



2009–2010 Business Plan

Greater Raleigh Convention and Visitors Bureau

Greater Raleigh
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About the Greater Raleigh Convention and Visitors Bureau

Mission

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

Organization Vision

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

GRCVB Philosophy and Customer Commitment

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

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

Partner Promise

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

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Marketing & Tourism Trends for 2009

According to U.S. third quarter 2008 Travel and Tourism estimates released by the Bureau of Economic Analysis (the latest available), “real spending on travel and tourism (spending adjusted for price changes) turned down sharply, decreasing at an annual rate of 8.1 percent—the largest decline since fourth quarter 2001”:

- Passenger air transportation led the downturn—decreasing 20.4 percent.
- Spending on accommodations turned down, decreasing 3.0 percent after a strong 19.5 percent increase in the second quarter of 2008.
- Retail shopping by travelers dropped for only the second time in the past 3.5 years, decreasing 6.9 percent.

The U.S. hotel industry finished 2008 with a 60.4 percent occupancy rate, an average daily rate of \$106.55 and revenue per available room of \$64.37, according to data released by Smith Travel Research (STR).

According to PKF Hospitality Research (PKF-HR), “U.S. hotels have entered the initial stages of one of the deepest and longest recessions in the history of the domestic lodging industry.” PKF-HR forecasts a 9.8 percent drop in RevPAR—the fourth-largest annual decline since 1930. The firm also forecasts that “the nation’s hotels will not experience a year-over-year quarterly increase in RevPAR until the third quarter of 2010.”

For the U.S. hotel industry in 2009, STR projects:

- a 3.5-percent year-over-year decline in occupancy to 59.1 percent—the lowest level since 2003, when it was 59.2 percent;
- a 1.0-percent year-over-year increase in ADR to an all-time industry best of \$108.52;
- a 2.5-percent year-over-year decline in RevPAR to \$64.10; and,
- a 2.4-percent year-over-year increase in supply and a 1.0-percent decrease in demand.

At RDU International Airport, 2008 composite numbers held reasonably strong, according to the Regional Transportation Alliance:

- 2007 had seen more than 10 million passengers pass through RDU. Total passengers in 2008 were down just 4 percent from previous year.
- However, 2009 could be worse than 2008; it depends on our regional economy and that of U.S. and beyond.
- RDU is still only airport in NC, and one of only 11 in U.S., with AA bond rating.

The RDU forecast for 2009 includes:

- Fewer flights with less room but hopefully better profitability.
- Load factors (occupied paying seats) were greater than 75 percent in 2008, and 2009 could have higher load factors yet.
- Better load factors should equal better viability for airlines.

After several years of healthy growth, 2009 is expected to be much tougher for the U.S. tourism overall, according to Deloitte. “Economic difficulties are expected to continue well into 2009, affecting how and where people travel. According to Deloitte’s October 2008 travel survey, 38 percent of respondents said they expect to spend less on vacation/leisure travel over the next 12 months, nearly double the 21 percent who expect to spend more.”

“From a U.S. corporate travel perspective, companies will continue to look for near-term ways to cut discretionary costs—including business travel—to bolster their bottom line in this challenging marketplace,” according to the same Deloitte report.

On the whole, Deloitte reported that tourism businesses and organizations “can expect to be under continued duress well into 2009, but smart hospitality organizations with innovative and cost-effective programs will be able to increase customer loyalty and drive demand. Specific issues that are generating both challenges and opportunities for the industry include building brand value, sustainability, talent management and strengthening marketing and sales.”

According to Destination Marketing Association International, meeting planners during the recession are primarily concerned about:

- a potential reduction in attendance (which will translate into a financial shortfall);
- value received at the negotiating table; and,
- demonstrating political transparency: the appearance of frugality, seriousness of purpose, and eliminating extravagances that are acceptable in more affluent times.

To respond to these concerns, destination marketing organizations (DMOs) should: recognize that “business as usual” is not enough, ensure that the entire destination acts with one voice, engage with local partner support, focus on substance not sizzle, increase complimentary services in bidding, enhance website information and access, get maximum ROI from tradeshow and invest in bettering their staff.

A more optimistic report from the Ypartnership notes that the “travel intentions of Americans remain robust,” with “71% of active travel households planning at least one overnight trip in the first half of 2009.” The challenges to attracting these visitors involve: customers looking for more value, shortening their trips, comparison-shopping, using their mobile phones or PDAs to plan travel, taking “celebration vacations,” going green and seeking travel experiences that speak to their own diversity.

The Ypartnership Portrait of Affluent Travelers, a national survey of 800 U.S. adults conducted in August 2008, found that, despite the weakening economy, one in four affluent leisure travelers plans to take more trips during the next 12 months than they took during the previous 12 months. These travelers make up 19% of Greater Raleigh’s visitors (D.K. Shifflet) and can be targeted through market research and future promotions.

Visitor Profile for Greater Raleigh/Wake County

Basic Facts and Figures

- There were 10.4 million visitors in 2007 – up 1.5 percent over 2006. These visitors spent \$1.48 billion in Wake County—a 10.7 percent increase over 2006.
- Average party size was 1.95 in 2006 (the last available data year) – up from 1.82 in 2005.
- Overnight travel showed a 19 percent gain from 2006 to 2007, reaching 5.24 million visitors.
- Total daily spending by visitors was \$94.07 in 2006 – decreasing by 5.6 percent. Average U.S. daily spending was \$112.20.

Visitor Breakdown

- Leisure Visitors – 6.33 million in 2007 (3.9 percent increase from 2006)
- Business Travelers – 4.07 million in 2007 (2.2 percent decrease from 2006)
- Average traveler to Greater Raleigh by lifestage (2004-2006):
 - Affluent/Mature – 20 percent;
 - Maturing/Free – 19 percent;
 - Young Family – 18 percent (66 percent - 5 years and younger, 29 percent - 6 to 12 years old, 8 percent - 13 to 15 years old);
 - Young & Free – 17 percent.
- Average age of Greater Raleigh's visitors is 46 years old (2004-2006). Distribution is:
 - 18-34 years: 35 percent
Young & Free - Without children/any household income: 17 percent;
Young Family - With children/any household income: 18 percent.
 - 35-54 years: 34 percent
Maturing & Free - Without children/any household income: 19 percent;
Moderate Family - With children/household income under \$75K: 9 percent;
Affluent Family - With children/household income above \$75K: 6 percent.
 - 55+ years: 31 percent
Moderate Mature - Without children/household income under \$60K: 10 percent;
Affluent Mature - Without children/household income above \$60K: 21 percent.
- Greater Raleigh's Average Party Per Stay Spending by Age (2004-2006):
 - 18-34 years: \$286
 - 25-45 years: \$378
 - 55+ years: \$331
- The means of transportation for Greater Raleigh's overall visitors (2004-2006) is: 89 percent drive – 10 percent fly – 1 percent other.

- The most popular travel month to Greater Raleigh (2004-2006) is January (11 percent), followed by November, December and February (each 10 percent), making the winter season the most popular season for Raleigh’s visitation.
- Average household income of Greater Raleigh’s visitors (2004-2006) is: 41 percent, \$50,000-\$74,900; 21 percent, \$75,000-\$99,000; 38 percent, \$100,000 or higher.
- Accommodation type for Greater Raleigh visitors (2004-2006): 61 percent of visitors stay in hotels/motels, while 31 percent stay in private homes with friends and relatives.

