

STRATEGIC PLAN 2008
Orlando/Orange County Convention & Visitors Bureau, Inc.

Goal #1: Increase destination visitation of the convention/meetings business.

- 1.1** Continue to partner with the Orange County Convention Center (OCCC) to maximize economic benefits of this world-class complex
- A. Develop, implement and maintain joint sales initiatives with the OCCC to maximize hotel and building occupancies
- a. Conduct bi-weekly sales meetings and monthly tentative review meetings with OCCC
 - b. Coordinate proactive sales strategies to avoid duplication of efforts
 - c. Partner with OCCC on select marketing and advertising efforts
 - d. Conduct monthly audit with OCCC to ensure accuracy of joint bookings
 - e. Coordinate travel schedules/tradeshows presence with OCCC to ensure maximum market penetration
 - f. Co-sponsor and participate in annual Client Advisory Board meeting with OCCC
 - g. Co-sponsor key site inspections with OCCC
 - h. Conduct quarterly business review with the Convention Sales Committee and OCCC
- B. Develop, implement and enact market analysis strategies to ensure both the CVB and the OCCC are prepared for changes in local and national market competition
- a. Utilize TAP Report to develop specific need time strategies with Convention Center
- 1.2** Generate \$2 billion of convention, trade show and meeting business during 2008 for current and future years based on the current per-attendee spending estimates of \$858 for in-house events and \$1,318 for city-wide events (provided by DK Shifflet & Associates and Destination Marketing Association International)
- A. Continue direct selling efforts to domestic meeting planners, tradeshow managers and third party representatives in the association, corporate and tradeshow market segments
- a. Undertake sales and marketing activities to generate:
 - City-wide Sales Lead Goals – 358
 - In-House Sales Lead Goals – 3120

- City-wide Definite Attendance – 1,256,000
 - In-House Definite Attendance – 638,000
 - City-wide revenue - \$1,650,000,000
 - In-house revenue - \$540,000,000
 - Total team conversion goal is 47%
- B. Continue to provide the highest level of service and be prepared to address all expressed and anticipated needs of meeting planners
- a. Maintain staffing of at least six service managers
 - b. Consistently maintain a 4.5 out of 5 on Meeting Planner Satisfactory Survey
 - c. Continuing to pursue Certified Meeting Professional certification for managers
- C. Expose/educate meeting planners on offerings of Orlando through missions, tradeshows and familiarization tours
- a. Prepare and execute 10 Sales Missions in several significant sales territories with an estimated total attendance of 750 meeting planners
 - b. Participate in a minimum of 40 tradeshows
 - c. Plan and produce three road shows in key markets: Chicago, New York, and Washington D.C.
 - d. Host two meeting planner familiarization tours
- D. Maintain strategic sales and marketing partnerships that can enhance our solicitation efforts and definite booking success
- a. Pursue partnerships with key industry groups such as International Association of Exhibitor Executives (EIF), Professional Conference Management Association, American Society of Association Executives and Meeting Professionals International. Partnership activity tentatively secured for 2008 includes:
 - i. EIF – produce an exhibitor training video
 - ii. PCMA
 - 1. Advertising
 - 2. Exposure at annual meeting
 - 3. Access to members

1.3 Market the attributes of the destination and the point of difference to position Orlando as a viable meeting destination for various sizes of meetings. Focus on key attributes such as accessibility, affordability, venues, accommodations and service

- A. Develop and implement public relations programs and other appropriate tactics to generate positive publicity of Orlando as a meeting destination

