area product.
- Conduct one-on-one sales calls and attend various chapter meetings in key feeder markets, concentrating on local, regional and East Coast. We will host chapter events throughout the year including MPI, PCMA and association chapter meetings in these markets.
- Put emphasis on electronic communication to promote Greater Raleigh area and capture leads. Send e-blast communication quarterly to all current planners in DBS, trade show contacts and other potential clients, updating them on our product, as well as directing them to use our on-line RFP process.
- We will host client events with our hospitality community in our feeder markets, (i.e. Raleigh on the Road).
- Utilize local university students from business, marketing & finance, and parks and recreation departments as interns for a marketing research program, freeing up sales time for sales team members.
- Continue to conduct individual site inspections and group fam trips for clients.
- Work to further build the Capital City Collection program, a group of similar size capital cities across the nation, with similar “building” packages, co-marketing our product.
- Strengthen Experient relationships, especially East Coast, by direct contact. Make a personal sales call to Terrance Donnelly, in charge of all corporate accounts for Experient. Contact Andy Smith, Nashville office, in charge of all account reps, presenting a Raleigh on the Road program for all 50 reps. Contact Peggy Parker, Charlotte Experient office, Experient top producer. Make ATL/DC Experient office presentations.
- Work with Marketing to produce ad/brochures for Successful Meetings and other publications. Also, work to find new tradeshow booth. Aid in developing a specific power point for consistent sales presentation, both for in-house and RCC business.

- Work with PR to develop monthly article in local newspapers, and for TV & Radio, using testimonials from clients to aid in educating locals on GRCVB and its mission and benefit to the community.

Convention Sales Action Calendar

Date	Event
7/08	Georgia Area MPI Education Program, Atlanta, GA
7/08	MPI Potomac Chapter, Washington DC
7/08	PCMA Capital Chapter, Washington DC
7/08	Local Client Event, Raleigh, NC
7/9-12/08	Fraternal Executives Association, Miami, FL
7/16-18/08	Kellen Global Summit, Atlanta, GA
7/15-18/08	Council of Engineering & Scientific Society Executives, Detroit, MI
7/17/08	MPI-Carolinas Chapter, Charlotte, NC
8/08	Capital Cities Collection client Event in tandem with ASAE
8/08	MPI Potomac Chapter, Washington DC
8/08	PCMA Capital Chapter, Washington DC
8/08	Local Client Event, Raleigh, NC
8/9-12/08	MPI World Education, Las Vegas, NV
8/16-19/08	ASAE, San Diego, CA
8/16-19/08	GAMPI Leadership Alliance, Aruba
9/08	MPI Potomac Chapter, Washington DC
9/08	PCMA Capital Chapter, Washington DC
9/08	Association Executives of NC, Raleigh, NC
9/08	Local Sales Presentation/RCC Opening
9/08	Lunch in Raleigh/RCC Opening
9/08	Local Client Events/RCC Opening/Vertical Market
9/10-11/08	HSMIAI Affordable Meetings, Washington DC
9/14-17/08	GLBT Annual International, New York, NY
9/17-19-08	MPI Carolinas Chapter Golf Tournament
10/08	Lunch in Raleigh/RCC Event, Raleigh, NC
10/08	Lunch in Raleigh, GSK Fam, Raleigh, NC
10/08	Local Client Event – Vertical Market
10/08	Raleigh on the Road, Greensboro, NC
10/08	Natinal Coalition of Black Meeting Planners Annual Meeting
10/08	MPI Potomac Chapter, Washington DC
10/08	PCMA Capital Chapter, Washington DC
10/2/08	Meetings Quest Minneapolis, Minneapolis MN
11/08	Meetings Market West, Chicago, IL
11/08	Rejuvenate Conference, Virginia Beach, VA
11/08	AENC Speakers Showcase
11/08	MPI/MACEP Potomac Chapter, Washington DC
11/08	Third Party Client Event, Raleigh, NC
11/08	Raleigh on the Road, Washington DC
11/08	Lunch in Raleigh (in conjunction with Rejuvenate), Raleigh, NC
11/20/08	PCMA SE Chapter Presidents Annual, Atlanta, GA
11/12/08	PCMA Capital Chapter, Washington DC

