

TR

Tacoma Regional
Convention + Visitor Bureau

STRATEGIC + BUSINESS PLAN

2012 TO 2015

CVB



ABOUT THE TRCVB

The Tacoma Regional Convention + Visitor Bureau is the official destination marketing organization for Pierce County.

Mission

To execute initiatives
that deliver tourism
to Pierce County

The TRCVB increases visitor expenditures and overnight stays through strategic sales, marketing and services to our customers, members and communities. We promote and package our destination to attract and meet the needs of meetings and conventions, group tours, special interest groups and leisure travelers.

Vision

To be the recognized
regional leader in effective
destination marketing

The TRCVB is the catalyst in community tourism activities, developing local and state partnerships, delivering effective sales and marketing programs, and facilitating product development and enhancements. Our leadership results in increased resources for destination marketing.



WELCOME

TOURISM MATTERS TO PIERCE COUNTY, WA

The tourism industry is a significant driver of Pierce County's economic development. It generates over 10,000 jobs, delivers nearly \$1 billion in direct spending to the region and enhances the quality of life for local residents through tax revenues paid by visitors as well as shared amenities.

Our community depends upon tourism to build a stronger economy.

As Washington's fourth-largest export industry, tourism generates revenues from outside our region, bringing new money to our area.

This Business Plan includes initiatives we are undertaking to maximize the opportunities before us. It includes our goals and what we strive to achieve. And it includes you. Welcome to our team!

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STRATEGIC PLAN

CORE VALUES

REGIONALISM

- We recognize that our strength and competitive advantage is derived from bringing together the individual assets of Pierce County and marketing the region as a single destination.
- Business value is enhanced and we are more effective through collaboration and cooperation of our team members, partners and communities.
- The TRCVB leverages resources and augments the sales and marketing efforts of individual businesses and communities within the region.

LEADERSHIP

- We provide destination marketing leadership by inspiring and facilitating collaboration and cooperation within Pierce County.
- We are committed to the leadership of effective regional sales and marketing initiatives.
- We adhere to the highest standards and create positive results by inspiring enthusiasm, belief, commitment and integrity throughout the organization.
- We are committed to our role as a trusted resource for market direction and expertise.

ACCOUNTABILITY

- We execute measurable sales and marketing initiatives that deliver new and incremental business to the tourism community of Pierce County.
- We effectively communicate the results of our efforts created through transparent decision making.

STRATEGIES + OBJECTIVES

STIMULATE GROWTH OF TOURISM IN PIERCE COUNTY

- Develop and execute a flexible, measurable marketing plan designed to attract and deliver visitors throughout Pierce County.
- Take a leadership role in professional development infrastructure and issues that will allow more visitors to stay in Pierce County and maximize their experience.
- Promote hospitality training to educate and train front-line employees in effective hospitality skills and methods.
- Be a market driven organization and focus on emerging opportunities.

- Support tourism product development by working with communities to provide guidance, information and packaging opportunities.

LEAD COOPERATIVE SALES + MARKETING INITIATIVES

- Continue to develop and expand our co-op sales and marketing programs.
- Facilitate cooperative sales activities including tradeshow and sales missions.
- Develop and sustain relationships with complementary organizations to leverage marketing reach and resources.

ACHIEVE COMMUNITY RECOGNITION OF THE IMPORTANCE OF TOURISM AND THE TRCVB'S ROLE IN PIERCE COUNTY'S ECONOMIC DEVELOPMENT RESULTING IN SUSTAINABLE DESTINATION MARKETING RESOURCES

- Grow and enhance investor and community relations to ensure strong community partnerships and recognized return on investment.
- Work with community partners to ensure continued effective regional destination marketing programs are developed and implemented.

2012 BOARD OF DIRECTORS

The TRCVB is governed by a volunteer Board of Directors representing a cross-section of the tourism industry.

