

VISIT  
**Oakland**

ANNUAL REPORT 2016

*Mission:*

INCREASE TOURISM'S ECONOMIC IMPACT TO OAKLAND  
THROUGH DESTINATION DEVELOPMENT AND BRAND MANAGEMENT.

*Vision:*

TO TELL THE WORLD THAT OAKLAND IS A WORLD-CLASS DESTINATION.

[VISITOAKLAND.ORG](http://VISITOAKLAND.ORG) | [#OAKLANDLOVEIT](https://twitter.com/OAKLANDLOVEIT)

## EXECUTIVE SUMMARY

Oakland continues to be a step ahead of the US and Bay Area in terms of travel demand as evidenced by the strong growth in both hotel occupancy and average rate. While much of this growth is a result of the strengthening economy and increase in travel, Oakland's ability to "outshine" both the national and regional averages is indicative of what makes Oakland unique.



The Visit Oakland team has excelled at putting Oakland forefront in the minds of travel decision makers, corporate travel managers and local travelers.

- The VO sales team was able to put Oakland in the forefront of literally thousands of meeting and travel planners at the myriad of trade shows and events that the VO staff attended over the past year.

- The VO public relations staff hosted dozens of journalists and travel writers over the past year. The editorial coverage of Oakland's hotels, culinary and arts scene was represented in many national and international magazines and newspapers.

- VO's focus has been to ensuring that Oakland's digital presence was reflective of the best that Oakland has to offer. The enhancements to VO's website, the extensive contemporary use of social media and digital advertising resulted in bringing Oakland to literally millions of viewers over the past year.

Visit Oakland's focus for the upcoming year is to build on the strong foundation that we have built. The sales effort is being refined to better focus on the shows and events that cater to Oakland's key target audience. Many of Oakland's hotels do a great job of "selling" their product. VO is working to be a strong resource to Oakland's hotels to assist in the sales process. The utilization of a 3rd party PR firm will enable VO to get the Oakland message out via sales missions in addition to bringing many more key decision makers, journalists and travel writers to Oakland to experience all that Oakland has to offer. VO is enhancing its digital resources by bringing digital design talent in house to enable the digital messaging to be more consistent, relevant and timely. The Visitor Center has exceeded all of our expectations and is playing host to hundreds of visitors each week that want to know more about Oakland.

I am very confident that Oakland is poised to continue to be the unique and unexpected place to visit, stay and do business in the upcoming year. Visit Oakland is prepared to enhance the Oakland experience and to let the world know more about Oakland.

Mark Everton  
CEO, Visit Oakland



### STRATEGIC PARTNERS



Front cover photo by Greg Linhares, City of Oakland

## BOARD OF DIRECTORS EXECUTIVE COMMITTEE

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**V. Toni Adams**, Treasurer,  
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**Barbara Leslie**, Oakland Metropolitan  
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**Paul Patel**, Washington Inn

## STAFF LIST

**Mark Everton**, President & CEO

**Natalie Alvarez**, VP, Marketing &  
Business Development

**Stephanie Nash**, Finance &  
Administration Manager

**Ben Taylor**, Digital Marketing &  
Communications Manager

**Samantha Scott**, Sales Manager

**Frances Wong**, PR & Community  
Relations Manager

**Kent Sundgren**, Sales Coordinator

**Paul Lim**, Social Media Specialist

**Helen Green**, Visitor Services  
Manager

**Kenneth Brown**, Visitor Center  
Associate



# ECONOMIC IMPACT OF TOURISM

Oakland's annual visitor spend is over **\$1.5 BILLION.**

(Source: Smith Travel Research, Young Strategies, 2015)

*Did you know?*

## TOP 5 WAYS VISITORS SPEND THEIR MONEY IN OAKLAND:



(Source: Young Strategies, 2014, Smith Travel Research, 2015, Dean Runyon Associates 2015)

Average Daily Rate **INCREASED 13% OVER 2014**  
**Hotel Occupancy was 76% IN 2015.**

(Source: Smith Travel Research, 2015)

The City of Oakland's occupancy is forecast to dip by 2% in 2016 with a **12% growth** in average daily rate.  
 (Source: Smith Travel Research)



Source: Nsight Business Intelligence



(Source: City of Oakland)

Tourism supports **94,000 FULL-TIME JOBS** in the Oakland region.