Date	Event
12/08	Association Executive of NC, Raleigh, NC
12/08	PCMA/MPI/AMP'S DC Chapter Holiday Mixers, Washington DC
12/08	NE PCMA/MPI Holiday Mixers, Philadelphia, PA
12/08	Local Client Event, Raleigh, NC
12/9/08	Association Forum Holiday Showcase, Chicago, IL
1/09	MPI Carolinas Chapter
1/09	MPI Potomac Chapter, Washington DC
1/09	PCMA Capital Chapter, Washington DC
1/09	Local Client Event/Vertical Market, Raleigh NC
1/09	Local Client Event/Cluster Luncheon, Raleigh, NC
1/11-14/09	PCMA Annual Meeting, New Orleans, LA
1/27-30/09	RCMA, Grand Rapids, MI
2/09	Destinations Showcase/ACME, Washington DC
2/09	Local Hurricanes Client Event, Raleigh, NC
2/09	Association Executives of NC
2/09	MPI/PCMA Chicago/MW Chapters, Chicago, IL
2/09	Raleigh on the Road, Chicago, IL
2/09	MPI Carolinas Chapter
2/09	MPI Potomac Chapter, Washington DC
2/09	PCMA Capital Chapter, Washington DC
2/09	Local Client Event Multi-Cultural, Raleigh, NC
3/09	MPI Carolinas Chapter
3/09	MPI Potomac Chapter, Washington DC
3/09	PCMA, Washington DC
3/09	Triangle Urban League Annual, Raleigh, NC
3/09	Local Sales Presentation, Raleigh, NC
3/09	Sales Training, Release Your Brilliance
3/09	Lunch in Raleigh, Raleigh, NC
3/09	Raleigh on the Road, Charlotte, NC
3/29-31/09	Pharmaceutical Meeting Planners Conference, Baltimore, MD
4/09	HSMAI Affordable Meetings, Chicago, IL
4/09	National Coalition of Black Meeting Planners Spring Conference
4/09	Association Executives of NC Golf Day
4/09	GAMPI MEC
4/09	AENC Woman's Golf Day
4/09	MPI Potomac Chapter, Washington DC
4/09	PCMA Capital Chapter, Washington DC
4/09	PCMA Philly Chapter, Philadelphia, PA
4/09	Capital Cities Collection Client Event
5/09	MPI Carolinas Chapter Annual Meeting
5/09	Local Client Event (Raleigh Fam Tour) Raleigh, NC
5/09	Lunch in Raleigh/Vertical Market, Raleigh, NC
5/09	MPI Potomac Chapter, Washington DC
5/09	PCMA Capital Chapter, Washington DC

Date	Event
5/09	Local Client Event Cluster Luncheon, Raleigh, NC
5/5/09	ASAE Springtime in the Park, Washington DC
6/09	Destination Showcase, Chicago, IL
6/09	PCMA Capital Chapter, Washington, DC
6/09	Raleigh on the Road
6/09	Association Executives of NC Annual Meeting
6/09	PCMA SE Chapter Education Conference, Atlanta, GA
6/09	Society of Government Meeting Planners National Meeting
6/09	National Family Reunion Conference
6/11-12/09	Affordable Meetings West, San Francisco, CA

CONVENTION SERVICES GOALS

The Convention Services team is responsible for enhancing the visitor experience through customer service excellence and differentiated product development and delivery. Our leadership for the destination will focus on integrating programs which will add value and maximize the group visitor experience. This is a “services to sales” approach that will ultimately influence repeat and referral business.

CONVENTION SERVICES OBJECTIVES

Customer Service

Grow the destination to become known for excellent group visitor experiences that are enhanced by exceptional customer service.

Convention Planning and Assistance

Use the planning process to provide “one stop shop services” which will integrate a cooperative spirit between the planners and Raleigh hospitality partners

Visitor Services/ Visitor Information Center

The Visitor Services/ Visitor Information Center will become key elements in enhancing the Greater Raleigh visitor experience. By providing visitor information, counseling and destination awareness, we plan to increase visitor volume and grow the length of stay and visitor spending.

CONVENTION SERVICES STRATEGIES

Customer Service

- Lead the development of the Destination Raleigh/ Visitor Hospitality Program with components to include industry education, customer service, business and guest programs, destination product training, communication plan and marketing materials.
- Revitalize and grow industry partner relationships to effectively service new business generated through new citywide groups as a result of the opening of the Raleigh Convention Center as well as other groups (transportation, airport hospitality, event management, dining programs, visitor features, etc).
- Improve the use of post visit surveys by improving the tool used to attain better input for assessing the experience, improve the method of distribution to increase the responsiveness, and create a base line number of responses and visitor satisfaction to use for basing future goals for improving and enhancing the visitor experience.
- Establish the Visitor Information Center as a key element in providing an excellent Greater Raleigh Visitor Experience.

