



2010–2011 Business Plan

Greater Raleigh Convention and Visitors Bureau

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Convention and Visitors Bureau**
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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 2010–2011

In formulating plans for the next fiscal year, GRCVB finds itself continuing to operate in a down market, with travel and tourism in decline not just statewide and nationwide but globally. Across North Carolina, visitor spending was down 7.7 percent in 2009 over 2008, and federal, state and local tax revenues generated were down 6.0 percent, up 1.3 percent and down 6.3 percent, respectively. Visitor-related employment was down 4.0 percent over the previous year (N.C. Division of Tourism, Film and Sports Development).

North Carolina's total visitor volume was down 4.3 percent in 2009 over 2008, with the decline most marked in overnight visitation (down 7.3 percent). Day-trip visitation across the state was up 6.7 percent (N.C. Division)—some good news for Greater Raleigh whose visitors come mostly from within the state (73.6 percent). The statewide visitor mix for 2009 was 83 percent leisure, 15 percent business and 2 percent other, with some 50 percent of the state's travelers noting that they are here visiting friends or relatives (N.C. Division).

The U.S. Travel Association's (USTA's) annual Outlook for Travel and Tourism noted several significant trends of the current economy:

- There are signs that the economy has turned positive. Leading indicators are turning up, the housing sector is beginning to recover in sales and prices, the retail sector is showing early positive signs and there are no signs of inflation.
- But, consumers remain in a funk (consumer confidence remains tepid), and improvement should not be confused with a return to normality.

During calendar year 2009, the Traveler Sentiment Index of the USTA/YPartnership stabilized just under 100 (where it had not been since early 2007). The "Affordability of Travel Index," from the same partners, also grew throughout 2009—to 120.9 as of October 2009. Travel prices are lagging inflation (good, according to the Bureau of Labor Statistics), but most travel prices are also in decline (bad, according to the USTA's Travel Price Index).

According to USTA, there are signs that declines in travel are bottoming out. As of late 2009, transportation demand began to rise (ATA, Amtrak, FHA). Declines in U.S. airline traffic also became less worrisome, and national hotel demand began to improve (Smith Travel Research).

Nationally, leisure travel is outperforming business travel, but leisure travel has been in decline since the third quarter of 2008. Overall, U.S. leisure travelers still view their travel as a "right": they are taking shorter, closer-to-home and more frugal trips (USTA). That leisure travelers are trading down but not out is a silver lining here.

Across the U.S., larger attractions with bigger price tags are having a more difficult time than smaller attractions; museums and fairs are doing well with attendance (USTA), which bodes well for Greater Raleigh's many free attractions, festivals and museums. The USTA forecasts that 2010 and beyond will be marginally better for attractions, but real, post-recession growth is still likely 18 to 24 months away. The best projection for aggregate attraction industry performance in 2010 is flat performance (USTA).

Nationally, business travel has been under siege, and recovery will be prolonged. Rates and fares are expected to be flat or down slightly in 2010 (USTA). According to FutureWatch 2010, produced by Meeting Professionals International in partnership with American Express, overall attendance and number of meetings in the U.S. are forecast to increase 2.0 percent and 4.4 percent, respectively, after two years of decline; however, spend per meeting is forecast to decline by 3.5 percent.

Overall, USTA and Tourism Economics forecast a 2.5 percent increase in domestic business travel volume in 2010 and a 3.7 percent increase in 2011; similarly, they forecast a 1.9 percent increase in domestic leisure travel volume in 2010 and a 2.7 percent increase in 2011. (This comes after declines of even higher percentages during preceding years.) The 2010 domestic visitor spending total is forecast to increase 4.7 percent, following a 7.1 percent decrease in 2009 (USTA).

Similarly, a recent study by D.K. Shifflet & Associates (January 2010) found that approximately 60 percent of recent travelers intend to travel for either business or leisure at the same or greater rates than they did in 2009. More importantly, almost two-thirds of these travelers plan to spend the same or more than they did in the first half of last year.

For the U.S. hotel industry specifically, STR projects 2010 occupancy to increase 1.9 percent to 55.8 percent, ADR to decrease 2.3 percent to \$95.45, and revenue per available room to drop 0.5 percent to \$53.22 (April 2010). Supply growth and demand growth during 2010 are both expected to increase slightly.

Visitor Profile for Greater Raleigh/Wake County

Basic Facts and Figures

- There were 10.34 million visitors in 2008 – down 0.6 percent from 2007. These visitors spent \$1.513 billion in Wake County—a 2.3 percent increase over 2007.
- Average party size was 1.95 in 2006 (the last data year available to GRCVB) – up from 1.82 in 2005.
- Overnight travel showed a 2.9 percent loss from 2007 to 2008, totaling 5.09 million visitors.
- Total daily spending by visitors was \$94.07 in 2006 (the last data year available to GRCVB) – decreasing by 5.6 percent. Average U.S. daily spending was \$112.20.

Visitor Breakdown

- Leisure Visitors – 7.28 million in 2008 (70.3 percent of total visitors)
- Business Travelers – 3.07 million in 2008 (29.7 percent of total visitors, a decrease of nine percentage points from 2007)
- Average traveler to Greater Raleigh by lifestage (2004-2006 – the last data year available to GRCVB):
 - 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 – the last data year available to GRCVB):

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 2009 and for the previous nine 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
2009	56.5%	\$80.92	\$12,863,589	\$17,326,526

New Developments for 2010–2011 Fiscal Year

With the grand opening of the expanded **North Carolina Museum of Art (NCMA)** in April 2010, Greater Raleigh is poised for a year defined by dynamic development as a destination—especially with museum culture and the arts.

The expanded **NCMA** has experienced a 54 percent increase in the Permanent Collection galleries, a 45 percent increase in temporary exhibition galleries and a 90 percent increase in art storage capacity. It has new classrooms and education spaces, an expanded art reference library and three acres of newly landscaped sculpture gardens, reflecting pools and renovated pond. In the fall of 2010, the Museum's East Building reopens as the Center for Special Exhibitions and Education with an unprecedented five special exhibitions.

Phase Two of **Terminal 2 at RDU International Airport** is slated for completion in winter 2010–2011. The redeveloped terminal, which began opening in October 2008, will be nearly three times larger than the former Terminal C, with 920,000 square feet along two concourses featuring 36 gates. Each concourse will feature two sets of moving walkways, and three gates will accommodate wide-body jets used for international flights.

