



Destination Marketing Plan 2017-2018



TABLE OF CONTENTS

	PAGE
TWO YEAR STRATEGIC PLAN FOR THE DESTINATION 2017-2019	3
● Introduction	
● Mission, Vision, Values	
● Serving the customer	
● Long term goals	
● Long term objectives	
● Challenges to running the business	
● Best practices of Tourism Bureaus	
● Building the team	
DESTINATION MARKETING PLAN 2017 - 2018	96
● Overview	
● Mission & Value Statements	
● Destination Marketing Goals	
● Destination Marketing Objectives	
● Customer Segments & Target Markets	
● Destination Marketing Strategies & Tactics	
● Destination Media Strategy	28
○ Campaign Specific Plans	
○ Media budget overview	
○ Destination Brand Strategy	
○ Destination Brand Platform/Brand Voice	
○ Communications Strategy	
● Marketing plans by discipline	39
○ Groups & Association Markets	
■ Sales Plan	
■ Planner Trade Show List	
○ Leisure Travel Trade Markets	55
■ Sales Plan	
■ Planner Trade Show List	
○ Special Markets	62
■ Sales Plan	
○ PR & Communications	67
■ National and Local PR Plans	
■ Crisis Communication Plan	74
■ Community Advocacy Plan	
○ Digital/Social Media Plan	83
○ Sports Market Plan	86
○ Film & Entertainment Office Plan	91

TABLE OF CONTENTS

- International Representative Plans 99
 - UK/Ireland Plan
 - European Plan
 - Brazil/Latin America Plan
- Activity Based Marketing Plans 138
 - Nature Tourism Plan (Eco, Fishing, Reefs, Etc.)
 - Arts, Culture and Heritage Plan
 - Air Service Marketing Support Plan
- Market Intelligence 147
 - Destination Situation Analysis
 - Strengths, Weaknesses, Opportunities, Threats
 - Analytics Report for 2016
 - Analytics Report for 2017
 - Competitive Analysis
- Measuring Results 171
 - Implementation Schedules 173
 - E-Newsletters
 - Social Media Posts
- Budgets 2017 - 2018 180
 - Media/Production Budget
 - Budgets by Marketing discipline

TWO YEAR STRATEGIC PLAN 2018-2019

OVERVIEW

The long-range plan for the Naples, Marco Island, Everglades Convention & Visitors Bureau (CVB) is a two-year look at where we plan our destination to be within that time frame. We will drop the 2018 plan next year and add 2020 as year # 2 in next year's plan. A detailed one-year Marketing Plan for 2017-18 is the balance of this document.

This Two-Year Strategic Plan outlines our long-range destination goals and major initiatives through 2019. The 2017-18 Marketing Plan explains, in greater detail, the strategies and tactics we will use to increase both leisure and group travel over the coming year. The Marketing Plan is designed to be flexible so that we can react to changes in the fast-paced, ever-changing worldwide tourism marketplace.

This Plan will be available to our tourism partners for downloading from our tourism website (www.paradisecoast.com). We will also print a limited number of copies for our Board of County Commissioners and the Tourist Development Council. We encourage our hotels, attractions, shopping venues, restaurants and other tourism-related businesses to use our brand elements in their marketing efforts, and to use segments of our plan for their own marketing plans, helping us extend the reach of the Florida's Paradise Coast brand.

We encourage our partners to contact any of our management staff with questions or suggestions.

Jack Wert, Executive Director; 239-252-2402; jackwert@colliergov.net

Ed Caum, Deputy Tourism Director/Sports Marketing; 239-252-5703; edcaum@colliergov.net

Debi DeBenedetto, Sales & Marketing Manager; 239-252-2379; debide@colliergov.net

JoNell Modys, Public Relations/Communications Mgr.; 239-252-2425; jonellmodys@colliergov.net

Michael Obyc, Sr. Sports Marketing Manager; 239-252-6293; michaelobyce@colliergov.net

Maggie McCarty, Paradise Coast Film Commissioner; 239-659-3456; collierfilm@colliergov.net

Main Phone: 239-252-6292

INTRODUCTION

This strategic two-year plan is the Naples, Marco Island, Everglades Convention & Visitors Bureau (CVB) roadmap to guide our organization and our marketing efforts for the next two years. The integral parts of this plan include long-range goals, objectives and strategies and a one year marketing plan.

The CVB is staffed and operated by the Collier County Tourism Division and is responsible for the promotion of the entire County as a destination of choice for visitors worldwide. We advertise, promote and attend trade shows to showcase our destination to new and repeat visitors. We represent all hotels, attractions, restaurants and shopping venues in Naples, Marco Island, Everglades City and the western portion of the Everglades.

We administer the operation of the Board of County Commission (BCC) appointed Tourist Development Council (TDC), a nine-member board that advises the BCC on the expenditures of the local option tourist development tax.

Although we do not administer the operation of the BCC appointed Coastal Advisory Committee (CAC), or the Parks & recreation Advisory Board (PARAB), we do coordinate their recommendations to the Tourist Development Council. These recommendations include expenditure for beach and inlet projects and beach park facilities capital projects funded by the Tourist Development Tax (TDT).

We represent Collier County's tourism interests in the community through partnerships with the area Chambers of Commerce, Office of Business and Economic Development, Airport Authorities, United Arts Council, Sports Council of Collier County, Fifth Avenue Business Improvement District (BID), Third Street South Association, Collier County Lodging & Tourism Alliance (CCLTA), State and National Parks and Preserves, Collier County Museums and Collier County Parks and Recreation.

We create and distribute paid advertising, printed materials, public relations, digital and social media and promotional items to the traveling public, news media, and tourism industry professionals including tour operators, travel agents, meeting planners, group tour operators and group leaders.

We partner with all aspects of the local tourism industry in advertising, trade show attendance and the news industry. We also work with regional partners to promote specific aspects of a Southwest Florida vacation, holiday or meeting such as golf, ecotourism, education and airline service.

Assets and Resources

Collier County is blessed with vast natural resources that offer visitors and residents alike unique recreation experiences. We do not have a dedicated large box meeting facility. We do have conference and meeting space in several area hotels to accommodate up to about 2,000 attendees. We are the western entry to the world-famous Everglades, home to several National Parks and Preserves, the largest artificial reef project in North America and world class arts and culture offerings.

Long-Term Challenges Facing our Destination 2018- 2019

1. We are in one of the most volatile and dynamic eras in our history. Destination Marketing Organizations like ours are facing a constantly evolving marketplace.
2. Consumer confidence is still lagging and although vacation and group meeting travel has improved, it is very vulnerable to economic downturns, currency exchange rates, political issues and unrest, civil disturbances, weather challenges and disease outbreaks.
3. The US Travel Association forecasts domestic person trips will increase 1.8% in 2018 and 2.5% in 2019. Total travel expenditures are expected to grow at 3% per year through 2019.
4. The competition for funding, visitors and share of mind is constantly escalating. Most our competing destinations spend 50% or more of their tourist tax revenue on destination marketing, while Collier currently spends less than 50%.
5. We must constantly predict where our potential customers will be and how best to reach them among all the clutter in the media marketplace.
6. Natural disasters such as hurricanes, red tide, oil spills and wildfires can discourage visitors to return to our destination. This could potentially reduce our funding source needed to competitively advertise and promote our destination.
7. Recent moves by the State of Florida and the Federal Government to limit or eliminate the funds for Visit Florida and assistance in the cost of beach and coastal renourishment continues to limit our ability to obtain co-op marketing opportunities or reimbursements from these agencies – and will put more pressure on our funding sources.
8. Non-destination marketing funding requests threaten to further reduce our promotional funds to sustain the visitation our community currently enjoys.

9. Community sentiment that tourism has a negative impact on the quality of life in Collier County diverts our staff time and resources to overcome these misconceptions.
10. Homeland Security Administration's approaches to the Visa Waiver Program and Passport Policy changes are a potential threat to our international visitor levels. As it becomes more difficult to travel to the US, these visitors will choose other less restrictive destinations.
11. Workforce issues are a constant challenge to our tourism industry. The lack of skilled labor, affordable housing, public transportation and a high cost of living is a constant challenge to our hotels and other private sector tourism businesses to find quality employees.

CVB and Collier County Guiding Principles

The following are the principles under which Collier County operates. Our tourism promotion division is dedicated to upholding these important principals in everything we do:

Honesty & Integrity

Service

Accountability

Quality

Respect

Knowledge

Stewardship

Collaboration

Teamwork

MISSION, VISION, VALUES, COMMITMENT

CVB Mission Statement

To promote year-round distinctive, world-class vacation and group meeting experiences, which result in positive economic growth and stability for Collier County.

Our Customer Mission Statement

To be the trusted source of visitor information, destination amenities and activities to vacationers, meeting attendees, sports event participants and news media.

CVB Vision Statement

To be recognized as the most desirable year-round tourism destination in the world.

Values

We ascribe to Collier County's Value/Guiding Principles as a division and as the official Destination Marketing Organization for Collier County.

Our Commitment

We are dedicated to attracting high value visitors to our area, and encouraging them to spend their travel dollars in our area businesses. By encouraging year-round visitation, we support permanent employment that levels out the peaks and valleys in the annual business cycle in Collier County.

DESTINATION BRANDING

Brand Statement

Our area will be known as:

“Naples, Marco Island and the Everglades, Florida’s Paradise Coast”

Brand Promise

We promise our visitors that they will “Love what they discover in Paradise”

That promise is embodied in our brand amplifying phrase:

“Love, Paradise”

SERVING THE CUSTOMER

Customer Profile

The typical visitor to our area is between the ages of 35-54, married with children at home and an annual household income of over \$150,000.

Services Provided:

The Naples, Marco Island, Everglades CVB serves as the marketing arm of Collier County for attracting new and repeat visitors year-round to our area. We use a variety of tools to market the destination including paid advertising, digital media, public relations, promotional materials, attendance at trade shows, direct marketing, social media and direct sales.

Key Customers:

- Potential Visitors:
 - Leisure Travelers
 - Group Meeting Attendees
 - Business and Corporate Travelers
 - Sports Event Participants and Organizers
 - Niche Travelers seeking activities such as fishing, diving, water-based activities, bird watching, weddings, honeymoons and reunions
- Tourism Industry Stakeholders
 - Collier County, City, Village, State and National elected officials
 - Hotels, attractions, restaurants, shopping venue and other tourism industry partners
- Travel Influencers
 - Journalists/writers/bloggers/influencers
 - Meeting planners and Corporate CEO's
 - Third-party meeting planners
 - Group hotel sales persons
 - Travel publishers
 - Travel Agents; Tour Operators; Receptive Tour Operators
 - Sports and special event promoters
 - Film location scouts
 - VISIT FLORIDA
 - Brand USA

MANAGING FINANCIAL RESOURCES

Tourism Promotion in Collier County encompasses all the operations and marketing performed by the CVB. These functions are totally funded by a 5 % county-wide Tourist Development Tax (TDT). This tax was originally approved by voter referendum in 1992 and is governed by Florida Statute 125.0104 and the 2017 Collier County Tourist Tax Ordinance. No other public dollars are used to promote the destination or administer the CVB or the Tourism Division.

Using qualitative and quantitative research, we have developed both the two-year Strategic Plan and the one year Marketing Plan to promote Collier County as a visitor destination of choice using the TDT revenue derived from short-term stays in paid lodging and other accommodations of six months or less.

The annual budget cycle begins in January and ends with the adoption of the entire County budget in late September. Our fiscal year runs October 1-September 30. The Tourism Division prepares the budget for review by the County Manager in May. The County Commission reviews the proposed budget in June.