Convention Planning and Assistance

Planning:

- Ensure that the best tools are in place so that the CSD, Unique Event Venues Listing and the CS section of the GRCVB website are used as primary planning for the planners and the partners.

- Encourage the distribution of service leads for service referrals to ensure our planners' and economic impact to our partners.
- Become the destination expert for spousal and children programs, offsite programs and tours, as well as pre and post experiences.
- Host planning visits, site tours of venues and local organizing committees or pre cons as needed to set the stage for seamless, problem free and successful meetings and conventions.
- Create optimal room nights impact by providing seamless resource for housing bureau needs.

Marketing and Communications:

- Develop and encourage use of attendance building activities.
- Work with GRCVB Marketing Team to assess, improve or develop as needed state of the art services that impress and set the tone for the services experience to come
 - To include appropriate collateral, group dining and visitor feature discount programs, press releases and promotional communications, image and media list use, newest e-promotion tools, and customized maps and brochures.
 - To include presentation concepts for face to face presentations of services, inclusions of services in sales bid presentations and/ or at the point of turnover from sales to services.

Registration and Welcome Services:

- Ensure that the groups have significant positive welcome to Raleigh by developing and using customized on site event servicing to include personal welcomes from community VIPS, information tables and registration assistance, and use of the GRCVB Ambassador Program.
- Further enhance this welcome by creating and using integrated external communication plans which will include a signage/ banner program, airport welcomes, welcome greeting letters, communications to critical and vital service providers (restaurants, visitor features, city services, transportation, etc). These tools will also serve to evidence the value of group visits to the community.

Post event services:

- Demonstrate our commitment to excellence to 100% satisfaction in customer service by providing post event surveys to the planners which will measure the group visitor experience.
- Results will be shared internally as well as externally, with the future plan to include use of the tool to set baseline goals for the future.
- Assist the planner and further grow the relationship by providing post event recaps at the "thank you" stage which will include summary of services used, room nights impact and invitation to return again.

Visitor Information Center:

- Continue to develop the newly opened VIC as a key tool for enhancing the visitor experience

- Develop and operate the center by establishment of written operational and management guidelines (develop an SOP). These guidelines should meet current best practices for our industry.
- Continue to develop staff expertise to provide excellent destination and customer service
- Grow VIC visitation through cooperative efforts with GRCVB marketing staff and Raleigh Museum staff
 - . Create GRCVB website presence and convert web to visits
 - . Develop tools to grab attention, enhance the VIC visit and excite the visitor about the Greater Raleigh experience (ideas could include pod casts tours, use of e postcards, performances or artistic displays in VIC, inclusion of the VIC on school and group tour itineraries, etc)
- Maintain and grow awareness through other visitor centers to include state welcome centers, capital visitor center, etc.
- Develop VIC tracking tools with Marketing Communications and IT (computerized visitor log to survey the VIC visit experience, develop visitor demographics, and create future marketing database; post visit survey to determine influence of the VIS to achieve goals of visitor stay, spending and intention to return visit)
- Develop and implement reservations and event ticketing sales capacities for the VIC

Visitor Services

- Inquiry Fulfillment
 - Work with Marketing Communications and Director of CS to develop written guidelines for inquiry fulfillment from all sources (phone, email, website and walk in)
 - . Should meet best practices for our industry for materials distributed, process, and tracking
 - Grow the number, type and quality of visitor related businesses that are represented in the VIC
 - . Fine tune the guidelines for inclusion and representation in the VIC, as well as distribution of the materials
 - . Determine potential for revenue partnerships for the VIC and implement as feasibility is determined