Geographic Breakdown

- Three-quarters (73.6 percent) of Greater Raleigh’s overall visitors (2004-2006) came from North Carolina. The top 10 states produce 92.4 percent of Raleigh visitors: 73.6 percent, North Carolina; 4.1 percent, Virginia; 3.4 percent, Florida; 2.8 percent, South Carolina; 1.8 percent, Maryland; 1.8 percent, Texas; 1.5 percent, New York, 1.5 percent, Tennessee; 1.4 percent, California; 1.2 percent, Ohio; and 0.8 percent, Pennsylvania.
- Based on 2008 Travelocity data, the top 10 origin airports for Greater Raleigh visitors traveling to RDU are: BOS-Boston, LGA-New York LaGuardia, ORD-Chicago O'Hare, ATL-Atlanta, PHL-Philadelphia, JFK-New York JFK, EWR-Newark, DFW-Dallas/Fort Worth, STL-St. Louis and MIA-Miami.

Visitor Activities and Motivators

- Activity participation of Greater Raleigh visitors (2004-2006):

| | |
|---------------------------|------------------------------|
| 21 percent, shopping | 7 percent, festivals/fair |
| 22 percent, dining | 6 percent, museum/exhibition |
| 11 percent, sightseeing | 5 percent, nightlife |
| 16 percent, entertainment | 4 percent, nature |
| 8 percent, concerts | |

Average Occupancy and Average Daily Rate History

The following is a summary of the average occupancy and average daily rates for 2008 and for the previous eight years in Greater Raleigh/Wake County paid accommodations:

| | <u>AVERAGE OCCUPANCY</u> | <u>AVERAGE DAILY RATE</u> | <u>OCCUPANCY TAX REVENUE</u> | <u>F&B TAX REVENUE</u> |
|------|------------------------------|-------------------------------|----------------------------------|--------------------------------|
| 2000 | 63.6% | \$69.07 | \$11,274,855 | \$9,569,700 |
| 2001 | 58.7% | \$68.69 | \$10,368,696 | \$9,908,252 |
| 2002 | 57.5% | \$66.36 | \$10,241,391 | \$10,628,973 |
| 2003 | 58.2% | \$65.78 | \$10,000,463 | \$11,029,974 |
| 2004 | 61.4% | \$67.33 | \$10,596,813 | \$12,447,656 |
| 2005 | 62.5% | \$70.83 | \$11,343,565 | \$13,719,288 |
| 2006 | 67.0% | \$74.75 | \$12,938,961 | \$15,287,475 |
| 2007 | 63.4% | \$83.76 | \$14,382,332 | \$16,176,924 |
| 2008 | 62.0% | \$87.51 | \$14,510,239 | \$17,537,562 |

New Developments for 2009–2010 Fiscal Year

2008 has gone down in the record books as a banner year for Greater Raleigh. From the new, 500,000-square-foot, state-of-the-art **Raleigh Convention Center** and the first phase of **Raleigh-Durham International Airport's** (RDU's) new Terminal 2 to new hotels including the **Raleigh Marriott City Center** and **Renaissance Raleigh North Hills**, the Raleigh area has experienced dynamic growth.

In 2009 and beyond, the area's landscape continues to grow and offer leisure and meeting visitors an unexpected experience in North Carolina's Capital City. On the horizon is the opening of **City Plaza** on downtown Raleigh's historic Fayetteville Street. Slated for completion in late 2009, this gathering place will offer visitors a hub for outdoor art and socialization, with the centerpiece being 55-foot, signature light towers designed by North Carolina artist Jim Galluchi.

Historic **City Market** is getting a facelift with new retail, dining and nightlife options lining its cobblestone streets, and the **Warehouse District**, known for a unique mix of restaurants, nightlife and antique stores, is becoming a destination in its own right—maybe that's why the new **Contemporary Art Museum** chose this district as its home. The new museum will open in 2010 and is destined to become an urban cultural center with gallery space, classrooms, residential and retail offerings.

The N.C. Museum of Natural Sciences has broken ground on the **Nature Research Center**, opening in fall 2011, which will feature a state-of-the-art, investigative science lab allowing young science enthusiasts to work beside professional researchers. On the west side of town, the **N.C. Museum of Art** is closing its doors from August 2009 – April 2010 to complete the final stages of a \$138 million expansion. The expansion provides for new galleries and sculpture gardens... and space for one of the largest Rodin collections in the world.

2009 also brings new lodging options, as a **Comfort Inn** opens just south of downtown Raleigh and the area's first **Four Points Hotel by Sheraton** welcomes guests near RDU in Morrisville. For sports marketing, the year also brings with it the new opportunity to promote the **Town of Cary as an NCAA Championship City**. As part of the Championship City program, Cary will host multiple NCAA Division I, II and III men's and women's championships through the year 2012.

Additionally, the **Lonnie Poole Golf Course at North Carolina State University** will round out Greater Raleigh's selection of more than 20 public and private golf courses for individual travelers and for group tournaments. The Arnold Palmer-designed course opens in Spring 2009 and becomes the new home of the Jimmy V Celebrity Golf Classic.

New Goals for 2009–2010 Fiscal Year

- Become an accredited CVB through DMAI.
- Increase social media marketing.
- Develop sustainable tourism initiatives that impacts Wake County tourism.
- Increase package opportunities for the entire hospitality community including restaurants, hotels, attractions and events.
- Explore the feasibility to produce an in-room video featuring area visitor-related product and activity.
- Work with elected officials to have a study conducted to determine what tourism infrastructure would be most feasible and successful for Wake County to help determine what product needs to be developed using inter-local funds.
- Explore and develop alternative funding sources for the GRCVB by creating partnerships with area and outside vendors.
- Develop a cause marketing program with the Jimmy V Foundation in hopes of creating possible cross marketing opportunities.
- Create microsites supplemented by public relation efforts. Those sites include Multicultural, Gay, Culinary and Women Travel.
- Work closely with the Town of Cary on the development, management, planning, marketing, oversight and implementation of the NCAA Championship City Pilot Program, to help further brand the Town as a leading national destination for sporting events.
- Partner with the Raleigh Convention Center to market the building for sports events and competitions.

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 accurate and compelling advertising, promotion, Internet and partner programs, increasing overall visitation and hotel and restaurant revenues.

Marketing Objectives

- Continue to establish Greater Raleigh's new brand position and evolve its brand strategy through partner outreach.
- Increase hotel occupancy and revenue through compelling domestic and international marketing programs—advertising, Internet, packaging, promotions—targeted primarily at leisure visitors.
- Establish Greater Raleigh as the convention and meeting destination of choice through compelling advertising, collateral and Internet marketing communications.
- Encourage visitors to do and spend more by creating accurate, compelling promotional guides showcasing all that Greater Raleigh has to offer and distribute them in all visitor welcome centers and areas with high visitor traffic.
- Increase visitor attendance at events, performances and venues and convert more day-trippers to overnight visitors through hotel packaging and sales incentives.
- Maintain website traffic levels (unique visitors, visitor sessions) despite budget limitations via search engine optimization, search engine marketing and other tactics.
- Expand GRCVB advertising impact or reach by offering compelling, well-thought-out co-op opportunities to local partners.
- Continue to elevate Greater Raleigh's presence at tradeshow to a “can't miss” booth experience through booth design, premiums and themes.
- Establish www.visitRaleigh.com as the single, official source for tourism, restaurant, hotel, feature and event, meeting, sports, travel media and partner information.

