



2014-2015 Marketing Plan & Budget



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Introduction

The Halifax Area Advertising Authority, dba the Daytona Beach Area Convention and Visitors Bureau, functions as a destination marketing organization for the greater Daytona Beach area.

The organization is tasked with promoting and advertising the greater Daytona Beach area to the traveling public. The main source of funding is the three percent Convention Development Tax, which is a tax on transient accommodations located within the Halifax Taxing District. The Convention Development Tax is a special tax dedicated to tourism marketing, and there is no tourism marketing funding allocated from Volusia County's general tax revenues.

Created in 1984 by the Volusia County Council under Florida Statute 212.0305, the purpose of the Halifax Area Advertising Authority board is to administer and disburse the proceeds from the three percent Convention Development Tax in its specified district. The authority meets monthly to receive updates and review additions or modifications to the budget and marketing plan. As mandated by law, a majority of the 11-member authority represents lodging facilities in the Halifax Taxing District, and the remaining members represent a variety of tourism-related businesses from throughout the district. Those members currently serving on the authority board include:

- * **Blaine Lansberry**, Chair- *Bahama House*
- * **Michael Kardos**, Vice-Chair- *Daytona Beach Resort*
- * **Steve Farley**, Secretary/Treasurer- *El Caribe Resort*
- * **Kyriakos Drymonis**- *The Oyster Pub & Razzle's*
- * **Daniel Francati**- *Daytona Beach Kennel Club*
- * **Libby Gallant**- *Perry's Ocean Edge Resort*
- * **Sharon Mock**- *Travel Marketing & Management*
- * **Samir Naran**- *Premier Resorts & Management*
- * **Pravin Patel**- *Heritage Inn*
- * **Jason Reader**- *Hilton Daytona Beach Resort*



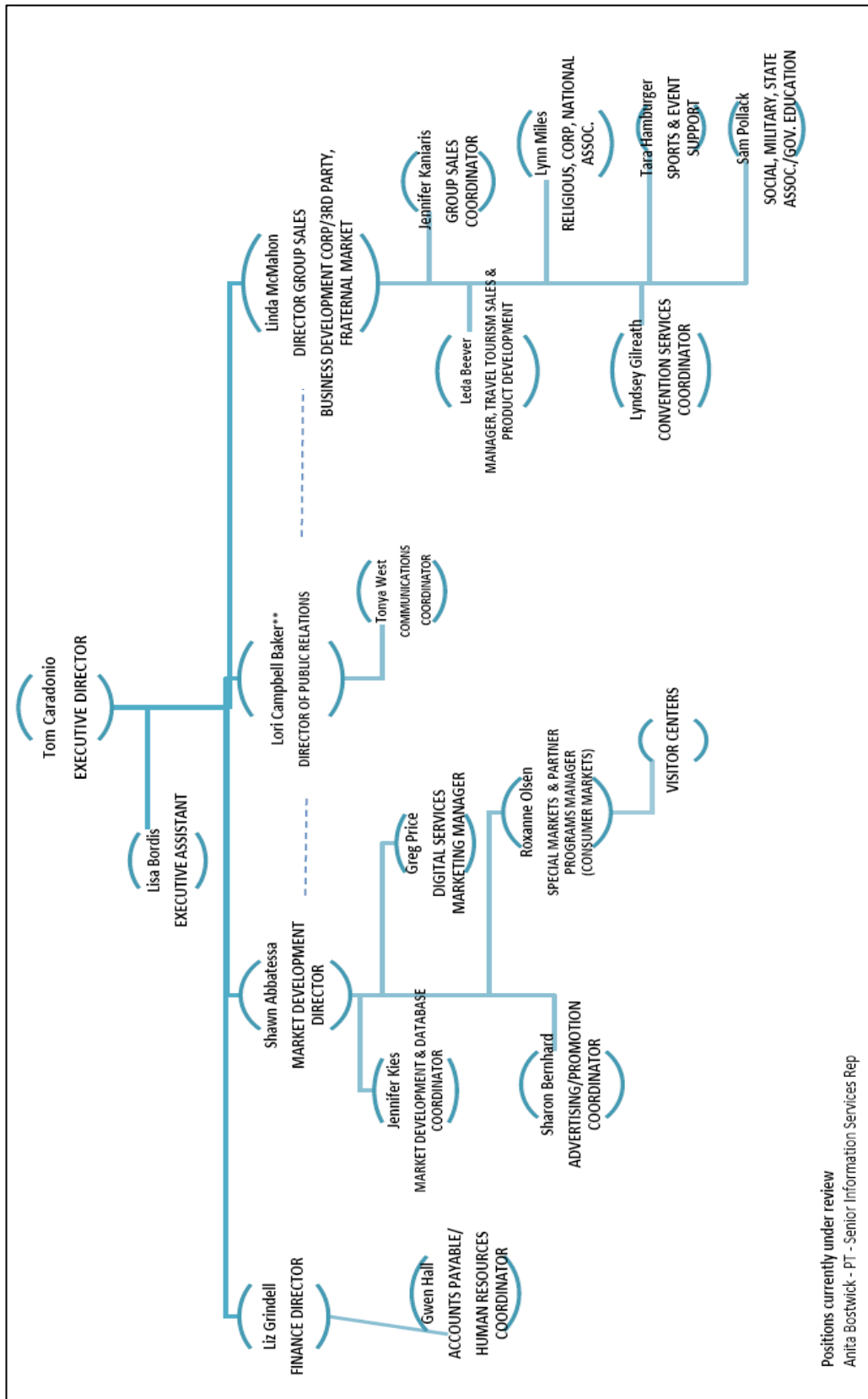
The Halifax Area Advertising Authority contracts for employees through TriNet to organize and implement all destination marketing programs for the area.

In 2014-15, the Halifax Area Advertising Authority will oversee the investment of more than \$6 million to promote and advertise the Daytona Beach area. Due to the recent uptick in the economy, the projected budget will be slightly more than in recent years. Should tax collections exceed the projected amounts included in this recap, additional advertising and marketing allocations will be made later in the year. In addition to the Convention Development Tax, the Halifax Area Advertising Authority also generates revenue through cooperative promotions and advertising in its various in-house publications.

Each year, the organization's comprehensive program of work is designed to respond to an ever-changing audience. The organization is performance-based and committed to advertising and promotions that elevate awareness of all tourism assets throughout Volusia County.

The annual budget, which is included in the plan, is reviewed on a regular basis. An ongoing monitoring process allows the detection of any significant fluctuations in funding, assuring that the organization remains within the budget parameters outlined.

Organization Chart



Positions currently under review
Anita Bostwick - PT - Senior Information Services Rep

Staff Directory

Administration

Main Number (386) 255-0415

Tom Caradonio, Executive Director	tcaradonio@daytonabeach.com	ext. 120
Lisa Bordis, Executive Assistant	lbordis@daytonabeach.com	ext. 121
Liz Grindell, Finance Director	lgrindell@daytonabeach.com	ext. 123
Gwen Hall, Human Resources/Accounts Payable	ghall@daytonabeach.com	ext. 111
Anita Boswick, Receptionist		ext. 110

Marketing

Shawn Abbatesa, Director of Market Development	sabbatesa@daytonabeach.com	ext. 113
Greg Price, Digital Services Marketing Manager	gprice@daytonabeach.com	ext. 128
Roxanne Olsen, Consumer Promotions, Partner Programs	rolsen@daytonabeach.com	ext. 114
Jennifer Kies, Market Development Coordinator	jkies@daytonabeach.com	ext. 115
Sharon Bernhard, Advertising Coordinator	sbernhard@daytonabeach.com	ext. 118

Sales

Linda McMahon, Director of Destination Sales	lmcmahon@daytonabeach.com	ext. 126
Lynn Miles, Sales Manager	lmiles@daytonabeach.com	ext. 134
Sam Pollack, Sales Manager	spollack@daytonabeach.com	ext. 131
Tara Hamburger, Sports Sales Manager	thamburger@daytonabeach.com	ext. 138
Leda Beever, Tour and Travel Sales Manager	lbeever@daytonabeach.com	ext. 133
Jennifer Kaniaris, Sales Coordinator	jkaniaris@daytonabeach.com	ext. 124
Lyndsey Gilreath, Destination Sales Coordinator	lgilreath@daytonabeach.com	ext. 129

Public Relations/Communications

Lori Campbell Baker, Director of Public Relations	lcb@daytonabeach.com	ext. 125
Tonya West, Communications Coordinator	twest@daytonabeach.com	ext. 130

Mission Statement

The mission of Halifax Area Advertising Authority dba Daytona Beach Area Convention and Visitors Bureau is to contribute to and enhance the overall economic prosperity of the Halifax Area Taxing District and all of Volusia County through the successful promotion of the area as a preferred tourism destination.

Situation Analysis

Overview

Daytona Beach has historically offered the same accommodations to various consumer market segments more than any other destination in the world.

As an example, Orlando, Las Vegas, New York, etc. have the same market mix, with very slight deviations for holiday times and year round.