(Source: Dept. of Labor Statics, Oakland-Fremont-Hayward metropolitan area)

Smith Travel Research data excludes luxury, midscale and economy properties.

**MORE THAN 2.6 MILLION PEOPLE STAYED IN OAKLAND IN 2015.**  
**OAKLAND VISITOR CENTER WELCOMED OVER 6050 VISITORS IN FY15-16.**

(Source: Smith Travel Research, Young Strategies, 2014)

# MAJOR GOALS ACHIEVED

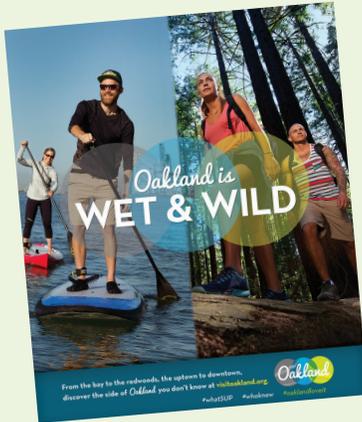
|   |   |   |  |  |
|---|---|---|--|--|
| <p>Increased hotel weekend stays by <b>3.7%</b> over previous year</p>              |    | <p>Produced <b>Oakland Relocation Guide</b> in Partnership with <b>Red Oak Realty</b></p> |    | <p>Website Visits increased by <b>24%</b><br/>Page Views increased by <b>7%</b> to 1.3 million</p> |
|    | <p>Developed strong relationships with local news media</p>                         |          | <p>Secured over <b>80</b> media placements in top tier publications</p>              | <p>Produced <b>Dining Guide: Bars &amp; Bites</b> supported by advertising</p>                     |
| <p>Launched Oakland Urban Wine Trail</p>  |   | <p>Increased Group Sales Leads by <b>33%</b></p>  | <p>Provided Destination Services to meeting planners in market</p>                   | <p>Hosted client events in key markets</p>   |
|  | <p>Secured 4 Strategic Partners: Amtrak, BART, Super Shuttle, Whole Foods</p>       | <p>Increased Oakland Restaurant Week web traffic by <b>12%</b></p>                        | <p>Secured over \$25,000 in sponsorship for Oakland Restaurant Week</p>              | <p>Hosted Sales Missions from Korea, China, India, UK, Scandinavia</p>                             |
| <p>Won Visit California's Poppy Award for "Best Overall Marketing Campaign"</p>     |  | <p>Trained over 500 Front Line Staff through the I AM Oakland Program</p>                 |  | <p>Organized networking mixers &amp; luncheons for stakeholders</p>                                |

Photos Courtesy of: Tiana Sisay Tuto, Visit Oakland, Chabot Space & Science Center, McMullen, BART, Visit Oakland, Claremont Hotel, The Dock @ Linden St.

# MARKETING

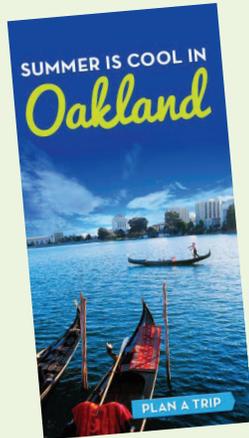
Visit Oakland executed advertising campaigns and new brand materials including an official dining guide, BID book, Oakland Urban Wine Trail Brochure and Convention Services Card. Content marketing continued to guide the strategy, allowing new content developed for the website to be used in print guides, email marketing and social media. **The Visit Oakland brand won Visit California's Poppy award for "Best Overall Marketing Campaign" in 2015.**