The CVB budget for FY 18 is a part of this Marketing Plan. Each marketing discipline within the CVB has a section of both the annual marketing plan and the annual tourism budget with specific expenditures tied to our strategic goals and marketing objectives. Dollars are budgeted to each marketing discipline strategies and tactics in the Division's annual budget.

The Tourism Division staff monitors the entire CVB budget and audits each Purchase Order, marketing expenditure and vendor invoice before submittal to the County Finance Department.

The Clerk of the Circuit Court's Finance Department audits each item submitted by our Division before authorizing payment. They also perform an annual audit for compliance with County Ordinances and conduct unannounced spot audits when warranted.

STRATEGIC LONG-TERM GOALS - 2018 and 2019

- Provide tourism industry leadership to ensure the destination remains competitive
- Be recognized as the trusted source for travel information and planning services for Collier County, including Naples, Marco Island, Everglades City and the western part of the Everglades
- Maintain and grow the market share of Florida visitors to Florida's Paradise Coast of Naples, Marco Island and the Everglades
- Utilize the financial and staff resources of the CVB to their highest and best use
- Continue to build trust and engagement with our local and regional stakeholders and tourism industry partners
- Create, support and implement year-round destination marketing initiatives to level out the seasonality in visitation to our area

- Create and implement destination marketing strategies that encourage our tourism partners to participate in those strategies and support our destination brand in their own advertising and marketing efforts.

STRATEGIC LONG-TERM OBJECTIVES 2018-19

- Increase the percentage of group meeting attendee visitors to exceed 40% of total destination visitation by calendar year-end 2019
- Grow the return on investment of visitor spending from each dollar of advertising invested by \$10 each year to reach \$120 by the end of 2019
- Grow our visitor satisfaction level to 97% by the end of 2018
- Grow the economic impact to our community from visitor expenditures by 5% per year
- Grow the number of annual visitors by 1% in 2018 and 2% in 2019
- Grow the number of hotel room nights consumed by 1% each year through 2018

CHALLENGES TO RUNNING THE BUSINESS

Internal & External Dynamics

1. Weather and other natural occurring situations discourage visitors from choosing our area. Once lost to other destinations, it is very difficult and expensive to lure those visitors back.
2. Qualitative and quantitative research continues to confirm that the branding of our destination as **Florida's Paradise Coast** is the correct positioning. Current customer testing will verify that the amplifying line of **"Love, Paradise"** resonates well with our customers.
3. Through qualitative research, we continuously track our digital advertising and broadcast analytics to ensure our executions are delivering the correct message to attract our targeted customers to our destination.
4. Tourism in Collier County contributes a positive economic impact and provides a tax savings to each resident of nearly \$1,000 in 2016. Continuing to grow this level of savings will be challenging with economic conditions slowing.

5. Our full-time contracted International representation in the UK, Europe and Brazil has enhanced our efforts to reach potential international visitors and travel trade. However, limited funding for International marketing and continually changing foreign exchange rates will challenge future visitation.
6. Real time booking of accommodations on our web site has proven very successful in luring more visitors. This technology is constantly evolving and investment in annual enhancements is necessary to enable our destination to remain competitive.

Employee Requirements:

1. As revenue and additional visitation rise due to positive results of our destination marketing efforts, we must be able to add full and part time staff to support our sales, public relations, sports and administrative personnel to support those new staff members.
2. We must keep our salary salaries and benefits competitive with the tourism industry organizations we compete against for visitors. We do not compete with other government agencies for tourism industry talent, so we must compare our salaries and benefits with the private sector.
3. We need to retitle our tourism staff job titles into ones that accurately describe their daily work. Putting them into general county-wide classifications is a disservice to these highly talented marketing professionals.
4. Incentive pay for sales staff for meeting or exceeding goals must be considered to remain competitive to other destination's compensation plans.
5. Outsourcing of certain sales, PR and other marketing tasks must be continually considered to achieve our mission

Technology Factors:

1. A new data base management program has been added, but we are challenged with sufficient staff time to adequately use it to its full potential.
2. We have ongoing challenges with our County IT Department to adequately support our tourism industry specific communications needs both in our offices and traveling to meet with travel influencers worldwide.

Growth/Seasonal Factors

1. The high season for tourism is mid-January - Easter each year. However, the vacation planning process has widened in the past few years. Currently for spring, summer and fall vacations, planning begins in November and runs through early spring. This necessitates that we must promote that slower season during the high season months.
2. We have now filled the excess hotel room capacity that the destination experienced in the early 2000's. Occupancy ranges on average near 80% annually, yet leaves an excellent opportunity to grow occupancy in the future.
3. Older hotels will continue to close and be replaced by condominiums that will probably be resident-only developments and tourist tax revenue could be negatively impacted.
4. On-going coastal development will restrict public access to our beaches and eventually discourage some visitors to come to this destination in the future.

Legislative/Regulatory Factors

1. 2018 will bring us numerous state legislator changes and a new Governor and will create new advocacy challenges for us and for our state tourism entity, Visit Florida. This situation intensifies the need to educate these legislators on the importance of tourism to our state economy.
2. The annual 60-day legislative session will pose new threats to our dedicated funding source as legislators look to non-traditional funds for general revenue needs. This could seriously reduce the amounts of money available for tourism promotion.
3. Increased Federal regulations on Visas and Passports will negatively affect our international visitation.
4. Online bookers of travel (OTA's) and shared economy suppliers such as AirBnB will continue to under pay the tourist tax or sales tax on overnight accommodations to tax collectors.
5. Offshore drilling sites too close to Florida's Gulf Coast continue to be discussed at the State and Federal level and could seriously impact visitation if a spill occurs.
6. Maintaining and possibly growing the funding for Visit Florida is an ongoing top priority for our CVB and for all tourist bureaus in Florida. We support the coalition to encourage legislators to increase that funding to \$100 million for 2018.

BEST PRACTICES OF OTHER TOURISM DESTINATIONS

1. Most Florida coastal destinations use 50% or more of their tourist tax to promote and administer tourism marketing in their area. Collier County uses 43% of the tax for this purpose. This puts our destination at a disadvantage to compete with other Florida coastal areas to attract visitors.
2. Most Florida coastal destinations fund only a portion of their beach and coastal renourishment projects from local tourist development tax funds. They rely heavily on State and Federal matching funds and local special taxing districts. We have traditionally used our local tourist tax funds to pay for all or most of this cost. This situation may improve if we are approved for future reimbursements from Florida DEP and from FEMA and Federal beach renourishment funding.
3. Most Florida coastal areas do not use local tourist tax to fund beach park facilities capital and major maintenance projects as we do in Collier County. This practice limits our funding available for beach renourishment projects, and promotion.
4. Most Florida tourist destinations fund the operation of their County-owned museums from General Revenue, not tourist development taxes, so that their tourist tax revenue can be used for promotion of their destination.
5. Most Florida counties support private sector museums through capital or marketing grants using both General Revenue and tourist tax funds. Most museums in Florida, both County-owned and privately funded, charge admission to their facilities. Currently our County Museums only charge admission for selected special events, limiting their revenue potential.

BUILDING THE TEAM

Workforce Profile

For the foreseeable future, we will see people within the tourism industry staying in their current positions, making it difficult to find new staff as our needs increase. Attracting people to live and work in Collier County will also be a challenge. We also foresee staffing challenges in our hotels, restaurants, retail and attraction businesses. Quality of service to our guests and in turn the quality of the visitor experience will be challenged.

Travel Industry Outlook in America

Per U.S. Travel Association:

- U.S. domestic travel volume, including leisure and business travel, increased 1.3 percent in 2016, to a total of 2.2 billion person-trips. An increase of 1.8 percent is expected in 2017.
- International inbound travelers, including visitors from overseas, as well as Canada and Mexico, declined by 2.4 percent to 75.6 million in 2016. Total international arrivals are forecasted to remain relatively flat in 2017.
- Domestic and international travelers spent \$990 billion (excluding international airfare payments) in the U.S. in 2016, up 2.1 percent. An increase of 3.1 percent is forecasted in 2017.

Improvement Opportunities

Given the strengths that Collier County has for tourism offerings, we feel confident that the marketing and advertising plans for the two years outlined in this plan will adequately achieve the objectives set forth. We will see continued growth of tourism in this area and will see new hotel development as lending sources become more interested in this type of development.

The completion of the I-75 widening project makes our area more accessible to northern visitors arriving by auto. Future runway and terminal expansion of the Southwest Florida International Airport (RSW) will bring new direct air carriers and new visitors to our area.

Competition will be our number one challenge for the future. Many destinations outspend us in marketing. Destinations that were not a threat in the past are attracting away our past visitors using their TDT primarily for marketing. We truly compete with beach destinations worldwide.

DESTINATION MARKETING PLAN 2017-18

OVERVIEW:

This one-year marketing plan has been developed by the Tourism Division of Collier County using extensive input from our tourism partners within the County. We have gathered this data through a series of quarterly planning meetings, an annual planning day in June and presentations to the tourism industry in the Fall of 2017. The plan is based on extensive market research from our contracted research team, secondary research sources in the tourism industry and in house research derived from our customers and tourism industry partners throughout the year.

Our overall goal is to use our destination marketing initiatives to answer a need in the visitor's mind to fulfill their travel dreams - to discover places they have only thought about, but longed to visit and experience.

- Destination Marketing Organizations like our Naples, Marco Island, Everglades Convention & Visitors Bureau (CVB), are in a unique position to deliver that dream by gaining a share of voice in the media universe.
- Destination marketing drives economic development initiatives. Business relocation specialists are often influenced by travel to a destination. Examples: Boeing chose Chicago and GE chose Asheville for relocation of thousands of jobs as a direct result of those respective Tourism Bureau's visitor messaging and leisure travel experiences in those areas.
- Due to the massive clutter in the media marketplace, potential visitors will no longer discover our area on their own. We must identify those potential visitors where they live and work and grab their attention using captivating messaging to convince them to visit our area rather than choosing another competing destination.
- Consumers are exposed to thousands of messages daily and are asked to make decisions every 2.1 seconds. To cut through this clutter of messages, we must deliver compelling reasons to those potential visitors and to react to our brand promise to get more information or to book.

MISSION AND VALUE STATEMENTS:

- Our Mission is to provide a quality, year-round vacation and group meeting experience that produces a positive benefit to our business community through jobs, visitor spending and economic vitality and resident tax savings.
- The Value of our destination is communicated through highly targeted marketing tactics to show the sustainability of our natural resources and our quality of life.
- We target a select demographic of traveler who is attracted to our beautiful beaches, downtown areas, natural wonders, world class shopping and dining experiences.

DESTINATION MARKETING GOALS

- Communicate our unique brand to grow our destination's awareness, customer loyalty and desire to share their experiences with other potential customers.
- Anticipate where our customers will be in the buying decision spectrum when they decide to purchase a trip to our area.
- Grow the yield of our marketing efforts through increased tourism taxable sales and other customer spending in our community.
- Engage our visitors and build relationships to share their experiences
- Deliver increasing return on our marketing investments
- Influence potential visitors to extend their stay by at least one day
- Attract sustainable visits that can maximize visitor economic impact.

DESTINATION MARKETING OBJECTIVES 2017-18

- Grow tourist tax revenue to \$26 million
- Increase inquiries to our tourism website by 2%
- Grow requests for our Official Visitor Guide by 3%
- Grow year-round occupancy levels by 1.0%
- Grow our Return on Investment (ROI) of visitor spending to advertising dollars invested from a current base of \$100 an additional \$10 each year.