In downtown Raleigh, the **Contemporary Art Museum** will open a new, 20,000-square-foot home, 409 W. Martin St., in 2011. The museum was originally established in 1983, and its new facility will address its role as an urban cultural center, a downtown meeting space, a catalyst for change and a vital element in urban renaissance. Designs include two full levels, both large and intimate gallery spaces, plus classrooms and new technology.

Hosted by the Carolina Hurricanes, the **National Hockey League's (NHL's) All-Star Weekend** will be a major focus for GRCVB and significant draw for visitation in 2011. The Hurricanes have already hosted the Stanley Cup Finals (twice) and the NHL Entry Draft; All-Star Weekend will complete the trifecta of the NHL's marquee events in a 10-year span. This is major achievement for the team and for Greater Raleigh as a sports destination.

Also for sports marketing, the year brings more opportunities to promote the **Town of Cary as an NCAA Championship City**. As part of the Championship City program, Cary will continue to host multiple NCAA Division I, II and III men's and women's championships through the year 2012. For example, Cary has hosted seven consecutive College Cups at WakeMed Soccer Park and will make it eight straight with the Women's College Cup in 2010.

Just beyond the fiscal year, in October 2011, the North Carolina Museum of Natural Sciences plans to open its \$54 million **Nature Research Center**, increasing the Museum's attendance by at least 200,000 annually. The Nature Research Center's multimedia Daily Planet will provide science programming statewide to every N.C. public school and university and will connect to research and educational institutions nationally and internationally. Over 70 partners are involved in exhibit development and educational programs.

Several hotel developments are coming online in 2010–2011. A six-story, 130-room **Fairfield Inn & Suites** is expected open near Globe Rd. and I-540 in Raleigh this September. A four-story, 99-room **Wingate Inn** with 1,270 square feet of meeting space is opening in October in the West Raleigh/NCSU/RBC Center region. A four-story, 109-room **Courtyard by Marriott** at Triangle Town Center is scheduled for late 2010.

New Goals for 2010–2011 Fiscal Year

- Re-engage the Sales Department’s connector program
- Work with the Carolina Hurricanes and community partners to successfully host the 2011 NHL All-Star Weekend.
- Launch a local recognition program to thank residents for bringing meetings or sporting events to Wake County
- Launch and enhance our social responsibility programs
- Launch and enhance our sustainability programs
- Conduct a study in conjunction with D.K. Shifflet and Associates to determine the value of tourism to the local economy, including property tax data
- Continue to remain on the cutting edge for all social media platforms
- Improve and enhance the design and functionality of visitRaleigh.com
- Ensure that future available interlocal funds are being invested for the best tourism ROI
- Maintain excellent customer service programs in all aspects of the GRCVB
- Remain a top meetings and sports destination for state, regional and national programs
- Increase leisure visitation by promoting arts and cultural venues and activities along with major county-wide events and festivals
- Ensure that all Wake County elected officials, business community and residents understand the economic value of tourism
- Position the GRCVB to be the official voice for tourism in Wake County so that we are involved in all decisions that have an impact on the visitor and tourism infrastructure
- Continue to explore ways that the funding for the GRCVB can be increased to allow us to market, sell and service the leisure and group markets more competitively

Talking Points for 2010–2011 Fiscal Year

- There is so much to see in Greater Raleigh this year.
 1. Performing/Visual Arts: The re-imagined North Carolina Museum of Art is a must-see for every visitor; its East Building also reopens as the Center for Special Exhibitions and Education on November 7, 2010, with an unprecedented five exhibitions. Opening in 2011, downtown Raleigh's Contemporary Art Museum is but one more asset for area arts.
 2. Sports: Greater Raleigh is the perfect destination for adrenaline junkies, as our area hosts the NHL's All-Star Weekend in January 2011. Also Cary is an NCAA Championship City, the site of multiple men's and women's championships through 2012.
 3. History: More than two centuries give Raleigh a history all its own. The N.C. Museum of History is also the only venue in the Southeast to reveal new views of our first American President. The museum hosts *Discover the Real George Washington*, September 10, 2010 – January 21, 2011.
 4. Music: Raleigh rocks... at the new downtown amphitheatre and especially in its small- to mid-sized music venues. With more of these venues than any other destination in the state, our area is the "can't miss" place to hear live music almost any day of the week.
 5. Culinary Arts: The area has quickly fermented into the state's capital of craft breweries (six at last count). These, in addition to two area wineries and an already burgeoning food scene, deserve thorough tasting, on itineraries, tours and trails designed for visitors.
 6. Fashion: The area's boutique shopping offerings make it stand out from other eastern North Carolina cities. A rescheduled and revamped Triangle Fashion Week, September 20-26, 2010, is the perfect time to try on a few of Raleigh's fashions.
- Greater Raleigh is a leader in sustainability: it will continue to be a vibrant home for area businesses and residents as well as a verdant destination for green-minded conventions and visitors for years to come.
- RDU International Airport's Terminal 2, fully open in Winter 2011, is our region's new gateway. The latest technology and convenient services inside have elevated the travel experience for all of our visitors arriving by air.

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, online and partner programs, increasing overall visitation and hotel and restaurant revenues.

Marketing Objectives

- Continue to establish Greater Raleigh’s brand position and evolve its brand strategy through partner outreach.
- Increase hotel occupancy and revenue through compelling domestic and international marketing programs—advertising, online, packaging, promotions—targeted primarily at leisure visitors.
- Establish Greater Raleigh as the convention and meeting destination of choice through compelling advertising, collateral and online 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 and develop a new destination education strategy, through additional online marketing campaigns, PowerPoint presentations and video projects as well as through outreach with local partners, creating more brand synergy in cooperative partner marketing.
- Continue to execute a variety of tactics to take full advantage of conversational marketing, social networking, podcasting, viral videoing and online packaging, and position Greater Raleigh competitively among its peer destinations in these areas.

- Freshen and revamp all of visitRaleigh.com, which has dated since the redesign of 2008. Explore opportunities to translate the website into additional languages.
- Grow GRCVB's Marketing Advisory Board to encompass new niches, such as local environmentalists and Hispanic/Latino opinion-leaders.