## ADVERTISING CAMPAIGNS

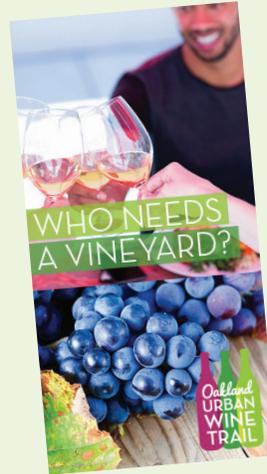


### Discover the Oakland You Don't Know

Target: Adventure Seeker, Experience Seeker in Portland & LA Travel



**Summer is Cool**  
Target: Bucket Lister, Experience Seeker in Sacramento



**Oakland Urban Wine Trail**  
Target: Adventure Seeker,

## OAKLAND TARGET AUDIENCES

### ADVENTURE SEEKER

- 25-35 years old
- Moving up in their career
- No family or very young family
- HHI @ 100K+
- 6+ trips per year around authentic experiences

### BUCKET LISTER

- 66+ years old
- HHI @ \$100K+
- High percentage of income is fixed, tied to investments
- 5+ trips per year with longer stay periods

### EXPERIENCE SEEKER

- 36-50 years old
- Double income, no kids
- HHI \$200K+, high disposable income
- 6+ trips per year
- Immersive travel experiences

## COLLATERAL



Oakland Bars & Bites Guide



Oakland Urban Wine Trail



Official Inspiration Guide

## MARKETING BY THE NUMBERS

**1.3**  
MILLION  
WEBSITE PAGE VIEWS

**95%**  
INCREASE  
IN FACEBOOK FANS

**35%**  
INCREASE  
IN TWITTER FOLLOWERS

**155%**  
INCREASE  
IN INSTAGRAM FOLLOWERS

**26,128**  
USES  
OF #OAKLANDLOVEIT

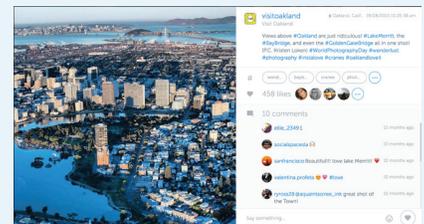
**31**  
WEBSITE ARTICLES  
CREATED

# CONTENT DEVELOPMENT

Visit Oakland's content marketing, native advertising and video content curation model worked to deliver big results.



Oakland UrbanWine Trail Video,  
Top Chef visits Oakland,  
Oakland Real Thing Video



Instagram Influencer Campaigns

## OAKLAND URBAN WINE TRAIL

Oakland's Urban Wine Trail (OUWT) is a new program developed in partnership with ten Oakland wineries. The goal was to drive brand awareness from key drive markets (Greater SF Bay Area, Los Angeles, Sacramento) encouraging travel to Oakland for wine tasting and a weekend stay.

### KEY ACCOMPLISHMENTS

- Creation of oaklandurbanwinetrail.com
- Brochure development & distribution
- Street decals were placed in front of the wineries and along the major gateways of the trail.
- Kick off Event & Press Release in September 2015



**OAKLAND URBAN WINE TRAIL BY THE NUMBERS**

**20,000**  
BROCHURES DISTRIBUTED

**27.2**  
MILLION  
MEDIA IMPRESSIONS

**37,000**  
PAGE VIEWS AT  
OAKLANDURBANWINETRAIL.COM

**100**  
MEDIA & STAKEHOLDERS  
ATTENDED KICK OFF  
EVENT

# 6<sup>TH</sup> ANNUAL OAKLAND RESTAURANT WEEK

Presented by Visit Oakland and American Express



“Our program was extremely successful this year – attendance was definitely up.”  
- Hutch



## OAKLAND RESTAURANT WEEK PRESENTED BY VISIT OAKLAND & AMERICAN EXPRESS

- Restaurant participation increased by 25% over 2015; 104 participating restaurants
- Website page views up 12%
- 12 million Paid media impressions
- 22 million Earned and sponsored media impressions
- 45 press hits from media outlets

## KEY PROMOTIONS

- VIP Kickoff Party
- Advertising in print, radio and outdoor
- Social media campaigns