CUSTOMER SEGMENTS

LEISURE TRAVELERS:

Primary Demographic: Adults 35 to 64, which includes Boomers and Generation X with a household income of \$150,000+. While the target is adults, the campaigns should be skewed toward women.

- **Boomer Generation**

- 55-70 age group favoring Women, families and couples
- Affluent: **\$150,000+ household income**

- **Generation X**

- 35-54 age bracket is the first 19 years of our primary target of adults 35-64
- Travel as couples and families weighted toward women

Secondary Demographic target markets are Seniors 65+ and Millennials.

- **Seniors**

- 65+ age bracket with time to travel
- Seniors will often bring grandchildren on vacation
- Household income may not be as high as other targets but they do have not work and love to travel especially off season when they can get lower rates

- **Millennials**

- 18-34 age group
- Tech savvy, utilizing the technology everyday
- Use pinpoint targeting for couples making \$100,000+ HHI

Activity Targets

We will seek out visitors that are:

- Interested in beach activities
- Seeking unique culinary experiences
- Planning destination weddings and honeymoons
- Looking for golf vacation opportunities
- Seeking nature-based and adventure type activities

Geographic Target Markets

- **Summer Domestic Markets:** Miami, Fort-Lauderdale, Palm Beach, Sarasota,
St. Petersburg/Tampa, Orlando
- **Winter Domestic Markets**
 - **Primary: Northeast US:** Boston, New York, New Jersey, Philadelphia, Washington DC.
Midwest US: Chicago, Indianapolis, Columbus, Cleveland, Minneapolis
 - **Secondary:** Charlotte, Dallas/Ft. Worth
- **International Domestic Target Markets**
 - Canada (Winter Season): Toronto, Ontario, Quebec
 - Central Europe (Year-Round): **Primary:** Germany, Switzerland, Netherlands, Belgium
Secondary: France, Scandinavia
 - United Kingdom/Ireland (Year-Round)
 - South America (Year-Round)
 - **Primary:** Brazil, **Secondary:** Argentina, Colombia, Chile

GROUP MEETING PLANNERS & ATTENDEES:

Attract group meetings and conferences to our meeting hotels and offsite entertainment venues by:

- Attending meeting planner shows for face to face selling opportunities
- Advertise in meeting publications and their websites
- Sponsor trade show events to build group venue awareness
- Plan sales missions to areas where planner prospects are located
- Continue RFP enhancements to win more groups for our partners
- Supporting site visits and FAM tours for planners to learn about us

SPORTS EVENT ATTENDEES AND ORGANIZERS

Promote our sports event venues to increase hotel room nights from sports events and related meetings during the “need times” that our accommodations are interested in additional occupancy.

- Educate local and national entities on the timetable and types of events that will be featured in the new sports complex
- Communicate frequently with event organizers/rights holders to keep relationship fresh
- Implement post event research tactics and use the results to continually improve performance
- Develop sports specific branding for marketing the new sports complex
- Explore potential sponsors and entities for naming rights at new sports complex and other venues

TRAVEL MEDIA JOURNALISTS

Pitch stories to and develop relationships with travel industry journalists, special market writers and bloggers worldwide to write stories and help us promote our area through the eyes of a third party.

- Identify “pop-up” opportunities with local tourism partners for publicity on new properties, awards, special offers and expansions
- Organize group and individual domestic and International press trips to our area
- Utilize our National PR firm to organize at least one media mission to a major market
- Generate continuous features for monthly Partner e-newsletter
- Coordinate local and regional Advocacy Program to keep tourism stakeholders and residents informed on visitor stats and news
- Oversee quality of creative messaging in all communications
- Manage Crisis Communications protocol

COMMUNITY PARTNERS, CITIZENS, ELECTED OFFICIALS

Continue good community relations through a proactive Advocacy Program to educate our local media, residents, elected officials and tourism partners on the importance of attracting visitors to our community.

- Interface regularly with all tourism industry partner businesses
- Communicate with our area residents to continually tell our tourism story and visitor benefits to sustain our excellent quality of life
- Meet with and continually educate elected officials at the local, State and Federal level to communicate the importance of tourism to our community. Stress jobs, tax savings, small business support and our CVB's role as the marketing arm for many, many small businesses in our community.

DESTINATION MARKETING STRATEGIES AND TACTICS

Strategies:

- **Advocate for our Brand**
 - Empower our visitors to enjoy their vacation experience with us.
 - Instill in our visitors a passion for our destination experiences
 - Support our brand: *“Florida’s Paradise Coast of Naples, Marco Island and The Everglades.”*
 - **“Paradise”** is the word our customers use to describe their experience here. That customer perception must be in every written, spoken and photographic image used to promote our community to the world.

- **Grow Visitor Yield (Spending)**

Our brand promise to customers will focus on increasing the yield that our tourism partners generate from our customers

- Continue to support growth in visitor spending in area businesses more than just growing the volume of visitors
- We will drive the demand for travel to our area through targeted destination marketing and promotion resulting in higher rates (yield) for our accommodations

- We will extend the length of stay for our visitors, resulting in incremental spending growth in area businesses
- We will grow repeat visitation to reduce the off-season slowdown in visitation

● **Audience Segmentation (Niche Markets)**

Target the various visitors attracted to our community by communicating to them that we offer the activities they are most interested in:

- **Travel Enthusiasts:** Love to travel and are looking for new and unique experiences
- **Experiential Travelers:** Seeing active tourism experiences, outdoor recreation, light adventure
- **Nature Explorers:** Look for locations that offer outdoor activities, but are interested in sustainability
- **Golf Enthusiasts:** Travel specifically to play many different golf courses
- **Wedding Lovers:** Families and friends that travel together for destination weddings and honeymoons
- **Reunion Gatherers:** travel to and plan for reunions or organizations that seek quality, affordable destinations
- **Wellness Gurus:** seek out destinations that promote healthy lifestyles, wellness and fitness
- **Gender Travelers:** small groups of girlfriends, guys, LGBT
- **Romance Lovers:** seek romantic getaways for relaxation and reconnecting
- **Business Travelers:** individuals traveling for business and group meetings, conferences, incentive groups

● **Anticipate Market Changes**

Our community is considered a safe destination from numerous negative situations. However, threats and changes in visitor behavior can occur at any time and without warning.

- Travel disrupters pop up every day and are the wave of the future. AirBnB, Uber, Lift and others are captivating the interest of travelers and are becoming a preferred way to experience new places and activities. We cannot ignore these trends in consumer behavior, and find ways to embrace them as part of the new visitor experience

- Zika virus outbreak in South Florida last year required good working relationships with Health Department and Mosquito Control authorities
- Water quality issues such as Red Tide and Blue-Green Algae and toxic materials intrusion into coastal and inland water require coordination with Environmental Authorities
- Brexit in the UK market threatens to slow outbound travel to Florida
- International currency exchange rates are less favorable for the Euro in Europe, the British Pound in the UK, the Real in Brazil and the Canadian Dollar
- Political unrest including demonstrations and travel boycotts related to “bathroom laws” and Confederacy issues require immediate response from law enforcement and elected officials

We must also be on the lookout for unusual trends in the marketplace such as:

- The recent Pokémon Go craze took the social media community by storm, and required an immediate response to assist our County Museums, Naples Zoo and other tourism partners to implement a local promotion to keep the “buzz” going.

● **Integrated Marketing Strategies**

We will coordinate all our marketing efforts into one integrated message through paid media, earned and owned media promotions, special events, contests and other activities to educate the customer on all the reasons to select our area for their vacation or group activity.

- The 2018 media plan will lead with Public Relations and digital and social media in advance of the actual run dates for paid media. These efforts will build awareness in the media marketplace to improve our efforts to break through the media clutter and get the attention of our target customers.
- Using a combination of traditional media and the on-line channels enables us to reach several different age and income demographics and strengthen the reach of our brand messaging.

- Before we develop creative messages, we utilize many research techniques and sources to better understand the needs and wants of our customer:
 - Monthly visitor profiles, hotel occupancy and rate studies, competitive destinations analysis or occupancy, rate and demand as provided by our contracted research firm, Research Data Services, Inc.
 - Google Analytics for website, digital and social media trends, current user statistics and user trends.
 - Arrivalist Analytics will be used to indicate the path consumers take from the time they see our promotional message to the time they arrive in our community.
 - Adara Analytics will be used to measure travel arrangements with air and hotel bookings to and nearby our destination. This technique captures travelers in their search for a vacation destination and continually exposes them to our brand message.
 - Visit Florida quarterly research on out of state arrivals
 - Smith Travel Research monthly statistics on our hotel occupancy and rates in comparison to our competitive destinations in Florida.
 - US Travel Association Research on national travel trends, consumer demand for travel and political issues that threaten our visitation
 - Brand USA information on International travel trends and issues.

Tactics

Media Exposure: We will use a combination of paid, owned and earned media to deliver our brand message to our target audiences.

- **Paid Media** will be in the form of broadcast and print advertising, digital banners, e-newsletters; new content in targeted publications and broadcast channels; social media paid posts; search engine optimization using targeted search terms and out of home media such as real-time temperature boards in metro markets and mass transportation hubs.

- **Owned Media** will be delivered through our tourism website, www.paradisecoast.com ; our Facebook, Twitter, Instagram and YouTube channels; e-mail marketing and our printed and online digital Visitor Guide.
- **Earned Media** will include the exposure we receive from our Public and Media Relations efforts through third party endorsements from travel journalists, bloggers and influencers; television series celebrity hosts such as Samantha Brown on PBS, Emeril on Food Network, and other broadcast personalities.

Experiential Videos:

- We will utilize video and story content on social media and digital channels to promote our targeted activities that can attract a variety of travelers such as Experiential Travelers, Nature Explorers, Wellness Seekers, Romance Travelers, etc. These videos will be used in social media, digital banners, and themed e-newsletters.

Content Generation: We will create new content for our website and social and digital platforms to give new and updated reasons for potential or repeat visitors to choose our area.

- Social media posts using recently generated photos and copy points from our marketing agency or from our visitors.
- Brand message assets such as blog posts, influencer posts, resident of visitor uploaded images and videos to our website and social medial channels.
- Video production from outside sources such as Visit Florida and Brand USA to promote our area to visitors worldwide, in support of paid media campaigns. Video is the fastest growing asset to promote travel, and research indicates that video reaches three times as many people and is viewed more often than text only blog posts.
- Our marketing agency will produce a series of 10 videos on various experiential activities including shopping, dining, spas, accommodations, eco adventures and arts and culture. These videos will be paired with stories and photos to describe experiences that many travelers are not aware are offered by our area.

Branded Events: We will promote existing signature events and work with event promoters to create new events to draw new and repeat visitors to our area. We will use social media, sponsorships and grants to support the promotion of these events.

Signature Special Events:

- Stone Crab Festival, October
- Swamp Buggy Races, October, December, March
- Everglades Seafood Festival- February
- Naples Art Festival- January
- Naples Restaurant Weeks (Spring and Fall)

Sports Events:

- US Open Pickleball Championship – April
- Watercross National Championship- October
- CME Group Championship- Final stop on LPGA Tour-November
- QBE Shootout-PGA Challenge (Greg Norman Shark Shootout)- December
- Football University (FBU) National Youth Football Championships - December
- Chubb Classic- PGA Champions Tour – February

Group Meetings and Group Travel: Attract meetings that match our available group hotel space and occur at the times of year when our hotels need this business to fill otherwise empty hotel rooms.