Marketing Strategies, Conventions & Meetings and Services

- 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.
- Continue to produce a standalone map of the area for use in servicing convention delegates and sports attendees on site; increase distribution of the map as budget allows.
- Arm sales staff with new designs and themes to supplement tradeshow booth installations at major shows throughout the year. Continue to implement cause-related marketing tactics with local partners, such as The V Foundation for Cancer Research, for the mutual benefit of GRCVB and charity.
- Reprint a collateral piece detailing downtown Raleigh's convention campus (Raleigh Convention Center plus its surrounding hotels, restaurants and attractions) for use as a sales tool.
- 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

- Execute a leisure visitation campaign strategy to promote the grand opening of the North Carolina Museum of Art and its first blockbuster event (fall 2010), with related packaging and cross-promotions, as resources allow.
- 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.

- Create and distribute new, targeted email messaging to potential leisure visitors, based on the segmentation made possible through last year's leisure sweepstakes campaign.
- Explore the feasibility of GRCVB serving as a centralized clearinghouse of event calendar information for the area.

Marketing Strategies, Sports

- Collaborate with IT to create toolkit content for Digital Marketing Center uses, such as sports e-newsletters and other email marketing campaigns for Sports Marketing staff to execute.
- Continue to support Sports Marketing with advertising, promotional brochures, sub-brand development and video projects.

Marketing Strategies, Public Relations

- Produce a collateral piece with new developments and story ideas for Communications' use with media contacts.
- 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 2009 with research from D.K. Shifflet & Associates.
- Explore funding research on the overall annual economic impacts (direct, indirect and induced) of visitors to Wake County, as a Bureau performance indicator and as a communications tool for government relations and 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 conversion and satisfaction, in order to better pursue internal process and training improvements and to underscore to locals the importance of Greater Raleigh visitors.
- 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
2011 Official Visitors Guide												
Annual Luncheon												
Annual Progress Report												
Conversational Marketing and Social Networking (ongoing)												
Customer Satisfaction Research (ongoing)												
Digital and Website Content (sitewide, ongoing)												
Events Watch e-newsletter (monthly)												
Local and National Partnership Building (ongoing)												
New Research Exploration (ongoing)												
Official Meeting Planners Guide												
Opinion Research Projects												
Pulse e-newsletter (monthly)												
Sports Watch e-newsletter (bimonthly)												
Tradeshaw Themes (ongoing)												
Ultimate Holiday microsite												
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.

Local Communications Objectives

- Elevate the Greater Raleigh Convention and Visitors Bureau brand awareness to local consumers, media and members of the Wake County hospitality community.
- Engage in building strong relationships with local television, print, radio and online media to help build credibility in the local and business community.
- Promote positive impact of tourism through public awareness initiatives.

Communications Strategies

- Write 12 issues of the Pulse highlighting Bureau departmental news distributed to area media, government leaders and the Wake County hospitality community.
- Write a series of press releases highlighting Bureau initiatives and awards to be distributed to local print, television, radio and internet media.
- Position GRCVB executive staff as travel industry experts for journalists to use as top-of-mind sources for stories on local tourism.
- Emphasize the positive impact of tourism through a series of press releases detailing travel figures specific to Wake County. Releases include annual travel figures and economic impact figures for major meetings, conventions and sporting events.
- Distribute media alerts and press releases in conjunction with the Sales department for the 'Hometown Heroes' program.

Out-of-Market Public Relations Objectives

- Promote Wake County as a top events destination in the Southeast by using brand attributes unique, celebratory and dynamic to attract leisure travelers.
- Generate positive media coverage while raising the quality and quantity of print, broadcast and online coverage.
- Continue to update and develop online press room of visitraleigh.com.
- Conduct in-bound and out-bound media visits to personally showcase the area.

- Maintain a presence at industry media tradeshow to pro-actively network and pitch journalists on the Raleigh area.
- Integrate public relations and marketing initiatives for cohesive strategic efforts.
- Work with Services to provide public relations assistance to meeting, conventions and sporting events booked by the GRCVB.

Public Relations Strategies

- Submit events to national calendars including Southern Living, Our State and Southeast Tourism Top 20 Events in the Southeast.
- Create four themed press release highlighting specific events.
- Work with local attractions and event partners to distribute releases nationally through VOCUS database.
- Target and pitch journalists who regularly cover events.
- Create a series of press releases around a “theme” that highlights new developments focusing on the N.C. Museum of Art expansion, Nature Research Center, Contemporary Art Museum, opening of Festival Site and well as renovations of current hotel properties and attractions.
- Pro-active outreach to journalists covering a variety of segments including: general travel, sports, meetings and conventions, culinary, family, arts and outdoor.
- Work with N.C. Tourism Media Department to participate in media receptions in key markets like New York, Atlanta and Washington, DC.
- Pursue qualified travel media to visit the destination on individual visits or during a planned group press trip.
- Generate media coverage in internet outlets by using VOCUS to begin sending releases to internet outlets that have editorial components such as Frommers.com, About.com and BudgetTravel.com.
- Regularly keep the online press room updated with press releases, backgrounders, media alerts and industry facts and figures to communicate news and information for easy access to media.
- Host one group press trip for qualified social media. 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.
- Host 40 individual media visits in 2010-2011. This number has remained flat due to the changing media landscape of journalist cutbacks and publications on the local, regional and national levels closing.
- Travel to New York and Atlanta to hold desk-side visits with key media writing for leisure, lifestyle and meeting and convention publications.

- Attend Society of American Travel Writers Conference and Marketplace.
- Attend Public Relations Society of America Conference and Marketplace.
- Develop public relations campaigns to complement marketing plans for Fall, Holiday, Special Exhibit and Summer sweepstakes/giveaways/dedicated websites.
- Encourage a “call to action” (toll free number and web address) in all coverage to drive traffic to website.
- Develop online and print collateral piece to assist meeting and sports planners with writing media alerts, press releases and tips on pitching the local media.

Communications Action Calendar	J	A	S	O	N	D	J	F	M	A	M	J
Individual Media Visits												
Website Updates												
Event Distribution												
Norman Rockwell Public Relations												
Fall/Winter Electronic Press Kit Distributed												
Year to Date Meeting Industry Release												
SATW National Meeting												
Holidays in Raleigh Release												
Media Tour (Atlanta)												
Media Tour (NYC)												
New Ideas for a New Year												
Valentine’s Day Release												
Garden/Outdoors Release												
Spring/Summer Electronic Press Kit Distribution												
PRSA Travel and Tourism												
National Tourism Day Release												
Social Media 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 industry, thus initiating direct economic impact by increasing room night production for our area hotel partners.

