

STRATEGIC PLAN 2009-2011
Orlando/Orange County Convention & Visitors Bureau, Inc.

Goal #1: Increase consumer awareness and intent to visit the Orlando area.

Desired outcome: A re-energized Brand Orlando, capitalizing on world-class family entertainment and creating additional appeal and visitation from other targeted audiences in both the leisure and meetings markets.

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- 1.1** Build Brand Orlando on the brand platform of “Where Relationships Thrive,” promising the best variety of wholesome entertainment in the world coupled with “best-of-class” meetings, conventions and tradeshow.
- A. Incorporate new brand positioning for meetings and conventions (“Where Creative Minds Meet”) and leisure (under development in late 2008)
 - B. Measure brand equity for leisure visitors
 - a. Maintain likelihood to visit based on a spread of eight to 10 percentage points between ad-aware and non-ad-aware in our target audience east of the Mississippi, per Synovate Tracking Study
 - b. Maintain brand familiarity based on print ad recall of our target audience east of Mississippi at a combined campaign average of 10 percent, and a peak of 16 to 18 percent, per Synovate Tracking Study
 - C. Protect the integrity/value of the Orlando Brand through ensuring proper visual representation and copy content
 - a. Utilize branding pillars for the domestic, international and meetings market messaging
 - 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
 - D. 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. Expand existing online travel partner relationships (e.g., Travelocity) and explore others (e.g., Orbitz or Expedia)
 - c. Work with industry partners including AAA, AARP, airlines and niche market brand enforcers

- d. Work with meetings industry partners such as ASAE, MPI and IAEE to expand brand exposure
- 1.2** 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 information
 - 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 and enhance creativity 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. Maintain the most comprehensive Web sites for domestic and international visitors
 - b. Send e-newsletters to consumer audiences
 - c. Provide Visitor Center and Call Center staffed by 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 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 84,000 domestic and Canadian travel trade professionals including tour operators/wholesalers, group/motorcoach operators, travel agents and auto counselors
- d. Distribute quarterly e-newsletters to 90,000 tour operators and travel agents in international focus markets
- e. Distribute the *Tour and Travel Reference Manual* to approximately 70,000 tour operators and travel agents globally

Goal #2: Position Orlando as the premier worldwide meeting, convention and tradeshow destination in order to increase economic impact and maximize the full potential of the destination. Increase visitation of convention/meetings business.

Desired outcome: Increase room nights and attendance with a focus on the Orange County Convention Center and need periods defined as July – December.

2.1 Increase overnight convention/group meeting visitation.

- 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 (i.e., book) definite attendance in 2009 for the year and future years of 1.8 million and leads of 3,572
 - b. Undertake sales and marketing efforts to generate (i.e., book) definite room nights of 2.3 million in the year and for future years
 - c. Book an average of 15 percent new groups that have never met in Orlando
- 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 Destination Meeting Service managers
 - b. Consistently maintain a 4.5 out of 5.0 on Meeting Planner Satisfactory Survey
 - c. Continue to pursue Certified Meeting Professional certification for service managers
 - d. Increase focus on creativity in all aspects of the sales and service process
 - e. Develop customized programs through the hiring of a Convention Marketing and Creativity Manager
 - f. Educate Destination Meeting Services staff on the destination's service providers and facilities to help meeting planners execute "green" meetings
- C. Expose/educate meeting planners on offerings of Orlando through missions, tradeshows and familiarization tours
 - a. Prepare and execute eight sales missions in several significant sales territories with an estimated total attendance of 325 meeting planners
 - b. Participate in a minimum of 36 tradeshows
 - c. Host a minimum of three meeting planner familiarization tours
 - d. Increase focus on presenting the destination as the best place for adding creativity to meetings
 - e. Increase focus on exposing meeting planners to the destination's green and medical meeting infrastructure

- D. Maintain strategic sales and marketing partnerships that enhance solicitation efforts and definite booking success
- a. Pursue partnerships with key industry groups such as Professional Convention Management Association (PCMA), American Society of Association Executives (ASAE), International Association of Exhibitions and Events (IAEE) and Meeting Professionals International (MPI). Partnership activity tentatively secured for 2009 includes:
 - IAEE
 - Sponsorship of CEO breakfast at major meeting of C-level executives
 - Attendance and CVB delivery of opening greeting at exclusive Board of Directors retreat
 - Use of association mailing list for CVB's direct mail program in the fall
 - PCMA
 - Advertising/print opportunities
 - Exposure at annual meeting
 - Access to members and membership lists
 - Attend strategic partner customer events
 - Attend strategic partner summit
 - Online opportunities