- Attend group meeting planner trade shows
- Advertise in group meetings industry publications and websites
- Photograph and shoot video of our unique meeting spaces and group event amenities
- Organize sales missions to areas where corporate headquarters are located to showcase our area for meetings, professional development and other meeting events.
- Organize and support familiarization trips and site visits of meeting planners to experience the destination for themselves.

Collier Tourism Partner Resources: We represent all tourism industry businesses in Collier County that are involved in any way with attracting, entertaining or housing visitors in Collier County.

- Free listing in annual Visitor Guide and on our official tourism website
- Free listing of events that are of interest to visitors
- Free photo and video sharing on our website and social media channels
- Access to destination research and other analytics data
- Create special packages for combining events with hotel stays, dining options and other attractions in the area.
- Exposure to travel writers, bloggers and other media contributors to help promote their businesses
- Use with permission certain brand specific photo assets in their advertising and promotional efforts.
- Train front line staff in hospitality best practices through on line program with Visit Florida
- Join in on destination sponsored “Instameets” with bloggers on various experiential subjects.
- Quarterly gatherings with tourism staff and marketing partner vendors on the latest destination marketing efforts and an opportunity to discuss strategic initiatives that are working in their businesses.

DESTINATION MEDIA STRATEGY

Leisure Marketing

- Integrate video content within all niche media and events
- Increase promotion of unique destination offerings such as the Everglades and The Paradise Coast Reef
- Increase promotion of Arts and Culture offerings
- Continue sponsorships of major golf events (LPGA, QBE and the Chubb Classic)
- Continue support of key local “foodie” events such as Stone Crab Festival and Naples Restaurant Week
- Utilize Choozle Insights to strategically target our target demographic
- Continue discussions with media outlets that have existing luxury partnerships
- Utilize opportunities to promote family activities and vacation experiences

Domestic Marketing

- Increase the use of video ad networks and digital rich media advertising to increase frequency and drive website inquiry
- Widen the target market scope of digital media and optimize regularly to reach new markets
- Take advantage of Visit Florida co-op opportunities when appropriate
- Continue to use customized e-newsletters as a source of communication for specific targets and niche markets

International Marketing

- Incorporate Brand USA partnerships in UK, Germany, Canada, Brazil and Latin America
- Luxury partnerships might include advertising, social, PR and promotions domestic and internationally

CAMPAIGN SPECIFICS

Fall Campaign (Oct - Dec)

- Target golf market in support of our three professional golf events
 - Consider opportunities to geographically target golf enthusiasts while they are at other golf events around the state of FL
 - Target Florida drive markets to support the Stone Crab Festival and Naples Restaurant Weeks events
- Expand digital marketing to integrate additional leisure oriented messages

Winter Campaign (Jan - Mar)

- Target northern markets and test new opportunity markets
- Heavy up schedule during the coldest winter months with the promise of a warm, sunny getaway to Florida's Paradise Coast.
- Search out new mobile opportunities such as out of home/billboard digital targeting
- Investigate unique opportunities including airports, malls and theatres
- Create a campaign utilizing all mediums leading to a campaign specific web booking engine
- Include new digital targeting for prospects - air, hotels

Spring/Summer Campaign (Apr - Sep)

- Target Florida markets with multimedia campaign, leveraging new mobile opportunities
- Encourage Floridians (with a focus on families) to take advantage of Family Venues on Florida's Paradise Coast
- Promote the close -proximity of our area to other Florida feeder markets and the value they will discover in our area with off-season rates and dining promotions
- Promote our numerous family-friendly events and festivals

MEDIA PLAN AND BUDGET 2017-18

Base Plan Overview	Projected Spend	% of Total Spend
2018		
<i>Consumer Leisure</i>		
Consumer Print Opportunities	\$75,000.00	
Digital Analytics/Research	\$301,000.00	
Spring/Summer Campaign	\$1,060,000.00	
Winter Campaign	\$590,000.00	
SUB-TOTAL CONSUMER LEISURE	\$2,026,000.00	53.88%
<i>Group Meetings - Corporate/Association</i>		
Corporate/Association/Incentive	\$200,000.00	
SUB-TOTAL MEETINGS MARKET	\$200,000.00	5.32%
<i>Special Markets</i>		
Festival - Stone Crab	\$25,000.00	
Eco Adventure Initiatives	\$40,000.00	
Golf - Events Initiatives	\$350,000.00	
Film Initiatives	\$5,000.00	
Arts/Culture Initiatives	\$20,000.00	
SUB-TOTAL Special Markets	\$440,000.00	11.70%
<i>Leisure Travel - Travel Agents</i>		
Various Initiatives	\$8,000.00	
SUB-TOTAL LEISURE TRAVEL MARKET	\$8,000.00	0.21%
<i>Sports Initiatives</i>		
Events/Digital/Print	\$415,000.00	
SUB-TOTAL SPORTS	\$415,000.00	11.04%
<i>International Initiatives</i>		
Brand USA - International Markets	\$52,500.00	
Canada	\$110,000.00	
Brazil	\$13,500.00	
Germany	\$45,000.00	
United Kingdom	\$35,000.00	
SUB-TOTAL INTERNATIONAL	\$256,000.00	6.81%
<i>Airline Initiatives</i>		
Multiple Airline Initiatives	\$265,000.00	
SUB-TOTAL AIRLINE INITIATIVES	\$265,000.00	7.05%
<i>Contingency Funds</i>		
TBD	\$150,000.00	
SUB-TOTAL CONTINGENCY FUNDS	\$150,000.00	3.99%
TOTAL MEDIA EXPENDITURE	\$3,760,000.00	

DESTINATION BRAND STRATEGY

Create a strong brand message that continues to widen the appeal to Domestic and International visitors, while building on our strong luxury positioning that has proven so successful for the destination.

The 2017-18 Plan will:

- Increase brand and destination awareness year-round
- Differentiate our destination from our competition by continuing to build on our upscale, luxury brand positioning, avoiding imagery or copy that limits our appeal or conveys unaffordable
- Target audiences looking for a vacation/getaway opportunity that lets them escape the day-to-day grind while experiencing their definition of “Paradise”
- Stress luxury and quality, but reinforce that we deliver our superior experience and good value
- Demonstrate how our destination promises to pamper, entertain, educate, and energize each visitor in their own way
- Reinforce our destination’s value during slower seasons to attract a wider range of visitors, especially families

DESTINATION BRAND PLATFORM/BRAND VOICE

Dear Visitor,

There is something special about our destination.

Something that beckons you to explore stunning white beaches, pristine turquoise waters, and glorious natural settings.

Something that calls you to indulge your passions for fine dining, upscale shops, and all things luxurious.

Something that speaks to you in an intensely personal way – promising one-of-a-kind experiences and moments never to be forgotten.

This is our invitation to you and yours. An invitation to enjoy a Florida vacation unlike any other.

And, we can’t wait for you to accept it.

Love, Paradise



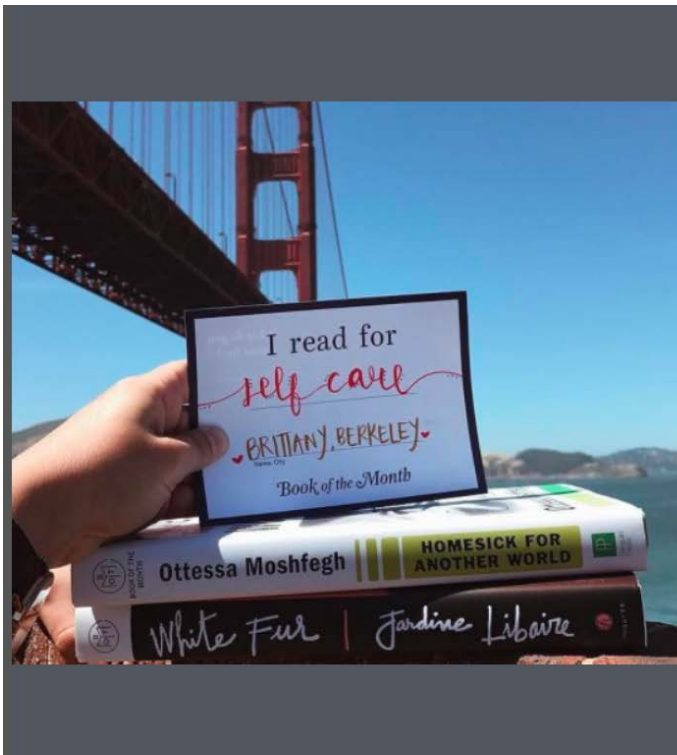
DESTINATION CREATIVE STRATEGY

LEISURE CREATIVE STRATEGIES

Invite consumers to plan a personalized, one-of-a-kind vacation in their version of Paradise using the following strategies:

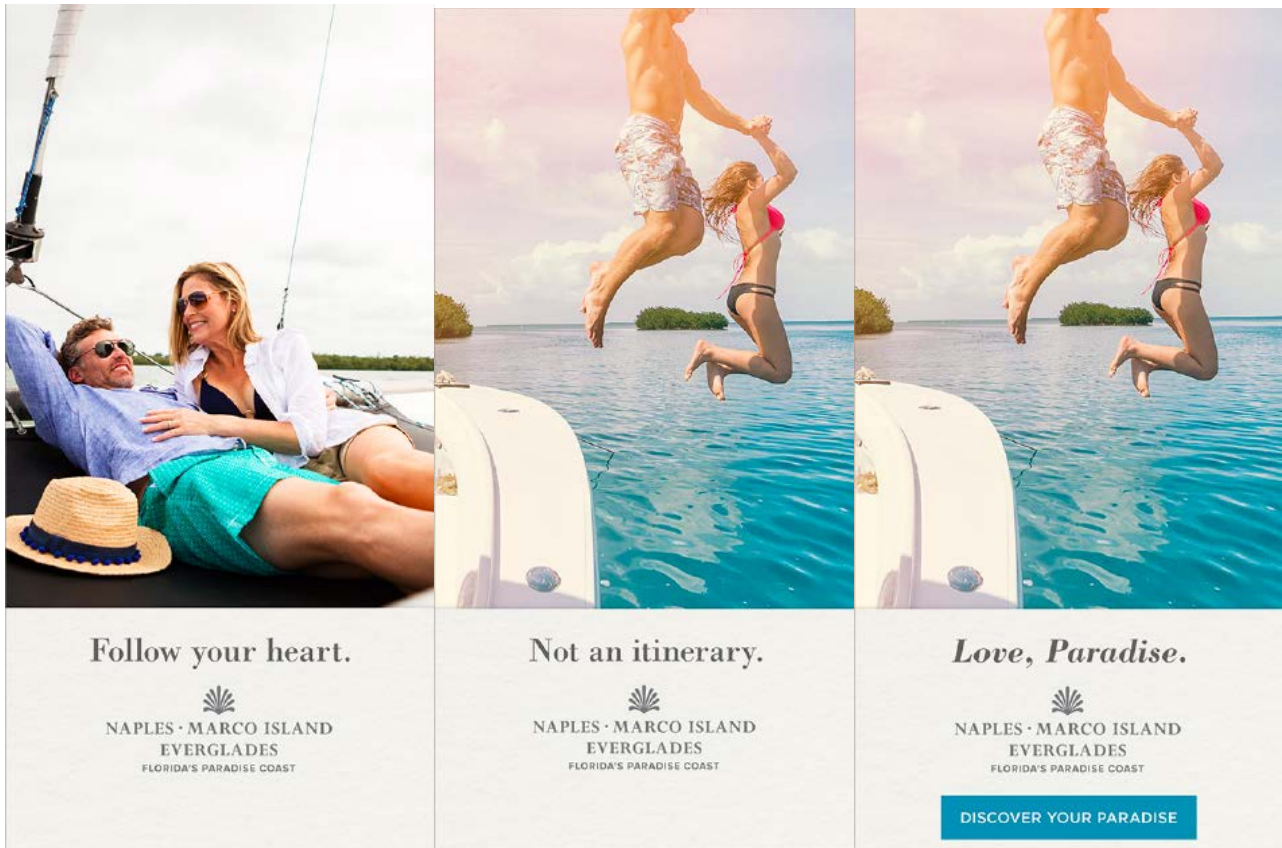
- Create a collection of ads that speak to a variety of interests (i.e., beach, dining, shopping, golf, fishing, diving, eco-adventure, etc.) that can be hyper-targeted to our audiences
- Create a personalized conversation with each potential or repeat customer
- Utilize content of varying lengths to engage consumers to discover our destination on their terms