## BEST OF ORW BRACKET

- 64 restaurants went head to head in a March Madness style bracket promoted on social media. Users could vote to determine the winner
- 7,201 votes, 705 new registered users
- 8,500 page views
- Thousands of likes, shares, tweets and re-tweets

## ORW SPONSORED BY:



“It’s clear that Visit Oakland is operating this to bring positive attention and business to the local restaurants, and it really works. So many people used it as an opportunity to try us out.”  
- The Half Orange

# SALES

## ADVERTISING CAMPAIGNS BY SALES MARKET



**Movers & Shakers**  
Target: Corporate, Association Meeting Planners

**Catch & Release**  
Target: Sports Planners

**Pride & Joy**  
Target: Diversity Meetings

Visit Oakland's parking rebate encouraged planners to book Oakland

## KEY ACCOMPLISHMENTS

- Increased the level of destination services to offer customized experiences for over 60 groups and conventions that booked Oakland for the 2015-2016 fiscal year
- Meetings Quest was Oakland's first ever hosted trade show in over 10 years, featuring 125 planners and 40 vendors in market for four days to book business, attend education sessions, participate in networking events and site tours
- Our partnership with third party entities has proved to be successful and beneficial as the combined revenue generated through booked leads in Oakland from 2015-2016 fiscal is over \$2 million
- LGBTIQ Sports partnerships has been a focal point for the Visit Oakland team as we have joined a nation wide task force supporting and hosting LGBTIQ sporting events, including the first one to be hosted in Oakland this fall
- Our partnership with RocNation Sports continues to grow as we worked with one another to host two monumental boxing matches at Oracle Arena featuring Oakland's own, Andre Ward

## INTERNATIONAL REPRESENTATION

Visit Oakland's presence in the international markets grew through marketing with Visit California and Brand USA as well as leveraging partnerships with the International Airport.



Oakland International Airport celebrated the first non-stop service to the UK market via Norwegian Airlines.



With Terminal 2 expansion plans in place at Oakland International Airport, VO attended IPW & WTM to promote the city to international travel trade operators.



Oakland was featured in Norwegian Airlines inflight publication.

## SALES BY THE NUMBERS

LEAD GROWTH:

**33%**

POTENTIAL ROOM NIGHTS:

**165,254**

ECONOMIC IMPACT:

**OVER \$12.1 MILLION**

**21**

TRADE SHOWS ATTENDED

**32**

FAMILIARIZATION TOURS

**125**

CUSTOMERS HOSTED

# PUBLIC RELATIONS

## PR ACHIEVEMENTS

The PR team continues to highlight a variety of positive stories while also shifting the outward perception of Oakland through positive media coverage.

### Highlights include:

- Katie Couric and Yahoo! worked with Visit Oakland to showcase Oakland's economic and cultural renaissance for her online docu-series Cities Rising: Rebuilding America
- Earned international and national attention for the City of Oakland during the 2015 NBA Championship Finals which included use of Visit Oakland-provided photography of Oakland in the broadcasts
- Partnered with Oakland Unified School District and the Oakland Raiders to provide a memorable Christmas Eve to reward two OUSD student leaders and their families that included an ultimate Raiders experience in a suite, hotel stays, gifts, and a holiday meal delivered to their homes

## TOP PR HEADLINES

"National Media Finally Says 'Oakland' at NBA Finals"

San Francisco Business Times, June 2015

"Why Oakland's Hotel Scene is Heating Up"

San Francisco Business Times, July 2015

"Oakland Tourism Gets Boost from Wineries, Hot Restaurants"

Oakland Tribune, September 2015

"Oakland's Rebound"

Yahoo! News with Katie Couric, February 2016

"7 Reasons to Visit Oakland"

Fodor's Travel, June 2016

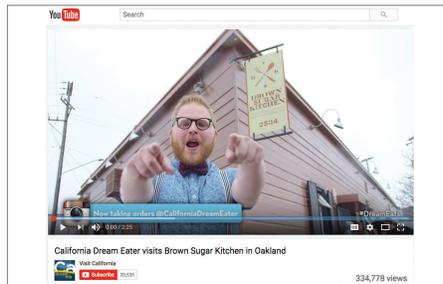
## FEATURED PUBLICATIONS



## LOCAL NEWS & COMMUNITY OUTREACH



Katie Couric interviewing Mayor Libby Schaaf for the "Cities Rising: Rebuilding America" series on Yahoo.