2.2 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 and maximize combined team synergy
 - 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/tradeshow 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
 - i. Assist OCCC with branding the Convention Center District
 - j. Form the planned Medical Task Force, and obtain their input on pursuing medical meetings. More formally use local medical professionals and the Medical Task Force to maximize contacts with medical associations' boards of directors and site selection committees

B. Exceed OCCC total booking pace targets (with a target of 100 percent in each future year)

a. Utilize TAP Report to develop specific need-time strategies with OCCC

2.3 Distinguish Orlando through meetings and convention branding. Market the attributes of the destination and its points of differentiation to position Orlando as an optimal meeting destination for various size meetings. Focus on key attributes such as accessibility, affordability, venues, accommodations and service pillars of sophisticated pursuits, rejuvenation, lasting impact and commitment to service.

A. Re-invent the way the CVB goes to market as it relates to client presentations, site visits, communication, etc. with a focus on creativity

B. Develop and implement public relations programs and other appropriate tactics to generate positive publicity for 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 as 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 team as experts in the field

d. Arrange visits by key journalists or meet with them on media missions

e. Where possible, expand meeting and convention messaging to include destination attributes for “green” meetings and the growing medical infrastructure

C. 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: 700,000 printed inserts in four leading trade publications and one financial periodical

- Develop specialty programs with key publications such as editorial roundtables, advertorials, etc.

b. Utilize Internet to provide meeting planner and group destination information (through orlandoinfo.com/meet and orlandoconventions.com)

- Total Main Page Views: 40,000 target for 2009

- Requests for Proposal (RFP) for meetings to be held in Orlando: 250 RFPs generated in 2009 via Web site

- c. Utilize direct mail to reach meeting planners to influence selection of future meeting destinations
 - Implement a direct marketing campaign reaching a total of 30,000 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 meeting planners
 - Mail magazine subscription with quarterly custom wraps to 1,000 planners
 - Mail *OrlandoArts* and *Texture* magazines to key segment planners (600 planners)
 - f. Utilize the Orlando CVB's video and other collateral to feature the destination's "green" efforts in the sales process
 - g. Review Orlando CVB collateral materials for "green" production opportunities
- D. Strengthen partnerships with leading online meeting planner information sites including StarCite, MiMegasite and VisitFlorida

Goal #3: Position the Orlando area as the premier worldwide leisure destination in order to achieve significant economic impact and maximize the full potential of the destination.

Desired outcome: Increase overnight visitation with a focus on out-of-state domestic and international markets.

3.1 Diversify the mix of overnight visitors traveling for leisure.

- A. Maximize consumer and trade integrated marketing efforts to reach the primary targets in the top domestic feeder markets east of the Mississippi during the summer travel period with an additional emphasis on fall
- a. Develop a print-only advertising campaign with consumer impressions of at least 400 million, no domestic television will be run in 2009
 - b. Engage an outside research firm to perform an advertising tracking study to measure and evaluate results in domestic U.S.
 - c. Engage an independent research firm to perform an ROI study to measure and evaluate results in domestic U.S. campaign for 2009. Final report of the 2009 results in September 2010. Target ROI of a minimum of 25 to 1
 - d. Secure 2009 Added Value/Unpaid Media of \$1.6 million
 - e. Generate publicity in domestic outlets with an advertising value of \$17 million
 - f. Support domestic consumer campaign by pursuing partnerships with tour operators to develop Orlando packages specific to campaign that are promoted to retail travel agents through e-newsletters and direct mail
 - g. Communicate to tour operators and travel agents through bi-monthly newsletters (84,000 + total target for 2009) incorporating overall campaign messaging and destination updates
 - h. Participate in at least five trade events
- B. Continue efforts to identify, determine potential and market to appropriate niche markets
- a. African American
 - Retain firm to develop programs
 - Place magazine advertising to reach key decision makers
 - Develop content on the Web site that engages the market
 - Develop a publicity plan to secure features
 - b. Hispanic
 - Retain firm to develop programs
 - Place magazine advertising to reach key decision makers
 - Develop content on the Web site that engages the market
 - Develop a publicity plan to secure features