OFFICERS:

Chair | Shelly Schlumpf

PUYALLUP/SUMNER
CHAMBER OF COMMERCE

Chair Elect | Monique Trudnowski

ADRIATIC GRILL

Secretary | Ellie Chambers-Grady

CITY OF LAKEWOOD

Treasurer | Dan O'Leary

SILVER CLOUD INN—TACOMA

Past Chair | Ralph Pease

ARGOSY CRUISES

DIRECTORS:

Aaron Artman
TACOMA RAINIERS

Laurie Beck
SHILO INNS

Glenda Carino
CITY OF PUYALLUP

Trudy Cofchin
LEMAY FAMILY FOUNDATION

Mike Davis
EDWARD JONES

Denise Dyer
PIERCE COUNTY

Jeremy Foust
WHITTAKER MOUNTAINEERING

Kathy Franklin
CITY OF GIG HARBOR

Gerald Garcia
HOLIDAY INN EXPRESS
HOTEL + SUITES—SUMNER

Steve Geis
LEMAY—AMERICA'S CAR MUSEUM

Mike Gommi
COURTYARD BY MARRIOTT

Rob Henson
CITY OF TACOMA

Kent Hojem
PUYALLUP FAIR + EVENTS CENTER

Evan Marques
EISENHOWER + CARLSON, PLLC

Carmen Palmer
CITY OF SUMNER

Rhonda Petersen
TRAVEL TRADERS GIFT SHOPS

Laurel Potter
CITY OF FIFE

Kyle "Skip" Smith
SMITH- WESTERN CO.

Chuck Valley
BEST WESTERN PREMIERE PLAZA
HOTEL + CONFERENCE CENTER

Stephanie Walsh
LAKEWOLD GARDENS

BUSINESS PARTNERS:

AVAUNT TECHNOLOGIES
information technologies

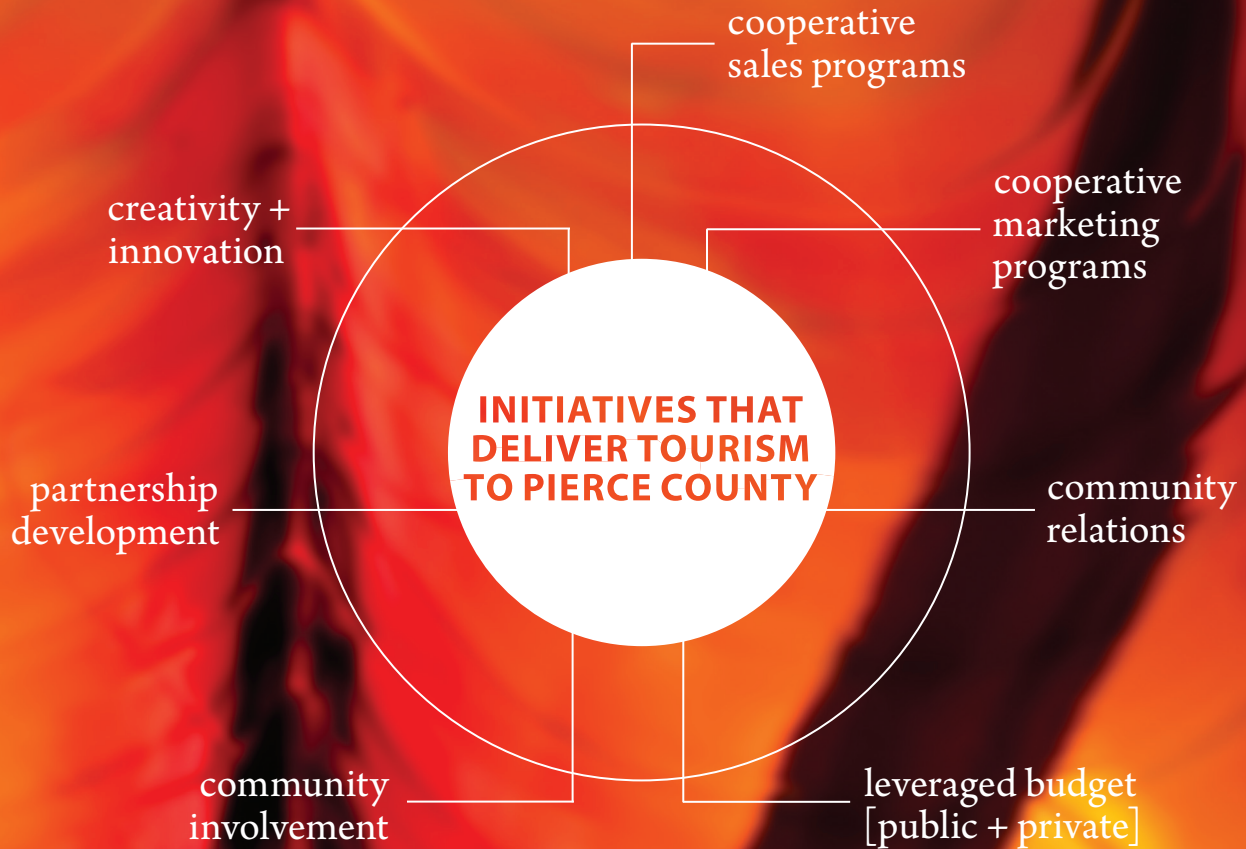
MEETINGMAX
convention housing bureau

SITECRAFTING
website developer

ARES
online reservation system

EVERGREEN MEDIA GROUP, LLC
visitor guide and meeting planner
guide publisher

BUSINESS PLAN FOUNDATION





**tourism
matters**

THE AVERAGE PARTY
SIZE FOR DAY VISITORS
IS **2** PEOPLE WHO EACH
SPEND **\$112** PER DAY. THE
AVERAGE PARTY SIZE FOR

OVERNIGHT VISITORS IS **2.4** PEOPLE WHO
EACH SPEND **\$163** PER DAY. THE AVERAGE
OVERNIGHT VISITOR STAYS **2.4** DAYS.

PIERCE COUNTY BENEFITS OF TOURISM:

4.652 MILLION VISITORS, **10,490** JOBS,
\$900.4 MILLION IN VISITOR SPENDING AND
\$71 MILLION IN VISITOR TAX RECEIPTS.

[SOURCE: DEAN RUNYAN ASSOCIATES, PIERCE COUNTY TRAVEL IMPACTS 2010]

KEY TRAVEL TRENDS

AGRITOURISM EXPERIENCES

Agritourism is considered a growth market in the tourism industry and can include a wide range of activities such as farm tours, picking fruits and vegetables, eating local produce, shopping at farmers markets and farm stands and much more.

TRIP INTERESTS

- MULTI-GENERATIONAL TRIPS
- CULINARY AND WINE
- FAMILY TRAVEL
- WOMEN-ONLY
- MEN-ONLY
- CULTURAL TRAVEL
- ADVENTURE TRAVEL
- SPECTATOR SPORTS

INCREASING CHINESE OPPORTUNITY

China is the fastest growing travel market in the world and is estimated to have 100 million international travelers by 2020. By 2013, inbound travelers from China to the U.S. are expected to exceed 800,000. These travelers spend an estimated \$7,000 per trip—significantly more than the typical domestic visitor.

EXPERIENTIAL ITINERARIES

Visitors seek deeper travel experiences within a destination where they can learn and connect.

CUSTOMIZABLE PRODUCT

Creating unique, one-of-a-kind trips based around the traveler's unique interests.

TRAVEL WITH SMARTPHONES

U.S. travelers are using their smartphones for navigation, GPS functionality and to compare and book travel.

TRAVEL IS BECOMING MORE SOCIAL

People are using technology and social networks to tap into the wisdom of friends to make informed travel decisions.