Oakland hosted California Dream Eater at multiple restaurants.

**Swellmade City Guide OAKLAND**

- Blue Bottle Coffee** 300 Webster St
- Café de Mexico Kitchen + Bar** 2137 Broadway
- Doughnut Daily** 4023 4th St
- John Breen Club** 1175 Telegraph Ave
- Embarcadero Inn Suites** 1755 Embarcadero
- Delmar's Doughy Co** 281 3rd St

**Swell Made Digital Influencer**

## PR BY THE NUMBERS

**24** PRESS VISITS

**80** MEDIA OUTLETS

**306** MILLION MONTHLY READERS AND VIEWERS REACHED

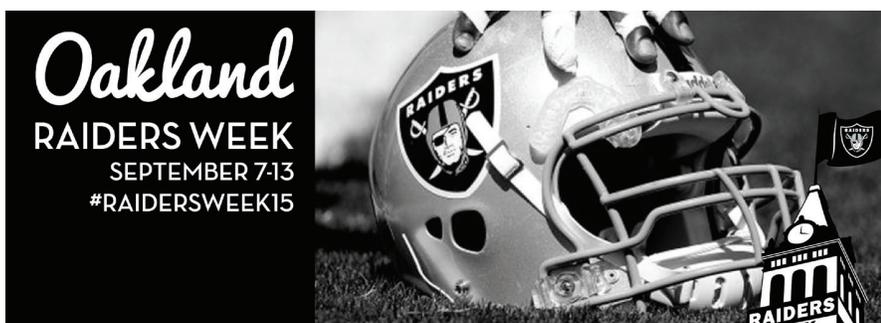
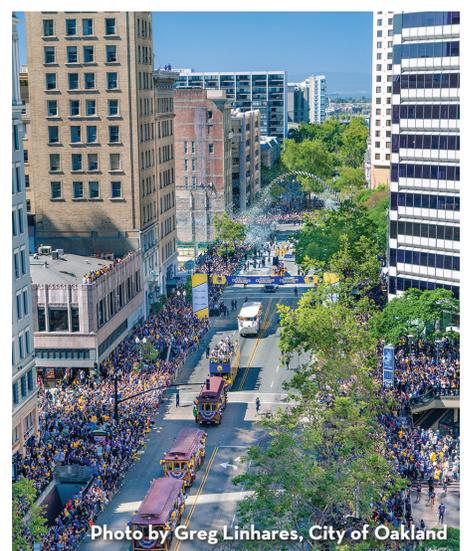
**7** COUNTRIES REACHED (UK, IRELAND, KOREA, CANADA, GREECE, ITALY, US)

# GAME ON

In 2015, the Visit Oakland team worked in close partnership with the City of Oakland and the Golden State Warriors as they clinched the title. Tactics included meetings with City Hall about parade routes, hosting media, securing B-roll and photography for broadcast and community engagement.

The Bay Area hosted the Super Bowl in February 2016, and Visit Oakland promoted Oakland via a digital advertising campaign and participated on the Super Bowl Host Committee.

Visit Oakland organizes “Spirit Weeks” to kick off the seasons of Oakland’s three professional sports teams. We engage our community partners with team flags atop City Hall, AC Transit bus headers, and team hats for hotel frontline staff.