- C. Develop cooperative marketing and advertising programs for CVB members, targeted to key segments and the drive market
 - a. Develop magazine program that allows members to participate with full page ads
 - b. Number of member ads available (magazine): 288, with a target of \$1.3 million of co-op funds to expand media buy

- D. Utilize the Internet and CVB Web site to provide consumers 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 2009 Unique Sessions: 4.7 million and 2009 Total Page Views: 21 million
 - b. Develop an integrated online media plan, utilizing banner ads, online search placements, etc., to generate 2009 Online Advertising Impressions: 100 million and 2009 Online Advertising Click-Throughs: 1.9 million
 - c. 2009 Online Ticket Sales: \$3 million

- E. 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:
 - Conduct four direct marketing programs reaching 800,000 households with co-op revenue of \$50,000
 - Conduct email marketing programs to reach 9.6 million consumers
 - b. Develop programs to provide reasons for repeat visitation focusing on new openings

- F. Generate positive publicity for the destination in consumer and trade publications domestically and internationally
 - a. Generate worldwide publicity with an advertising value of \$25 million
 - b. Retain the New York-based public relations firm to enhance the visibility of Orlando in consumer and business media
 - c. Provide updates to the media once a month
 - d. Host a minimum of 50 journalists to experience the destination first hand on group and individual press trips
 - e. Conduct at least 10 media missions in key markets
 - f. Attend trade shows in UK and Canada with media present
 - g. Maintain up-to-date media Web sites in English, German, Spanish, Portuguese, Japanese, French and Italian

3.2 Increase focus on international visitation as aligned with current and potential incoming air service.

- A. Develop an integrated marketing campaign in the UK utilizing a newspaper Free Standing Insert (FSI), television advertising, online advertising, direct marketing, PR, travel trade, etc.
 - a. Develop advertising programs focused on fall and winter that reach 170 million impressions
 - b. Continue tracking study to measure and evaluate results in UK
 - c. Continue an ROI study to measure and evaluate results in UK. Target minimum ROI of 25 to 1
 - d. Generate publicity in the UK with an advertising value of \$3.5 million
 - e. Support campaign with activities directed to the UK travel trade through the *Orlando Holiday Specialist* online training program
 - f. Ongoing communication and support to travel trade through distribution of e-newsletters to UK travel professionals and industry contacts; participation in at least six trade events; hosting of at least five familiarization tours (FAM); and conducting at least six educational presentations
 - g. Launch proactive Meetings Incentives Congress and Exposition (MICE) initiative

- B. Develop an integrated marketing campaign and efforts in Canada
 - a. Develop an integrated advertising program focused on fall and winter that reaches 10 million impressions
 - b. Hire a trade representation firm in Canada
 - c. Use a conversion study of campaign-driven inquirers to estimate ROI in Canada
 - d. Hire a public relations firm in Canada and generate publicity in Canada with an advertising value of \$1 million
 - e. Sponsor the University of VISIT FLORIDA, an online travel agent accreditation program for Canadian retail travel agents
 - f. Ongoing communication and support to Canadian travel trade through distribution of e-newsletters to travel professionals and industry contacts
 - g. Launch proactive MICE initiative
 - h. Increase Orlando brand presence through national promotions utilizing new Canadian promotions agency

- C. Develop integrated marketing program in Brazil
 - a. Conduct print ad campaign, working to maximize co-op funding from local partners to expand programs
 - b. Hire consumer public relations firm generating \$2 million in publicity
 - c. Launch proactive MICE initiative
 - d. Launch online travel agent training program

- D. Develop integrated marketing program in Mexico
 - a. Conduct print ad campaign if co-op dollars can be obtained
 - b. Hire consumer public relations firm generating \$2 million in publicity