Convention Services Action Calendar

Date	Event
7/11-17/08	Omega Psi Phi Fraternity (Attendance Promotion) Birmingham, AL
7/20-23/08	Poultry Science Association Centennial Meeting (Attendance Promotion) Niagara Falls, Ontario, Canada
7/28-30/08	DMAI Annual Meeting (Education), Las Vegas, NV
7/31- 8/1/08	American Chamber of Commerce Executives, Pittsburgh, PA
9/14-17/08	International Association of Science Parks (Attendance Promotion) Johannesburg, South Africa
12/3-6/08	Commission on Accreditation for Law Enforcement Agencies (Attendance Promotion), Tulsa, OK
1/9-11/09	Association for Convention Operations Management (education) New Orleans, LA
March or April 2009	DMAI Visitor Services Shirtsleeves (education)
March or April 2009	Garden Writers of America (Attendance Promotion) (location TBD)
April 2009	World Wide Web Conference (Attendance Promotion) Madrid, Spain

SPORTS MARKETING GOALS

The Greater Raleigh CVB Sports Marketing Department markets and promotes Raleigh, Wake County and the area's sports venues in order to attract new business for the region in the form of sports events, tournaments and championships. The Department also works closely with local partner organizations to successfully host and service existing events primarily for the purpose of enhancing the product and developing repeat business. Both the marketing and hosting strategies are designed to effectively position and brand Greater Raleigh as one of the nation's premier sports event destinations.

SPORTS MARKETING OBJECTIVES

- Create economic impact by filling hotels and restaurants with sports-related business.
- Provide excellent leadership and/or support in the categories of hosting and servicing.
- Position Greater Raleigh as one of the nation's premier sports event destinations.
- Increase local awareness of the sports event industry as a key generator of economic impact in Wake County.
- Continue to develop and strengthen relationships with local host partners and organizations.

Target Markets

- Amateur sports (youth and adult)
- Collegiate sports
- Core sports -- Soccer, softball, baseball, basketball, tennis, inline hockey
- Emerging sports -- Swimming, collegiate clubs, cross country, track & field, cheerleading, extreme sports, convention center sports (wrestling, others).
- Strategic organizations -- NCAA, ACC, AAU, NCHSAA, USSSA, NHL, USOC
- Geographic scope -- National, regional, statewide (occasional international)

SPORTS SALES STRATEGIES

- Attend national tradeshow to meet one-on-one with event owners and rights-holders and to promote Raleigh and Wake County as a premier sports event destination. (See sports marketing travel schedule for a complete list of tradeshow and events).
- Prospect for new business via "events available" databases, local contacts, the internet, sports directories, industry publications, industry contacts and similar resources.
- Research and evaluate potential events (in coordination with our host partners) to determine which ones are the "right fit" for Greater Raleigh.
- Develop and generate qualified sports leads on a consistent basis for Wake County hotels.

- Produce high-quality bid proposals and presentations for select sporting events (as needed). Work closely with hotels, venues and local host organizations and partners.
- Travel as needed to make sales calls and presentations, in order to recruit and secure new sports business.
- Organize and host site inspections for event rights-holders to showcase the area's sports venues, accommodations and attractions.
- Contact local sports organizations, clubs and associations to learn which events they compete in at the statewide, regional or national levels, and determine which of those events might be a reasonable and desirable fit for Wake County. At the same time, determine which of those organizations would be interested in helping to recruit, manage and host the event once it has been booked.
- Manage the Sports Event Investment Program (SEIP) to generate new sports business opportunities and economic impact for Greater Raleigh and to help market and promote existing events in order to increase visitation numbers.
- Manage "Make It Happen" line items in order to secure priority events by assisting on an as-needed basis with facility rental fees, bid fees, rights fees, sponsorship commitments and "value added" programming (examples include marketing, hospitality, receptions, banquets, welcome gifts, etc...)
- Support the efforts of local organizations to bring sporting events to the area. (For example: NC State, Gale Force, City of Raleigh, Town of Cary, CASL and more).
- Re-evaluate and re-structure individual sales markets assignments.
- New sales focus on swimming (new venue).
- Increased sales focus on track & field (refurbished venue), collegiate clubs (emerging market) and convention center sports (new venue).
- Development of sports-themed e-mail template for use with sales solicitation and follow-up. Use this same template for e-marketing strategy detailed below. (Marketing)

SPORTS MARKETING STRATEGIES

- Develop sports-specific advertising creative. (Marketing)
- Increase advertising placement in sports event trade publications (Sports Business Journal, SportsTravel, SportsEvents). -- (Marketing)
- Develop a more accurate, updated and comprehensive database of sports event owners and rights-holders at the state, regional and national levels, and categorize each entry by

sport for e-marketing purposes. Expand the database by developing new contacts at tradeshows and through prospecting efforts.