- a. Work with journalists to obtain stories on Orlando as a key meeting and convention destination. The goal is to secure stories, that if the Orlando CVB would have placed the same amount of space in ads, would equate to \$1 million.
 - b. Distribute news releases to meeting and travel trades as well as business publications
 - c. Set-up media interviews with key CVB executives to boost the awareness of the destination and position the Orlando CVB as an expert in the field
 - d. Arrange visits by key journalists or meet with them on media missions
- B. Produce and distribute key collateral and execute marketing campaigns to communicate destination attributes
- a. Develop cooperative marketing and advertising programs for CVB members, targeted to meetings, conventions and tradeshow
 - Target meeting planners: 1.3 million printed inserts in eight leading trade publications and one financial periodical
 - Target corporate, incentive, medical, pharmaceutical, financial and third-party planners: .7 million printed inserts in four leading trade publications and one financial periodical
 - b. Utilize Internet to provide meeting planner and group destination information (through orlandoinfo.com/meet)
 - Total Main Page Views – 40,000 target for 2008
 - Requests for Proposal (RFP) for meetings to be held in Orlando – 465 RFPs generated in 2008 via Web site
 - c. Utilize direct mail to reach meeting planners to influence selection of future meeting destinations
 - Implement two direct marketing campaigns reaching a total of 40,000 individual planners
 - d. Distribute Orlando Meeting Planner Guide as a reference tool
 - 20,000 guides distributed through mail
 - 5,000 distributed through sales missions, trade shows and via phone/Web requests
 - e. Create customer relationship marketing program to top 1,000 meeting planners
 - Utilize magazine subscription with quarterly custom wraps
 - Generate 3.0% Web site/call-in inquiry rate
- C. Strengthen partnerships with leading on-line meeting planner information sites including StarCite, MiMegasite and VisitFlorida

Goal #2: Increase destination visitation of leisure business.

2.1 Increase penetration in existing leisure, domestic and international markets and segments

- A. Maximize consumer and trade integrated marketing efforts to reach the primary targets in the top domestic feeder markets East of the Mississippi (primary use of 6th cent - additional advertising funds)
 - a. Develop a print advertising campaign with consumer impressions of at least 300 million
 - b. Continue implementation of existing national TV campaign through the first half of 2008. 2008 Reach/Frequency for National TV – 89% reach/13x average frequency; 2008 National TV Media Impressions – 700 million
 - c. Engage an outside research firm to perform an advertising tracking study to measure and evaluate results in Domestic US. The study will evaluate the television and print campaign on a weekly basis through July 2008
 - d. Engage an independent research firm to perform an ROI study to measure and evaluate results in Domestic US campaign for 2007 and 2008. Final report of the 2007 /2008 results in September 2009. Target ROI of a minimum of 20 to 1
 - e. 2008 Added Value/Unpaid Media - \$3 million
 - f. Generate publicity in domestic publications with an advertising value of \$15 million
 - g. Support domestic consumer campaign by pursuing partnerships with tour operator to develop Orlando packages specific to campaign that are promoted to retail travel agents through e-newsletters and direct mail
 - h. Communicate to travel agents through bi-monthly newsletters (70,000+ total target for 2008) incorporating overall campaign messaging and destination updates
 - i. Participate in at least five trade events
 - j. Host the TheTradeShow, annual event of the American Society of Travel Agents, in Orlando

- B. Maximize consumer and trade marketing efforts to reach the primary targets in the top domestic drive markets (Florida and Georgia)
 - a. Develop an integrated marketing campaign in the Florida and Georgia drive markets using newspaper FSIs, newspaper ads, regional magazine ads, TV appearances, regional online media, etc. with drive market impressions – 40 million
 - b. Support consumer campaign with communication and activities geared toward the travel trade in partnership with AAA Auto Club South