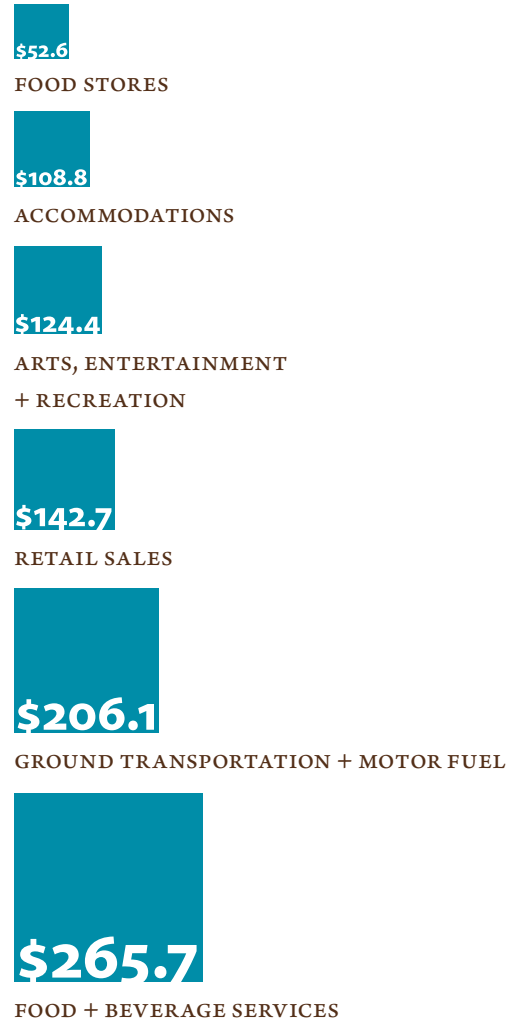
BUSINESS TRAVEL

U.S. originated business travel will continue to experience slow and steady growth.

[GRAPH SOURCE: DEAN RUNYAN ASSOCIATES, PIERCE COUNTY TRAVEL IMPACTS 2010]

Visitor spending by commodity purchased

[TOTAL \$900.3 MILLION; NUMBERS IN MILLIONS]





TRCVB INITIATIVES

DIRECT SALES

Proactively sell Pierce County as a destination for meetings, group tours and leisure travel to generate leads for members and book business in the region. Through proactive sales calls, tradeshow participation, industry networking, client site visits and FAM tours, the sales team connects key decision makers with TRCVB member businesses.

ADVERTISING

Promote the region and generate interest and awareness for Pierce County as a destination through branded messages to target audiences.

DESTINATION PUBLICATIONS

The Official Pierce County Visitor Guide and Meeting Planner Guide provide compelling information for the customer during their decision making process. They are designed to extend stays and encourage regional exploration.

WEB MARKETING

The TRCVB's website provides robust information for customers and facilitates direct bookings for a global audience. Social media enhances the destination's appeal by creating a dialogue with customers and sharing timely, interesting information.

MEDIA RELATIONS

Maximize positive media coverage of Pierce County to influence travel decisions and build destination awareness. Third-party stories and news articles enhance the destination's image without directly purchasing advertising.

VISITOR SERVICES

Influence visitor spending, regional visitor distribution and encourage longer stays by providing visitors with reservation services, itineraries, recommendations, visitor guides, brochures and maps of the region.

TRCVB FUNDING

CONVENTION SERVICES

Ensure the success of meetings and events in Pierce County by providing event marketing support, pre + post itinerary development, onsite concierge services, a housing bureau and more. Convention services are designed to lengthen delegate stays, increase regional spending and ensure repeat bookings.

BUSINESS DEVELOPMENT

Connect TRCVB members with business opportunities.

PARTNERSHIPS

Build a powerful destination image and leverages investments through cooperation with members, destination marketing organizations and industry associations.

CORE

The combination of Lodging Tax grants and contracts for services from partnering communities and private revenues from membership, sponsorship and cooperative sales and marketing initiatives.

TPA [TOURISM PROMOTION AREA]

This fund was implemented in 2010. The distribution of TPA funds is recommended by a commission of 11 hoteliers representing all contributing Pierce County TPA jurisdictions.