Daytona Beach has:

- Families in the summer
- Seniors year-round
- Classic car fans during the Spring & Thanksgiving
- Canadians in the Fall and Winter
- Racing fans in January/February/March/July/October/December
- Motorcycle enthusiasts in early March and October
- Students and families in Spring
- Families during Easter & Thanksgiving

Through the early '80s these markets were well separated, with each thinking Daytona Beach catered mainly to them and others like them.

However, in the mid-to-late '80s extensive publicity about Spring Break and (to some extent) Bike Week called attention to the destination as catering to large groups of young and not-so-young adults having a good time.

This trend coincided with an obvious decline in product as many aging hotels and motels were not refurbished or replaced, in part due to the requirements of the coastal setback rule.

While the destination continued to satisfy existing customers and enjoyed steady repeat business, new guests failed to choose the area.

During the 1980s, research into those potential guests, who did not choose Daytona Beach, resulted in a clear picture of their decision-making and reasons:

- A vision of Daytona Beach as a destination catering to (and only suitable for) young people out to have a good time -- not families, older adults, business or meetings.
- A vision of the beach (itself) as crowded with cars and unsafe for small children and/or inconsistent with a relaxing beach vacation.
- A lack of things to do, besides the beach, for families and couples.
- A vision of Daytona Beach as rundown and out of date.

This lack of new customers and a decline in the existing customer base further affected owners of some aging properties who were unable to maintain and renovate. To compound the issue, at the national and international level, hotel developers found lenders unwilling to finance new construction.

During the 1990s, Spring Breakers as a market became more fragmented, with no destination obtaining the crowds of several hundred thousand common earlier. Spring Break in Daytona Beach remained steady at about 140-150,000 over a six-week period.

Fewer Daytona Beach properties welcomed young singles, and properties on the north and south ends of the beach area actively marketed to families, resulting in higher occupancies and average daily rates.

Event publicity pictures Daytona Beach Spring Break as a kinder, gentler event. Bike Week publicity demonstrates a more vigorous event, and Biketoberfest® is seen as continuing to grow, although it remains much smaller than Bike Week.



Also during the 1990s, auto racing and the family image of NASCAR soared with Speedweeks in February and racing events in July, positively impacting Volusia and surrounding counties.

More activities for children and families were developed, including the Marine Science Center, Daytona Lagoon (formerly Adventure Landing,) several miniature golf courses and other family-oriented facilities. A parking garage enabled the county to remove cars

from the core beach area, and the Ocean Walk Village project was completed. Several older hotel properties in the area were converted to first class time-share properties in this same time frame. Meanwhile, hotel construction along the I-95 corridor and the Daytona Beach airport/business district added new rooms to the area's inventory.

The positive developments which began in the '90s continued into the next millennium, leading up to the terrorist attack of 9/11/2001. Although tourism experienced a downturn nationwide, the effects appeared to be less severe for the Daytona Beach area. As tourism began to climb back upward at the national level, the area was again dealt a major setback with the devastating hurricanes of 2004. Many area hotels were damaged beyond being salvaged, while many others were completely renovated and upgraded. This event led to several years of hotels and motels in various stages of repair and/or renovation.

Also occurring in recent years was a dramatic upswing in the real estate market both statewide and nationally, followed by an equally dramatic downturn. A number of proposed hotel projects and condo/mixed-use projects remained on hold.

Over the past several years, the destination product has continued to evolve. Advertising aimed at families and demonstrating the family appeal of the destination has begun to pay off.

While some nonvisitors still believe Daytona Beach attracts mostly singles, many more see the area as a family destination with plenty to do for families. Multi-generational families are traveling in greater numbers.

Recent “image & use” research shows potential visitors consider Daytona Beach, for the most part, on a par with other Florida beach destinations and a potentially satisfying beach vacation destination.

Several positive trends have taken place between 2010 and 2014:

- I. The price of gas has dropped and steadied over this period. This particularly impacts a destination like Daytona Beach, which relies heavily on auto travel.
- II. The economy is slowly rebounding, with lower unemployment and increased development activity.
- III. Investment money for properties in need of upgrades has been easier to obtain, and several major property owners have invested in refurbishments.
- IV. There has been a steady increase in bed tax revenue, which has resulted in more available money for advertising and marketing.
- V. Several new citywide projects have been announced, such as Daytona Rising, One Daytona and a Hard Rock hotel.

A. *Strengths*

Destination

1. A diverse product which can be sold to multiple markets.
2. A geographic location and excellent weather that greatly enhance potential for promotion.
3. An international airport with two major carriers.
4. Physical resources such as the historic bandshell and the Ponce De Leon Inlet lighthouse.
5. Name recognition worldwide.
6. A modern convention center capable of hosting large events.
7. Events such as the Rolex 24 At Daytona, Daytona 500 and Bike Week, which attract international visitors and widespread media coverage.
8. A world-famous beach and related activities.
9. Close proximity to main roads and highways.
10. Close proximity to other Florida attractions.
11. Affordability.
12. An improved lodging product, due to renovations and refurbishment.

The Organization (HAAA/CVB)

1. An organizational structure of HAAA/CVB that offers a viable forum where travel industry business participants can meet, communicate and work together toward common goals.
2. A detailed, structured annual marketing plan.
3. A professional, knowledgeable, courteous and dedicated staff.
4. A well-organized and structured administration.
5. Cohesiveness and the ability to react quickly to changing environments and special circumstances.
6. The ability to organize partnerships with other entities to provide expanded marketing opportunities.
7. Flexibility and progressiveness as an organization.
8. A reputation of being highly regarded within the industry.
9. The image of HAAA Board and staff members as being experts in their field.
10. Low participation fees and no membership costs, which are valued by the local tourism industry.

B. Weaknesses

Destination

1. The area's diversity often leads to the sending of mixed messages to potential visitors.
2. Old perceptions of Daytona Beach are difficult to correct in the minds of our general audience.
3. A need for a stronger understanding/appreciation by local residents and business leaders relative to the economic importance of tourism.
4. A product perceived as aging by the traveling public.
5. A need for stronger governmental relations.
6. The lack of a cohesive image.
7. The concept that although affordability is a plus, area pricing remains below the Florida market.
8. A need for additional air service.
9. The fact that our beach access message (driving/non-driving) is sometimes unclear to the public.
10. Marketing messages regarding special events that can be in conflict with family focus.
11. Deterioration of several major tourism corridors such as International Speedway Boulevard, Ridgewood Avenue (US1,) and certain areas along S.R. A1A.

Organization

1. The organization is dependence on a single source for major funding.
2. An annual marketing plan that thinly spreads available finances, staff and volunteer leadership resources.
3. Sales and marketing programs that present challenges in measuring return-on-investment.
4. Office facilities for the CVB have limited storage capacity.

5. The degree of inflexibility caused by a fixed method of operation and funding sources.

C. Opportunities

1. Work collectively to better position the Daytona Beach area as an appealing vacation destination.
2. Communicate the goals of the strategic plan to public and private interests, promoting awareness and support.
3. Institute an effort to educate local businesses, government leaders and the public about the benefits of tourism.
4. Nurture cooperative marketing and advertising initiatives that are responsive to market trends.
5. Create a plan to increase off-season visitation.
6. Utilize the strategic plan as a guide for launching future programs and developing new leadership strategies.
7. Work with other nearby destinations, i.e. Orlando regional partnership, U.K. partnership, etc.
8. Continue to expand electronic communications and marketing in an effort to deliver a fully integrated media plan.
9. Continue to maintain and grow closer working relationships with the West Volusia Tourism Advertising Authority and the Southeast Volusia Advertising Authority.
10. Develop new programs to market off-peak months such as May, September and January.
11. Increase channels of product distribution, i.e. hotel, air, and rental car combinations.
12. Maintain a stable promotional fund while developing additional sources of revenue.

D. Threats

1. The expansion of resort tax usage beyond tourism-based functions.
2. Possible downturn in business due to uncontrollable factors i.e. – economy, weather, other natural or manmade disasters.
3. Existing programs and responsibilities consume financial and human resources, leaving few dollars for new initiatives.
4. A national and international tourism marketing environment in which competitive destinations are increasingly out-spending the Daytona Beach area.
5. Trends toward year-round schooling and pre-Labor Day school openings threaten to further shorten the summer vacation season.
6. A lack of a shared vision among tourism businesses and local governments about the threats facing the local tourism industry and the need for preventative actions.
7. A desire by other organizations or entities to access our organizations funds.
8. The negative perception of some special events by consumers and the community.
9. Negative local media coverage, which has translated to a poor image of the destination in certain Florida cities and beyond.
10. Increased taxation of industry businesses.
11. Governmental rules and regulations.

Market Research/Principles of Research-Based Marketing

A market research program consists of finding and placing pieces of a puzzle. These pieces include information about consumer beliefs and perceptions, experiences and propensities. In the case of Daytona Beach we look for information about our existing and potential customers. There is only one way to determine anyone's beliefs and perceptions and that is to ask them.

The Halifax Area Advertising Authority research program consists of quantitative (statistical survey) and qualitative (focus group) research efforts. The authority and its committees and staff use the research to determine message, timing, media, images, etc.