- C. Develop cooperative marketing and advertising programs for CVB members, targeted to the family market, luxury experience and drive market
- a. Develop magazine program that allows members to participate - produce inserts and full page ads
 - b. Number of member ads available (magazine) – 150...with a target of \$1.2 million of co-op funds to expand media buy
- D. Maximize consumer and trade marketing efforts to extend the reach and frequency of the Orlando message in the designated primary international markets of the United Kingdom and Canada
- a. Develop an integrated marketing campaign in the UK utilizing a newspaper FSI, television advertising, online advertising, direct marketing, PR, travel trade, etc. Program will be in two parts, focusing on Fall and Winter
 - Hire firm to conduct a tracking study to measure and evaluate results in UK
 - Hire firm to conduct an ROI study to measure and evaluate results in UK (previous fulfillment kit surveys have shown a range of 17:1 to 25:1 ROI over the past three years)
 - Generate publicity in the UK with an advertising value of \$3 million
 - Support campaign with activities directed to the UK travel trade through the *Orlando Holiday Specialist* online training program
 - Ongoing communication and support to travel trade through distribution of e-newsletters to UK travel professionals and industry contacts; participation in at least five trade events; hosting of at least two familiarization (FAM) tours; and conducting at least five educational presentations
 - b. Develop an integrated marketing campaign in Canada
 - Hire firm to conduct a tracking study to measure and evaluate results in Canada
 - Use a Conversion study of campaign-driven inquirers to estimate ROI in Canada
 - Generate publicity in Canada with an advertising value of \$500,000
 - Support campaign to the Canadian travel trade through an industry event in Toronto to educate local travel agents about the Orlando product.
 - Sponsor the University of VISIT FLORIDA, an online travel agent accreditation program for Canadian retail travel agents
 - Ongoing communication and support to Canadian travel trade through distribution of e-newsletters to travel professionals and industry contacts
- E. Utilize the Internet and CVB Web site to provide consumer's the best source of destination information
- a. Utilize all CVB marketing tools and messaging to drive traffic to CVB's Web site, with the target for 2008 Unique Sessions – 4.7 million and 2008 Total Page Views – 21 million

- b. Develop an integrated online media plan, utilizing banner ads, online search placements, etc., to generate 2008 Online Advertising Impressions – 90 million and 2008 Online Advertising Click Throughs – 2 million
 - c. 2008 Online Ticket Sales – \$3 million
- F. Utilize database marketing to reach existing markets and generate revenue
- a. Maintain an experienced database vendor to house Orlando CVB consumer database. Enhance data regularly to provide insight into Orlando visitor demographics. Use analytics to structure direct marketing programs:
 - Number of direct mail marketing programs –four; Member revenue - \$50,000
 - Conduct email marketing programs to reach 9.6 million consumers
- G. Generate positive publicity for the destination in consumer and trade publications domestically and internationally
- a. Generate worldwide publicity with an advertising value of \$22.5 million
 - b. Hire a New York-based public relations firm to enhance the visibility of Orlando in consumer and business media
 - c. Provide updates to the media on a regular basis (once a month)
 - d. Host a minimum of 30 journalists to experience the destination first hand on group and individual press trips
 - e. Conduct media missions in at least four domestic key destinations, UK and Canada
 - f. Attend trade shows in UK and Canada with media present
 - g. Maintain up-to-date media Web sites for domestic, UK and Canadian journalists

2.2 Research, identify and initiate programs to develop new leisure markets and segments

- A. Extend consumer and trade marketing efforts to maximize reach and frequency of the Orlando message in additional secondary international focus markets of Mexico, Brazil and Germany and tertiary international markets of Ireland, France, Belgium, Netherlands, Spain, Italy and Colombia
- a. Ongoing communication and support to travel trade through distribution of e-newsletters to travel professionals and industry contacts; participation in at least 10 trade events; hosting of at least five FAM tours; and conducting at least 10 educational presentations
 - b. Maintain in-market presence in secondary international markets
- B. Explore potential in international developing markets
- a. Conduct appropriate research in targeted developing markets such as China and India to guide potential marketing programs in these markets

- C. Generate positive publicity for the destination in consumer and trade publications in secondary, tertiary and developmental markets
 - a. Generate publicity with an advertising value of \$3 million
 - b. Provide updates to the media on a regular basis (once a month)
 - c. Host a minimum of 30 journalists to experience the destination first hand
 - d. Attend trade shows or missions in Brazil, Colombia, Germany, Ireland, Italy, Mexico and Spain

- D. Build strategic marketing alliances and partnership opportunities with traditional and non-traditional partners in secondary target markets and segments
 - a. Work with AARP to develop Grandtravel initiatives
 - b. Continue and strengthen partnerships with Travel Industry Association and Visit Florida
 - c. Explore selecting an online travel partner such as Travelocity, Orbitz or Expedia for exposure for Orlando on their sites, booking ability, cooperative promotions and other tactics as negotiated
 - d. Work with industry partners including AAA and AARP

- E. Initiate efforts to identify and determine potential of appropriate niche markets to cultivate
 - a. Hire an African American consulting firm to develop a strategic plan
 - b. Hire a Hispanic consulting firm to develop a strategic plan

Goal #3: Capitalize on the Orlando brand to ensure the destination is positioned as a must-have product and the organization as a valuable resource and a key player.