Funding partner communities:

PIERCE COUNTY
TACOMA
PUYALLUP
LAKEWOOD
FIFE
SUMNER
GIG HARBOR
DUPONT



WHAT OUR MEMBERS ARE SAYING:

“The TRCVB has helped our hotels become more connected to the local tourism community, making it easier for us to partner and build business as a team. It better equips us to work with specific groups coming to the area and is a resource when we have questions. We love knowing that should we need anything they are there to support us and grow tourism to the area.”

Traci Nelson | Director of Sales

BEST WESTERN PREMIERE PLAZA HOTEL + CONFERENCE CENTER
AND HOLIDAY INN EXPRESS HOTEL + SUITES—PUYALLUP



SALES

Convention and visitor bureaus enjoy a preferred, professional reputation in the world of meeting planners and tour operators, and that's where we help make the difference. Some doors open only for CVB's and business is facilitated through our leadership. Other opportunities are enhanced by the credibility your CVB brings when we work together.

We are the only organization in the region that can perform one key function for customers: make it easy for them. Our customers are sophisticated and gravitate to community representatives that have continuity and objectivity as well as the ability to save them time and find solutions. They are encouraged to do so because the international CVB industry has worked hard to make it that way.

Our sales initiatives reach target markets through trade shows, prospecting, sales missions, FAM tours, site inspections and partnership development.

SALES: MEETINGS + EVENTS

M+E SALES STRATEGIES:

- Continue to focus on key markets
- Continue to develop new leads and book business
- Connect with new customers at industry networking events and tradeshow
- Partner with Washington DMO's in national markets
- Gain market intelligence to build stronger programs
- Lead cooperative sales missions
- Implement incentive programs
- Leverage social media and blogs to generate new leads

PROGRAMS

- Leverage local host program ['meet in YOUR city']
- Lead sales missions in key markets
- Represent destination at tradeshow targeting key markets
- Increase destination presence at industry conferences

- Capitalize on the MPI Cascadia Conference 2012, hosted in Tacoma
- Market the region using a national meeting planner database
- Leverage Customer Advisory Board program

MARKETS

ASSOCIATION
GOVERNMENT
EDUCATION
CORPORATE
MILITARY
RELIGION/RETREATS
REUNIONS
SOCIAL/WEDDINGS
FRATERNAL
HOBBY GROUPS
TOUR PROFESSIONALS
TRAVEL ORGANIZATIONS + CLUBS

M+E goals:

200 LEADS
74,000 LEAD ROOM NIGHTS
15,000 BOOKED ROOM NIGHTS

Additional contributors to success:

- NEW TRADESHOW CONTACTS
- SALES MISSIONS
- DELEGATE SPENDING

SALES: TOUR + TRAVEL

T+T SALES STRATEGIES:

- Continue 'pavilion' programs at tradeshows to enable regional presence with destination members
- Partner with other Washington DMO's to reach international markets
- Capitalize on Chinese market opportunities
- Itinerary development for regional visitor distribution and extending stays
- Develop new leads, strengthen client and partner relationships
- Develop niche itinerary opportunities that compel overnight stays

PROGRAMS

- Direct sales initiatives and lead generation
- Actively participate in industry associations
- Increase participation at tradeshows
- Capitalize on the growing Chinese market
- Continue developing relationships and new product with key customers

T+T goals:

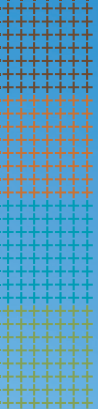
WORK WITH TOUR

PROFESSIONALS TO DEVELOP
EIGHT NEW ITINERARIES
WITH OVERNIGHT STAYS

COORDINATE A FAM TOUR FOR
SELECT CHINESE CUSTOMERS

Additional contributors to success:

- BOOKED ROOM NIGHTS
- NUMBER OF VISITORS
- REFERRALS



“The TRCVB is an amazing ‘tool’ that is always at my fingertips to help me respond to leads effectively, present our best side for site visits, learn new marketing techniques to attract visitors and especially network!”