Following is the program of work, devised with staff, for 2014-15:

Visitor Profile

Using a geographically diverse stratified sample of properties, including flagged and independent, large and small, with and without amenities, etc.; a random sample of visitors are chosen. More than 30 years ago, Mid-Florida Marketing & Research, Inc. was the first firm to recognize the invalid and incomplete information that typically comes from intercept interviews of tourists in hotel lobbies and attraction gates. Our method of conducting telephone interviews with visitors after they've returned home results in more thoughtful, accurate and thorough findings. In the 30+ years we have used this method no participating property has ever withdrawn because of issues with confidentiality or complaints by guests. Independent and franchised properties have always been part of the sample, including Holiday Inns, Marriott, Hilton, Best Western, etc. A total of 16,800 records are examined to determine origin, party size and length of stay. This data is particularly significant in establishing number of visitors as well and as economic impact. A total of 3,600 interviews are conducted.

Information to be gathered includes (but is not limited to):

- ✓ Number of Visits
- ✓ Repeated use of hotels
- ✓ Reason for visit
- ✓ Activities while in the Halifax Area
- ✓ Source of travel information
- ✓ Internet, Social Media and OTA (Online Travel Agency) use
- ✓ Purchase/booking behavior
- ✓ Party demographics
- ✓ Lead time in destination choice and purchase/booking
- ✓ Transportation
- ✓ Other vacation destinations and propensity to take more trips
- ✓ Satisfaction with Daytona Beach experience
- ✓ Media use (Cable TV, magazines, etc.)
- ✓ Daily expenditures for tourism related items (i.e. food and beverage, admissions, souvenirs, etc.)

The interview takes 8-12 minutes. Data is analyzed using ABTAB™ software, specifically designed for survey research, automatically conducting tests of validity on each question. This software also allows us to accomplish unlimited cross tabulations (comparisons of groups) of data. Since Florida is, by far, the largest origin point for visitors it is important to understand the differences in

behavior and demographics. Therefore, the report is divided into two sections- visitors from Florida and visitors from outside Florida. The report is stratified by month to understand issues of seasonality, special events impact, etc.

The findings are used by staff, committees, and the advertising agency to make decisions including:

- ❖ Demographic markets to advertise to
- ❖ Geographic markets to advertise to
- ❖ Timing of advertising
- ❖ Images in advertising
- ❖ Advertising message
- ❖ Advertising media
- ❖ Marketing direction
- ❖ Promotional activities
- ❖ Tour and travel agency support
- ❖ Decision making changes
- ❖ Behavior changes

This data also is used to determine economic impact of tourism on the Halifax Area and Volusia County.

Special Studies

These include:

- ✓ Conversion Studies
- ✓ Image & Use studies
- ✓ Special Market Analyses

Conversion Studies

These will determine the results of specific advertising media, campaigns or publications. While results such as requests for information, website visits, etc. can tell us what happens as a result of the ad; they don't tell us if the potential visitors converted to actual visitors. The survey is a bifurcated one; that is, depending on if they chose or didn't choose the Daytona Beach Resort Area for their vacation, respondents will answer a specific set of questions. For each study the sample size will be 700.

Conversion studies will also tell us:

- ❖ What destinations are our competition
- ❖ Why another destination was chosen over ours
- ❖ Usefulness of their and our website in:
 - Locating information they were looking for
 - Maneuvering through the website
 - Choosing and booking a hotel property
 - Planning their trip
- ❖ Additional requests for Visitors Guide, etc.
- ❖ Usefulness of our collateral material in conversion
- ❖ Reasons for choice and levels of satisfaction with competitive destinations
- ❖ Propensity to visit (or revisit) the Halifax Area for a future trip

Visitors to the Daytona Beach website will be invited to participate in the on-line conversion survey. A sweepstakes entry will be offered to all those who participate.

The sweepstakes will be for a Daytona Beach stay, including amenities and local admissions.

Two additional studies will be accomplished. These might include those who received the Visitors Guides or those who respond to particular campaign, etc.

Image & Use Study

These are conducted with beach vacationer residents of Florida and Atlanta metropolitan area, or east of the Mississippi, not including Florida and Atlanta. They also can be accomplished with emerging or tenuous markets, such as Canada.

This provides us with:

- ❖ Factors most important in choosing beach vacation destinations
- ❖ Beach destinations visited by potential visitors
- ❖ Plans for beach vacations in the immediate and longer range future
- ❖ Propensity to choose Daytona Beach for their near term and future beach vacations
- ❖ Propensity to choose other beach destinations
- ❖ Image of Daytona Beach with those who have and have not visited
- ❖ Perception of Daytona Beach for families, golfers, diners, etc.
- ❖ Perceptions of competitive beach destinations for families, golfers, diners, etc.
- ❖ Characteristics of those who take beach vacations
- ❖ Characteristics of those who choose Daytona Beach

The findings assist the staff and agency in setting the message and tone of a campaign. For each study the sample size will be 700. Two studies are conducted annually, one for Florida residents and one for residents East of the Mississippi.