Convention Sales Objectives

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

Enhance awareness of Greater Raleigh by increasing our sales team's presence in key feeder markets (SE, Mid-Atlantic and NE), targeting key meeting planners and decision makers that will bring conventions and meetings to Wake County. Utilize additional 3rd party sales and marketing channels to maintain presence in Central and Western US markets.

Partner with local "Backyard" connectors (business leaders) from local and regional universities, associations and corporations. Work towards the common goal of selling our destination alongside these connectors 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.

GRCVB sales team members will continue to serve on and seek out leadership BOD and committee positions with national and regional industry organizations. (Ex. MPI, AENC, SGMP and NCBMP)

Convention Sales Target Markets

Overall strategy is concentration of sales efforts towards:

- State, Regional and National Association Business*
- State, Regional and National Corporate Business*
- Continue to focus on regional in-house business that is within the drive market or 1-hour flight time by emphasizing value, bottom-line cost and ROI to the host organization when meeting in Greater Raleigh.

(* emphasis on Medical, Science & Technology and Higher Education vertical markets)

Convention Sales Strategies

- Attend and participate in (40) industry trade shows and events for the Mid-West, Mid-Atlantic and Southeast regions. Most shows and events will focus on association and corporate markets. This focus will be monitored, and re-designed, if need be, based on changing economy, altered product availability, or newly realized market potential.
- Utilize and enhance our listings within 3rd party on-line destination sales and marketing channels like empowerment.com, Cvent and M&C to assist us in extending our sales reach to the Central and

Western US meeting planners. These systems provide planners dynamic resources like hotel and venue search, RFP generators and post-convention profiles

- Pursue business from our three top local and regional “vertical markets”, (Medical, Science & Technology, and Higher Education). Conduct monthly Department visits at local Universities, co-host quarterly “awareness receptions and luncheons” with hospitality partners for medical/pharmaceutical groups, as well as area university departments, seeking “Backyard” connector relationships.
- Continue to develop relationships with organizations and individuals from the Centennial Campus, North Carolina State and the Research Triangle Park. The purpose is to identify organizations and key individuals that have an influence to bring meetings and conventions to the area. This will include regular sales calls, hosting on-site events and mini-fam trips.
- Work closely with Wake County Economic Development on specific high growth industry clusters based on recognized strengths of the region. Concentrate on new emerging markets that are coming into the Triangle (Clean/Green Technologies, Defense Technologies, Biotechnology, Medical devices and non-woven textile, Interactive Gaming and E-Learning). Utilize their industry contacts to pursue bringing associated conferences to Greater Raleigh.
- Conduct regional 3rd party planner FAM trips, concentrating on Helms-Briscoe, Conference Direct, Experient and SBA/Courtesy to educate them on existing and new Greater Raleigh area product.
- Conduct quarterly in-market sales calls while attending various chapter meetings in key feeder markets, concentrating on local, SE regional and Mid-Atlantic. We will sponsor chapter events throughout the year including MPI, GAMPI and AENC.
- Put emphasis on e-marketing tools to promote Greater Raleigh area and generate leads. Send quarterly Digital Marketing Center (DMC) messaging to target all current planners in our DBS database, pre and post 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 multiple in-bound client events with our hospitality community from our feeder markets in the SE, Mid-Atlantic and NE regions (i.e. Lunch in Raleigh).
- Our DC regional office will make sales presentations quarterly to multi-planner volume accounts in the DC area inviting our local hospitality community to participate.
- Utilize local university students from business, marketing & finance, and parks and recreation departments as interns for an ongoing marketing research program, freeing up sales team members from the front-end research necessary for consistent prospecting.
- Conduct (90) individual site inspections for prospective and tentative clients per year.
- 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 products.
- Continue the “Local Hometown Hero” program, recognizing local connectors who aid in bringing business to our community through leads, support, etc. Increase recognition program to culminate with an award at the GRCVB Annual Meeting.

- Work with Marketing to assist in developing a dynamic sales presentation for consistent brand positioning for in-house and RCC business meetings business.
- Work with Marketing Department to keep meeting ad placement focused primarily on publications with distribution consistent with our target sales markets in the SE and Mid-Atlantic.
- Work with Communications Department to develop quarterly story pitches to local newspapers, broadcast media & radio, to aid in educating locals on the GRCVB's sales efforts and its mission of increasing sustainable economic impact from meetings and conventions.
- Work with Communications Department to develop quarterly press releases and briefs targeting meetings industry publications like Successful Meetings, M&C, Meetings South, Meeting Mentor, Convene and One (MPI).

Convention Sales Action Calendar	J	A	S	O	N	D	J	F	M	A	M	J
CESSE												
Fraternal Executive Association, Bellevue, WA												
PCMA, Philadelphia, PA												
MPI Carolinas Chapter Meeting-TBD												
MPI-WEC, Vancouver, BC												
Meeting Planners Intl Potomac Chapter												
Professional Conv. Mgmt Assn Capital Chapter												
GAMPI, Atlanta, Ga.												
Connect Marketplace, Louisville, KY												
MPI-Carolinas Chapter Chapter Meeting												
ASAE, Los Angeles												
Meeting Planners Intl Potomac Chapter												
Professional Conv. Mgmt Assn Capital Chapter												
N.C. SGMP Chapter Meeting-TBD												
Meetings Quest N.C., Raleigh												
MPI-CC Annual Golf Tournament												
GAMPI, Atlanta, GA												
Meeting Planners Intl Potomac Chapter												
Professional Conv. Mgmt Assn Capital Chapter												
Rejuvenate Marketplace, Louisville, KY												
AENC Speakers Showcase												
N.C. SGMP Chapter Meeting-TBD												
Meeting Planners Intl Potomac Chapter												
Professional Conv. Mgmt Assn Capital Chapter												
N.C. SGMP Chapter Meeting-TBD												
MPI Carolinas Chapter Meeting-TBD												
Meeting Planners Intl Potomac Chapter												
Professional Conv. Mgmt Assn Capital Chapter												
Event of the Season, Chicago, Ill.												
N.C. SGMP Mid-Winter Meeting & Holiday Auction												
AENC Annual Tradeshow, Raleigh												
Assn Forum Holiday Showcase, Chicago, Ill.												
Meeting Planners Intl Potomac Chapter												