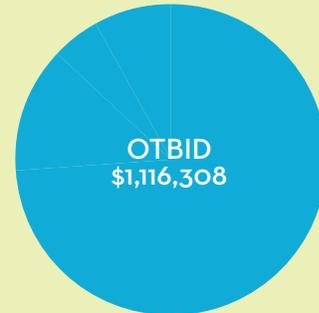


# VISIT OAKLAND BUDGET

## MEASURE C REVENUE



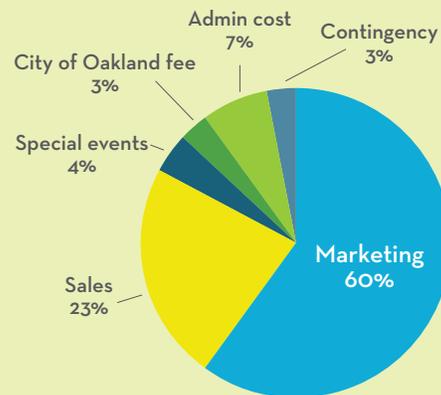
## OTBID REVENUE



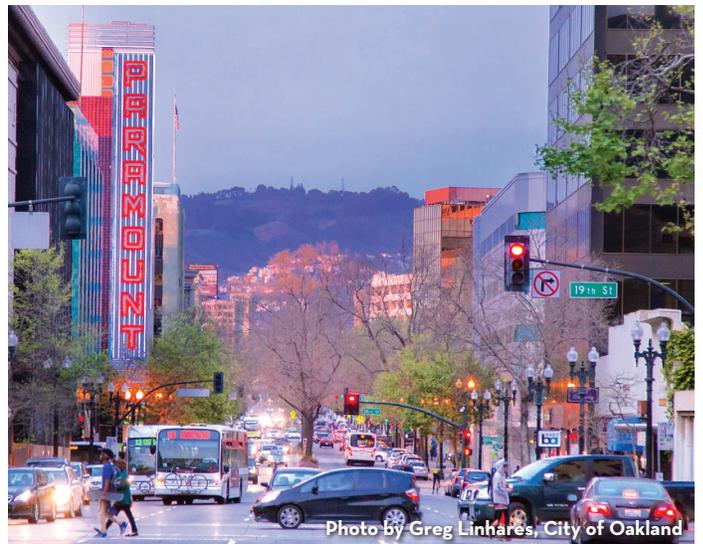
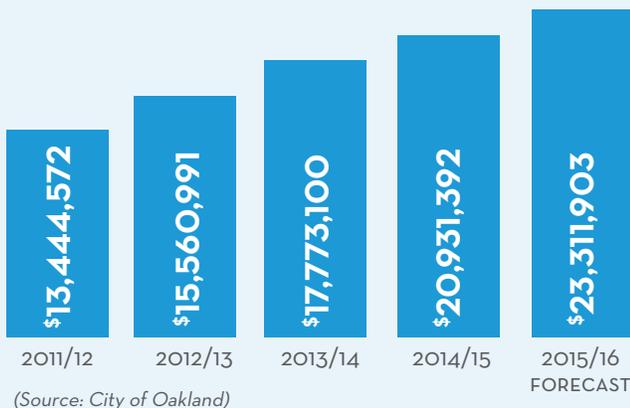
## MEASURE C EXPENSE



## OTBID EXPENSE



## TOTAL TRANSIENT OCCUPANCY TAX COLLECTED BY CITY OF OAKLAND





## VISIT OAKLAND ACCOLADES 2015-2016

**Oakland is the Most Diverse Large City in the U.S.**

*WalletHub, May 2016*

**Oakland Ranks as Food Heaven; Nation's Best City for Coffee, Food Trucks, Breakfast and More**

*SF Gate, March 2016*

**Ranked #13 Among America's Fastest-Growing Cities 2016**

*Forbes, March 2016*

**Among the 52 Places to Go in 2016**

*New York Times, January 2016*

**Among the 13 Hottest American Cities for 2016**

*Business Insider, December 2015*

**Among 5 Cities Building Wealth Through People Power**

*Shareable, December 2015*

**7th Best Local Food Scene in America**

*USA Today, August 2015*

**9th Best City for Baseball Fans**

*Wallet Hub, June 2015*

**VISIT OAKLAND WAS AWARDED  
2016 Poppy Award, Best Overall Marketing Campaign**