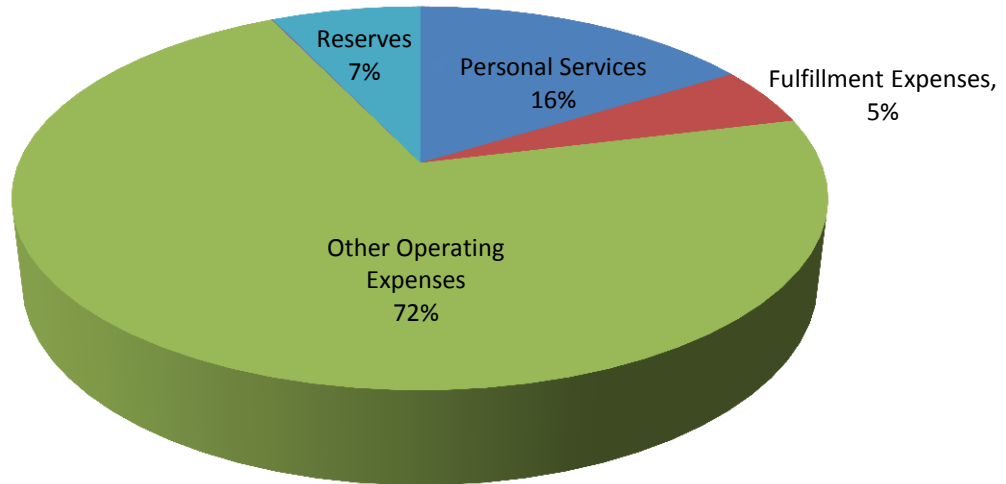
Budget

Summary Budget Comparison

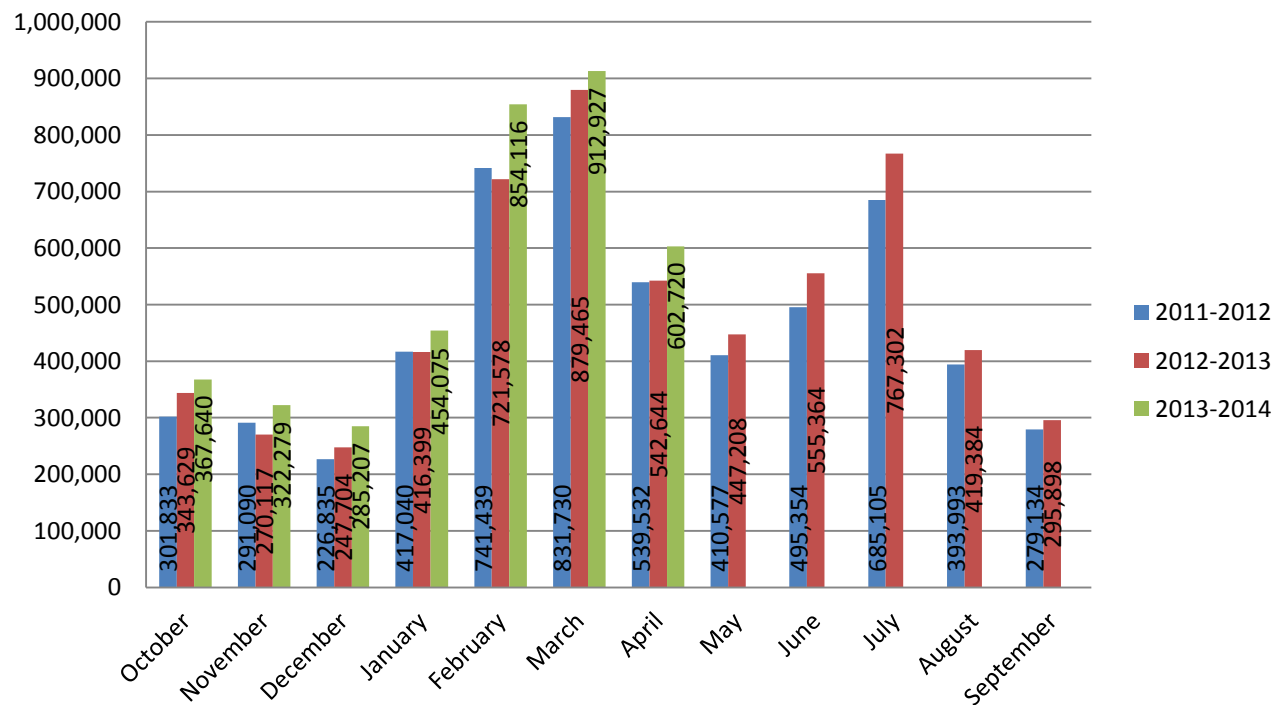
Halifax

	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Request
Revenues By Source				
Convention Development Taxes	\$ 5,906,691	\$ 5,896,173	\$ 6,166,069	\$ 6,478,638
Interest Income	3,182	400	2,901	8,000
Misc. Revenue	155,223	285,500	828,511	256,895
Appropriated Fund Balance	1,906,377	2,403,849	2,689,560	1,740,937
Total Revenues	\$ 7,971,473	\$ 8,585,922	\$ 9,687,041	\$ 8,484,470
		0		
Expenditures by Category				
Personal Services	\$ 1,151,382	1,241,573	\$ 1,302,586	\$ 1,375,947
Fulfillment Expenses	247,292	449,703	340,703	421,000
Other Operating Expenses	3,883,239	5,868,341	6,297,815	6,082,523
Capital	0	5,000	5,000	5,000
Total Operating Budget	\$ 5,281,913	\$ 7,564,617	\$ 7,946,104	\$ 7,884,470
Variance to Adopted Budget			\$ 381,487	\$ 319,853
Reserves	0	5 1,021,305	0	600,000
Total Expenditures	\$ 5,281,913	\$ 8,585,922	\$ 7,946,104	\$ 8,484,470
Revenues vs Expenditures	2,689,560	0	1,740,937	(0)
Number of Full-Time Positions	20	18	18	19
Number of Part-Time Positions	13	12	12	12

Expenditures By Category



Covention Development Tax Collections for Halifax Area Advertising Authority



Target Market Sectors

1. Direct Consumer

Over the coming year we will continue to create greater demands for the Consumer market segments, to position Daytona Beach as the premier destination for all potential visitors. We will increase our presence with Florida in-state, domestic U.S., out of state, Canadian and international visitors by reaching markets that have a high propensity for travel to our destination. We will increase messaging in print, digital, television, and out-of-home media to drive awareness and website traffic.

A. Director Consumer/Domestic

Visitor Centers

HAAA operates two visitor centers within our destination. One is at Daytona International Speedway at the main visitor center and the other is at Bruce Rossmeier's Destination Daytona. We will continue to aggressively market at our two local Visitor Centers and in cooperation with Visit Florida state welcome centers. We will act as concierge for the destination providing detailed area information, visitor's guides, maps, and information regarding area accommodations and activities. We will create programs to collect consumer data and contact information for future communications.

Consumer Shows

We have targeted to increase our destination visibility by increasing the number of Consumer Shows we attend on an annual basis. In the 2014-15 fiscal we will attend 12 Consumer shows. This is an increase from eight in the previous fiscal. The shows selected have the highest attendance and specifically meet our consumer marketing geographically and demographically. In addition, we have created new full-color consumer show brochure designed to significantly reduce the high cost of shipping materials to shows. With the introduction of the consumer fair share brochure and the new consumer booth share program the CVB will reduce the costs to attend these targeted shows by more than \$3,000. We will attend the following shows:

Show	City	Date
Southern Women's Show	Orlando	Oct. 9 - 12
Travel Expo	The Villages	Jan. 13
AAA Great Vacations Expo	Columbus Ohio	Jan. 16 - 18
New York Times Travel Show	New York City	Jan. 23 -25
Kentucky Sport, Boat & Rec Show	Lexington	Feb. 6 - 8
Travel & Adventure	Wash DC	Mar 7 - 8
Travel & Adventure	Philadelphia	Mar 21 - 22
Travel Expo	The Villages	25-Mar
Southern Women's Show	Raleigh	April 24 - 26
Southern Women's Show	Nashville	April 30 - May 3
Fall Home Show	Cobb Galleria	Sept. 4 - 6
Southern Women's Show	Charlotte	Sept. 2015

B. Director Consumer/Out-of-State

The second largest source for visitation comes from domestic U.S. out-of-state travelers. While a large number of visitors drive to the area from markets such as Atlanta, there is a great opportunity to market to several fly-in markets to the Daytona Beach International Airport, either directly or through the Atlanta and Charlotte hubs. This marketing will be a mix of print, television and digital.

Family Market/Indicators:

- a. More people are traveling in family parties than in previous decades.
- b. Groups are more multi-generational, i.e. grandparents traveling with kids and grandkids, parents with grown children, etc.
- c. Siblings and their families traveling together are also on the increase.
- d. Soft education experiences (i.e. Marine Science Center or Museum of Arts & Sciences) are important to all members of the party.
- e. While most families typically don't plan historic or education-based tourism vacations, that type of experience is an important ambient feature of the trip.
- f. Beach vacations remain enticing to families, especially if there are ample other things to do at the destination.
- g. Family vacations don't always mean budget vacations, although families traveling with children spend their money in different ways than adult travel parties.
- h. This market often attends and participates in youth sporting activities.
- i. Family vacation planners rely heavily on the Internet for travel information.
- j. Family travel is diverse.

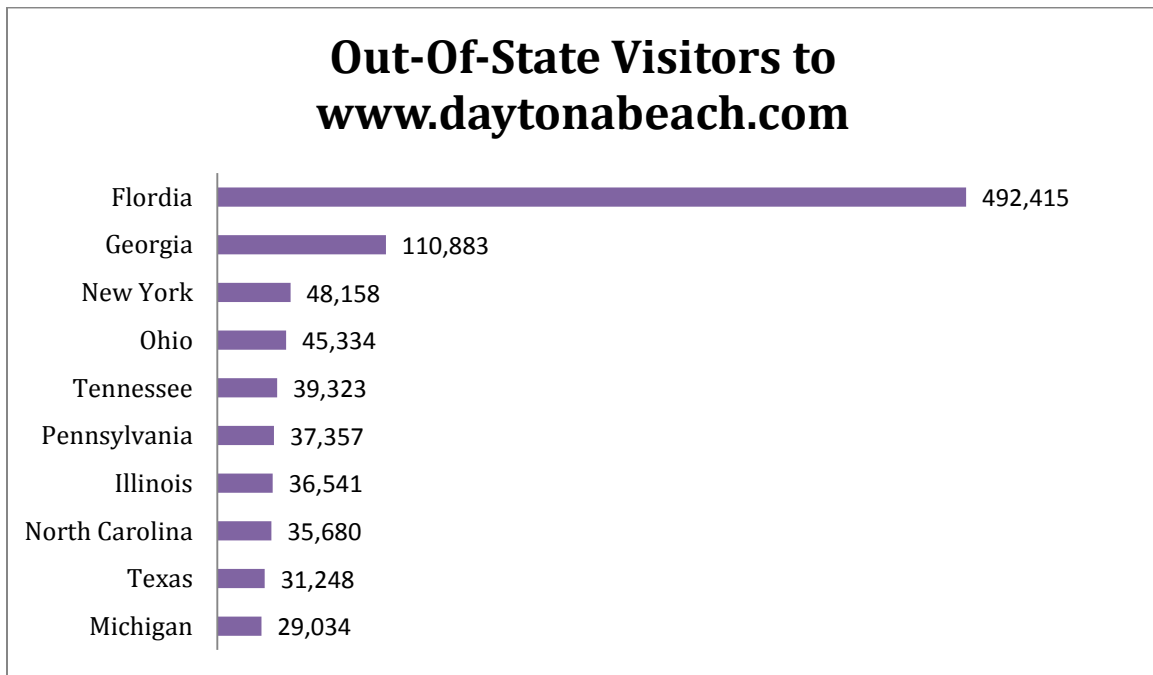
Boomer Market/Indicators:

- a. People in this category are retiring at a younger age.
- b. They seek soft adventures (i.e. personal watercrafts, canoeing, diving and snorkeling, historic sites, museums, etc.).
- c. This group enjoys educational tours. They enjoy learning new things they hadn't had time for before (i.e. sailing, golf, computers, gourmet cooking, etc.).
- d. They enjoy outdoor sports (i.e. fishing, golf, boating, etc.).
- e. They feel they've earned little luxuries (i.e. chocolate on the bed, Jacuzzi tubs, etc.).
- f. They include cultured activities in their vacations (i.e. music, art, etc.).
- g. They demand a good deal for their money and are Internet savvy.
- h. Dining experiences are an important part of their vacations.
- i. These travelers are nostalgic for the beach vacations of their youth.
- j. They like independence and don't want to be herded on strict itineraries, although they do like packages.
- k. They like taking their grandchildren places.
- l. Golf and tennis are important to them.
- m. While RV travel continues to be popular, these are typically used for trips other than to a beach destination.

Millennial/ Indicators:

- a. *They are tech savvy.*
- b. *Heavily tech-dependent.*
- c. *They consume information rapidly and almost constantly.*
- d. *They book trips faster and, in turn, often share their travel experiences in real time.*
- e. **They like to learn.** Travel isn't just about fun with this generation.