- Produce and distribute periodic e-marketing campaign that targets event owners and rights-holders by sport with sport-specific messages.
- Promote the GRCVB sports web site to event owners and rights-holders through e-mails, advertisements and collateral materials. (Marketing)
- Produce quarterly sports newsletter that is distributed to event owners and rights-holders as well as local partners and host organizations. (Communications & Marketing)
- Maintain active membership in the National Association of Sports Commissions and the North Carolina Sports Association.
- Produce a sports image brochure that will serve as the department's primary marketing collateral. The brochure will promote the official sports web site and Greater Raleigh as a sports destination. (Marketing & Communications)
- Increase advertising placement in sports event trade publications (Sports Business Journal, SportsTravel, SportsEvents). -- (Marketing)
- Maximize the GRCVB sports web site as a primary sales and marketing tool and as the No. 1 information resource for the sports event industry in Wake County. Improve and enhance the site in terms of functionality, design & content. (Marketing & Info Technology)
- Debut of comprehensive and updated Greater Raleigh Online Sports Facilities Guide.
- Debut of e-marketing campaign (with new sports-themed template) that targets event owners and rights-holders by sport. (Marketing)
- Proactive local media relations plan designed to increase awareness of the sports event industry as a vital generator of economic development in Wake County. (Communications)
- Proactive national media relations plan designed to position Greater Raleigh as a premier destination for sporting events. (Communications)
- Photo galleries added to the sports web site for major events and primary venues. (Marketing & Info Technology)
- Development of sports-specific video or streaming video to be housed on the sports web site (either general sports image content and/or venue and facility tour format). -- (Marketing, Communications & Info Technology)

- Develop, expand and maintain updated sports photo library for promotional purposes. (Marketing & Communications)
- Hire intern to focus on web site content development and assistance with database management and marketing.

SPORTS HOSTING & SERVICING STRATEGIES

- Work with event planners and local partners to plan and successfully host the 2008 PONY Softball Fastpitch Nationals, the 2008 City of Oaks Marathon, the 2008 NCAA Women's College Cup, the 2009 NCAA Women's Basketball Regional, and numerous other sporting events throughout the year.
- Serve on Local Organizing Committees, as needed.
- Support existing priority events by collaborating with rights-holders and local partners to strengthen the event or enhance the "event experience" through such avenues as marketing and sponsorship support, advertising, hospitality, ancillary programming and VIP gifts ... for the purpose of leveraging strong community support to help retain desirable events (repeat business).
- Schedule plan to create and host sports event micro web sites (as needed), including development of standard sports-themed template for use by all sites.
- Provide excellent service to sporting events -- as requested, as needed and at a service level commensurate with the impact of the event on the local hospitality industry.
- Increased emphasis on excellence in event hosting and servicing. First full year of department restructuring, with new manager dedicated exclusively to sports services.
- Implementation of Post-Event Report program following all key sporting events.
- Development of post-event research and opinion survey that includes event rights-holders, participants and visitors. (Working in partnership with NC State).
- Produce sports-themed template for GRCVB-hosted event micro web sites. (Marketing & Info Technology).
- Produce sports event micro web sites for selected events. Develop annual schedule for these projects and a specific timeline for each. (Marketing & Info Technology)

Sports Marketing Action Calendar

Date	Event
9/08	US Aquatics Events, Atlanta
10/08	Amateur Athletic Union, Cancun
10/08	TEAMS, Pittsburgh
10/08	USYSA Region 3 Fall Meeting , Frisco, TX
11/08	National Softball Association, Panama City
11/08	US Specialty Sports Association, Orlando
1/09	American Baseball Coaches Association, San Diego
1/09	National Soccer Coaches Association, St. Louis
1/09	NHL All-Star Weekend, Montreal
3/09	USYSA Annual Workshop, San Jose
3/09	Southern Conference Basketball Tournament, Charleston, SC
4/09	National Association of Sports Commissions, Denver

INFORMATION TECHNOLOGY GOALS

The primary goal of the GRCVB Information Technology Department is to support the organizational strategic plan and individual department business objectives through the effective use of information technology.