Earla Harding | Event Coordinator
FOSS WATERWAY SEAPORT MUSEUM



MARKETING

Convention and visitor bureaus play an important role in creating demand for a destination through awareness building, promotion and brand positioning. In the marketplace, TRCVB leads cooperative advertising initiatives. Our publications have business purpose: helping visitors make decisions, extending stays and acting as a vehicle to distribute visitors throughout the region.

We divide our marketing opportunities into two segments: Traditional and New Media.

TRADITIONAL MARKETING STRATEGIES

- Define and communicate a clear brand statement for Pierce County
- Expand niche marketing programs:
 - Agritourism*
 - Voluntourism*
 - Cultural tourism*
- Design and produce visitor guide and meeting planner guide
- Lead print and Internet based advertising programs with targeted calls to action
- Provide collaborative opportunities for member participation

NEW MEDIA MARKETING STRATEGIES

- Promote packaged and added value travel [ski, golf, adventure, holiday, cultural, etc.]
- Expand member advertising packages on TravelTacoma.com
- Send and track eBlasts to target customers
- Utilize social media to engage and inspire visitors
- Increase user-interaction and user-generated content on TravelTacoma.com
- Expand TravelTacoma.com mobile site
- Utilize video to inspire and influence visits
- Continue ARES partnership and services

Marketing goals:

TRADITIONAL:

9,000 DIRECT RESPONSE
WEB VISITS

NEW MEDIA:

200,000 UNIQUE WEB VISITS

Additional contributors to success:

- BOOKED ROOM NIGHTS
- USER INTERACTIONS
- TOURISM REVEALED PARTICIPANTS

MEDIA RELATIONS

Convention and visitor bureaus use media outreach to obtain unpaid travel media coverage and convey tourism industry messages. TRCVB proactively solicits strategic media coverage and initiates publicity campaigns for top markets. We actively pursue coverage in publications that reach our customer base.

PLANNED PUBLICATIONS:

- Tourism Talks Industry Newsletter/Blog
- Travel Wire

MEDIA STRATEGIES

- Emphasize Why Tourism Matters
- Utilize Cision to execute and evaluate media relations pitches, releases and campaigns for enhanced ROI tracking
- Grow online blog stories
- Pursue unpaid media from travel writers, national and international press

- Utilize TravelTacoma.com News Room
- Solicit user-generated content on TravelTacoma.com
- Quarterly media newsletter
- Improve tracking of interest and coverage resulting from media relations initiatives
- Travel media programs
- Lead media missions

Media Relations goals:

150 PUBLISHED ARTICLES

Additional contributors to success:

- AD VALUE OF EARNED MEDIA
- CIRCULATION

WHAT OUR MEMBERS ARE SAYING:

“The TRCVB team is brilliant at bringing members together in creative, productive ways. Thanks to connections I’ve made with TRCVB, I’m developing new bus tours—something I never would have thought of on my own.”

Karen Haas | Living History Performer and Step-On Tour Guide



CONVENTION SERVICES

Convention and visitor bureaus make planning easier for the customer and ensure event success. We take pride in welcoming our customers to the region. With a wide array of resources at our fingertips, we provide effective and efficient services in convention promotion and planning. Convention Services' purpose is to extend stays and increase delegate spending.

CONVENTION SERVICES STRATEGIES:

Support meeting planners by providing resources, collateral materials and useful services.

PROGRAMS

- Provide onsite concierge services
- Develop pre + post conference programs
- Continue housing bureau partnership with MeetingMax
- Develop unique websites for conferences
- Provide member support services that will maximize lead response
- Offer Voluntourism program to enhance delegate experience

Convention Services goals:

60 MEETING PLANNERS
SUPPORTED
25 OVERNIGHT PRE
+ POST CONFERENCE
PROGRAMS UTILIZED

Additional contributors to success:

- USE OF CONVENTION HOUSING BUREAU
- UNIQUE WEBPAGES DEVELOPED FOR CONFERENCES
- ONSITE SERVICES PROVIDED
- VOLUNTOURISM PROGRAMS COORDINATED

VISITOR SERVICES

The TRCVB Visitor Information Center [VIC] is the best resource in Pierce County for regional visitor information. The VIC provides services to enhance visitor experiences, lengthen stays, create return visits and increase visitor spending in Pierce County. We manage a team of 30+ volunteers who are a vital part of the visitor services programs and ensure strong partnerships are maintained with all Pierce County VICs.