- f. Millennials are attracted to authentic destinations where they have the opportunity to learn something.
- g. **They are spontaneous.** Many airlines and hotels have begun offering last-minute online travel deals targeted at digitally savvy Millennial travelers.
- h. **They rely on word-of-mouth recommendations.** Eight of 10 travelers say they are likely to trust the recommendations of a family member or friend via social media when it comes to travel.
- i. Recent studies report that millennial also trust reviews from peer reviews and strangers.



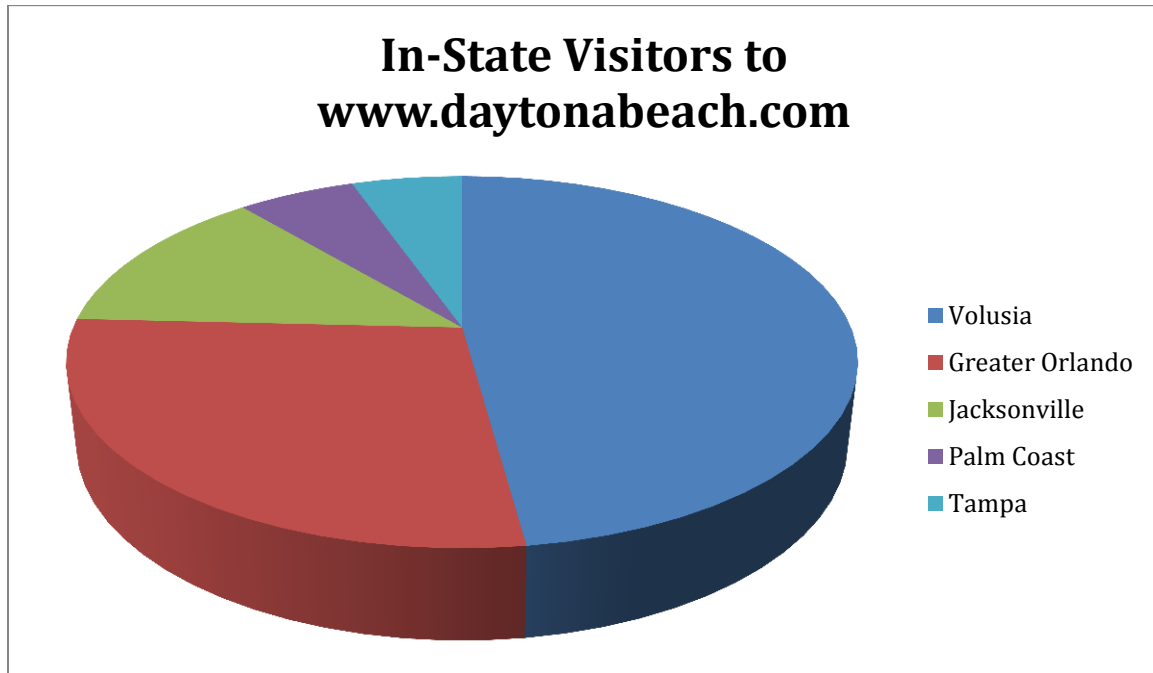
C. Director Consumer/Florida In-State Visitors

Our number one source for visitation comes from within Florida. With more than 12,000 rooms available, our market is a great asset for “drive to” markets such as Orlando, Tampa/St. Petersburg, Jacksonville and The Villages -- not only for peak seasons, but the shoulder seasons and mid-week stays. The focus will be primarily on the families and boomers. This marketing effort will be a mix of print, digital, television and billboards.

Indicators

- a. The number of auto visitors is fluctuating and difficult to measure.
- b. Leisure day trips from Orlando are increasing.
- c. Leisure travelers to Florida are seeking new experiences; however, the beach remains the number one draw.
- d. Repeat visitors are decreasing their number of days at Disney Parks.
- e. While Orlando area cooperative programs are always desirable, other Florida destinations are seeking cooperative programs for international as well as domestic marketing and research initiatives.
- f. Marketing partnerships, such as those in place with St. Johns and Brevard counties, help to leverage resources and expand reach.

- g. St. Johns, Orange, Seminole and Brevard counties benefit from Volusia County's larger events, including Bike Week, Speedweeks, Biketoberfest® and the Coke Zero 400 weekend.



D. Director Consumer/International

United Kingdom/Indicators

- The British love Florida.
- Although British travel to Florida has declined, it continues to be the number one market from Europe.
- Although Brits may initially purchase an Orlando or Miami vacation package, on subsequent trips they are more comfortable as independent travelers.
- They are not typically loyal to any one place and continue to seek new Florida destinations.
- They enjoy fishing, birding, walking, tennis and golf.
- Second time visitors to Florida will often book plane fare and a car, and possibly a first night's accommodation. After that, they are confident that they can plan their itineraries as they go.
- UK visitors are responsive to advertising, when the message and timing are right.

Germany/Indicators

- Germans have not returned in great numbers, and this market continues to recover slowly.
- Germans like to have a sense of place. They want a clear image of the destination and what it offers.
- Germans like small properties with on-site owners. They like to get to know their hosts.
- They are not typically loyal to any one place and continue to seek new Florida destinations.
- They have long designated vacation periods and generally like to unpack once and take day trips from their home base.
- They often choose packaged holidays with a lot of the decisions made in advance. They seldom change their itinerary after arriving.
- They are avid beach fans and an ideal target for the Daytona Beach area.

Canada

This market will provide families and Boomers to our market. The families have a propensity to travel during our peak season, and Boomers during the fall and winter. Ontario is the key market, and both print and digital will be utilized to entice these visitors.

Indicators

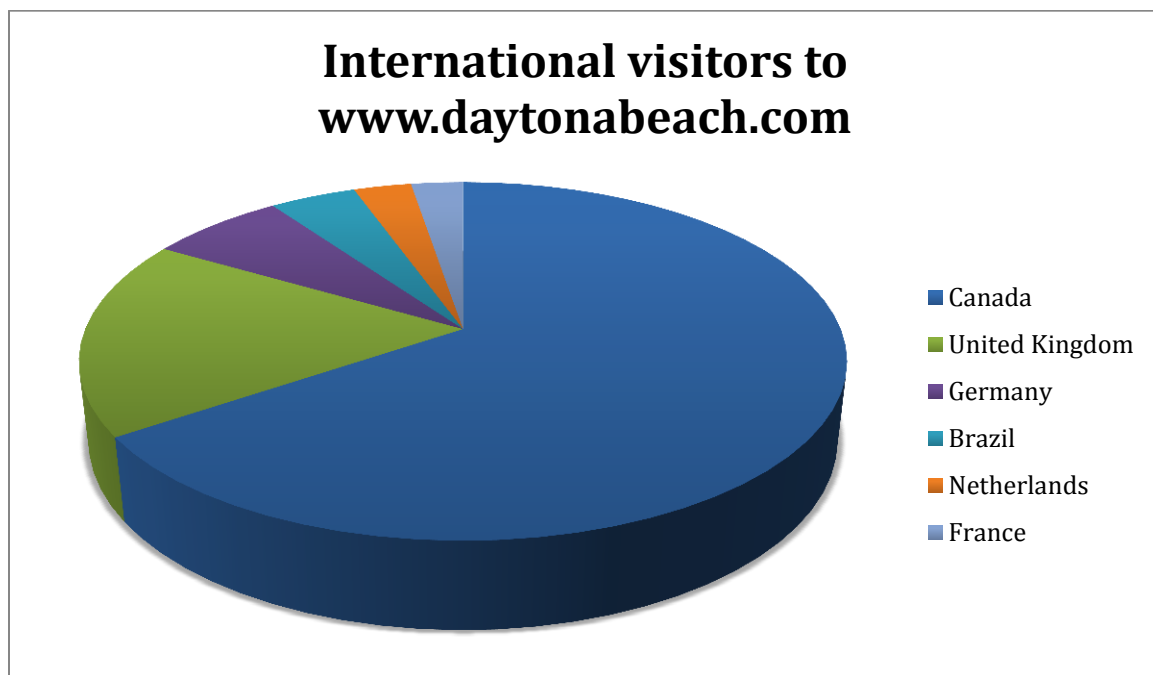
- Canadians continue to consider Florida their warm weather backyard.
- The fluctuation of the U.S. dollar against the Canadian dollar can impact travel to the area. Currently, there is no definitive difference, and this helps to attract the market.
- Economic issues in Canada can affect lengths of stay and reduce the number of visits.
- Canadian visitation has been on the upswing over the past several years.

Other International

The European market is slowly rebounding as the economy improves. We will work with our partners at Visit Florida to co-op the marketing efforts to this re-emerging segment of travelers. Europeans still depend on travel agencies, so we will work closely with the Tour & Travel department to ensure congruent messaging for the consumer market segments.

Indicators

- Spain, Netherlands and France are emerging markets into Florida.
- Latin and South American visitors, while enticed by shopping, also seek out trendy nightlife and fast-paced cosmopolitan environs.
- According to the United States Travel Association (formerly TIA,) China is poised to become a major market to the U.S. within five years. This market will develop slowly for Florida, as their first introduction to the U.S. will be through major gateway cities such as San Francisco and New York.