Marketing Strategies, All Verticals

- Expand the scope of the destination brand strategy, through additional Internet marketing campaigns, promotional items, PowerPoint presentations and video projects as well as through outreach with local partners, creating more brand synergy in cooperative partner marketing.
- Plan a variety of tactics to take full advantage of conversational marketing, text messaging, social networking, podcasting, viral videoing and online packaging and position Greater Raleigh competitively among its peer destinations in these areas.

Marketing Strategies, Conventions & Meetings and Services

- Freshen and expand Web content in Meeting Planners and Convention Services sections of visitRaleigh.com and create toolkit content for Digital Marketing Center uses. (For example, Convention Services toolkit could include tactics for attendance promotion and attendee satisfaction such as “20 Reasons to Attend,” easy parking maps, group ticket sales and street banner sign-up.)
- Collaborate with IT to template all of the steps of the personal selling process, enabling sales staff to fully employ Digital Marketing Center emails, with aspects of the Services process to follow on additional email templates.
- Provide a kiosk for convention services information to be displayed within the Raleigh Convention Center.
- Arm sales staff with new designs, premiums and themes to supplement tradeshow booth installations at major shows throughout the year. Implement cause-related marketing tactics with local partners, such as The V Foundation for Cancer Research, for the mutual benefit of GRCVB and charity.
- Concept and install new interactive screens, retail components and signage at the official Visitor Information Center.
- Enhance conversion to visitors at in-state points of sale (state welcome centers) and increase circulation among Greater Raleigh visitors at local information desks by actively distributing collateral at major sites.

Marketing Strategies, Tourism

- Create and strengthen strategic marketing partnerships with local organizations, such as Amtrak, arts groups, Downtown Raleigh Alliance, entertainment and music venues, historic sites, museums, sports teams, towns and cities, The V Foundation, with an emphasis on win/win, in-kind trade agreements or financial support of GRCVB’s destination marketing activities.
- Create strategic partnerships statewide and nationwide with AAA, Live Nation, N.C. Division of Tourism, OpenTable, Ticketmaster, Travelocity/World Choice Travel and others and augment GRCVB’s destination marketing efforts with referral-based funding when possible.
- Increase visitation regionally by promoting festivals, special events, concerts, sports and cultural and historical venues through Internet marketing and traditional advertising, converting day-trippers to overnight visitors and converting those visiting friends and relatives (VFRs) in private homes into paid accommodation guests.
- Maintain an accurate and comprehensive database of all interested tourism partners in Wake County, freshen and expand Web content in the Visitors section of visitRaleigh.com, including niche microsites (e.g., African-American, eco-friendly, GLBT, Hispanic/Latino, single female traveler, vacation wedding) and language translations (e.g. French and Spanish), and create new email templates for potential visitors.

Marketing Strategies, Sports

- Freshen and expand Web content in the Sports section of visitRaleigh.com, including photos and videos, then create toolkit content for Digital Marketing Center uses, such as sports e-newsletters and other email marketing campaigns.
- Continue to support sports marketing with advertising, promotional brochures, sub-brand development and video projects.

Marketing Strategies, Public Relations

- Create an updatable press kit for Digital Marketing Center use with travel journalists and writers.

Marketing Strategies, Market Research

- Update visitor volume estimates and visitor profile data through calendar year 2008 with research from D.K. Shifflet & Associates.
- Explore researching the overall annual economic impacts (direct, indirect and induced) of visitors to Wake County, as a Bureau performance indicator and as a communications tool for government relations and public relations (Global Insight).
- Explore joining with local partners to obtain actionable marketing data on past visitors to Greater Raleigh and cooperatively targeting customers with the highest potential for repeat visits (Ruf Strategic Solutions).
- Collaborate with all Bureau departments on research and survey needs on customer satisfaction, in order to better pursue internal process and training improvements.
- Explore new opinion research projects that would better inform marketing strategies currently being used in advertising, in brand deployment and with leisure visitors, meeting planners and sports rights-holders.

| Marketing Action Calendar | J | A | S | O | N | D | J | F | M | A | M | J |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| 2010 Official Visitors Guide | | | | | | | | | | | | |
| Annual Luncheon | | | | | | | | | | | | |
| Annual Progress Report | | | | | | | | | | | | |
| Convention Services Kiosk | | | | | | | | | | | | |
| Conversational Marketing and Social Networking (ongoing) | | | | | | | | | | | | |
| Customer Satisfaction Research (ongoing) | | | | | | | | | | | | |
| Digital and Website Content: Eco-Friendly | | | | | | | | | | | | |
| Digital and Website Content: Hispanic/Latino | | | | | | | | | | | | |
| Digital and Website Content: Planners | | | | | | | | | | | | |
| Digital and Website Content: Public Relations | | | | | | | | | | | | |
| Digital and Website Content: Services | | | | | | | | | | | | |
| Digital and Website Content: Sports | | | | | | | | | | | | |
| Digital and Website Content: Visitors | | | | | | | | | | | | |
| Events Watch e-newsletter (monthly) | | | | | | | | | | | | |
| Local and National Partnership Building (ongoing) | | | | | | | | | | | | |
| N.C. State Fair microsite | | | | | | | | | | | | |
| New Bureau-Wide PowerPoints | | | | | | | | | | | | |
| New Research Exploration (ongoing) | | | | | | | | | | | | |
| Official Meeting Planners Guide (ongoing) | | | | | | | | | | | | |
| Opinion Research Projects | | | | | | | | | | | | |
| Pulse e-newsletter (monthly) | | | | | | | | | | | | |
| Sports Watch e-newsletter (bimonthly) | | | | | | | | | | | | |
| Tradeshaw Themes (ongoing) | | | | | | | | | | | | |
| Ultimate Holiday microsite | | | | | | | | | | | | |
| VFR Campaign | | | | | | | | | | | | |
| Visitor Information Center components | | | | | | | | | | | | |
| Visitor Volume Estimates | | | | | | | | | | | | |

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 for product and venues offered, services and incentives available to planners and attendees
- Promote the area as a top leisure events destination within the Southeast.
- Integrate public relations and marketing initiatives for cohesive strategic 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 initiatives and programs.
- Position the GRCVB Executive Staff as industry experts for local and regional media.
- Continue to build awareness of the Bureau's 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

Potential Media Targets: Daily newspaper and city magazines in each market, the leading weekly paper, radio/news television programs. Also continue to place an emphasis on targeted freelance journalists in each city.

- Use the new branding message to continue 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.
- 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.
- 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)
- Create a series of press releases around a “theme” that highlights new developments focusing on the NC Museum of Art expansion, Greensquare Project, Contemporary Art Museum, opening of the Festival Site and City Plaza, as well as renovations of current hotel properties and attractions. Marry this media strategy with marketing tactics.