- c. Launch proactive MICE initiative
 - d. Launch online travel agent training program
- E. Extend consumer and trade marketing efforts to maximize reach and frequency of the Orlando message in additional secondary international focus markets of Germany, Argentina, 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 12 trade events; hosting of at least seven FAM tours; and conducting at least 12 educational presentations
 - b. Maintain in-market presence in Argentina and Germany
- F. Explore potential in developing international markets
- a. Conduct appropriate research in targeted developing markets such as China and India to guide potential marketing programs in these markets
 - b. Partner with VISIT FLORIDA and the Travel Industry Association (TIA) in emerging markets
- G. Generate positive publicity for the destination in consumer and trade publications in secondary and developmental markets
- a. Generate publicity with an advertising value of \$3 million
 - b. Provide updates to the media once a month
 - c. Host a minimum of 20 journalists to experience the destination first hand
 - d. Attend trade shows or missions in Colombia, Germany, Ireland, Italy and Spain
- H. Build strategic marketing alliances and partnership opportunities with traditional and non-traditional partners in secondary target markets and segments
- a. Hire a global promotional firm to bring new partnership opportunities to Orlando
 - b. Continue and strengthen partnerships with TIA and VISIT FLORIDA
 - c. Expand relationships with 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. Expand relationships with industry partners including AAA and AARP

Goal #4: Using private funding, shape a positive public perception of the Orlando/Orange County Convention & Visitors Bureau, Inc., its mission and goals as the authoritative voice and industry leader representing the tourism and meetings industries with key external audiences.

Desired outcome: Increase public recognition and appreciation for the value of tourism and travel for Orlando, along with support for the Orlando CVB's funding and leadership role.

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- 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 industry 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, posting on the CVB's Web site
 - b. Provide a presentation, at least annually or more often if requested, to the Orange County Board of County Commissioners, City of Orlando and Tourist Development Council
 - c. Produce an Annual Report and distribute to community leaders
 - d. Provide quarterly and annual financial reports, posting on the CVB's Web site
 - 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
 - c. Roll out the Endless Summer and Magical Dining programs locally
 - d. Develop a 25th Anniversary outreach program
 - e. Use National Tourism Month activities to spread the message
- 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
 - b. Use a portfolio approach to engage the Orlando CVB Board in boards and issues

- 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. Continue to enhance Orlando CVB's focus on diversity in all aspects of its operation
 - a. Continue the CVB's Board of Directors' Diversity Leadership Advisory Committee review of and recommendations on enhancing programs and operating policies
 - b. Continue to follow the CVB diversity hiring guidelines 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 2009. Ensure RFPs are provided to a diverse selection of qualified vendors
 - Enact 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 diversity through proper imaging in publications
 - Retain firms to provide direction and implement programs 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
 - f. Sales
 - Focus sales efforts on key diversity groups that are a good match for the destination

- g. Continue staff efforts like Heritage Day and team training to keep the importance of diversity top of mind
- E. Provide services to the local community in times of natural and man-made crises
- a. Maintain the intranet site for community hotel room inventory availability to facilitate evacuations unless jointly determined to fold into state efforts
 - b. Maintain situation pages on Web sites that can be activated during times of emergency
 - c. Maintain an up-to-date crisis plan and checklists
 - 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** Establish and maintain 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
 - c. Coordinate and support marketing initiatives where beneficial
- 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 educational programs, including the Rosen College of Hospitality Management, Orange County Public Schools and A Gift for Teaching
- a. Continue mentoring program with Grand Avenue Elementary
 - b. Schedule Rosen College speaking engagements
 - c. Enhance Rosen College Shadowship Day
 - d. Collect goods from conventions for Gift for Teaching
 - e. Provide support to A Gift for Teaching through donations raised at annual golf tournament
- D. Identify ways to enhance the Orlando CVB's partnership with the Central Florida Partnership
- a. Engage fully in programs such as Leadership Orlando and myregion.org

- b. Sponsor Small Business Summit
- 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 visitation)
- a. Market Florida Citrus Sports Bowl-a-palooza and games
 - b. Market Florida Classic
 - c. Work with sports entities to solicit high-profile events that drive visitation
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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.

Free Standing Insert (FSI): Four color brochure that is inserted into either newspapers or magazines.

In-house: A meeting/convention that is 10 to 1,499 rooms on the peak night. It typically would be held in a single hotel.

MICE Market: An acronym focused primarily on the international meetings market, standing for Meetings, Incentives, Congresses and Expositions.

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, a 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 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).