• Situation Analysis/Description/Geo-Targeting

For several years, many Florida beach destinations have actively advertised in what are considered to be Daytona Beach's core markets of Orlando, Tampa, Jacksonville and Atlanta. Panhandle beaches such as Panama City Beach and Eastern Seaboard destinations like Myrtle Beach and Hilton Head are especially active in the Atlanta market (which becomes very crowded with travel advertising during the summer) and are becoming more active in the large Jacksonville metro area.

Further, as Orlando continues to post record visitation -- 57 million visitors in 2013 -- a growing host of Florida beach Destination Marketing Organizations (DMOs) are looking to attract both Orlando residents and visiting tourists who may be open to adding several beach days to their Florida itineraries. These beach destinations include Amelia Island, Tampa Bay, Jacksonville, St. Augustine, St. Pete/Clearwater, Naples and Key West. Even Caribbean islands such as Nassau Paradise Island have an ongoing presence, thanks to the number of direct flights out of Orlando. With this, Orlando remains one of Daytona Beach's most significant feeder markets, and we must continue to market aggressively in the Central Florida area.

- **Families:** Families remain the number one source for visitation during our peak seasons. Our destination has many loyal repeat family visitors. We will continue to aggressively focus on repeat visitors, the family visitor that has not returned in some time, and first-time visitors to our destination.
- **Boomers:** Boomer couples are a close second to family visitors re: market segment size. Ultimately the Boomer fills the shoulder or off-seasons and is typically seeking a different experience from the family traveler. We will aggressively continue to focus on marketing to boomers to bring them to our destination during the seasons discussed.
- **Millennials:** The Millennial is an emerging market that wants to try new things and new places. We need to recognize this market segment will one day move up to the family segment and seek travel for leisure with their family. Our goal will be to introduce this market segment to our destination so they may experience something new and exciting and provide for their future vacations as they transition into the family market segment.

• Goals and Objectives

- Work with the new Advertising Agency to create a new campaign and branding message
- Increase bed tax
- Increase occupancy, Average Daily Rate and revenue per available room (REVPAR)
- Develop and market a more robust golf program
- Continue to improve our tracking methods and return on investment (ROI) measurements
- Conduct several focus groups
- Create in-market programs to entice visitors to return
- Enhance the consumer experience at all visitor centers
- Continue to track and improve consumer analytics
- Engage more opportunities with partners such as Visit Florida and Destination Marketing Association International (DMAI)

• Action Plan (Including promotion, advertising, public relations and digital marketing)

We will work with the new Advertising Agency to bring repeat and new consumer business to the Daytona Beach area through high-engagement marketing efforts that geo target specific consumer segments.

- Work directly with the new advertising agency to create a new campaign, messaging and brand for all direct consumer marketing efforts
- Establish specific market segments and geo targeting for all market segments
- Ensure that each campaign has specific goals and measurable ROI
- Develop new campaigns to drive quality traffic to DaytonaBeach.com
- Work with the new advertising agency and area partners to provide quality co-op advertising opportunities
- Increase lead generation through a multitude of new programs focused on consumer interests
- Work with industry partners such as Visit Florida for viable opportunities in markets that may be difficult to reach, using their buying power and co-op
- Engage with our PR/Communications department to ensure the message is consistent across all market segments through social media, press releases, consumer FAM trips and consumer travel writers/bloggers
- Develop an interactive kiosk at both permanent welcome centers within our market
- Continue to enhance the consumer experience on DaytonaBeach.com with additional interactive campaigns

• Public Relations

- Focus on travel media in Florida, Atlanta, the Southeast, New York, Ohio, the Midwest and Texas
- Schedule personal media visits and sales pitches re: area happenings
- Distribute quarterly releases to targeted consumer media
- Coordinate and host a minimum two media FAMs, plus individual writers
- Coordinate and implement two consumer contests
- Respond to all editorial leads in a timely manner
- Participate in all available Visit Florida media receptions/missions in target markets
- Increase brand awareness in markets fed by the Orlando Sanford International Airport

• ROI/Measurement Standards

- Ensure that we maintain an average maximum 47 percent bounce rate on DaytonaBeach.com
- Ensure the consumer is viewing an average of three or more pages while on DaytonaBeach.com
- Ensure the consumer is spending a minimum of three minutes or more on DaytonaBeach.com
- Collect a minimum of 10,000 new consumer leads per month utilizing a double opt-in system
- Ensure there is a minimum of a 7-10 percent increase in bed tax collection each month
- Create tracking pixels to monitor the performance of all digital marketing efforts
- Include tracking phone numbers on all printed consumer marketing materials
- Develop measurable call to action messaging for all consumer marketing efforts

2. Niche Markets

A. Golf

Discover Daytona Beach Golf allows the consumer to find accommodations, golf courses and activities in a one-stop-shop environment. We will continue to market golf in print, digital, social media, public relations, and consumer golf shows.

- Continue relationship with GolfPac/DiscoverDaytonaBeachGolf.com
- Google Analytics-driving key pay per click for golf
- Incorporate golf message into consumer marketing whenever appropriate

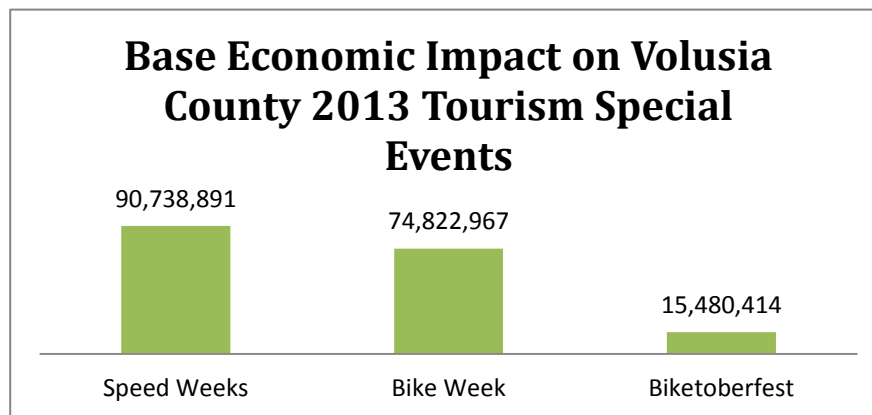
B. Tourism Events

Daytona Beach is recognized for its year around calendar of events. The HAAA promotes tourism events, whether directly or indirectly involved to improve visitors experience, raise the destinations brand, and contributes economically throughout the community. The event marketing partnership provides financial support for marketing events, which exhibit positive tourism potential and directly affect the communities within the Halifax Area Advertising district. Event marketing is defined as advertising and promotion outside of the county. These events are submitted though an application process, and the HAAA's board determines funding.

Halifax Area Advertising Authority will continue to aggressively market all tourism events that exhibit strong potential for generating overnight stays. Utilize print, digital, social media and PR to consistently market our message. We will continue to seek new tourism events to grow and brand for the destination.



- Daytona Beach ½ Marathon
- Rolex 24 At Daytona
- Bike Week
- Speedweeks
- Spring Car Show
- Coke Zero 400
- Daytona Blues Festival
- Wings & Waves
- Biketoberfest®
- Other annual Festivals



C. Arts, Culture and Heritage Tourism (AHT)

Continue to support the area's vast arts, culture and heritage treasures through PR and marketing efforts. Meet regularly with these organizations to understand needs and opportunities for tourism development.

- Continue to develop and distribute the Cultural Guide
- Produce vignettes for social media, website and the local Beach Channel
- Highlight new attractions, developments and renovations
- Promote Volusia County's myriad Environmental, Cultural, Historical and Outdoor/Recreation (ECHO) treasures throughout the CVB's efforts

• Situation Analysis/Description/Geo-Targeting

Inbound travel (focused on golf, tourism events, arts, culture and heritage) is an important aspect to our overall consumer marketing approach. These sectors enhance certain periods of the year that may not typically yield a high level of occupancy. We will utilize our new advertising agency to market both domestically and internationally to all of these market segments.

• Goals and Objectives

- Increase bed tax
- Increase occupancy, ADR and RevPar
- Develop a more robust golf program
- Work with the new advertising agency to create new market sources for golf and AHT
- Create new and exciting programs to entice more visitation during tourism events
- Continue to improve our tracking methods and ROI measurements
- Create in-market programs to entice visitors to return
- Continue to track and improve consumer analytics
- Engage more opportunities with partners such as Visit Florida and DMA)

• Action Plan (Including promotion, advertising, and public relations)

The Market Development Department will work with the new advertising agency to bring repeat and new consumer business to the Daytona Beach area through high-engagement marketing efforts that target specific consumer segments in the areas of golf, tourism events, arts, culture and heritage.