- Develop content that can be used across all platforms, including web, social media, and mobile
- Create new photo and video assets that can be utilized in every medium, at every stage of the customer buying decision journey
- Portray our community as the welcoming, inclusive destination by featuring diversity in our photo/video assets. This will expand our appeal to the Hispanic, African-American, and LGBT markets.
- Increase our focus on target markets and customers with the greatest potential to grow: Retirees who can plan vacations mid-week, and Affluent Millennials with incomes of \$100 K+
- Refine our brand tone and imagery to maintain our high-end, luxury image without sending the message that “I can’t afford to go there”
- Explore/pursue opportunities to promote our brand with Online Travel Agencies (OTA’s) such as Expedia and Trip Advisor by providing destination specific content
- Continue to develop and introduce cutting edge approaches to delivering a creative message at the right time, at the right place and on the right platform to grab the attention of new or repeat visitors to our area.



SOCIAL IDEAS

- Contest: "Tell us what you love about Paradise." Pushed out across social channels, offer romantic prizes.
- Add "Love, Paradise" stamp on UGC, branded content, and videos we post; create similar "Love, Paradise" Snapchat filter
- Put "Love letter" to influencers from the destination in Welcome Bag
- Prompt cards around destination: "I love Paradise because _____." People post and tag photos



EVERGLADES AND ECO-TOURISM

- Everglades National Park is one of the largest internationally recognized attractions in the country, but the portion of the park located within Collier County is not about sawgrass and alligators
- We are the saltwater portion of the Everglades, so we need to highlight features/activities unique to Collier County. Show fishing, camping on beaches in 10,000 Islands, pole boating, hiking, walking on boardwalks, and other recreational activities
- Highlight Everglades City through new stories, videos and social media posts to build content
- Position an Everglades visit as a bucket-list experience that lets you experience as much or as little “eco-adventure” as you’re comfortable with (i.e., visit Everglades in the morning, have lunch at an Old Florida eatery and enjoy a luxurious dinner back in Naples that same evening.)



“Love, Paradise: Eco-Tourism”

Female VO: Dear Quester of Adventure:

In our humble opinion, the best part about spending an afternoon in Florida’s Everglades isn’t experiencing a world few people ever do.

It’s telling them about it over a lovely dinner afterwards.

Graphic: Florida’s Paradise Coast logo

VO: Love, Paradise.

DINING

- Use activities videos/content videos to highlight the variety of dining options we have available
- Incorporate longer-form storytelling where appropriate (i.e., “Cook Your Catch”)
- Use social media to spotlight new restaurants, innovative dishes, unique drinks, charismatic chefs, Sea to Table seafood delicacies

GOLF

- Use activity videos/and content videos to highlight the many golfing options available
- Use social media to spotlight local teaching pros or signature holes on Championship courses
- Leverage photo/video assets from local partners and golf courses to help tell our golf story

ARTS & CULTURE

- Use activity/content videos to highlight museums, galleries, and theaters available in the county
- Highlight art district on Shirley Street
- Use social media to spotlight local artists, current exhibitions and live theatre productions

FISHING

- Highlight the many fishing opportunities available to both casual and avid fisherman. Focus primarily that 70% of our fishing trips involve backwater and inland saltwater fishing vs. 30% involve off-shore fishing trips.
- Use activity/content videos to show the many different varieties of fish available on our new artificial reef system off Naples and Marco Island beaches
- Use social media to spotlight local captains and charter companies

DIVING

- Expand promotion of the new Paradise Coast Reef through local dive shops
- Use social media to spotlight local divers and/or dive companies
- Create social videos with assets from Pure Florida and other underwater photographers

FAMILY VACATIONS

- Continue to promote to families in Spring, Summer, and Fall with a value message
- Highlight the many family-friendly activities throughout the destination, including The Naples Zoo, Botanical Gardens, Golisano Children's Museum of Naples, The Conservancy, Rookery Bay Environmental Learning Center, Sun-n-Fun Lagoon, Everglades eco-tours and hotel kid's programs
- Use activity/content videos to show family-themed fun throughout the county
- Use Consumer e-Scapes newsletters to target families with kid friendly activities

CREATIVE TARGETING AND VOICE STRATEGY

SPRING/SUMMER

- Target Florida consumers in key drive markets
- Emphasize family vacations/getaways
- Stress “value season” opportunities in our area
- Feature family-focused messaging and imagery in advertising, newsletters, and social media
- Target high income retirees who can take vacations mid-week
- Use re-targeting to reach potential visitors with content that combines their specific interests with a value message
- Test various messages to determine best performing and change out as needed

FALL/WINTER

- Target consumers in key feeder markets, including: New York, Boston, Chicago, Philadelphia, Cleveland, Minneapolis, Indianapolis, Columbus, Pittsburgh and Washington DC
- Choose opportunity markets that show good potential to grow visitation in the future
- Target special event attendees in key drive markets to promote festivals, golf and sports events
- Target high income retirees who can take vacations mid-week
- Feature luxury, warm weather “paradise” messaging and imagery in advertising, newsletters and social media messages
- Use re-targeting to reach potential visitors in various stages of their vacation decision process
- Test messaging whenever possible to ensure maximum response

GROUP SALES PLAN

ACCOMPLISHMENTS FOR 2017

- New Group Collateral Development – Top 10 Reasons to book Florida’s Paradise Coast of Naples Marco Island Everglades
- Attended 13 group meeting trade shows to date plus two educational shows with three more to go for this year.
- Completed two Sales missions and two Meeting Planner Fams
- Offered several opportunities through CVB contacts and relationships to host planner shows in the destination including Meetings Today, Destination Florida, Florida Attractions Association, Florida Encounter, Smart Meetings. We successfully booked Florida Attractions Association and Meetings Today is pending. The rest were not bid on by area hotels due to date and rate conflicts.
- Meeting Planner Monthly e-newsletters completed and distributed each month to our in-house database and purchased list of targeted planners.
- 50 RFP Enhancement Program requests were granted and 42 groups booked through this program and utilizing the allocated funding.
- Sponsored eight meeting planner special events in conjunction with shows at lunches, dinners, and receptions for Prestige; Florida Encounter; IPEC; Host Global; Destination Florida; Incentive; Florida Society of Association Executives; and XSite.
- Hosted 17 meeting planners in destination sites with 40% of those sites booked as definite.
- Attended HelmsBriscoe 2017 annual conference and met with over one hundred HB associates. Continued to follow up throughout the year with those planners and hosted a regional HB Wellness Fam.
- Recruited and hired additional sales assistant for the office and posted out and advertised our RFP on LinkedIn for a Midwest representative.
- Purchased new trade show booth backdrops, table linens and promotional items.

- Initiated a lead generation program that generated 37 qualified leads and two RFP’s resulted from planners promising future meeting RFP’s and would consider our destination.
 - a. All leads/planners received a CVB services post card
 - b. All leads/planners got two emails from the CVB
 - c. All leads/planners were put into IDSS database for tracking
 - d. All leads/planners were put on distribution list to receive monthly e-newsletter
 - e. All leads/planners were assigned a follow up date
- Created custom PowerPoint presentations for each of the trade shows attended.

Group Sales Comparison 2013-2017 To Date

Year	2013	2014	2015	2016	*2017
RFP’s Sent	231	222	281	473	313
RFP’s Booked	73	64	86	97	69
Room Nights Booked	22,88	16,317	29,124	46,183	25,603
Economic Impact Actual	\$14,611,174.97	\$12,413,677.37	\$23,394,437.62	\$30,011,381.50	\$13,933,303.72

*YTD from Oct. 1, 2016 – July, 24, 2017

RFP's vary in # of attendees and room nights so production and economic impact will vary year to year regardless of the number of RFP's sent or booked. The CVB typically seeks RFP's of size 25-250 room nights, which is our destination’s sweet spot size. RFP's were up in 2016 mainly due to advertising in Cvent which is the number one planner source for RFP distribution in the industry. We did not renew Cvent in 2017 plan because bookings were flat from the previous year and inventory was limited the last 18 months due to mainly Marco Island hotel rooms off line and meeting space off line.

Group Meetings Sales Delivery - 2017

PERIOD AT A GLANCE	YTD for Oct. 1, 2016 - current date July 25, 2017
Number of Meeting Planner Contacts	800 plus - all are now loaded into IDSS containing over 5000 meetings planners
Number of RFP's Collected/Distributed	313 RFP's sent to date
Number of RFP's to Contract	69 to date contracted
Total Room Nights/Econ. Impact for Period	25,603 room nights; Economic Impact of \$14 million
Number of RFP Enhancement (RFPE) Requests	2017 -50 granted to date with 42 booked definite (2016: 12 booked 13 lost 2016 =25 requests granted)
Number of RFPE's to Contract	2017 = 42 booked with 6 lost and 2 pending
Number of FAM's/Sites	2 fams hosting 23 planners & clients 17 sites of 8 booked 6 lost and 3 pending

CURRENT SITUATION

The group meetings market is flat in comparison to the same period in 2016. Rates have increased, F&B increased and most all planners are seeking more economical destinations as their budgets have not increased with the market demand.

Decreased group hotel room inventory, increased costs of F&B and other hotel expenses have driven the cost of group meetings up industry wide. In our area, we are challenged with less group meeting hotel

rooms and meeting space compared to 24 months ago. A major factor has been the J W Marco Island Marriott Beach Resort which has been short 100,000 square feet of meeting space since June 2015 and has also had several hundred sleeping rooms under major renovation. This inventory shortage has resulted in the Marriott losing two-entire peak and value seasons of group market and has limited size of groups they can bid on.

The Marco Island Hilton has also been closed for extensive periods for renovations during June – October 2016, and again June -December 2017 due to fire and water damage in rooms with an anticipated re-opening in January of 2018. This has left Marco Island off the group market for many months at a time.

The Hilton Naples had limited inventory for several months in 2016 for renovations. The Naples Beach Hotel & Golf Club completely closed their Golf Course for an entire season. The LaPlaya Beach Resort is currently (summer/fall 2017) doing room renovations and is declining group business for this summer of 2017. This has left minimal inventory and aggressive rates from the other local competing hotels in Naples. We have lost group business to those aggressive high rates.

The Smith Travel report does not routinely reflect these off- market rooms so our comparatives look negative in comparison to our competitive set of destinations. In reality, we did not have the inventory to run occupancies and number of visitors as in the past. Lack of room inventory and lack of available meeting space hurt the group market for 2015/2016 and again 2017.

Competing cities such as Miami, Ft. Lauderdale, West Palm, Orlando, Tampa, St. Pete have all seen new hotels and an increase in room and meeting space inventory. These new hotels and resorts are attractive and will pull business away from our market and keep the rates very competitive. Zika, and heavy summer rains have been a concern, as well.