INFORMATION TECHNOLOGY OBJECTIVES

- Train staff on all organization information technology in an effective manner to promote productivity
- Identify, manage and solve all organizational information technology related problems
- Automate the organization's use of internal information to ensure that data is organized and shared in manner that adds value and enhances productivity.
- Deploy and train on new releases of DBS 2.0, DMC 2.0 and PartnerNet 2.0 to organization and partners
- Develop, update and support all aspects related to visitraleigh.com and raleighsports.org via the Content Management System (CMS)

INFORMATION TECHNOLOGY STRATEGIES

- **IT Infrastructure**
The consolidation of servers and the upgrading of the GRCVB backbone to a Gigabit network to accommodate the deployment of new servers, laptops and desktops with the latest software. Cost cutting measures that bring greater operational efficiency.
- **Digital Business System (DBS) 2.0**
The new 2.0 release of the customer relationship management system (CRM) will act as the GRCVB's single data repository integrating all data about external customers and internal partners who interact with the GRCVB. One data platform, that provides the staff with streamlined work flow and greater productivity.
- **Content Management System (CMS)**
This tool provides the organization and workflow control of all GRCVB websites (Visitraleigh.com and Raleighsports.org) in an interactive manner.
- **Digital Marketing Center (DMC) 2.0**
The new 2.0 release of a powerful web-based marketing tool, that will used by all departments and will assist the GRCVB in staying connected with internal partners and external clients.
- **PartnerNet 2.0**
An interactive partner extranet driven by the Customer Relationship Management (CRM) system. This technology will give our partners the ability to manage their web content, contact information, and lead responses. The GRCVB will act as an "infomediary" between the visitor and our partners while driving increased measurable results.

- **Partner Data Feed integration**
Become a repository for Partners to feed data content into GRCVB Customer Relationship Management (CRM) system via an approval process.

Information Technology Action Calendar

Date	Event
7/08	NMG/DMAI Annual Meeting, Las Vegas, NV
8/08	Deploy PartnerNet to test hotel group
9/08	Deploy PartnerNet to all hotels
10/08	DMO Technology Professional Forum
11/08	PartnerNet Hotel Meeting
1/09	NMG Steering Committee meeting
2/09	PartnerNet Hotel Meeting
5/09	PartnerNet Hotel Meeting

ACCOUNTING GOALS

The primary goal of the GRCVB Accounting Office is to provide financial reporting to the GRCVB Board, CEO, EVP and Department Directors that meets all state and governmental standards, and to have reporting that provides financial data to make sound business decisions.

ACCOUNTING OBJECTIVES

- Streamline financial reporting process
- Establish Vendor Analysis Committee
- Partner with Wake County Budget and Finance Department and the City of Raleigh Finance Department to ensure exchange of information

ACCOUNTING STRATEGIES

- Financial reporting process:
 - Continue to work with new accounting software and have all budget data input into this system
 - Work with IT Director to transfer VER and CER information to accounting software
 - Work with IT Director to streamline PO process
- Establish Vendor Analysis Committee
 - Establish committee to review vendors and our return on investment from those vendors
- Partner with Wake County Budget and Finance Department and the City of Raleigh Finance Department to ensure exchange of information
 - Conduct semi-annual meetings with both agencies to establish relationship and exchange of information

Administration Action Calendar

Date	Event
7/15/08	GRCVB Board Meeting
7/16/08	Cary Chamber of Commerce Retreat, Pinehurst
7/26-31/08	DMAI – Sales & Marketing, Las Vegas, NV
7/28-30/08	DMAI Annual Meeting, Las Vegas, NV
8/08	NCACVB Monthly Meeting
8/08	Greater Raleigh Chamber of Commerce Planning Meeting
8/11/08	NC T&T Coalition Meeting, Raleigh, NC
8/16-19/08	ASAE , San Diego, CA
8/20/08	GRCVB Board Meeting
9/08	The Conference Table Luncheon
9/08	Quarterly Hotel Meeting
9/8/09	GRCVB Annual Meeting, Raleigh, NC
9/08	NCACVB Monthly Meeting
10/08	ASAE-IPA Meeting
10/21/08	GRCVB Board Meeting
11/08	DMAI – Sales & Marketing Meeting
11/10-13/08	World Travel Market, London, GB
11/18/08	GRCVB Board Meeting
11/19/08	NC T&T Coalition Meeting, Asheville, NC
12/08	NCACVB Monthly Meeting
12/08	The Conference Table Luncheon
12/08	Quarterly Hotel Meeting
1/09	ASAE-IPA Meeting
1/09	DMAI – Sales & Marketing Meeting, New Orleans, LA
1/11-14/09	PCMA, New Orleans, LA
1/21/09	GRCVB Board Meeting
2/09	NCACVB Monthly Meeting
2/09	Destinations Showcase, Washington DC
2/09	NC T&T Coalition Meeting
2/17/09	GRCVB Board Meeting
3/09	NC Governor’s Conference on Travel & Tourism, Raleigh, NC
3/09	The Conference Table Luncheon
3/09	Quarterly Hotel Meeting
3/17/09	GRCVB Board Meeting
4/09	NCACVB Monthly Meeting
4/09	Raleigh Chamber Intercity Visit
4/09	DMAI CEO Forum
4/09	Springtime in the Park, Washington DC
4/09	DMAI – Sales & Marketing Meeting, Washington DC
4/21/09	GRCVB Board Meeting
5/09	NC T&T Coalition Meeting