Convention Sales Action Calendar	J	A	S	O	N	D	J	F	M	A	M	J
Professional Conv. Mgmt Assn Capital Chapter												
PCMA, Las Vegas												
RCMA, Tampa, FL												
N.C. SGMP Chapter Meeting-TBD												
MPI Carolinas Chapter Meeting-TBD												
GAMPI, Atlanta, GA												
Meeting Planners Intl Potomac Chapter												
Professional Conv. Mgmt Assn Capital Chapter												
Destination Showcase, Washington, D.C.												
N.C. SGMP Chapter Meeting-TBD												
PCMA												
Meeting Planners Intl Potomac Chapter												
Professional Conv. Mgmt Assn Capital Chapter												
Meeting Professionals Intl Carolinas Chapter												
Meeting Planners Intl Potomac Chapter												
N.C. SGMP Annual Education Day												
MPI Carolinas Chapter												
Meeting Planners Intl Potomac Chapter												
Professional Conv. Mgmt. Assn. Capital Chapter												
N.C. SGMP Chapter Meeting												
ASAE-Springtime in the Park												
AENC Golf Tournament												
Meeting Planners Intl. Carolinas Chapter Annual Mtg.												
GAMPI, Atlanta, GA												
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												
Assn Execs of N.C. 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 2010 2011 include:
 - Customer Service Training – Work with Wake Tech to develop a “next level” of training which focuses on enhanced customer service concepts. Continue to 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. As we enter the third year of the program, it will be important to clarify leadership roles (GRCVB, Wake Tech and NCRLA).
 - 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). This will need to be done cooperatively with Marketing both in terms of product development and promotion of use to our tourism partners.
 - 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. Do we pursue this objective now to position our industry for anticipated economy turnaround?
- Continue to 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. Set specific strategies with GRCVB's marketing partnership manager to ensure that the goals of both departments are met.

- Continued development of post event/post visit survey tools:
 - For conventions and meetings – 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.
 - Ongoing changes to DMAI's MINT (“Meetings Industry Network” will require that Services devote time and resources to incorporating those changes into our post event reporting processes. We will work with Sales and IT to work effectively through these changes and to ensure that GRCVB is in compliance with our MINT membership reporting requirements.
 - 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. This was started in 2009-2010, and needs completion and assessment in 2010-2011.

- 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. This work was begun in 2009- 2010 and will continue in 2010- 2011.
 - 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.
 - As we face an unprecedented year of hosting large and niche market convention and meeting groups, we will work with Marketing to ensure that the most appropriate welcome materials and collateral are in place.
- Enhance the planning and hosting role by continuing to grow GRCVB's relationships with the Convention Services Managers and Event Managers of our key meeting hotels and venues. Use the successful model of the Tri-Plex CSM group and grow it to include other key hotels and venues in Greater Raleigh. The stronger the communication is at this level, the more complete the planning process will be and the better the overall experience will be for our groups.

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.
 - Partner with the chambers and/ or downtown alliances of the municipalities in Wake County to enhance the effective distribution of the Convention/ Group Alert.
- Enhance our welcome services by growing and developing our Tourism Ambassador program:
 - Seek new partnerships which will increase our potential for recruiting more Ambassadors.
 - Continue to grow training opportunities by holding twice yearly networking and education events and developing possible online training tools
 - Pursue possible online scheduling or other scheduling tools to more efficiently handle the important scheduling needs of the program

- Assess the value of and process for providing welcome services for the Performing Arts Center to determine future needs and how the program should function

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.
 - Fine tune the location at and relationship with the Raleigh City Museum.
- 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.

- Work with Marketing to develop potential self guided tour product that may be distributed to visitors through the VIC.

- Work with our Administrative and Marketing teams to improve collateral delivery process to 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)												
Successfully host AME Zion Church												
Conduct attendance promotion for the EPRI Plugged In Conference in San Jose												
Successfully host Omega Psi Phi												
Host ambassador events												
Association of Convention Operations Management (ACOM) Annual Meeting (Las Vegas)												

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, cheerleading
- Emerging sports -- Swimming, volleyball, lacrosse, collegiate clubs, cross country, extreme sports, convention center sports, distance running/triathlon/duathlon.
- Focus organizations -- NCAA, ACC, NCHSAA, USYSA, NHL, AAU, USOC
- 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) and work closely with GRCVB Board of Directors 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 program in order to secure priority events by assisting on an as-needed basis with bid fees, rights fees, sanctioning 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 convention center sports.
- Increased sales focus on emerging sports and markets – swimming, volleyball, lacrosse, collegiate clubs, extreme sports.
- 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 to sports event rights-holders and planners who represent potential business for the RCC.

- 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

- A renewed emphasis to increase marketing and promotion of the Greater Raleigh sports event industry and to enhance the sports marketing effort through advertising, media relations, web site development and marketing. (Marketing, Communications and I.T.)
- Coordinate local efforts to develop and announce a 10-year sports plan for Greater Raleigh. (In cooperation with the Sports Council and the 10-year sports plan committee).
- Schedule advertising placement in any or all of the primary 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, freshness, design & content. (Marketing & Info Technology)
- Promote the GRCVB sports web site to event owners and rights-holders through e-mails, advertisements and collateral materials. (Marketing)
- Maintain, update and manage the Greater Raleigh Online Sports Facilities Guide.
- Retain sports marketing (volunteer) intern to focus on updating and development of web site content (feature stories), while assisting with online facilities guide updates, database updating and other projects as needed.
- 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.
- 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.
- Development of sports version of GRCVB's brand/logo for use by sports marketing department. (Marketing)
- Photo gallery technology acquired and added to the sports web site for major events and primary venues. (Marketing & Info Technology)
- Development of a Greater Raleigh sports marketing promotional video (to be housed on the sports web site) that provides general sports overview, images and content. -- (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)
- Continue to develop and expand various social media initiatives (Twitter and Facebook pages for sports marketing department) as an effective tool for sales, marketing and branding. (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 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, host organizations and media. (Communications)
- Develop new sports-specific advertising creative, for print and/or online placements, (to be determined by available funds). (Marketing)
- Develop “NCAA Championship City” advertising creative. (Marketing)
- Investigate advertising placement opportunities for print and online in Sports Destination Management. (Marketing)
- Debut advertising placement for either print or online (depending upon budget) that is specific to “NCAA Championship City.” (Marketing)