Despite all these inventory challenges, our destination sales team managed to produce a record number of RFP's and a flat booking conversion for our community in 2017 compared to 2016.

Tips & Trends

Incentive Travel is number 1 – Per Facebook and Adobe, one of the best ways to inspire sales people to perform is by offering a chance to travel. Incentive travel is a \$14 billion industry. The Incentive Federation Inc. says that 38% of all American companies with revenues of more than \$1 million offer some sort of incentive travel. This has increased by 10% since 2014.

The Millennials are now the largest generation and overwhelmingly want to travel as much as possible (75%). A company that offers millennials a chance to travel for achieving their annual sales goals, acquiring the most referrals, or increasing product awareness is a company where workers will stay and perform well.

Our destination sales team will seek out, market to and address Millennials and Incentive travelers and the meeting planners who represent these groups.

Target Market Segments

Strategy:

Insurance, Financial, Association, Luxury, Medical, Incentive, Corporate and Board meetings.

- We will attend trade shows that cater to these markets

Tactic:

We will do special mailouts to Trade Association lists to reach these planners

MEASURABLE OBJECTIVES

METRIC	GOAL FOR 2018
Number of Meeting Planner Contacts	1200 = 100 per month
Number of RFP's Collected/Distributed	450 = 38% increase
Number of RFP's to Contract	125 = 25% increase
Total Room Nights/Econ. Impact for Period	50,000 Room nights \$35 million Economic impact
Number of RFP Enhancement (RFPE) Requests	60 RFPE grants with 51 booked – This is max per \$\$ cap

Advertising, Media & Promotions

Lead Generation

Strategy: Purchase CVent advertising to maximize RFP's from group planners. CVent monopolizes the market and 85% of planners use this source for RFP distribution.

Invest

Tactics:

- \$19,000 in CVent subscription to increase incoming RFP's by 25% -35%. Sales support staff will manage the account and we will enhance our listing, add photos, special pages and attachments with destination information.

- We will utilize newsletter opportunities with CVent, banners, need dates and get top of page placement on competitors CVent pages. Respond to and work with every planner RFP. Utilize IDSS database and DI Calculator. This will increase our RFP distribution and hotel RFP's from this source.
- This tactic will save \$7,000 in attending the CVent "Elite Meetings" conference.

Strategy:

- Purchase ads in group publications we currently advertise in to provide the exposure against our comp set of meeting destinations and deliver our message to planners. Continue plan with that similar budget allocation.
- Analyze ad performance to date and remove any that are not performing. The ad agency needs to do this measurement as I do not have these numbers on number of ads or performance of ads.

Tactics:

- North Star publications: several publications include Successful Meetings and Incentive, M&C would be used and include a mix of print (where appropriate) and digital, webinars, health & wellness features, Florida features and luxury features.
- Corporate & Incentive: same strategy with print/digital using health & wellness features Florida features and luxury.
- Insurance & Financial publication: Use when Florida is featured, warm weather destinations or with Trend issues.
- Meeting Today: Same strategy as North Star only one publication
- Connect: Only advertise in three issues to connect with shows we are doing. Include Florida feature issue, 40 under 40 issue and medical issue.
- Smart Meetings - check performance measure through agency and consider a show and digital plan when publication subject warrants it.
- Retargeting co-op opportunities could be purchased through Madden Media
- Sponsored webinars
- Print in publications with relevant content such as Wellness or Florida on the cover.
- New Meetings Video and ads (\$6,000) will be created, new meetings photos shot for advertising

Sponsorships

Strategies:

- Use the allocated \$60,000 budget for in market sponsorships to bring planner events to the destination. Our goal to have two to three events in market that these \$\$ support bringing the planners to our destination.

Tactics:

- Target groups such as Meetings Today, Florida Attractions Association, Premier Event, Destination Florida, Florida Encounter, Connect Florida and other types of planner events to the destination. The CVB builds relationships and seeks out these hosting opportunities.
- We have already committed \$40,000 for 2018 in sponsorships, and if we win those we will need to reallocate funding from the RFP Enhancements or trade show funds to sponsor other opportunities.
- We plan to host these shows and as many planners as possible in our destination and maximize destination exposure to planners we could not have otherwise gotten to the destination.
- In the past, we have sponsored lunches with this funding at other destination show locations to include IPEC, SMU, Encounter, Connect. We will hold on doing these for a couple of years.

Third Party Affiliations

Strategies:

- Use third Party group meeting planner services to drive new leads to our group hotel partners. This measurement is in the chart for total 2018 measurable objective goals.

Tactics:

- Join HelmsBriscoe and Conference Direct on a rotation basis every other year.
- We will do other Third Party trade shows also every other year like HPN, American Express, Groups 360 and so on.

Sales Missions

Strategies:

- Plan sales missions to target cities in the Midwest and other centers where our targeted planners are located
- Allocate \$15,000 budget for three to five sales missions in the plan in target cities

Tactics:

- Targeted Cities include
 - Indianapolis
 - Pittsburg
 - Iowa Quad Cities (Insurance & Financial)
 - Ohio -Cincinnati, Columbus
 - Asheville – Like city has festival we can market on Sliders (local transportation)
- Host lunches and dinners in each city, possible a unique offsite location – consider dates and times that coincide with SITE or MPI or other show events where we are already in that City
- Tie into Luxury Meeting Summits in some of these
- November 6, 2017 - Pittsburg
- We could also tie into MPI or SITE events in those cities as an alternate. This would allow us to accomplish to goals in one destination
- Lunch or Dinner with trade show – continuity, interactive
- Spa events
- FAM Trips targeting top five cities in the fall – mid May or October and invite them here
- Committees will be formed to assist in planning the sales missions.

Familiarization Trips**Strategies:**

- In the Florida Market, we have a huge database of all types of Florida planners from Association, Insurance, Medical, Third party, etc. Our goal for the Florida market is to get 50 planners in 2018 to drive to the destination and participate in a lunch & learn destination presentation one day event. Do one or two events to get the desired goal.

Tactics:

- Invite and accept up to 50 planners to attend a January Lunch & Learn
- Showcase J W Marriott and Hilton Marco Island since they are newest renovations and will do a Naples Presentation with hoteliers present and host and pay for a luncheon.
- The Florida planners invited will be local and drive market planners that can do this trip in one day. They will pay their own transportation.

- If Marco properties are not ready, we will showcase LaPlaya new renovation and do a hard hat Marco tour.
- Pre- Florida Encounter Fam Dec. 11 & 12.
- September 2018 Fam to tie into one of the fall Florida shows like Destination Florida (formerly SMU) or Connect Florida pending those dates.
- Connect Florida, Florida Encounter and Destination Florida are the 3 shows that address the Florida market very well for us including FSAE so we will use those shows and a Florida Lunch & Learn to cover the Florida and Association markets.
- Include Sales missions as in market Fams and invite them here.

Trade Shows

Strategies:

- Meet at least quarterly with our group hotel sales teams to get input on the shows that make the most sense for the CVB sales staff to attend.

Tactics:

- The Collier hotel partners have indicated the CVB should not be attending IMEX, Conference Direct, HelmsBriscoe National meetings, nor MPI events every year.
- CVB will let the hotels handle those third-party accounts.
- Identify new planners at new trade shows and attend those trade shows every other year to keep a variety going.
- We will reserve some funding for opportunity shows that we may have not been aware of at the time of this plan. Also, some of these Luxury Summit shows will only be done if we combine them with sales missions to that same city.

Planned Show/Events October 2017 - October 2018

Show Name	Date	Location	Cost
	2017		
Small Market Meetings	Sept. 26-28	So. Bend, IN	\$4,000.00
Luxury Summit	Oct. 17	Minneapolis, MN	\$700.00
Luxury Summit	Oct. 18	Milwaukee, WI	\$700.00
Luxury Summit	Oct. 19	Chicago, IL	\$700.00
Insurance, Financial, Association, Medical, Incentive, Corporate and Board Meetings	Oct. 20	Greater Chicago, IL	\$700.00
SITE SE Certified Incentive Specialist program certification	Oct. 19 & 20 or 26 & 27	Caribbean	\$750.00
Connect Medial	Oct. 1	Cincinnati	\$4,500.00
FSAE Connect Media	Nov. 1-2	Palm Coast	\$5,000.00
Luxury Summit	Nov. 6	Pittsburgh, PA	\$700.00
Elite Meetings Alliance	3 options	JW Marriott Marco Is.	\$7,000.00
Florida Encounter	Dec, 13-15	Palm Beach, FL	\$2,050.00
	2018		
IPEC 2018	Jan. 28-31	Oxon Hill, MD	\$6,000.00
Rendezvous South	Feb. 26-28	Daytona Beach	\$3,500.00
Incentive Live 2018	March 26-29	Las Vegas, NV	\$4,500.00
Florida Attractions Association	May	Naples Grande	Sponsorship

Smart Meetings National	May		\$4,000.00
IBTM America	June	TBD	
CVent Partner Fair	July	TBD	
Partner Connect Midwest	June	Chicago, IL	\$5,000.00
Connect Corporate	August		\$5,000.00
Connect Specialty August	August		\$5,000.00
Host Fam using database and lead gen leads	September	In Market	
SMU Destination Florida	September	Miami 2017	\$6,000.00
Connect Medical	October 2018		\$3,750.00
Total			\$69,555.00
These plus 3 other sales missions Pittsburgh, Cleveland, Indianapolis			

Midwest Representation

Strategies:

- Hire through RFP process a contracted representative living in the Midwest to work the Minneapolis, Milwaukee, Chicago and nearby markets to attract the incentive and corporate market meetings to our area.

Tactics:

- Rep will attend MPI, SITE and other local northern memberships and Luxury Summit shows in that region, make sales calls and schedule sales missions. Target date is October 1, 2017 to have the rep in place.

Newsletter Program

Strategies:

- Continue highly successful e-newsletter program
- Hotels and venues will be featured in the newsletter with links.

Tactics:

- Feature what's new and assign appropriate markets to appropriate months for features. Group hotels and attractions receive free features if you send CVB your "what's new" information, create great packages and share with CVB.
- Themed newsletters reaching target markets segments include Insurance, Financial, Association, Medical, Incentive, Corporate and Board meetings.
- Newsletters will include a special tip from Debi DeBenedetto, speaking to them personally about new trends, restaurants, wellness programs, hot deals, venues, and tips on booking and marketing paradise coast and special event locations.

Wellness Marketing

Strategies:

- Wellness Tourism is a fast -growing segment that our area can capitalize on.
- Naples will soon be designated as a Blue Zone community and that opens many opportunities to promote our community with many activities that are healthy alternatives. CVB would support two productions with sponsorship funds if hotels will produce a wellness event in market. CVB goal would also include two hotel wellness packages to market each quarter and include wellness tips/information on two newsletters with possible to dedicate one newsletter annually to just wellness.

Tactics:

- Create Wellness packages – we could be a wellness capitol destination with our "Blue Zone" designations and uniqueness. Let's capitalize on our spas, outdoor retreat options, health menus and wellness creativity. Goal to form a committee to help resorts/hotels and community work together to create these initiatives and programs.