Date	Event
5/20/09	GRCVB Board Meeting
6/09	NCACVB Monthly Meeting
6/09	The Conference Table Luncheon
6/09	Quarterly Hotel Meeting
6/16/09	GRCVB Board Meeting

KEY MEASURABLE PERFORMANCE OBJECTIVES

<u>Measure</u>	<u>07/08 Goal</u>	<u>07/08 Forecast</u>	<u>08/09 Goal</u>	<u>Variance Over Forecast</u>
1. Group Definite Bookings	376	255	376	0%
2. Group Definite Room Nights	183,000	178,500	191,750	7.4%
3. Definite Economic Impact	\$76.5 Million	\$74,051,579	\$80,400,000	8.5%
4. Group Leads	551	583	590	1%
5. Group Tentative room nights	416,000	425,000	437,000	2.8%
6. Tentative Economic Impact	\$166 Million	\$268 Million	\$268 Million	0%
7. Wake County Occupancy	65%	65.3%	66%	.07%
8. Wake County ADR	\$80	\$83.63	\$87.56	4.7%
9. Wake Co. Lodging Tax	\$13,200,000	\$14,382,332	\$15,101,888	5%
10. Wake Co. Prepared F&B Tax	\$15,500,000	\$16,176,924	\$16,985.770	5%
11. Website User Sessions	750,000	754,346	829,780	10%
12. Website page views	4,800,000	4,815,664	5,249,073	9%
13. Website Consumer Database	26,000	32,000	37,000	15%
14. Website Transactions	50,000	54,500	59,400	10%
15. Electronic Meeting RFPs	60	78	80	2.5%
16. Electronic Sports RFPs	0	0	3	New
17. Electronic RFPs converted	36	20	23	15%
18. Value of PR Efforts	\$700,000	\$770,000	\$900,000	16%
19. Website Media Hits	800	1,250	1,400	12%
20. Journalist Visits	25	37	40	9%

21. In-Kind Partnerships	300,000	250,000	300,000	20%
22. New Meeting Accounts	500	555	560	1%
23. Speakers Bureau Presentations	10	12	15	20%
24. Sports Events Managed	New	20	18	(-10%)
25. Groups Serviced	500	400	420	5%
26. Service Survey Results	Baseline	-	30% return	New
27. Average Survey Score	Baseline	-	Avg. 3.5 rating	New
28. Visitors at VIC	Baseline	-	-	New
29. Number of Visitor requests Fulfilled	Baseline	-	-	New

Budget & Finance

Goal and Target Audiences

Operate as a fiscally accountable and partner-engaged organization.

- GRCVB staff
- Hospitality industry suppliers
- City and County Administrators and Boards
- GRCVB Board of Directors

Initiatives

- Adequate and diversified revenue streams.
- Accountable programming management system.
- Sound accounting procedures with adequate checks and balances.
- Professional working environment with up-to-date equipment.

Community Relations

Goal and Target Audiences

Enhance the community awareness and support for the value of tourism and the GRCVB as an economic development partner.