Sports Marketing Strategies, Hosting & Servicing

- Work with the Carolina Hurricanes and community partners to successfully host and service the 2011 NHL All-Star Weekend.
- Work with event planners and local partners to plan and successfully host the 2010 PONY Softball Fastpitch Nationals, the 2010 Senior Softball Eastern Nationals, the 2010 Great American Cross Country Festival, the 2010 National Soccer Series, the 2010 NCAA Women’s College Cup, ACC Championships in soccer and tennis, the 2010-11 NCHSAA State Championships, the 2011 Tobacco Road Marathon, the 2011 NCAA Division II Baseball National Championships, possibly the 2011 NHL All-Star Weekend, and numerous other sporting events throughout the year.
- Serve on other Local Organizing Committees, as needed.
- Continue to lead, coordinate, provide and improve hotel and housing services and options for events rights-holders and planners.
- Emphasize 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, hospitality programs, ancillary programming and VIP gifts ... for the purpose of leveraging strong community support to help retain desirable events (repeat business).
- Continue hotel room night tracking and pick-up following key sporting events, with an emphasis on being as thorough and accurate as possible.
- 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.
- Continuation of Survey Monkey post-event evaluations of event owners and rights-holders. (Try to expand this program in way to include coaches, participants and visiting family in order to more fully determine the perception and evaluation of Greater Raleigh as a sports destination.)
- Serve on Local Organizing Committee and work closely with other local partners to successful host the 2011 NHL All-Star Weekend. (If applicable)

Sports Marketing Action Calendar	J	A	S	O	N	D	J	F	M	A	M	J
U.S. Aquatics Sports, Dallas												
USOC Sportslink, Site TBD												
TEAMS, Charlotte, N.C.												
USYSA Region 3 Fall Meeting, Tenn.												
AAU National Convention, Puerto Rico												
American Softball Association, Shreveport, La.												
U.S. Specialty Sports Association, Daytona Beach, Fla.												
ISA/SSUSA Convention, Tucson, Ariz.												
American Baseball Coaches Assoc., Nashville, Tenn.												
National Soccer Coaches Assoc., Baltimore, Md.												
U.S. Lacrosse National Convention, Baltimore, Md.												
USYSA Annual Workshop, Louisville, Ky.												
National Assoc. of Sports Commissions, Greensboro, N.C.												

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—providing the resources to support the marketing that attracts more visitors.

Information Technology Objectives

- Train and support staff on all organization-related technology in an effective manner to promote productivity.
- Identify, manage and solve all organizational technology-related concerns.
- Automate the organization's use of internal information to ensure that data are organized and shared in manner that adds value and enhances productivity.
- Deploy and train on new releases of Customer Relationship Management (CRM), Digital Marketing Center (DMC) and PartnerNet to organization and partners.
- Develop, update and support all aspects related to visitRaleigh.com and Raleighsports.org via the Content Management System (CMS).
- Work closely day-to-day with the Marketing Department to implement online strategies that ultimately attract more visitors and visitor spending.

Information Technology Strategies

- **Customer Relationship Management (CRM)**
Continue to release new updates for and support the customer relationship management (CRM) system acts as the GRCVB's single data repository integrating all data about external customers and internal partners who interact with the GRCVB.
- **Content Management System (CMS)**
Continue to utilize this tool which 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)**
Continue to release new updates of this powerful web-based marketing tool, which integrates with the CRM, will be used by all departments and will assist the GRCVB in staying connected with internal partners and external clients.
- **PartnerNet**
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.

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

- Continue our panel discussion format and educational tracks for the 2010-2011 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.
- Continue sustainable tourism initiatives, programs and projects that can impact Wake County Tourism and our community partners.
- Promote 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.
- The Administration Department will work in conjunction with the GRCVB Board of Directors and the GRCVB Product Development Committee to commission a research study for future County/City projects utilizing the Inter-Local Tax Funds.
- Continue to reach out to the elected officials, the business community, media and local residents to educate them on the economic value of tourism and the value of the GRCVB efforts.
- Work with community leaders to ensure that the GRCVB is the advocate for the visitor and that the GRCVB is involved with decisions that impact the visitor experience.
- Encourage the GRCVB staff to take leadership roles with local, state and national organizations to raise the level of credibility of the GRCVB.

Administration Strategies

- GRCVB Annual Meeting Educational Tracks will take place on September 1, 2010, and include the following:
 - **Celebration of the Arts–General Session-** Our partners will hear from various community stakeholders in a lively panel discussion format. Participants to include but not limited to representatives from the NC Museum of Art, NC Museum of Natural Sciences, Town of Cary Cultural Affairs and other organizations. Discussion will be centered on the latest facility developments, tourism spending impact, opportunities and challenges.
 - **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, programs and initiatives noted in the FY 2010-2011 Business Plan.
 - Continue to hold quarterly Conference Table meetings and review the current membership to ensure we have the right community leaders advocating on our behalf.
 - Continue to conduct monthly speaking engagements with area civic groups. Attend various area Chamber of Commerce events and activities.
 - Work with area media and meet with their editorial staffs to educate them on the value of tourism programs that the GRCVB is involved with that will have a positive impact for residents and businesses.
 - Work in conjunction with community and regional organizations to promote programs, information, planner resources and events that gain our partners recognition for their sustainability efforts and programs. This information will be aggregated and listed in a dynamic micro-site on www.visitraleigh.com. Topics and partners will include the Raleigh Convention Center, local and regional greenway authorities, alternative modes of transportation like the City of Raleigh’s R-Line, green meeting tool kits and resources provided by East Carolina University’s Sustainable Tourism Initiative and Green Meetings Industry Council.
 - Work with Wake County based social service and charitable partners to continue the promotion of cooperative “voluntourism” programs and events that increase both GRCVB and local charitable foundations exposure and volunteerism for FY ’10-’11. Our partners for FY ’10-’11 are:
 - The Wake County Partnership to End Homelessness
 - The V Foundation for Cancer Research

These initiatives will utilize GRCVB staff, partner and visitor volunteers in FY 2010-2011 and all information, events and program activities will be aggregated and listed in a dynamic micro-site on www.visitRaleigh.com.