Public Relations Tactics

- **Online Component**
 - Continue to develop and update a dynamic press room with timely press releases, backgrounders industry facts and figures and images to pro-actively develop media exposure and communicate news and information in support of media.
- **On the Road Regional Media Tours - Leisure**
 - Conduct four regional media road tours.

Geographic Markets: 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.

- **Four Group Familiarizations Tours**
 - Meeting Media FAM
 - 3-5 qualified business/meetings journalists to highlight new developments specific to the meetings and convention industry in Wake County.
 - Spring Fling FAM
 - Target lifestyle and travel journalists with a focus on cultural festivals and events (target dates in conjunction with Artsposure, Raleigh Fashion Week, Triangle Restaurant Week)
 - Social Media FAM
 - Research reputable travel specific blogs and invite 3-5 bloggers to blog and twitter about their Raleigh area visit. This is an immediate way for coverage and more and more people are using blogs and social networking sites to plan vacations.
 - GLBT Media FAM
 - Work with GLBT targeted publications to bring travel and lifestyle editors to Greater Raleigh to experience the unique, friendly and appealing offerings of the area to the GLBT market.
- **Host 40 Individual Media Visits in 2009-2010**
 - Targeted pro-active 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.
- **New York 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.
- **Marketplace Representation**
 - Travel Media Showcase - September 8-11, 2009
 - Society of American Travel Writers– Guadalajara, Mexico (October 13-21)
 - Society of American Travel Writers Atlantic Caribbean Chapter Meeting - Location and Date TBD
- **Editorial Calendars**
 - Research editorial calendars of leisure and meetings publications and pitch where appropriate.

Press Releases & Backgrounders

- **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 | J | A | S | O | N | D | J | F | M | A | M | J |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Social Networking Press Tour | ■ | | | | | | | | | | | |
| Summer Rocks Release | ■ | | | | | | | | | | | |
| Regional Media Tour (Eastern NC) | | ■ | | | | | | | | | | |
| Meeting Publication Press Tour | | | ■ | | | | | | | | | |
| Travel Media Showcase | | | ■ | | | | | | | | | |
| Fall/Winter Electronic Press Kit Distributed | | | ■ | | | | | | | | | |
| Bugfest Release | | | ■ | | | | | | | | | |
| Year to Date Meeting Industry Release | | | ■ | | | | | | | | | |
| SATW National Meeting | | | | ■ | | | | | | | | |
| Holidays in Raleigh Release | | | | ■ | | | | | | | | |
| Media Tour (Atlanta) | | | | | ■ | | | | | | | |
| Regional Media Tour (Western NC) | | | | | | ■ | | | | | | |
| Media Tour (NYC) | | | | | | | ■ | | | | | |
| New Ideas for a New Year | | | | | | | ■ | | | | | |
| Valentine's Day Release | | | | | | | | ■ | | | | |
| Regional Media Tour (Central/Piedmont NC) | | | | | | | | | ■ | | | |
| Garden/Outdoors Release | | | | | | | | | ■ | | | |
| Spring/Summer Electronic Press Kit Distribution | | | | | | | | | ■ | | | |
| GLBT Press Tour | | | | | | | | | | ■ | | |
| SATW ACC Meeting | | | | | | | | | | ■ | | |
| National Tourism Day Release | | | | | | | | | | | ■ | |
| Summer in Raleigh Press Tour | | | | | | | | | | | | ■ |

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 markets, targeting key East Coast planners and decision makers that will bring conventions and meetings to Wake County. Utilize marketing partners (i.e. Hinton & Grusich) to maintain presence in West Coast markets.

Partner with local "Backyard Marketing" allies, particularly 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)
- Refocus on East Coast in-house business drivable and within two hour flight time for regional groups.

Specific strategies include, but are not limited to:

- Attend and participate in industry trade shows and events from Mid-West to East Coast.
- 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.
- Utilize Hinton and Grusich, our new marketing partner, to assist us in marketing Mid-West to West Coast. We are not traveling past Mid-West due to economic climate this year.
- 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, co-host “awareness receptions and luncheons” with hospitality partners for medical/pharmaceutical groups, as well as area University departments, seeking “Backyard Marketing” relationships.
- Initiate 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, concentrating on Helms Briscoe and Conference Direct, 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, GAMPI 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 locally from our feeder markets (i.e. Lunch in Raleigh).
- Our DC office will present to Volume Accounts in the DC area quarterly, inviting our local hospitality community to participate.
- Participate in at least three Hinton and Grusich Client Events, Chicago, Northeast and Atlanta.
- 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.
- Work with Marketing to produce ad/brochures for Successful Meetings and other publications. Aid in developing a specific power point for consistent sales presentation, both for in-house and RCC business.
- Work with Marketing to keep convention sales ads focused primarily on East Coast and East of Mississippi, consistent with our shifted sales objectives.
- 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.

- Work with PR and marketing to produce a video for hospitality community employee line training, as well as local “connector” group education. Put this on our website as a way to educate “What GRCVB Is and Does.”

| Convention Sales Action Calendar | J | A | S | O | N | D | J | F | M | A | M | J |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| CESSE, Orlando, Fla. | ■ | | | | | | | | | | | |
| Fraternal Executive Association, New Orleans, La. | ■ | | | | | | | | | | | |
| Helms Briscoe Lunch in Raleigh event | ■ | | | | | | | | | | | |
| MPI Carolinas Chapter Meeting-TBD | ■ | | | | | | | | | | | |
| MPI-WEC, Salt Lake City, Utah | ■ | | | | | | | | | | | |
| ASAE Annual Meeting, Toronto, Ont. | | ■ | | | | | | | | | | |
| GAMPI Summer Alliance, Atlanta, Ga. | | ■ | | | | | | | | | | |
| Connect Marketplace, Las Vegas, Nev. | | ■ | | | | | | | | | | |
| MPI-Carolinas Chapter Golf Tournament and Chapter Meeting | | | ■ | | | | | | | | | |
| NC SGMP Chapter Meeting-TBD | | | ■ | | | | | | | | | |
| Rejuvenate Marketplace, Birmingham, Ala. | | | | ■ | | | | | | | | |
| AENC Speakers Showcase | | | | ■ | | | | | | | | |
| H&G Signature Event, Upper CT, N.J. | | | | ■ | | | | | | | | |
| MPI/PCMA Northeast | | | | ■ | | | | | | | | |
| NC SGMP Chapter Meeting-TBD | | | | ■ | | | | | | | | |
| National Coalition of Black Meeting Planners Fall, Daytona Beach, Fla. | | | | | ■ | | | | | | | |
| NC SGMP Chapter Meeting-TBD | | | | | ■ | | | | | | | |
| MPI Carolinas Chapter Meeting-TBD | | | | | ■ | | | | | | | |
| Event of the Season, Chicago, Ill. | | | | | | ■ | | | | | | |
| CVB Reps/DC | | | | | | ■ | | | | | | |
| H&G Signature Event, Chicago, Ill. | | | | | | ■ | | | | | | |
| H&G Signature Event | | | | | | ■ | | | | | | |
| NC SGMP Mid-Winter Meeting & Holiday Auction-Triangle area | | | | | | ■ | | | | | | |
| Assn Forum Holiday Showcase, Chicago, Ill. | | | | | | ■ | | | | | | |
| PCMA, Dallas, Texas | | | | | | | ■ | | | | | |
| RCMA, Fort Worth, Texas | | | | | | | ■ | | | | | |
| Destination Showcase, Washington, D.C. | | | | | | | | ■ | | | | |
| GAMPI MEC | | | | | | | | ■ | | | | |
| Lunch in Raleigh GSK | | | | | | | | ■ | | | | |
| Meeting Professionals Intl Carolinas Chapter | | | | | | | | | ■ | | | |
| Meeting Planners Intl Potomac Chapter | | | | | | | | | ■ | | | |
| Triangle Urban League Annual | | | | | | | | | ■ | | | |
| Local Sales Presentation | | | | | | | | | ■ | | | |
| Lunch in Raleigh TBD | | | | | | | | | ■ | | | |
| Assn Exec of NC Golf Day | | | | | | | | | | ■ | | |
| Meeting Planners Intl Potomac Chapter | | | | | | | | | | ■ | | |
| Professional Conv. Mgmt. Assn. Capital Chapter | | | | | | | | | | ■ | | |
| ASAE-Springtime in the Park | | | | | | | | | | ■ | | |
| Professional Conv. Mgmt. Assn. Philly Chapter | | | | | | | | | | ■ | | |
| Capital Cities Collection client event | | | | | | | | | | ■ | | |