3.1 Assess and strengthen the awareness of the destination's brand to the traveling public

- A. Validate perceptions of the Orlando brand and what it represents
 - a. Develop a brand identity strategy based on past research
- B. Create domestic marketing programs which support the appropriate messaging based on the above research the messaging will be expanded to include the luxury experience and drive market (including the "Unexpected Orlando" - cultural, natural and heritage segments)
 - a. Develop a luxury brochure/insert to be included in magazines
 - b. Develop an integrated drive market campaign (see 2.1 B)
 - c. Develop an Unexpected Orlando brochure
 - d. Develop content/splash pages or microsites on the consumer Web site that support the expanded segments
- C. Create International marketing programs which support appropriate messaging in the primary markets of the United Kingdom and Canada
 - a. Develop an integrated marketing campaign in the UK utilizing a newspaper FSI, television advertising, online advertising, direct marketing, PR, travel trade, etc. Program will be in two parts, focusing on Fall and Winter
 - Generate publicity in the UK with an advertising value of \$3 million
 - Support campaign to the UK travel trade through the *Orlando Holiday Specialist* online training program
 - Ongoing communication and support to travel trade through distribution of e-newsletters to UK travel professionals and industry contacts; participation in at least five trade events; hosting of at least two FAM tours; and conducting at least five educational presentations
 - b. Develop an integrated marketing campaign in Canada
 - Generate publicity in Canada with an advertising value of \$500,000
 - Support campaign to the Canadian travel trade through an industry event in Toronto to educate local travel agents about the Orlando product.
 - Sponsor the University of VISIT FLORIDA, an online travel agent accreditation program for Canadian retail travel agents
 - Ongoing communication and support to Canadian travel trade through distribution of e-newsletters to travel professionals and industry contacts

- D. Protect the integrity/value of the Orlando Brand through ensuring proper visual representation and copy content
 - a. Develop branding pillars for the domestic, international and meetings market
 - b. Select specific images that best represent the destination to each client group
 - c. Ensure that copy in publications and on the Web site supports branding pillars

- E. Form strategic alliances with Partners that align with Orlando's brand and messaging
 - a. Continue and strengthen partnerships with Travel Industry Association and Visit Florida
 - b. Explore selecting an online travel partner such as Travelocity, Orbitz or Expedia
 - c. Work with industry partners including AAA and AARP

3.2 Implement a branding initiative focusing on the role and impact of the Orlando CVB to customers (meeting planners, media, consumers and travel trade)

- A. Position the Orlando CVB as the leading source for destination information to meeting planners
 - a. Maintain the most comprehensive Web site as a source of destination meeting info.
 - b. Maintain certain service standards (RFP processed in eight hours, leads out in eight hours)
 - c. Produce the most relevant information- Meeting Planner Guide, Convention Visitors Guide, and Unexpected Orlando
 - d. Provide counsel to meeting planners to define all aspects of their programs through Destination Meeting Services Department

- B. Position the Orlando CVB as the leading source of destination information for the media
 - a. Create a What's New Press Release three times a year
 - b. Produce a media newsletter to convey story angles for each primary market
 - c. Provide updates to the media in a timely basis in crisis situations
 - d. Host a press trip from all primary markets
 - e. Respond to media inquiries and facilitate interviews for articles
 - f. Continue to maintain a comprehensive Web site specifically for the media

- C. Position the Orlando CVB as the leading source of destination information for consumers
 - a. Produce Web sites for domestic and international visitors
 - b. Send e-newsletters to consumer audiences

- c. Provide Visitor Center and Call Center with travel counselors to provide information and fulfill requests for printed information
- D. Position the Orlando CVB as the leading source of destination information and education for travel professionals
- a. Maintain and promote Travel Professional area of the Web site (orlandoinfo.com/trade) as the primary source of information for the domestic travel trade
 - b. Maintain and promote trade areas of the international Web sites (UK, Global, Spanish, French, German, Portuguese, Italian and Japanese)
 - c. Distribute bi-monthly e-newsletters to 70,000+ domestic and Canadian travel trade including tour operators/wholesalers; group/motorcoach operators; travel agents and auto counselors
 - d. Distribute bi-monthly e-newsletters to 90,000+ tour operators and travel agents in international focus markets
 - e. Distribution of the *Tour and Travel Reference Manual* to approximately 70,000 tour operators and travel agents globally

Goal #4: Maximize the hospitality/tourism industry and Orlando/Orange County Convention & Visitors Bureau, Inc.'s roles in the community.