- Elected and appointed community officials
- Community and economic development, business and service group leaders
- Visitor industry operators and owners
- Media representatives
- GRCVB Board and The Conference Table
- Residents of Wake County
- Owners and operators of hotels and restaurants

Initiatives

- Build community awareness about the GRCVB by developing a communication plan to discuss the value of tourism and how local residents can assist in bringing meetings and conventions to the area.
- Ensure that the GRCVB is recognized as a community leader among elected officials and community stakeholders.
- Review current taxi cab regulations and determine ways to enhance regulations and enforcement.
- Continue to monitor the litter situation throughout Wake County to ensure that there is a litter clean-up program in place and a better preventive campaign.
- Work to ensure that the GRCVB takes a lead role to work with the hospitality community to implement best practices to conserve water.
- Work with RDU to develop regular ground transportation routes throughout key points of Wake County serving the hotel community.
- Work with local and state elected officials to change the three day wait period for Private Membership Clubs.
- Develop a communication plan that increases the visibility of VisitRaleigh.com among local residents so it will be viewed as the official source of visitor information for Wake County.
- Ensure that we have consistent, frequent and useful communication with the hotels, restaurants and the entire hospitality community.

Destination Product Development

Goal and Target Audiences

Strengthen the visitor experience through differentiated product development and visitor service excellence.

- Visitor Information Fulfillment for Group and Tourism Segments
- Product Audit for Group, Sports and Tourism Segments
- Wake County Community Hospitality Partners
- City Council, County Commissioners, Transportation Officials, Urban Planners, Real Estate Developers, Chamber Executives, Parking Officials

Initiatives

- **Continue to develop strategic programming, product and resources for Wake County Visitors.** With the opening of the Visitor Information Center at the City Museum in downtown Raleigh during FY '07 - '08, committee will continue to analyze other distribution options within Wake County to include Raleigh Convention Center, RDU International and the proposed State Visitors Center.
- **Review quantitative and qualitative feed back from GRCVB branding initiative to determine additional product needs within Wake County.** Hotel development, sports and cultural facilities, events and festivals are some areas of exploration for FY '08 -'09.
- **Expand the selection of partner programs and information summits for FY '08 -'09.** Through the Community Hospitality Partnership, continue focus on Destination Education, Customer Service Training, Job Placement and Quarterly Information Summits for our partners. The Committee will assist GRCVB staff liaisons in development of strategic objectives, communication tools and targeted distribution channels.
- **Committee will continue to focus on infrastructure development including way-finding, signage, improved public transportation services and parking.** As the City of Raleigh's way-finding project concludes in FY '08 - '09, the committee will assist in securing appropriate street signage for the VIC, assist the City of Raleigh with the branding and logistics of the Downtown Circulator, the RDU Authority with an airport shuttle program and the DRA with the City Plaza programming.

Sales & Marketing

Goal and Target Audiences

Brand and promote Wake County through a segmented market strategy targeting meetings, events and individual travel.

- State, regional and national association meeting business
- Carolinas-based corporate business
- SMERF for RCC, hotels and RBC Center
- Multicultural business
- Group travel business from events, festivals and motor coach tours
- Sports events and meetings
- Individual leisure and business travel
- Visiting friends and relatives
- Travel editor/writer

Initiatives

- **Oversee the launch, reporting and administration of the Business Development Fund (BDF), starting in FY '08-'09.** The BDF will be funded by the City of Raleigh and Wake County starting July 1, 2008. BDF applications will be made starting at the April 16, 2008 GRCVB BOD Meeting and submitted at each monthly meeting moving forward. Designated members of the Sales & Marketing Committee will review for checks and balances prior to submission. This process is similar to the current system for the SEIP Fund. Both funds (BDF) and (SEIP), will follow the same application, committee review and reporting process for FY 08-09.
- **Co-Develop strategic plan for sporting events for the Raleigh Convention Center.** GRCVB Sports Marketing Department and the Raleigh Convention Center sales team will work to target sporting events that best fit the need periods, equipment parameters and revenue goals of the RCC. This joint effort will develop an event target list, measurable metrics and analysis to be reviewed by the committee and pursued by the joint GRCVB/ RCC sales staffs.
- **Develop, implement and manage a marketing plan for the Wake County Hotel Assessment Program.** This program will start July 1, 2008 and run on a fiscal year budget for 3 years until June 2011. The Sales and Marketing Committee working in conjunction with the GRCVB Executive and Marketing staffs will advise and consent on the positioning, marketing and measuring of this strategic initiative.
- **The Sales and Marketing Committee will work with the Marketing and PR staffs of the GRCVB to develop a strategic plan for our new brand launch in FY '08-'09.** When the brand promise, attributes and talking points are delivered to the community in 6/08, the Sales & Marketing Committee will then measure, across multiple channels, the consistency, adherence and compliance.