| Convention Sales Action Calendar | J | A | S | O | N | D | J | F | M | A | M | J |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| AENC Golf Tournament | | | | | | | | | | | | |
| AMPS , Washington, D.C. | | | | | | | | | | | | |
| Meeting Planners Intl. Carolinas Chapter Annual Mtg. | | | | | | | | | | | | |
| Local Client Event (Raleigh Fam Tour) | | | | | | | | | | | | |
| Lunch in Raleigh Vertical Market | | | | | | | | | | | | |
| Meeting Professionals Intl Potomac Chapter | | | | | | | | | | | | |
| Professional Conv. Mgmt. Assn. Capital Chapter | | | | | | | | | | | | |
| Destination Showcase Chicago | | | | | | | | | | | | |
| Meeting Professionals Intl Potomac Chapter | | | | | | | | | | | | |
| Professional Conv. Mgmt. Assn. Capital Chapter | | | | | | | | | | | | |
| Raleigh on the Road, Mkt. | | | | | | | | | | | | |
| Assn Execs of NC Annual | | | | | | | | | | | | |

Services Goals

The Services team is responsible for enhancing the visitor experience through customer service excellence and differentiated product development and delivery. The team focuses deployment in two areas: convention services (services provided to meetings, conventions and other groups) and visitor services (operation of the Visitor Information Center). 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.

Services Objectives

Customer Service

Grow the destination to become known for excellent group visitor experiences that are enhanced by exceptional customer service provided both internally (to our partners) and externally (to our clients and visitors).

Convention Services

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

Visitor Services/ Visitor Information Center

The Visitor Information Center (VIC) will continue to provide a key role in enhancing the Greater Raleigh visitor experience. By providing visitor information, counseling and destination awareness, we strive to increase visitor volume for the VIC while using our role to grow the length of stay and visitor spending for the destination overall.

Services Strategies

Customer Service Convention Services and Visitor Services

- Lead the continued development of the Community Hospitality Task Force with components to include industry education, customer service, business and guest programs, destination product training, communication plan and marketing materials. Focus areas for 2009 2010 include:
 - Customer Service Training - Work with Wake Tech to develop a “next level” of training which focuses on enhanced customer service concepts. Also develop new means for marketing the program, while also working with GRCVB Marketing and the CHP Task Force to create a distinct branding for the program.
 - Destination Education – Develop education opportunities that are experience rich and are distributed through a variety of methods (DVD, online, immersion tour experiences and destination key talking points are planned).
 - Job Placement – Focus on PR development to educate the community on the hospitality industry (both the hourly work forces and the higher level management roles), and developing cooperative relationships with other community groups to serve job bank, employee and employment search needs.

- Revitalize and grow industry partner relationships to effectively service new business generated through our groups (transportation, airport hospitality, event management, dining programs, visitor features, etc) while also meeting the needs of the increased leisure visits.

- Continued development of post event/post visit survey tools:
 - For conventions and meeting - continue to improve the use of post visit surveys by improving the online post event 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.
 - For the VIC - work cooperatively with marketing and IT to develop a post visit or “after inquiry” survey tool (or potentially put into place a field survey on site in the VIC) to assist GRCVB in assessing VIC and leisure visitor impact. The results of this would assist GRCVB in the assessment of future needs for the VIC while also helping to clarify its future role for the destination.
- Work to improve our impact in providing an excellent Greater Raleigh visitor experience through important visitor counseling:
 - Focus on continued improvement of services provided at the Visitor Information Center
 - Focus on continued improvement of on-site services and materials for meetings, conventions and other groups including the potential for development of a permanent on site kiosk at the Raleigh Convention Center.

Convention Planning and Assistance/Convention Services

Planning, Marketing and Communications:

- Target key areas of needed improvement to ensure that the best tools are in place so that the CSD, Unique Event Venues Listing and the CS section of the GRCVB website remain viable and are used as primary planning for the planners and the partners. Ideas in this area include “Twenty Reasons to Come to Greater Raleigh for Your Meeting or Convention,” a group ticketing sales portal within the CS section of the website, parking plans, welcome banner information and street closure procedures, and potential use of social networking tools for planners.
 - Work with Marketing and IT to determine means of assessing the impact of our online tools.
 - Define the role and level of engagement in the distribution of service leads for service referrals for our planners and to our partners- better define method, tracking and results desired.
- Focus on development of key partner relationships and increase visibility with them (such as with DMCS, tour companies and guides, event management experts, special event venues and attractions) to fulfill our commitment to become the destination expert for spousal and children programs, offsite programs and tours, as well as pre and post experiences.
 - Work with GRCVB marketing team and these key partner relationships to develop partner service/ event and tour packages.
- 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.
- Continue to fine tune housing services and our relationship with Visit Connection to create optimal room-nights impact by providing seamless resource for housing bureau needs.
- Develop and encourage use of attendance building activities.
- Work with GRCVB Marketing and IT Teams 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 Smart Card 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 welcomes 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.
 - Work with our Marketing and IT teams to improve our tools
 - Grow our corps of Ambassadors by enhanced recruiting efforts, and improved communication, training and PR efforts (online, print and face to face)
 - Provide a minimum of two face to face “live” Ambassador programs this year to achieve improved relationships and enhanced knowledge levels.
- Grow our Convention/ Group Alert Program – Continually assess what works and doesn’t work with it, combining resources of the Services/ Marketing/ PR and IT teams to further enhance the welcome to our groups.
 - Improve the Red Carpet Program to fine tune the 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.
- Employ post event reporting/ pick up reports (either separately from or in addition to our post event surveys) to assess group impacts.
- Improve our engagement for MINT reporting by employing resources through DMAI and our own IT team.

Visitor Information Center/Visitor Services

Continue to develop our VIC as a key tool for enhancing the visitor experience:

- Develop and operate the center by adherence and continued improvement to our written operational and management guidelines (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 City Museum staff
 - Participate in First Friday experiences to grow awareness.
 - Create GRCVB website presence and convert web interest to visits and/ or inquiries. 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 and implement reservations and event ticketing sales capacities for the VIC.