- Work directly with the new advertising agency to create a new campaign, messaging and brand for all direct consumer facing marketing efforts
- Establish specific market segments and geo-targeting for all market segments
- Ensure each campaign has specific goals and measurable ROI
- Develop new campaigns to drive quality traffic to DiscoverDaytonaBeach.com
- Develop new campaigns to drive quality traffic to Biketoberfest.org
- Develop new campaigns to drive quality traffic to BikerBeach.com
- Develop new campaigns to drive quality traffic to the arts, culture and heritage section of DaytonaBeach.com
- Work with the new advertising agency and area partners to provide quality advertising opportunities from a co-op marketing standpoint

- Increase lead generation through a multitude of new programs focused on consumer interests
- Work with industry partners such as Visit Florida for viable opportunities in markets that may be difficult to reach, using their buying power and co-op
- Engage with PR/Communication to ensure the consumer message is congruent across all market segments through social media, press releases, consumer FAM trips and consumer travel writers/bloggers
- The Group Sales Department will work to target and identify golf groups representing both the leisure and corporate markets

• Public Relations

Discover Daytona Beach Golf

- Publicizing and reenergizing the Discover Daytona Beach Golf program and its packaging options
- Targeting key golf travel writers for media FAM invitations
- Tying in editorial content with ad buys whenever possible

Tourism Events

- Supporting major events and festival with media release distribution
- Coordinating contests around -- and inviting writers to experience -- key events that support our brand
- Creating contests to extend into key event target markets, (i.e. Tampa for Wings & Waves)

Arts, Culture and Heritage Tourism - ACHT

- Create a substantial media buzz re: the new Cici and Hyatt Brown Museum of Art at the Museum of Arts & Sciences
- Revise and distribute the Share the Heritage and Arts Map publications, which feature countywide cultural finds
- Develop and rework strategic itineraries for consumers and travel writers
- Target key writers/publications for media FAM invitations

• ROI/Measurement Standards

- Create tracking pixels to monitor the performance of all digital marketing efforts
- Insert tracking phone numbers on all printed consumer marketing materials
- Develop measurable call to action on all direct consumer facing marketing efforts

3. Destination Group Sales

The Destination Group Sales department will continue to create a greater demand for the meetings and sports market segments, and to position Daytona Beach as a viable location for both groups and tour operator clientele. Meetings and sports will be supported by a defined increase in group lead development, definite business and destination site visits. Tour and travel will be supported by a goal to increase product offerings by tour operators, room nights generated, and a defined increase in destination site visits.

A. Meetings and Conventions

The sales team will target and place an increase of emphasis on groups requiring hotel meeting space and unique meeting venues requiring 60,000 square feet or less. With over 300,000 square feet of meeting space at area hotels and regional private event facilities, the Destination Sales Department will leverage our industry alliances to provide a foundation for insured meeting leads. Our rapidly growing database will also help to support the targeting of prospective group business opportunities. The team will also continue to work closely with the staff at the Ocean Center to maximize all booking opportunity.

B. Sporting Groups

Destination Sales is working toward positioning the area as a premier sports tourism destination for the economic benefit of the entire county. Expansion of this segment will boost hotel occupancy and stimulate visitor spending. The sports program will focus on national/regional youth and adult sports that can utilize existing county and city facilities.

C. Convention Services/Group Support

Convention Services coordinates all aspects of the department's sales effort, as well as the services provided to incoming meetings, conventions, events and tour groups. The group sales coordinator and convention services coordinator act as liaisons between the sales team and industry partners for administrative assistance, pre-show planning and marketing. They also provide local services to our group sales and trade show clients. Convention Services will continue to provide services and necessary support for prior Ocean Center commitments.



• Situation Analysis/Description/Geo-Targeting

An increased focus will be placed on specific market segments that will produce the best use of area hotels. The sales team will maintain existing relationships and build new business within the following markets:

- **Religious/Faith-based:** These groups typically look for value, drive-in markets and second-tier destinations. They provide strong repeat bookings for area partners and city-wide programs.
- **National Associations:** Almost every market segment can be represented by a national association. The national organizations are generally concentrated in the Washington, DC and Chicago areas. Typically, the annual programs consist of a high number of attendees with the ability to create a strong economic impact for the destination.
- **Social:** This area consists of family reunions and social programs interested in drive markets with a range of affordable rate ranges.
- **Military:** Planners of military reunions may work for a military association or volunteer to coordinate their annual programs.
- **Fraternal:** Affordability and location are key with this market, which has one of the largest membership bases nationally and internationally.
- **Educational:** This sector can provide short-term booking opportunities and often hold regional meetings.
- **Sports:** Through this market we can maximize opportunities to enhance our destination's sports brand by building new and strengthening existing relationships with governing bodies. We will work with area partners to maximize utilization of public and private athletic facilities.

An emphasis will be placed on developing new opportunities from these additional markets:

- **Corporate Market Development:** In the rapidly changing global culture of business, companies are focusing more on collaboration. Educational and networking activities include first-class speakers and opportunities to help build relationships within the corporate industry. Meetings provide short and long-term booking opportunities for area hotels. Focus will be placed on the destination's feeder markets – including NASCAR/ISC, Volusia County's UCF business incubator program, TEAM Volusia and others -- for potential meetings.
- **3rd Party Planner Market Development:** Independent meeting planning firms bring the needs of their clients to our area hotels and the Ocean Center. They are representative of every market and every size of meeting. A third party planner may work directly with the Destination Group Sales department to distribute qualified leads or request convention support for their group.
- **Green Meetings Market Development:** An increasing number of meeting and event professionals are trying to build some form of sustainability into the events they organize, the facilities in which they operate, and the products and services they supply. Green meeting programs provide education and technology sessions to meeting planners and organizations from around the world.
- **Incentive Meeting Market Development:** Travel incentives are a reward subset of an incentive, recognition or a loyalty program. These programs are important tools used to change behavior and improve profit, cash flow, employee engagement and customer engagement. This market generates a higher ADR brings in short-term bookings, and utilizes 3, 4, and 5 star hotel properties. They can also be event driven.

• **Goals and Objectives**

- Maintain and grow goals, accountability and detailed ROI
- Develop new small market meetings and maintain existing markets
- Increase focus on destination hotels and their meeting facilities
- Increase focus on destination sports facilities
- Develop a hotel rebate/grant program to assist in booking business
- Focus on groups that will consider multi-year contracts
- Strategically place advertising print, digital and editorial messages in key trade media
- Target specific periods with a focus on the value season by working with hotel partners
- Develop regional opportunities and book industry shows that increase visibility to our area
- Increase focus on groups that can utilize our assets and improve visibility to new customers

• **Action Plan** (including sales activities, advertising, public relations)

- Continue to work with the Ocean Center team to bring new business to the Daytona Beach area, using shared lead distribution and providing ongoing support for citywide groups
- Continue to develop partnerships with Central Florida Sports Commission when feasible
- Establish an economic calculator that will measure a more detailed spend for business meetings, conventions, and sports programs
- Define the criteria for the Hotel Rebate & Grant/Reward Program
- Identify potential groups and messaging for use with all attendee data bases obtained from tradeshow, in market presentations, sales calls, industry memberships, and FAMs
- Develop small and mid-sized meeting leads for the area hotels that can accommodate smaller meetings, including military and family reunions
- Develop a corporate meeting initiative to bring exposure to the Daytona Beach area and its new hotel product.
- Develop a strategic partnership with third party planners, supporting their partnerships with our area partners, and incentivizing them to book Daytona Beach
- Develop an incentive meeting package, to include high-energy activities, team building, motivational and educational speakers
- Work on product development with area partners, including attractions, museums, dine around programs, festival packages, Daytona International Speedway tickets/tours, and area day excursions
- Approach all lost business with a new energized message
- Incorporate quarterly FAMs/summits and in-market presentations supporting vertical markets
- Develop a comprehensive convention services program for planners, sports rights holders, tour operators, and travel agents
- Continue maintenance and enhancement of the CVB's comprehensive reporting system
- Identify and attend local social organizations and seek speaking opportunities to encourage locals to "bring their meeting home"
- Place strategic print and digital media buys that include testimonials, planner-to-planner messaging and co-op opportunities for area partners

• **Public Relations**

- Create content for the new Meetings & Conventions Facebook page
- Distribute monthly (or more frequent) releases to targeted media

- Assist with related media FAMs
- Respond to all editorial leads in a timely manner
- Support local B2B meeting prospecting efforts
- Create community awareness of the group sales industry via media talk shows, interviews, etc.
- Create industry awareness and participation re: the impact of meetings, advantage to partners, etc.
- Help to facilitate planner testimonials for a Facebook campaign targeting additional planners
- Create a fresh, new image library for all venues offering meeting space, unique team building, etc.
- Leverage media opportunities prior to all meeting and trade events in which the department participates
- Provide PR support for incoming groups such as the NAIA Football, Shriners, etc.