- 4.1** Increase the awareness of the value of the convention and tourism industry (using private funding for out-of-pocket expenditures)
- A. Develop and refine messaging and programs based on research results and knowledge gained from previous efforts
 - a. Update fact cards with key messaging
 - b. Develop a campaign based on past research including both economic and enrichment values
 - c. Define both economic and enrichment values
 - B. Implement targeted programs to inform political and business leaders of the impact of the industry
 - a. Provide a quarterly update on Orlando CVB programs and results
 - b. Provide a yearly presentation
 - c. Produce an Annual Report and distribute to community leaders
 - d. Provide quarterly and annual financial reports
 - e. Schedule regular mailings for updates
 - f. Make presentations to key groups
 - C. Develop and implement programs targeted to residents of Central Florida
 - a. Speak to community and civic groups regarding tourism and the meetings and convention industry
 - b. Pitch stories to local media outlets
- 4.2** Ensure the Orlando CVB and its products and services are viewed as valuable resources for all local stakeholders (using private funding for out-of-pocket expenditures)
- A. Reinforce with the media the scope of information available through the Orlando CVB
 - a. Invite the local media to key CVB events
 - b. Update the Corporate media site monthly
 - c. Distribute information/press releases on programs monthly
 - d. Update Destination numbers binders yearly
 - B. Lend expertise to local organizations through active participation on boards and committees

- a. Support local organizations through lending expertise or in-kind services
- C. Increase awareness of Orlando CVB services that residents can utilize
- a. Include information on the CVB corporate Web site
 - b. Include in corporate briefs
 - c. Pitch stories to local media
 - d. Include in presentations
- D. Enhance Orlando CVB's focus on diversity in all aspects of its operation
- a. Develop a task force of board members to review and make recommendations on enhancing programs and operating policies
 - b. Perform a review of CVB's hiring practices, using input from task force in a. above. Develop a defined plan to ensure CVB is utilizing the appropriate available resources to reach a broader and more diverse base of qualified candidates
 - c. Purchasing
 - Review major contract needs for 2008. Ensure RFPs are provided to a diverse selection of qualified vendors.
 - Review vendor selection policies to ensure emphasis on inclusion of a diverse selection of potential vendors and service providers on day-to-day acquisitions.
 - d. Marketing
 - Reflect a representative balance of minorities through proper imaging in publications
 - Hire strategic planning firms to provide direction on African American and Hispanic marketing (TDT funding may be used)
 - e. Leadership
 - Ensure that the Board of Director's nominating committee seeks out diverse representation for the leadership of the CVB
- E. Provide services to the local community in times of natural and man-made crises
- a. Maintain the intranet site for community room inventory
 - b. Maintain situation pages on Web sites that can be activated during times of emergency
 - c. Maintain and up-to-date crisis plan
 - d. Participate in training exercises with city, county and state emergency operation centers
 - e. Convene industry communications professionals in times of crisis to ensure on-target and consistent messaging