- Develop VIC tracking tools with Marketing Communications and IT (computerized visitor log to survey the VIC visit experience, develop visitor demographics, to use as future marketing database; post visit survey to determine influence of the VIS to achieve goals of visitor stay, spending and intention to return visit).

- Continue to develop Inquiry Fulfillment Processes:
 - Work with Marketing and Director of Services to ensure that written guidelines for inquiry fulfillment from all sources (phone, email, website and walk in) 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 which could include cooperative gift sales with RCM, ticketing, tours and cooperative marketing for our partners.

| Services Action Calendar | J | A | S | O | N | D | J | F | M | A | M | J |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Visitor Information Center (VIC) participates in First Friday Events (monthly) | | | | | | | | | | | | |
| Omega Psi Phi attendance promotions in prep for hosting 2010 Omega Psi Phi conclave (monthly) | | | | | | | | | | | | |
| NC League of Municipalities attendance promotion/ Winston Salem, NC | | | | | | | | | | | | |
| Association Christian Schools attendance promotion/ Greensboro, NC | | | | | | | | | | | | |
| Association of Convention Operations Management (ACOM) Annual Meeting (Dallas, TX) | | | | | | | | | | | | |

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 components 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 a “championship destination” and one of the nation's premier locations for sporting events.
- Generate positive media exposure and visibility for Greater Raleigh and its venues.
- Increase local awareness of the sports event industry as a key generator of economic impact in Wake County.
- Continue to develop and strengthen relationships with local host partners and organizations.
- Consult, advise and provide data upon request to public and private entities and community constituents on proposed product development. Encourage facility and venue development that will create increased visitor business and economic impact for Wake County.

Target Audiences

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

Sports Marketing Strategies, Sales

- Attend national tradeshows 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 tradeshows and events).
- Prospect strategically for new business, primarily through existing contacts and client relationships, but also via “events available” databases, 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 and client events for rights-holders and event planners to showcase the area’s sports venues, accommodations and attractions.
- Contact local sports organizations, clubs and associations to 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 Event Hosting line item in order to secure priority events by assisting on an as-needed basis with bid fees, rights fees, facility rental assistance, 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).
- Increased sales focus on track & field (new & refurbished venues), collegiate clubs (emerging market) and convention center sports (new venue).
- Develop Raleigh Convention Center e-mail marketing message that will promote the new facility and include key building specs, photos, video and contact information and distribute it sports event rights-holders and planners who represent potential business.

- Debut of sports-themed e-mail template for use by sports marketing department on electronic correspondence with clients, partners and rights-holders. Use this same template for e-marketing strategy detailed below. (Marketing)

Sports Marketing Strategies, Marketing

- Develop “NCAA Championship City” advertising creative. (Marketing)
- Work closely with the Town of Cary on the development, management, planning, marketing, oversight and implementation of the NCAA Championship City Pilot Program, to help further brand the Town as a leading national destination for sporting events.
- 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)
- Photo gallery technology acquired and added to the sports web site for major events and primary venues. (Marketing & Info Technology)
- Maintain, update and manage the Greater Raleigh Online Sports Facilities Guide.
- 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)
- Promote the GRCVB sports web site to event owners and rights-holders through e-mails, advertisements and collateral materials. (Marketing)
- Development of sports version of GRCVB’s brand/logo for use by sports marketing department.
- 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)
- 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 researching and entering new and potential client organizations.
- Produce and distribute periodic e-marketing campaign (with new sports-themed template) that targets event owners and rights-holders by sport with sport-specific messages.
- Produce quarterly sports newsletter that is distributed to event owners and rights-holders as well as local partners and host organizations. (Communications)
- Develop, expand and maintain updated sports photo library for promotional purposes. (Marketing & Communications)

- Maintain active membership in the National Association of Sports Commissions and the North Carolina Sports Association.

Sports Marketing Strategies, Hosting & Servicing

- Work with event planners and local partners to plan and successfully host the 2009 PONY Softball Fastpitch Nationals, the 2009 Senior Softball Eastern Nationals, the 2009 Great American Cross Country Festival, the 2009 City of Oaks Marathon, the 2009 National Soccer Series, the 2009 NCAA Men’s College Cup, ACC Championships in soccer and tennis, the 2009-10 NCHSAA State Championships, the 2010 NCAA Division II Baseball National Championships and numerous other sporting events throughout the year.
- Serve on Local Organizing Committees, as needed.
- Continue to lead, coordinate, provide and improve hotel and housing services and options for events rights-holders and planners.
- Emphasis on continued excellence in traditional visitor services for sporting events -- as requested, as needed and at a service level commensurate with the impact of the event on the local hospitality industry.
- Provide volunteer Ambassadors on site at sporting events, 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 visitor services, 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).
- Improved hotel room night tracking and pick-up following key sporting events.
- Create and host sports event micro web sites (as needed), including use of standard sports-themed template (2008 NCAA Men’s Basketball model) for use by all sites. Develop annual schedule for these projects and a specific timeline for each. (Marketing & I.T.)
- Continuation of Post-Event Report program following all key sporting events.

| Sports Marketing Action Calendar | J | A | S | O | N | D | J | F | M | A | M | J |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| U.S. Aquatics Sports, Rosemont, Ill. | | | ■ | | | | | | | | | |
| USOC Sportslink, Site TBD | | | ■ | | | | | | | | | |
| TEAMS, New Orleans, La. | | | | ■ | | | | | | | | |
| USYSA Region 3 Fall Meeting | | | | ■ | | | | | | | | |
| American Softball Association, Reno, Nev. | | | | | ■ | | | | | | | |
| U.S. Specialty Sports Association, Temecula, Calif. | | | | | ■ | | | | | | | |
| American Baseball Coaches Assoc., Dallas, Texas | | | | | | | ■ | | | | | |
| National Soccer Coaches Assoc., Philadelphia, Pa. | | | | | | | ■ | | | | | |
| U.S. Lacrosse National Convention, Baltimore, Md. | | | | | | | ■ | | | | | |
| USYSA Annual Workshop, Fort Worth, Texas | | | | | | | | ■ | | | | |
| National Assoc. of Sports Commissions, Columbus, Ohio | | | | | | | | | | ■ | | |

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 CRM 2.5, DMC 2.5 and PartnerNet 2.5 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

- **Customer relationship management (CRM) 2.5**
The 2.5 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 is integrated into the (CRM) and provides the organization with workflow control of all GRCVB websites (visitRaleigh.com and Raleighsports.org) in an interactive manner.
- **Digital Marketing Center (DMC) 2.5**
The 2.5 release of a powerful web-based marketing tool, which integrates with the (CRM), will used by all departments and will assist the GRCVB in staying connected with internal partners and external clients.
- **PartnerNet 2.5**
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 | J | A | S | O | N | D | J | F | M | A | M | J |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| NMG/DMAI Annual Meeting | | | | | | | | | | | | |
| DMO Technology Professional Forum | | | | | | | | | | | | |
| NMG Steering Committee meeting | | | | | | | | | | | | |

Administration Goals

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

Administration Objectives

- Develop a series of educational tracks for the 2009-2010 GRCVB Annual Meeting that allow our staff and community partners to engage, educate and receive guidance from industry experts for the purpose of strategic planning and positioning.
- Apply for and receive accreditation in FY 2009-2010 for Destination Marketing Association International (DMAI) Destination Marketing Accreditation Program (DMAP).
- Develop sustainable tourism initiatives, programs and projects that can impact Wake County Tourism and our community partners.
- Target community based social responsibility initiatives, programs and projects that impact local residents and allow our visitors from convention, sports and leisure markets to give back to the Wake County community.
- Explore and develop alternative funding sources for the GRCVB by creating partnerships with local and national vendors specific to tourism economic development and visitation that assist in creating shared revenue channels beyond tax collections.