• ROI/Measurement Standards

- To be measured by the following:
 - Meeting Professional International (MPI), Society of Government Meeting Planners (SGMP), Florida Society of Association Executives (FSAE), Tallahassee Society of Association Executives (TSAE).
 - Client events hosted during sales missions, tradeshow, and locally
 - Familiarization trips (FAMs)
 - Tradeshow/industry meeting sponsorships
 - Host regional independent/third party planner meetings
 - Partnership with VISIT FLORIDA, participate on meetings/trade committee
 - Partnership with Brand USA
- Leads issued Five per month/15 per quarter/60 per year per
- Prospecting calls/emails Five per week/60 per quarter/240 per year
- Pre/post show calls Two per show
*each show to be evaluated for sales call opportunities
- Destination Site visits Two per month/six per quarter/24 per year
- Market-specific FAM trips One per year (budget four for all markets)
*can increase based on bringing regional meetings to destination
- Database Marketing Develop marketing message for all markets -one e-blast per show, one e-blast post show, and one e-blast per market per month
- Lost business tracking Marketing message to all lost business/five calls/emails to individual markets per month by sales manager/director
- Website traffic Quarterly message with incentive for online RFP completion
- Support Communication with all hotel partners, supporting their efforts on an ongoing basis, continue industry partner outreach, meeting with at least one industry partner per week

4. Tour Operators and Travel Agents (groups and individual plus online sellers of travel)

A. Tour Operators, Travel Agents, and Online sellers of travel

The focus of the Tour and Travel program is to develop, promote and increase the volume of business produced by domestic/international tour operators, travel agents, and online sellers of travel to the Daytona Beach area. Tour and travel is not specifically group targeted, but is a component of Destination Sales. The Travel Agent/Tour Operator sector will play a role domestically and internationally.

• Situation Analysis/Description/Geo-Targeting

Inbound travel involving tour/receptive operators and travel agents continues to change daily. Domestically, growth in travel to Florida by the motor coach sector has continued to be positive. Internationally, travel agents and receptive operators continue to play significant roles as "advisors" to their clients for long haul destinations such as the U.S. The U.K., Ireland, and Germany report an increase demand for Florida, Orlando-based receptive operators are seeing an increase in room nights to the Daytona Beach area from the South American region. Canadian travel continues to grow.

• Goals and Objectives

- Maintain and grow goals, accountability and detailed ROI
- Focus on groups that will consider multi-year contracts
- Strategically place advertising and editorial print and digital and messages in key trade media
- Target needs periods with a focus on the value season by working with hotel partners
- Develop regional opportunities and book industry shows that will increase visibility to our area
- Increase focus on groups that can utilize our assets and improve visibility to new customers
- Develop a destination attraction voucher program

• Action Plan

- Produce a countywide voucher/package program to include attractions, restaurants, museums, eco-tourism, shopping and water sports with a goal of increasing room nights and length of stay in the Daytona Beach area
- Maintain a strong focus on the domestic and Canadian consumer
- Coordinate sales missions and marketing opportunities to complement ongoing consumer media buys
 - Continue to work with corporate AAA (Heathrow) and AAA Auto Club South (Tampa) and other Florida inbound clubs around the country
 - Increase exposure in the Canadian markets through tradeshow, sales missions and marketing opportunities
 - Develop travel agent awareness through sales missions and presentations
- Increase international brand awareness with receptive and tour operators in Orlando, Miami, and the Southeast
 - Open placement/inclusions with Florida-based receptive and tour operators
- Develop and promote innovative tour and travel marketing support for use by the trade

- Form new trade partnerships that benefit and strengthen the objectives of the destination and our lodging partners
- Establish relationships with vacations home rentals that collect bed tax
- Visit and interview existing accounts to garner feedback
 - Continue calling upon accounts and prospects within territory
- Partner with regional destinations to generate duel-city/duel-tier programs
- Identify and establish new marketing opportunities by creating “add on” land packages with Florida cruise lines
- Extend the efforts of our existing sales team by developing joint packaging strategies with hotel partners
 - Develop a marketing brochure with our area partners for distribution in their sales kit
 - Develop attraction/entertainment/meal voucher programs
- Attend key trade events
 - United States Travel Association’s POW WOW
 - Florida Huddle
 - World Travel Market (based on new hotel/attraction development and demand)
 - ITB Berlin (based on new hotel/attraction development and demand)
 - North American Journey’s Receptive Tour Operator Summit
 - Ontario Motor Coach Association (OMCA)
 - American Bus Association (ABA)
 - Student Youth Travel Association (SYTA)
- Develop in-market representation project by project
 - United Kingdom – World Travel Market
 - Germany – ITB Berlin
 - Ireland
 - The Netherlands
- Review effectiveness of web-generated sales
- Re-energize partnerships with Visit Florida
- Schedule business to business networking events

• Public Relations

- Capitalize on media opportunities via Florida Huddle, Pow Wow, etc.
- Time the travel professional’s messages just prior to consumer media placements
- Increase brand awareness via specific messaging to targeted media

• ROI/Measurement Standards

Tour and Travel will work to increase product offerings by tour operators, room nights generated, destination site visits and FAM trips.

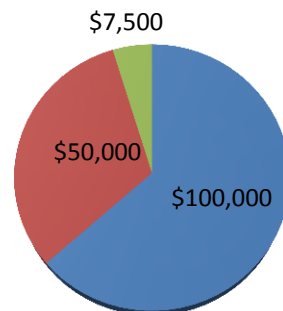
Advertising Authorities Collaboration Program



The advertising authorities will promote Volusia County as a whole to specific markets through ongoing market research. The intent of this program is to continually showcase and promote the assets of the three taxing districts whenever such an opportunity exists. The authorities will utilize the resources available through Mid-Florida Marketing and Research to ensure we are targeting the right consumer and effectiveness of the advertisement. The geographic targeting will include Canada, Northeast, Florida, and Georgia. All three authorities continue to contribute to this collaboration program. *Halifax Area Advertising Authority has budgeted \$100,000 for this program in the coming year.* The combined budget for this program is \$157,500.

Ad Authorities Collobration Program

■ HAAA ■ SEVAA ■ WVAA



A. Ongoing countywide marketing research program

Utilize the resources available through Mid-Florida Marketing & Research to ensure we are targeting the consumer market segments for this campaign. Have Mid-Florida Marketing & Research conduct follow-up campaign surveys to ensure the effectiveness of the campaigns.

B. Co-op Advertising/Consumer

Work with Southeast Volusia and West Volusia advertising authorities to create viable countywide consumer marketing campaigns that increase awareness and interest into all that Volusia County has to offer.

C. Co-op Public Relations/FAMs

Work with Southeast Volusia and West Volusia advertising authorities' PR/Communications departments to ensure accurate and creative social media cross-promotions. Create media FAM trips that highlight all of Volusia County.

• Situation Analysis/Description/Geo-Targeting

Our goal is to promote and highlight Volusia County as a whole to specific consumer market segments. Both Family and Boomer consumer markets are strong segments for these efforts.

• Goals and Objectives

- Increase bed tax
- Increase occupancy, ADR and REVPAR
- Increase awareness for all destinations within Volusia County
- Continue to improve our tracking methods and ROI measurements
- Create in-market programs to entice visitors to return
- Continue to track and improve consumer analytics
- Engage more opportunities with partners such as Visit Florida and DMAI
- Support SVAA and/or WVTAA when these authorities are unavailable to attend shows by distributing each authority's media kit or visitor's guides.
- Develop and continue joint partnership opportunities that attract agents and buyers to sell bookings in Volusia County.
- Create familiarization programs benefiting all of Volusia County including, but not limited to, the Ocean Center to highlight the overall vitality of Volusia County.
- Produce content and develop a countywide tourism event calendar landing page on Discovervolusiacounty.com.
- Ongoing collaboration utilizing social media as sharing tool to extend the visitors interest for Volusia County.

• Action Plan (including promotion, advertising, public relations)

The Halifax Area Advertising Authority will work with Southeast Volusia and West Volusia advertising authorities to create viable countywide consumer marketing campaigns that increase awareness and interest into all that Volusia County has to offer.

- Establish specific market segments and geo-targeting for all market segments.
- Ensure that each campaign has specific goals and measurable ROI.

- Develop new campaigns to drive quality traffic to DiscoverVolusiaCounty.com.
- Work with area partners to provide quality advertising opportunities from a co-op marketing standpoint.
- Increase lead generation through a multitude of new programs focused on consumer interests.
- Focus on promoting events that show potential to generate additional room-nights, countywide, including the ever-growing Daytona Beach ½ Marathon.
- Include countywide ECHO tourism assets – such as the now-thriving trails system—in marketing materials and PR message.
- Work with industry partners such as Visit Florida for viable opportunities in markets that may be difficult to reach, using their buying power and co-op.
- Ensure that the consumer message is congruent across all market segments through social media, press releases, consumer FAM trips and consumer travel writers/bloggers.
- Continue to have strategically placed booths next to SVAA and/or WVTAA on trade show floors to benefit and strengthen awareness to all of Volusia County.
- Market countywide sporting events on sportsvolusia.com.

• Public Relations

- Communicate with all partners on upcoming media opportunities
- Integrate countywide assets and focus into materials and messaging
- Share media leads whenever appropriate
- Include all partners in National Tourism Week activities
- Feature all partners in media visits and sales pitches re: area happenings

• ROI/Measurement Standards

- Create tracking pixels to monitor the performance of all digital marketing efforts
- Insert phone numbers on all printed consumer marketing materials
- Develop measurable call to action on all consumer facing marketing efforts