- 4.3** Maintain and establish partnerships with key community organizations (using private funding for out-of-pocket expenditures)
- A. Enhance partnership with local cultural/arts organizations
 - a. Meet monthly with key arts umbrella organizations
 - b. Provide direction to grant recipients
 - B. Pursue partnership opportunities with governmental/industry organizations, including the Metro Orlando Economic Development Commission, Greater Orlando Aviation Authority, Central Florida Hotel & Lodging Association, Orange County Convention Center, Orange County government, City of Orlando government, Orange County Sheriff's Office and Orlando Police Department
 - C. Maintain the Orlando CVB's involvement in local education programs, including the Rosen College of Hospitality Management, Orange County Public Schools and A Gift for Teaching
 - a. Continue mentor program with Grand Avenue
 - b. Schedule Rosen College speaking engagements
 - c. Enhance Rosen College Shadowship Day
 - d. Lend expertise to launch Food Festival
 - e. Collect goods from conventions for Gift for Teaching
 - f. Provide support to Gift for Teaching through donations raised at annual golf tournament
 - D. Identify ways to enhance the Orlando CVB's partnership with the Orlando Regional Chamber of Commerce
 - a. Engage fully Joint Leadership Conference
 - b. Sponsor Small Business Summit
 - c. Coordinate with Chamber on Las Vegas Fly-in
 - E. Cross promote and enhance inclusion of local sports initiatives within current CVB marketing efforts (TDT funding may be used for expenditures which can drive visitor visitation)
 - a. Market WWE Wrestlemania
 - b. Market FCS Bowl-a-palooza and games
 - c. Market Florida Classic
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Glossary

Advertising Value – Value of an article written about the Orlando/Orange County area based on the estimated media cost for equivalent coverage if purchased. This value is provided by a third party company.

Branding Pillars – A means to describe all the attributes of the destination in easy to grasp groups. For the leisure market, these include magic, adventure, discovery, metro excitement and rejuvenation. For the meetings and conventions market, the pillars include sophisticated pursuits, rejuvenation, larger-than-life-celebration and lasting impact. These pillars provide the foundation for messaging, images and how the destination is presented.

Citywide – A convention that is 1500 or more rooms (on the peak night) or 60,000 gross square feet of exhibit space. It generally would require the use of multiple hotels to house the attendees.

Click-throughs – The number of Web site visitors to the CVB site obtained by the visitor clicking on a link on another Web site – most often from banner ads or paid search placements.

Consumer Impressions – The estimated number of consumers who will view a particular media placement.

Convention Lead – A business opportunity for a meeting/convention which is distributed to our members.

Conversion Study of Campaign - driven inquirers – Conducted approximately one year after inquiries are generated by a campaign, the conversion study determines how many inquirers did in fact visit Orlando (i.e., were “converted”). The conversion study is a key component in determining a marketing campaign’s return on investment.

Definite – A meeting/convention that has confirmed via a letter of commitment or contract that they have selected a facility(ies) in the Orlando/Orange County area for a specific future event.

Familiarization (FAM) Tours - Tours of the Orlando area designed to educate travel professionals on how to package and sell the destination, to educate meeting planners on meeting and convention opportunities in the destination, or to educate members of the media on the overall attributes of the destination.

FSI – Free Standing Insert - 4 color brochure that is inserted into either newspapers or magazines.

Grandtravel – Travel by grandparents with their grandchildren.

In-house – A meeting/convention that is 10-1499 rooms (on the peak night). It generally would be held in a single hotel.

Reach/Frequency - Reach is the percent of an audience reached by an advertising message over a certain length of time. Frequency is the average number of times that the audience will see an advertising message over a certain length of time. For example, our 2008 TV campaign reach/frequency for women 25-54 is 89%/13. This means that 89% of women 25-54 will see our campaign an average of 13 times over the length of the 2008 TV campaign.

Sales Missions – Events held in other cities which are planned and executed by the CVB, the cost of which may be shared with a limited number of participating members. These are high-end client events which allow for networking among the CVB, participating members, and a select client list in order to sell Orlando as a premium meeting and convention destination.

TAP – Trends Analysis Projections, LLC. The company uses data pertaining to the Orlando CVB’s convention bookings to establish benchmarks for future years, then determines if the CVB is on pace to achieve those benchmarks.

Tentative – A meeting/convention opportunity considering the Orlando/Orange County area that has not signed either a letter of commitment or contract.

Tracking Study – A study performed by a research vendor both prior to (e.g., a “benchmarking”) and during the time when various media purchases are running. It measures a number of factors such as the targeted public’s recognition of ads, the appeal of the ads, and whether the ad impacted the intent to travel.

Travel Trade – A market segment including travel professionals such as tour operators, wholesalers, and travel agents who are involved in the packaging and selling of travel products.

Unique Sessions – One or more visits (sessions) to our Web site within a one-hour time frame by the same visitor (same IP address).