Administration Strategies

- GRCVB Annual Meeting Educational Tracks will take place on September 10, 2009, and include the following:

State of the Industry – General Session – Our partners will hear from industry experts from the NC Division of Tourism, Smith Travel Research, HVS and/or PKF Consulting on the latest trends and analysis related to tourism economical development.

AM Education Tracks – Breakouts – Our partners will be able to participate in “shirtsleeve” style session specific to their interests. Each session will be lead by a GRCVB Department Director and include a panel expert from our various vendors and end-user clients.

- Marketing and IT
 - Communication and PR
 - Group and Visitor Services
 - Group Sales - Convention and Sports
- The GRCVB will host quarterly partner meetings with hotels, attractions and other interested partners specific to GRCVB designated projects for noted in the FY 2009-2010 Business Plan.

- The Destination Marketing Accreditation Program is an organization wide accreditation program that verifies the GRCVB is meeting “best practices” established by DMAI in areas of:

| | |
|---------------------------------------|-------------------------|
| Governance and Finance | Destination Development |
| Human Resources and Technology | Partner Relationships |
| Marketing and Communications | Sales |
| Individual and Group Visitor Services | Management |

- Initial Review of DMAP standards and application – FY ’09-’10 Qtr 1
 - Application Submission and support documentation – FY ’09-’10 Qtr 2
 - Verification and certification – FY ’09-’10 Qtr 3
- Work in conjunction with community and regional organizations to identify initiatives that gain our hospitality partners recognition for their sustainability efforts and programs. Examples would include LEED certification for the Raleigh Convention Center, Local and Regional Greenway projects, promotion of energy efficient - alternative modes of transportation like the City of Raleigh’s R-Line and facility based recycling programs that visitors can utilize.
- Work with Wake County based social service partners to identify community based projects for the FY ’09-’10 calendar to include:
 - Food Shuttle and Food Bank Donations
 - Helping Hands – Habitat Building Projects
 - Jobs Training and Employment
 - Cooperative Cause Marketing Programs that increase both GRCVB and local charitable foundations exposure.

These initiatives will utilize staff, partner and visitor volunteers in FY 2009-2010

- The Administration Department will develop a strategic plan with other GRCVB departments to identify alternative revenue channels to include partnerships and program revenues from travel, entertainment, media, retail and advertising agreements. The plan will include an obtainable non-tax revenue goal for FY 2009-2010.

| Administration Action Calendar | J | A | S | O | N | D | J | F | M | A | M | J |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| GRCVB Board Meeting (7/21/09) | ■ | | | | | | | | | | | |
| DMAI Annual Meeting Atlanta, Ga. (7/29-31/09) | ■ | | | | | | | | | | | |
| ASAE Annual Meeting Toronto Canada (8/15-19/09) | | ■ | | | | | | | | | | |
| GRCVB Board Meeting (8/18/09) | | ■ | | | | | | | | | | |
| NC Travel & Tourism Coalition (8/10/09) | | ■ | | | | | | | | | | |
| Greater Raleigh Chamber of Commerce Planning Conference, Pinhurst, N.C. (8/25-26/09) | | ■ | | | | | | | | | | |
| The Conference Table meeting (9/17/09) | | | ■ | | | | | | | | | |
| GRCVB Annual Meeting (9/10/09) | | | ■ | | | | | | | | | |
| ASAE IPA meeting | | | | ■ | | | | | | | | |
| DMAI Sales & Marketing Council | | | | ■ | | | | | | | | |
| PCMA Leadership Conference | | | | ■ | | | | | | | | |
| GRCVB Board Meeting (10/20/09) | | | | ■ | | | | | | | | |
| DMANC Meeting | | | | | ■ | | | | | | | |
| Quarterly Hotel Meeting | | | | | ■ | | | | | | | |
| Quarterly Attraction Meeting | | | | | ■ | | | | | | | |
| NC Travel & Tourism Coalition meeting (11/17-18/09) | | | | | ■ | | | | | | | |
| GRCVB Board Meeting (11/17/09) | | | | | ■ | | | | | | | |
| The Conference Table meeting (12/10/09) | | | | | | ■ | | | | | | |
| Holiday Showcase | | | | | | ■ | | | | | | |
| DMAI Shirtsleeves Meeting | | | | | | ■ | | | | | | |
| DMANC meeting | | | | | | ■ | | | | | | |
| PCMA Annual Meeting, Dallas, Texas (1/10-13/10) | | | | | | | ■ | | | | | |
| GRCVB Board Meeting (1/19/10) | | | | | | | ■ | | | | | |
| DMANC Meeting | | | | | | | ■ | | | | | |
| GRCVB Board Meeting (2/16/10) | | | | | | | | ■ | | | | |
| ASAE IPA meetings | | | | | | | | ■ | | | | |
| Quarterly Hotel Meeting | | | | | | | | ■ | | | | |
| Quarterly Attraction Meeting | | | | | | | | ■ | | | | |
| Destinations Showcase Washington DC | | | | | | | | ■ | | | | |
| PCMA Board Meeting | | | | | | | | ■ | | | | |
| NC Travel & Tourism Coalition meeting | | | | | | | | ■ | | | | |
| NC Governor's Conference on Travel & Tourism | | | | | | | | | ■ | | | |
| The Conference Table meeting | | | | | | | | | ■ | | | |
| GRCVB Board Meeting (3/16/10) | | | | | | | | | ■ | | | |
| DMANC Meeting | | | | | | | | | | ■ | | |
| GRCVB Board Meeting (4/20/10) | | | | | | | | | | | ■ | |
| GRCVB Board Meeting (5/18/10) | | | | | | | | | | | | ■ |
| Quarterly Hotel Meeting | | | | | | | | | | | | ■ |
| Quarterly Attraction Meeting | | | | | | | | | | | | ■ |
| NC Travel & Tourism Coalition meeting | | | | | | | | | | | | ■ |
| The Conference Table meeting | | | | | | | | | | | | ■ |
| DMANC meeting | | | | | | | | | | | | ■ |
| GRCVB Board Meeting (6/15/10) | | | | | | | | | | | | ■ |