- The Administration Department will continue to execute a strategy with other GRCVB departments to identify alternative revenue channels to include partnerships and program revenues from travel, entertainment, media, retail and advertising agreements. The FY ’10-’11 business plan will include an obtainable non-tax revenue goal and focus on programming related to the following:
 - video.visitraleigh.com
 - The GRCVB Official Visitors Guide
 - The GRCVB SmartCard / ZSpotCard
 - www.visitRaleigh.com
 - Visit Raleigh Merchandise

- The Administration Department will work in conjunction with the GRCVB Product Development Committee and the GRCVB Board to solicit a third-party study of the current Wake County inter-local tax structure, conduct a situational analysis and feasibility study of future Wake County projects and the development of an action plan /timeline for review with the elected officials of Wake County and the Raleigh City Council.
- Make sure that the GRCVB staff is involved with the NC Division of Tourism, NC Travel & Tourism Coalition, NC Travel Industry Association and Destination Marketing Association of NC. To ensure that we have a voice on local, state and national issues impacting Wake County Tourism.
- Maintain our involvement with issues effecting area transportation by attending the Regional Transportation Alliance and the Triangle Transportation Alliance programs and activities on a quarterly basis.
- Hold monthly regional discussion groups throughout Wake County with hotel and restaurant owners, operators and general managers to advocate for the GRCVB and support of tourism efforts.

Administration Action Calendar	J	A	S	O	N	D	J	F	M	A	M	J
GRCVB Board Meeting	■											
DMAI Annual Meeting	■											
Discussions With Denny		■										
ASAE Annual Meeting		■										
Municipality Meeting		■										
GRCVB Board Meeting		■										
NC Travel & Tourism Coalition		■										
Discussions With Denny		■										
Greater Raleigh Chamber of Commerce Planning Conference		■										
The Conference Table meeting			■									
Discussions With Denny			■									
GRCVB Annual Meeting/Quarterly Hotel & Attraction Meeting			■									
ASAE IPA meeting				■								
Discussions With Denny				■								
DMAI Sales & Marketing Council				■								
PCMA Leadership Conference				■								
GRCVB Board Meeting				■								
DMANC Meeting					■							
Quarterly Hotel Meeting					■							
Quarterly Attraction Meeting					■							
Discussions With Denny					■							
NC Travel & Tourism Coalition meeting					■							
GRCVB Board Meeting					■							
The Conference Table meeting						■						
Discussions With Denny						■						
Holiday Showcase						■						
DMAI Shirtsleeves Meeting						■						
DMANC Meeting						■						
PCMA Annual Meeting							■					

Administration Action Calendar	J	A	S	O	N	D	J	F	M	A	M	J
Municipality Meeting							■					
Discussions With Denny							■					
GRCVB Board Meeting							■					
DMANC Meeting							■					
GRCVB Board Meeting							■					
ASAE IPA meetings							■					
Discussions With Denny							■					
Quarterly Hotel Meeting							■					
Quarterly Attraction Meeting							■					
Destinations Showcase Washington, D.C.							■					
PCMA Board Meeting							■					
NC Travel & Tourism Coalition meeting							■					
NC Governor's Conference on Travel & Tourism								■				
Discussions With Denny								■				
The Conference Table meeting								■				
GRCVB Board Meeting								■				
DMANC Meeting									■			
Municipality Meeting									■			
Discussions With Denny									■			
GRCVB Board Meeting									■			
Discussions With Denny										■		
GRCVB Board Meeting										■		
Quarterly Hotel Meeting										■		
Quarterly Attraction Meeting										■		
NC Travel & Tourism Coalition meeting										■		
The Conference Table meeting											■	
Discussions With Denny											■	
DMANC Meeting											■	
GRCVB Board Meeting											■	

Summary of GRCVB Measurable Performance Objectives

<u>Measure</u>	<u>09/10 Goal</u>	<u>09/10 Forecast</u>	<u>10/11 Goal</u>	<u>Variance</u>
1. Group Definite Bookings	235	235	235	Even
2. Group Definite Room-Nights	200,000	202,000	200,000	Even
3. Definite Economic Impact	\$83 Million	\$88 Million	\$85 Million	+2.4%
4. Group Leads	580	590	580	Even
5. Group Tentative Room-Nights	445,000	445,000	445,000	Even
6. Tentative Economic Impact	\$250 Million	\$225 Million	\$225 Million	-10%
<hr/>				
7. Wake County Occupancy (Calendar Year - Actual)	62%	56.5%	58.5%	+2.0%
8. Wake County ADR (Calendar Year - Actual)	\$87.56	\$80.92	\$83.00	+2.6%
9. Wake Co. Lodging Tax (Calendar Year - Actual)	\$14,510,239	\$12,863,589	\$13,120,860	+2.0%
10. Wake Co. Prepared F&B Tax (Calendar Year - Actual)	\$18,414,440	\$17,326,526	\$17,499,791	+1.0%
<hr/>				
11. Website Visits	900,000	1,044,856	1,075,000	+19%
12. Website Page Views	5,700,000	6,610,503	6,800,000	+19%
13. Website Consumer Database	50,170	58,100	60,000	+20%
14. Value of PR Efforts	\$925,000	N/A	\$925,000	Even
15. Website Media Hits	2,000	2,500	2,600	+30%
16. Journalist Visits	44	40	40	-9.1%
17. Media Inquiries/Conversion	400/250	300/200	300/200	-20%
18. In-Kind Partnerships	\$310,000	\$310,000	\$310,000	Even
19. Speakers Bureau Presentations	17	19	21	+24%
20. Sports Events Managed	18	20	18	Even
21. Groups Serviced	425	425	425	Even
22. Service Survey Results	30%	30%	30%	Even
23. Average Survey Score	Avg. 3.5	Avg. 3.5	Avg. 3.5	Even
24. Visitors at VIC	7,200	9,500	10,000	+39%
25. Number of Visitor Requests	2,700	12,000	3,500	+30%
Fulfilled				

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 and Tactics

- **Continue to build positive 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 and professional 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 also local residents. 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 visitors 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.
 - Continue to serve on the Wake County Economic Development Board of Directors.
- **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.**
 - 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.
 - Continue to increase the Bureau’s presence on social media networking sites such as Facebook and Twitter. Create meaningful conversations online to get residents engaged in discussions on Greater Raleigh news, events and promotions.