- Share and create packages that can be posted on our website and incorporate this incentive into your HR, employee wellness and meeting packages. Effort to become certified “Wellness Zone” designated hotels/resorts.
- We will incorporate this into sponsored events, FAMs, advertising, webinars and other possible opportunities as they present themselves. Our group agrees this is a market segment we should pursue by leveraging what we offer as a destination - Blue zone, sustainability, elements of exercise, activities, food. Create mindfulness in meetings.
- Utilize the wellness page on CVB website - CVB needs to know what hotels provide - Hotels create package - highlight what they provide - Hotels can get blue zone certified
- Meetings/organizations - lifestyles, Team Building Fitness activities
- NCH- Lifestyle medicine, Medical individuals, speakers- good filler business. PR driven. Facilities we have. Explain what is Blue Zone and coordinators will come and speak to educate group attendees and planners.
- Capitalize of the Naples award as the “Happiest, Healthiest City”

Group Meetings Research

Strategies:

- Incorporate more group meeting attendees in the monthly research. Listen to focus groups.
- Test various niche markets to see which ones have the most potential for future growth.

Tactics:

- Focus group research at group meeting trade shows like IMEX - Walter Klages group to host two focus groups for planners. One in market and one at IMEX or other largely attended planner events. Establish baseline research on planner perceptions and needs and what they think of current branding, call to action and advertising, newsletter and other efforts CVB is doing to reach them through media and targeting.
- Probe if we are affordable or luxury?
- Does the message that we are “affordable luxury” resonate well with this market?
- Associations, Millennials and LGBT and SMERF groups. Use high season to market to other high end groups; insurance, incentive, corporate, Financial, medical, LGBTQ, wedding markets

RFP Enhancement Program

Strategies:

- Continue to assist our group meeting hotels to attract new group business. Through attending trade shows, sales missions, lunch & learns and planner events and memberships in and out of market.
- Offer incentives for RFP enhancements to meeting planners in the off season through the resorts and increase that number to use the maximum of this RFPE budget. Currently at 52 increase to 60 and increase the close rate to 90%.

Tactics:

- Continue the RFP Enhancement program which as a close rate of 89%.
- Extend the time frame to three years of funding

Sites and Offsite Venues

Strategies:

- Continue planning and managing destination sites with a budgeted allocation to pay flights, meals, transportation and gifts. Increase sites for two a month with 50% close rate.

Tactics:

- Create the Ultimate Venue Checklist to anticipate questions planners may have when viewing off-site options.

Group Meetings Website- www.MeetInParadise

Strategies:

- Redesign the meetings website to incorporate more services to planners and make it more user friendly. Goal to increase popular visits by 2% with ad campaigns, wellness initiatives, newsletter and organic searches.
- Look at the navigation of website to make it more user friendly – goal to increase Landing page sessions from 2016 rate of 1450 to 2017 rate of 6,333 up 20% through the tactics listed below.

Tactics:

- The meetings pages of the website will embrace the 2018 marketing campaign theme “Love, Paradise”. We will work with the creative team to make sure new ads and photos reflect this concept and that the concept works with the meetings market.
- The CVB Welcome Postcard used to welcome in market meeting attendees will be revised to encourage attendees to share and tweet, post photos, Instagram and images of their visits to Florida’s Paradise Coast and encourage social media use and reciprocation. This will encourage business/leisure or “bleisure” and return visits.
- Ensure the contact phone numbers and email and bios for destination expert staff is easy to find and readily available to planners searching the meetings site and the www.ParadiseCoast.com site.
- Enhance and use more often the new meetings Facebook page least weekly and more whenever appropriate news is available.
- Use MeetinParadise.com as call to action for all advertising, planner contact and newsletters.
- We will do a better job of tracking e-commerce with SEOs and tracking of website and advertising to maximize viewing and spending.

LEISURE SALES & TRAVEL TRADE PLAN

Domestic and Latin American Markets

ACCOMPLISHMENTS FOR 2017

1. Increased travel agent database by 28.7 % from October 1, 2016 to July 15, 2017.
2. Recommended our Sales Assistant, Michelle Pirre, to start working the LGBTQ market as a potential for future visitors from this niche market to the destination. This market is showing great potential and Michelle Pirre will continue to work the market.
3. Met and networked with Orlando and Miami based receptive tour operators three times in FY 17. One of these events was held during our first IPW CVB hosted dinner.
4. Hosted 11 International FAM's from Germany, UK, Brazil and Argentina. These consisted of both tour operator and travel agent FAM's.
5. We do not yet have official numbers for the increase in Latin American traveler awareness, our partners have indicated seeing increases visitation from Argentina, Brazil and Colombia. Our research firm reports that Argentina was up 23.5% and Brazil was up 7.3% in 2016 over 2015 in visitation to our area.
6. We attended the La FIT trade show in Argentina and Ladevi Workshop in FY 2017 and found great interest with tour operators requesting training in both Argentina and Chile.
7. We also hosted a training seminar for Copa Airlines in Santiago with overwhelming response to training and collateral. Copa Airlines has flights coming into Tampa which has opened travel for this market to the West Coast of Florida.
8. We hosted two Brazil travel agent FAM's and did a sales mission in Rio.

CURRENT SITUATION

- Domestic travelers are still the strongest producer to our destination, followed by UK and Germany. Domestically the Northeast and Midwest continue to be our strongest feeder markets between January and Easter and Florida in the spring and summer months.
- Internationally, Brazil and Argentina are the strongest producers from Latin America. Germany is our largest European market followed closely by the UK.
- Unique experiences, adventure travel, family/multi-generational travel continues to be the most popular activities for all our visitors.
- Latin American vacationers are looking for beach, shopping and dining.
- In Latin America, current economic and political conditions have improved in Brazil and Argentina and we are seeing much more visitation from them.
- Canada and Mexico are our biggest competitors with the Latin American market with the political situation and exchange rates are more favorable.
- The restructuring of Visit Florida has a negative impact on the smaller DMO's that rely on coops and partnerships.

TARGET MARKETS

The Leisure markets to be targeted in 2017-2018 are as follows:

Geographical:

- Primary Domestic – Northeast Midwest, Florida (Miami/Fort Lauderdale and Orlando)
- Secondary Domestic – Colorado, Nebraska, Oklahoma, Texas.

Demographic:

- Primary Domestic: 35 – 60 years old with a Household Income (HHI) of \$150,000+
- Secondary Domestic: Millennials with a HHI of \$100,000+

Activities:

- Primary: Beach, family, multi-generational
- Secondary: Photography, Women's Travel Clubs, Arts
- Niches: shopping, dining, wellness, golf, fishing, boating, nature/eco/adventure.

Measurable Objectives

Become more involved with Golf Tourism	Plan and execute at least 2 Golf FAM's in FY 18
Domestic Sales Missions/trainings. One to our primary market and one to our secondary market (see above for target markets)	Plan and execute at least 2 domestic sales missions in FY 18
Continue the development of the Brazil market	Host a minimum of 2 Brazil leisure FAMs and one Sales Mission in FU 2018
Latin American trainings	Plan and execute 3 travel agent trainings
Itinerary samples	Create 3 itineraries for Latin American tour operators to promote
Increase tour operator and travel agent base	500 contacts

Strategies:

- Become more involved in the golf tourism market
- Join additional Professional organizations for networking opportunities.
- Work with partners to plan sales missions to markets of interest to visit tour operators and travel agents.
- Identify the “not to be missed” activities in our community to promote to our visitors.
- Grow our international visitation from all sectors of Latin America
- Increase sales training opportunities in the Latin American market
- Develop more collateral materials for the Latin American market
- Develop more family travel and multi-generational travel strategies and tactics as identified by our partners.

Tactics:

- Attend the International Association of Golf Tour Operators (IAGTO) and work with our International reps to get more tour operator FAM's to the area.
- Join the Executive Women's Golf Association (Cost \$155 per year) for leads on groups to the area and work with Sports Tourism for leads on future amateur golf tournaments.
- Plan Sales Missions in conjunction with travel agent trade shows or consumer shows. Need at least three partners to participate. Partners will provide which cities (Primary and Secondary markets as listed above) they would like to target and clients they would like to visit.
- Participate in travel agent trainings with domestic and international tour operators and travel agents either by visiting their offices or via webinars (e.g. Travel Weekly webinar). Educate how to sell the destination and what sets us apart from other beach destinations.
- Target our luxury destination, Everglades and Everglades National Park, health and wellness, golf, fishing, boating, unique shopping and dining, culture, adventure travel
- Internationally we will continue to promote beach, shopping, dining. Take a vacation from your vacation (Do the parks in Orlando, then come relax on the beach).
- Promote the following in a special "Not to be Missed" list:
 - Naples or Marco Island beaches, two different experiences
 - Naples Pier
 - Sunsets
 - Tin City
 - 5th Avenue and 3rd Street (unique restaurants and shopping)
 - Airboat Tour in the Everglades
 - Golf on our championship golf courses
 - Sunset boat tour
 - Jet ski the 10,000 Islands
 - Eco tours
- Tour Operators in Argentina, Chile and Colombia have requested sales training for their offices and travel agents. We will target 2/3 top tour operators in each of the countries to visit and train. We will also develop itineraries that they can use to start promoting the area. These will include beach, shopping, dining the top three points of interest for the Latin American vacationer.

- Develop a way to hire marketing representatives/individuals on a project or part time basis to assist in securing venues and client lists.
- Produce a new Spanish visitor guide for our top Latin American markets.
- Develop a MICE piece to distribute and place on the Spanish website and look at opportunities to incorporate Sports Marketing (Soccer, Golf, Tennis).
- We now have a Spanish URL – ParadiseCoast.com.es which is only a landing page. We will add a Spanish leisure video to the landing page now and create an actual website in FY 2018.
- Join the Family Travel Association to help grow family travel to the destination. (Cost is \$1,500 per year). This will give us access to market research, networking events and member-only events.
- We will re-join Visit USA Argentina for \$500 and perhaps Visit Uruguay for brochure distribution at their annual event that takes place the day after La FIT trades show in October (see implementation schedule).
- DMO targeted trade shows help tremendously in keeping up with trends in destination marketing and new ideas. See implementation schedule for possible shows to attend as schedule permits.

Professional Development

Work towards achieving Professional in Destination Marketing (PDM) Certificate through Destinations International. Eventually become a Certified Destination Management Executive (CDME).

Implementation Schedule

Some shows listed in the following section are available for partner participation and some are in partnership with Visit Florida. We will add or replace shows at partner request and possibly eliminate others depending on partner participation and prior results. Also, see social media implementation schedule as part of the PR Plan and AVIAREPS Plan.