Summary of GRCVB Measurable Performance Objectives

| <u>Measure</u> | <u>08/09 Goal</u> | <u>08/09 Forecast</u> | <u>09/10 Goal</u> | <u>Variance</u> |
|--|-------------------|-----------------------|-------------------|-----------------|
| 1. Group Definite Bookings | 230 | 235 | 235 | 2% |
| 2. Group Definite Room-Nights | 191,750 | 215,000 | 200,000 | 4.3% |
| 3. Definite Economic Impact | \$80.4 Million | \$97 Million | \$83 Million | 3.2% |
| 4. Group Leads | 590 | 572 | 580 | -1.6% |
| 5. Group Tentative Room-Nights | 437,000 | 480,000 | 445,000 | 1.8% |
| 6. Tentative Economic Impact | \$248 Million | \$253 Million | \$250 Million | 2% |
| 7. Wake County Occupancy (Calendar Year) | 66% | 62% | 62% | -4% |
| 8. Wake County ADR (Calendar Year) | \$87.56 | \$87.51 | \$87.56 | 0% |
| 9. Wake Co. Lodging Tax (Calendar Year) | \$15,101,888 | \$14,510,239 | \$14,510,239 | -3.9% |
| 10. Wake Co. Prepared F&B Tax (Calendar Year) | \$16,985,770 | \$17,537,562 | \$18,414,440 | 8.4% |
| 11. Website Visits | 829,780 | 897,452 | 900,000 | 8.4% |
| 12. Website Page Views | 5,249,073 | 5,672,901 | 5,700,000 | 8.5% |
| 13. Website Consumer Database | 37,000 | 48,400 | 50,170 | 35% |
| 14. Value of PR Efforts | \$900,000 | \$910,000 | \$925,000 | 2.7% |
| 15. Website Media Hits | 1,400 | 1,800 | 2,000 | 42% |
| 16. Journalist Visits | 40 | 44 | 44 | 10% |
| 17. Media Inquiries/Conversion | Baseline | New | 400/250 | New |
| 18. In-Kind Partnerships | 300,000 | 310,000 | 310,000 | 0% |
| 19. Speakers Bureau Presentations | 15 | 15 | 17 | 14% |
| 20. Sports Events Managed | 18 | 21 | 18 | 0% |
| 21. Groups Serviced | 420 | 425 | 425 | 1.1% |
| 22. Service Survey Results | 30% | 30% | 30% | 0% |
| 23. Average Survey Score | 3.5 Avg. | 3.5 Avg. | Avg. 3.5 | 0% |
| 24. Visitors at VIC | Baseline | 7,200 | 7,200 | 0% |
| 25. Number of Visitor Requests Fulfilled | Baseline | 2,700 | 2,700 | 0% |

Community Relations Committee Goals & Initiatives

Goal and Target Audiences

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

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

Initiatives

- **Build a community awareness about the GRCVB by developing a communications plan to discuss the value of tourism and how local residents can assist in bringing meetings and conventions to the area.**
 - Continue to speak to various civic groups on the importance of tourism.
 - Distribute monthly Events Watch e-newsletter designed to give an overview of events taking place throughout Wake County.
 - Continue to hold Community Hospitality Partnership Training sessions. Customer service and destination training effects not only visitors to the area but local residents as well. Develop a “secret shopper program” to evaluate effectiveness of course.
- **Ensure that the GRCVB is recognized as a community leader among elected officials and community stakeholders.**
 - Continue to meet with and build relationships with all newly elected public officials. The purpose is to educate officials on the importance of tourism in Wake County, funding challenges and solutions, role of a convention and visitor’s bureau, etc.
 - Continue to attend all major chamber of commerce events including serving on inner-city visit committee and become part of the 12 municipalities programs to emphasize value of tourism.
- **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.**
 - Place Post-It Note advertisement in News & Observer (Circulation approximately 58,000 per distribution to targeted markets)
 - Distribute monthly Events Watch e-newsletter designed to give an overview of events taking place throughout Wake County
 - Distribute Pulse (newsletter designed to educate hospitality community on what is relevant to the industry throughout Wake County)
 - Create standard PowerPoint or video presentation to be used when any member of the Bureau’s Executive Team is speaking to local organizations, Chambers of Commerce, etc.

- **Ensure that we have consistent, frequent and useful communication with the hotels, restaurants and the entire hospitality community.**
 - Facilitate quarterly attraction and hotel marketing updates.
 - Continue to educate hotel and restaurant partners with CVB 101 training.
 - Distribute Monthly Tourism Economic Development Report (round-up of projects and initiatives of the GRCVB per month, as well as facts and figures regarding Wake County hospitality community).
 - Evolve the Z-Spotlight partnership and SmartCard program giving added value to hotels and driving traffic to area restaurants and attractions with special discounts and offers.
 - Work area restaurants, attractions and shopping to participate in the Red Carpet Welcome program for convention attendees.

- **Facilitate marketing and public relations programs to increase local awareness on the benefits and economic drivers of tourism throughout the year and during National Tourism Week in May.**
 - Distribute series of target postcards to local residents and media.

- **Continue to monitor Treasury Department Restrictions on Meetings, Events and Incentive Travel Programs and the Employee Free Choice Act and the impact the proposed programs will have on the local hospitality community.**
 - Distribute press releases and official statements (as deemed necessary) on the Bureau's position.

Destination Product Development Committee Goals & Initiatives

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 Visitor Information Center at the City Museum in downtown Raleigh having been open for more than 1 year, committee will look at additional enhancements to visitor fulfillment and other distribution options within Wake County to include Raleigh Convention Center, RDU International and the proposed State Visitors Center.
- **Review quantitative and qualitative feedback from GRCVB branding initiative to determine additional product needs within Wake County.** Work with elected officials and the business community to conduct a county-wide product development study to determine what future infrastructure projects would be the best use of inter-local tax funds.
- **Expand the selection of partner programs and information summits for FY 2009–2010.** 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 regional way-finding, public space projects, sports venues, improved public transportation services and county-wide greenway projects.** Assist the Town of Cary in their forthcoming way-finding study. Partner with the City of Raleigh and the Downtown Raleigh Alliance with the branding and logistics of the Downtown Circulator (R-Line), and the DRA with the City Plaza programming. Monitor the progress of the proposed Dorothea Dix conversion to ensure that the visitor experience is considered and participate in discussion of the East Coast Greenway Expansion and Wake County Greenway System.

Sales and Marketing Committee Goals & Initiatives

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 reporting and administration of the Business Development Fund (BDF), for FY 2009–2010.** The BDF will be funded by the City of Raleigh and Wake County starting July 1, 2009. BDF applications will be made starting at the April, 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 09-10.
- **Committee to advise, consent and provide input specific to sporting events at the RCC.** GRCVB Sports Marketing Department and the Raleigh Convention Center sales team will work to target sporting events that best fit the need periods, equipment requirements 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. Additionally, the committee will work with the RCC liaison to secure inter-local funds for additional equipment such as bleachers and courts required to host RCC-based events or any other issues arising out of this partnership.
- **The Sales and Marketing Committee will work with the Marketing and PR staffs of the GRCVB in the roll-out a statewide leisure market campaign for FY 2008–2009.** Sales & Marketing Committee will assist in the measurement, the consistency, adherence and brand compliance of the campaign to the target markets.
- **The Sales and Marketing Committee will advise and consent the Sport Marketing Department on the usage of Durham County based hotel rooms for large county wide events.** Due to the geographical location of certain Wake County sports facilities mixed with a room demand of 1500 rooms or greater on peak night, the sports marketing department may seek partnership with the Durham CVB when a stronger logistical package can be secured for the events rights holder and/or the event planner. When the SEIP fund is utilized for such events, the Durham based hotels will pay a room rebate to the GRCVB equaling the percentage of total room utilization in Durham.