- Provide Ambassadors at performing arts events held at the Progress Energy Center for the Performing Arts to help with visitor information questions and provide collateral material such as Official Visitors Guides to Raleigh, Cary and Wake County.
- Develop strong relationships with local print, online and television media to become the “go-to” source for tourism related news and perspectives on national tourism stories.
- **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.
 - Meet with Wake County Hotel/Motel and Restaurant owners and General Managers on a monthly basis to discuss GRCVB initiatives, marketing opportunities and areas of concern.
 - 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).
 - Distribute weekly Tourism Talk e-Newsletter. This communication is intended to give a brief snapshot of Bureau programs, successes and initiatives, as well as industry news pertaining to the local hospitality community.
 - Continue to 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.
 - Work with area hospitality partners to create content on the Bureau’s Facebook, Twitter and blog sites. Partner with organizations to provide giveaways and special offers.
- **Continue to monitor the Online Travel Company Initiative to obtain uncollected taxes from the markups being charged from national on-line travel companies.**
 - Work with county, state and national organizations to give input and help secure the funds.
 - Distribute press releases and official statements (as deemed necessary) on the Bureau’s position.
- **Continue to monitor 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.
- **Develop niche marketing programs specific to GLBT (Gay, Lesbian, Bisexual, Transgender) and African-American markets to showcase the diverse community that the Raleigh area is.**
 - Meet on a quarterly basis with GLBT and African-American Task Force members to create collateral material and content for dedicated segment microsites on visitRaleigh.com.
 - Work with local community connectors within these market segments to promote the Raleigh area as a meeting and convention destination.
 - Pro-actively pitch targeted media on the Raleigh area as a premiere GLBT and African-American heritage destination. Host familiarization trips for journalists of targeted publications.

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 relocation of the Visitor Information Center to the RCC Connector in downtown Raleigh, the committee will look at additional enhancements to visitor fulfillment and other distribution options within Wake County to include the Progress Energy Center for the Performing Arts, RDU International, Raleigh Amphitheatre and the RBC Center.
- **Advise on 10-year strategic plan for sporting events, facilities, programs and tournament growth for the Greater Raleigh area.** GRCVB Sports Marketing Department will work with a designated committee of community stakeholders from sports organizations, parks & recreation departments, facilities and interested parties to conduct a feasibility study that will keep Raleigh, Cary and Wake County competitive for the next decade. The findings of this study will be developed into a 10-Year Strategic Plan and published for community review and comment in January 2011.
- **Committee will review and advise on potential revenue generating programs for the GRCVB in FY 2010–2011.** Alternative revenue sources to include website advertising/development, retail sales on-site at VIC and on-line at visitRaleigh.com, partner education classes and visitor programs for our diverse, multi-segment leisure initiatives.
- **Committee will continue to focus on infrastructure development including regional way-finding, public space projects, improved public transportation services and county-wide greenway projects.** Work with Regional Transportation Alliance to focus on countywide way-finding and statewide access to Wake County. Review need studies associated with private transportation options to “key” community attractions, shopping and dining districts. Remain engaged and representing the visitor segment with discussions on public space usage projects that include greenways and the Dorothea Dix site.

Sales & 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 editors/writers

Initiatives

- **Oversee the reporting, administration and growth of the Business Development Fund (BDF) for FY 2010–2011.** The BDF will be funded by the City of Raleigh and Wake County starting July 1, 2010. With the fund currently due to run until FY 2014–2015, the GRCVB Executive Staff will advocate to continue the BDF for another seven years to FY 2021–2022 as well as increase the funding amount for additional business opportunities. Designated members of the Sales & Marketing Committee will review for checks and balances prior to application 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, projections and reporting process for FY 2010–2011.
- **The Committee will advocate and provide input to the joint sales efforts of the GRCVB sales team and the RCC sales team specific to our defined vertical market segments.** Vertical focus is oriented towards academic, science/tech/sustainable, medical/pharmaceutical and multicultural segments. Sales and marketing tactics are developed to include client events, presentations, digital marketing and sales missions for FY 2010–2011.
- **The Sales and Marketing Committee will work with the Marketing and Communications staffs of the GRCVB in continued focus of a statewide leisure market campaign for FY 2010–2011.** Building on the success of the “Get Off Your County Seat” campaign, the Sales & Marketing Committee will assist in the measurement, the consistency, adherence and brand compliance of a new multi-segmented leisure focus. Visitor segments related to shopping, music, arts, history, sports and food will have distinctive calls-to-action on visitRaleigh.com, the GRCVB’s Official Visitors Guide as well as advertising, digital and social media channels.
- **The Committee will work with the Marketing and Sales staffs of the GRCVB to monitor the results of the Marketing Advisory Committees developed in FY 2009–2010 for the African-American and the GLBT travel markets.** The Sales & Marketing Committee will continue to help the GRCVB staff measure these efforts along with identifying new markets and initiatives like multi-language websites, micro-sites and call-to-action programming.

Industry Leadership Positions Held by the GRCVB Staff

Kumi Anzalone, CASE

- President Elect, Potomac Chapter of Meeting Professionals International
- Community Services Committee, Capital Chapter of Professional Convention Management Association
- Hospitality Industry President's Panel

Tori Collins

- Chair, North Carolina Sports Association
- Awards Committee, National Association of Sports Commissions
- Awards Committee, Greater Raleigh Sports Council

Scott Dupree

- Greater Raleigh Sports Council Steering Committee
- National Association of Sports Commissions Web Site Committee

Dennis Edwards

- Board of Trustees, Professional Convention Management Association
- Chair, Industry Partner Alliance, American Society of Association Executives
- Treasurer, North Carolina Travel & Tourism Coalition
- Treasurer, Raleigh-Durham SKAL Chapter
- Board of Directors, Wake County Economic Development
- Board of Directors, Capital City Club
- Board of Directors, Brier Creek Country Club

Loren Gold

- Destination Marketing Association International, Co-Chair Sales & Marketing Committee
- Chair, Customer Adoption Subcommittee for empowerMINT, DMAI
- Technology Committee, DMAI

Jana Rae Oliver

- Membership Committee, Chicago Area Chapter of Meeting Professionals International

Malinda Pettaway, CASE

- Board of Directors, Carolinas Chapter of Meeting Professionals International
- Member Retention Committee, Georgia Chapter of Meeting Professionals International

Charissa Todd

- City of Raleigh Arts Commission Grants Panel
- Chair, Koka Booth Amphitheatre Advisory Committee

Vimal Vyas

- Chair, Steering Committee for New Media Gateway

Loretta Yingling, CMP

- Vice President of Administration, Carolinas Chapter of Meeting Professionals International
- Board of Directors, Association Executives of North Carolina