VISITOR SERVICES STRATEGIES:

- Influence visitor spending
- Regional visitor distribution
- Lengthen visitor stays
- Visitor demographic research
- Distribution of destination collateral
- Merchandising

PROGRAMS

- Offer reservation bookings services
- Provide business referrals
- Provide excellent customer service, information, brochures and maps to visitors
- Enhance awareness and visibility of VIC
- Develop consistent service levels and information resources throughout Pierce County with front-line service training

Visitor Services goals:

- 10,000 VISITOR INQUIRIES/ASSISTS
- 130 ROOM NIGHTS BOOKED

Additional contributors to success:

- BUSINESS REFERRALS
- MERCHANDISE SALES
- VOLUNTEER HOURS AND VALUE
- REGIONAL VISITOR DISTRIBUTION

BUSINESS DEVELOPMENT

The TRCVB connects its members with business opportunities through educational and networking events, packaging support and more. Our membership program increases the ability of member businesses to reach target markets and enables them to tap into exclusive resources available through the TRCVB. All programs are designed to help members maximize their return on investment.

BUSINESS DEVELOPMENT STRATEGIES:

- Develop business opportunities for members
- Coordinate educational opportunities for member professional development and market awareness
- Packaging support
- Organize member events

PROGRAMS

- Member events
- Member referral program
- Expand member participation with online booking partner ARES
- Develop a partnership program leveraging combined resources and programs

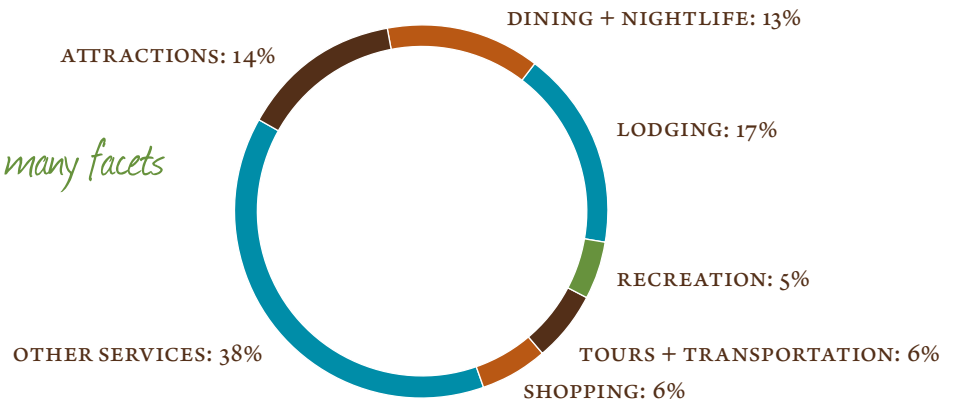
Business Development goals:

60 NEW MEMBERS

Additional contributors to success:

- MEMBER RETENTION
- MEMBER PARTICIPATION

Our members represent the many facets of the local tourism industry



WHAT OUR MEMBERS ARE SAYING:

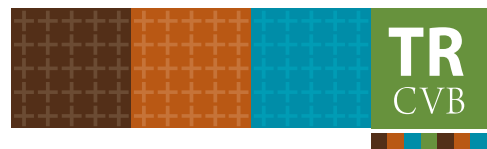
“Our membership with the TRCVB is the most important resource we have for reaching out to visitors that are thinking about coming to our marinas.”

Craig Perry | General Manager
DELIN DOCKS, DOCK STREET MARINA AND
FOSS LANDING MARINA + BOAT STORAGE

*Interested in becoming a
trub member?*

CONTACT ANDREA MENSINK AT
ANDREA@TRAVELTACOMA.COM
OR [253] 284-3268

TOURISM MATTERS



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[traveltacoma.com]