Planned Trade Shows for 2017-18

Show Name	Dates	Location
Travel Industry Exchange	Oct. 12 - 14	New Orleans, LA
Ladevi Workshop	Oct. 25, 2018	Santiago, Chile
Copa Vacations	Oct. 26	Santiago, Chile
La Fit	Oct. 28 - 31	Buenos Aires, ARG
Desinto USA	Nov. 1 - 2, 2018	Santiago, Chile
Festuris	Nov. 9 -12	Gramado, Brazil
WTM	Nov. 17	London
Florida Huddle	Jan. 9 - 11, 2018	Fort Lauderdale, FL
New York Times	Jan. 26 - 28	New York, NY
Chicago Travel & Adventure Show	Feb. 10 -11, 2018	Chicago, IL
Connect Travel	Feb. 19 - 20, 2018	Orlando, FL
ITB	Feb 2018	Germany
ANATO	March 18	Bogota, Colombia
Canoeconia	March 2018	Madison, WI
WTML	April 18	San Paolo, Brazil
IPW	May 18 - 23	Denver, CO
GTM	May 2018	Las Vegas, NV
NEXT	June 2018	Mexico

GTM	July 12 - 14 2018	Fort Lauderdale, FL
La Cita	Aug. 2018	Miami, FL
Delta Vacations	Sept. 22 - 24, 2018	Minneapolis, MN
RTO Summit	Sept. 2018	Orlando, FL
Other Sales Initiatives		
Sales Missions		
Northeast US or Florida	Fall/Winter 2017/2018	
Sales Calls/ trainings		
Brazil	March/April 2018	
Argentina	October 2017	
Santiago	November 2017	
Domestic	Fall 2018 Spring/Summer 2018	
Education		
PDM Classes	July 2018	
Connect Marketing Summit	Feb 2018	
ESTO	August 2018	
Florida Governor's' Conference	Sept 2018	

SPECIAL MARKETS SALES PLAN

ACCOMPLISHMENTS FOR SPECIAL MARKETS 2017

- Developed a plan to address the growing LGBTQ market segment and secured membership in IGLTA (International Gay & Lesbian Travel Association) and enhanced their website with our destination photos and stories to attract the travelers from the LGBTQ market.
- Our Sales Assistant attended an IGLTA Annual Conference in St. Petersburg. By attending this conference the CVB acknowledged potential in this market with great interest in Everglades City, along with Leisure travel, and Destination Weddings.
- Initiated a database of LGBTQ travel agents and Tour operator contacts, along with LGBTQ wedding planner contacts.
- Reviewed and developed plan to update our CVB website weddings section to attract brides and their respective honeymoons.
- Featured destination weddings/honeymoons in our Leisure e-newsletters, doing social media promotions and weddings and honeymoons in Travel Agent & Tour Operator presentations.
- Included wedding information while speaking with consumers at various tradeshows.

CURRENT SITUATION - LGBTQ

The LGBTQ market has grown and flourished in the past few years, and several communities in Florida have been early adopters to promoting to this market segment.

- 15 Million US adults identify as LGBT (6.8% of US population)
- 3 million Americans live in same sex households.
- 75% of LGBT live in “Double Income No Kid” (DINKS) households
- 40% of LGBTQ consumers prefer companies that advertise to them.

This market many niches that we can pursue including LGBTQ Weddings, LGBTQ Meetings, LGBTQ Leisure. Topping the list of 12 hotel brands on Travel & Leisure for LGBT friendly hotel brands, we have nine Marriott properties, five Hilton properties and three Preferred Hotels & Resorts, three Wyndham, and now one Hyatt brand property, giving many options for places to stay for LGBTQ.

Currently we do not have enough events and LGBTQ promotions to attract more from this market. We do have a conservative community and we are demographically diverse. Our destination is not top of mind when considering an LGBT friendly destination in Florida, a state that has several other destinations that do enjoy that awareness of being a welcoming place for LGBTQ visitors.

TARGET MARKETS

The top markets FOR LGBTQ visitors are as follows:

Geographical:

- Primary Domestic – Northeast Florida, Tampa, St. Petersburg, Orlando, Philadelphia, NY, Baltimore
- Secondary Domestic: Seattle Washington, California, Austin TX, Key West, Ft Lauderdale, Miami

Age, Income:

- Primary 35-60 years old with a Household Income (HHI) of \$150 K+
- Secondary: Millennials with a Household Income of \$100 K+

Activities:

- Primary: Health & wellness, weddings, arts & culture, eco-tourism/adventure, golf, beach, shopping & dining
- Secondary: Honeymoons, LGBT (Pride) events in the destination

STRATEGIES

- Attend tradeshows to meet organizers of travel for these special market segments of LGBTQ, weddings and honeymoons.
- Educate ourselves in this market by taking webinars, and or attending seminars, and by joining local groups and associations.
- Create marketing materials and digital/social messaging to address these special markets

TACTICS

- Develop a database of travel agents, tour operators, and meeting & wedding planner contacts that sell to these markets.
- Research LGBT associations to book meetings and conferences.
- Integrate content, listings and photos in our Visitor Guide
- Create LGBTQ friendly social media platforms
- Renew our membership with IGLTA and consider new memberships with associations for digital marketing, to put the destination on the map as LGBT friendly
- Target luxury travelers and adventure seekers in the LGBTQ market through travel agents, tour operators and consumers that we are affordable in the shoulder seasons of May-December and June - September
- Target our advertising and digital reach into Florida LGBTQ cities for staycations, our LGBTQ events, and LGBTQ performers to attract the in-state market

CURRENT SITUATION - DESTINATION WEDDINGS

- Per the Destination Weddings Travel Group, Majority of couples get engaged in December and they begin working on the big day 4 months after
- 35% initiate planning their destination weddings on a mobile device
- Majority of couples peruse a destination wedding to have a unique wedding experience
- Interest in planning a destination vow renewal HAS RISEN 151%
- At a national level, brides buy over 7.5 million bridal magazines per year
- Brides buy 4-6 issues of the same magazine, so the “pass along” value is an average of 8-10 people per issue
- Over 80% of all brides and grooms use the internet to assist in planning some portion of their wedding
- The average price of a wedding is \$28,000, and the average spend on honeymoons is \$4,000

TARGET MARKETS

Geographical:

- Primary: Philadelphia, NY, Boston, Illinois, Chicago
- Secondary: In state FL Market

Age, Income:

- Primary: 35-60 with a Household Income (HHI) of \$150 K
- Secondary: LGBT with HHI of \$100 k+ and Millennials

Activities:

- Primary: Beach, luxury, Romance, family friendly.
- Secondary: Arts, culture, eco & adventure, golf, beach, shopping

STRATEGIES

- Research organizations to join that target the weddings market.
- Promote to the wedding and honeymoon markets through web, digital and social channels

TACTICS

- Seek memberships to wedding & honeymoon pubs for digital marketing and print advertising
- Seek out wedding associations to keep up on trends and education
- Attend a wedding expo & incorporate LGBT weddings as well as renewal of vows
- Play up honeymoons and vow renewals
- Upgrade and refresh the wedding page on our website and include vow renewals
- Create a list of wedding friendly vendors as website referral resources
- Create e-Newsletters and actively post to social media pages
- Research luxury destination wedding planners

MEASURABLE OBJECTIVES

LGBTQ Meeting Planner Base	Establish new LGBT Meeting Planner base to project growth
Destination Weddings, LGBTQ Weddings & Honeymoons	Establish Wedding Planner Databases of 25 planners to increase destination wedding base
Attend 1 LGBTQ tradeshow to meet Travel Agents & Tour Ops	Increase data base by 30% (20) contacts
Attend 1 Wedding Expo	

IMPLEMENTATION SCHEDULE

Since these are new markets for the CVB a set budget and specific tradeshow have not been decided upon. What we would like to do is attend the following:

Wedding Expo, preferably New York	Jan 6 -7, 2018
Research attending a Florida Show	TBD
One LGBTQ Tradeshow	TBD

CONSUMERS & ADVENTURE TRAVEL SHOWS

BOSTON GLOBE TRAVEL SHOW 2018	Feb 9-11,
PHILADELPHIA ENQUIRER TRAVEL ADVENTURE SHOW	March 10-11, '18

PR & COMMUNICATIONS PLAN

ACCOMPLISHMENTS FOR 2017

- Increased overall publicity 38% over 2016
 - Media Value for destination: \$11,853,501
- Press in the Destination
 - Brazil – Two CVB groups with five journalists each
 - USA – CVB group with five journalists
 - USA – Two influencer groups
 - USA – worked with hotel partner to assist on Golf-themed group trip with over 15 journalists
 - 70 individual media visits
- Increased community awareness of positive impacts from tourism through regional publicity
 - Extensive coverage in Naples Daily News, The News-Press, Naples Florida Weekly, NBC-2, WINK News, Fox 4 and more explains economic impacts, factors influencing tourism industry, benefits of living in a tourism destination, sports tourism, Zika and water quality issues management.
- Top Domestic Publicity
 - CBS This Morning, AAA Home & Away, Forbes, Southern Living, Atlanta Journal Constitution, Albany Times Union, The Daily Meal, Florida Sportsman, Bassmaster, Boating and more.
 - Leveraged top rankings, reader's choice and other awards
- Top International Publicity
 - China – National Geographic, Comfort and Men's Uno magazine coverage resulting from press trips
 - Coverage from blogs and consumer and trade magazines in Germany, U.K., Brazil, India, others resulting from press trips, story pitching, media marketplaces

- Top Broadcast Publicity
 - Independent UK Online, broadcast syndication – Discover the OTHER Side of Florida with Simon Calder
 - How to Do Florida – Spearfishing on the artificial reef
 - CBS This Morning – U.S. Open Pickleball in Naples
 - LIVE with Kelly – Naples #1 Happiest-Healthiest metro area
- Effectively handled crisis situations
 - Water quality/algae issue countered with website campaign featuring real time photos, daily beach and water quality updates.
 - Zika virus fears countered through bylined articles in major daily, helpful and truthful website messaging, outreach to local media.
- Began working with top digital media influencers
 - Scott Eddy, Grace Wainwright, Kendall Kremer, Marissa Meade, Luxury Columnist (UK)
 - Hosted multiple Instameets recruiting local, regional digital influencers
- Successful New York/Boston desk-side media mission combined with VISIT FLORIDA media event
 - Met with Luxury Travel Advisor, Food Network Magazine, USA Today, Where Magazine, many more
- Engaged with top tier media through media marketplaces, conferences, desk-side visits
 - Florida Huddle, Florida Encounter, Florida Outdoor Writers Association, PRSA Travel + Media Conference, U.S. Travel IPW
- Kept Communications On -Brand
 - PR manager performed extensive writing and editing for website, visitor guide, newspaper by-lined articles, news releases, all bureau marketing materials
 - Ongoing intensive daily effort to upload new events, deals, news and situation alerts to website

CURRENT SITUATION

Changing Channels

Most U.S. consumers receive news through digital media and the number of Americans relying on print media for news continues to decrease. These trends are forcing traditional media outlets to increase their investments (resources, staff, time and money) in developing online and social content.

Magazines and newspapers continue to downsize staffs, decrease pages and, in some cases, cease publication. As the number of on-staff editors decreases, media outlets are relying more on freelancers, non-traditional journalists (such as novelists and poets), as well as social influencers and bloggers for content. With the proliferation of round-ups, 140-character news stories and 15-60 second videos, long-format journalism has taken a backseat. Even print publications are adjusting editorial pages to read more like web stories and social feeds.

Per Skift's 2017 Megatrends study, "Snapchat, Instagram, WeChat, Twitter, Facebook, Google, and text chat are all areas that travel brands need to get used to as traveler behavior shifts in the digital space."

- Our PR agency of record, Lou Hammond Group (LHG) follows a strict policy when vetting social media influencers. Content is reviewed to see if it aligns with the brand, is tasteful and balanced between what is organic vs. sponsored. The team researches the audience to see how engaged they are, and if they are potential customers. Once an influencer is approved the team works to outline coverage expectation.
- VISIT FLORIDA engages influencers for Florida Road Trips to multiple destinations. These are handled like regular hosted press trips by the destination as the state oversees the overall influencer agreement.

Trends Across the Media Landscape

A top need for journalists continues to be "trends". Outlets such as USA Today and The Associated Press require five trends. Other outlets require three. Authentic local experiences that set the destination apart from others, interesting local characters, eco adventures tied to news hooks related to the environment are also of major interest.

Blurred Lines

Paid and earned media continue to merge and integrate. CVB and its agency partners will continue to focus staff and contracted talent efforts on new story content creation with multimedia components that can be pitched and placed. Budgeting for contracted freelancers, influencers and paid social media boosts and ads is essential for success.

Tools of the Trade

Staff team needs to be educated and armed with proper tools to meet the growing demand for multimedia coverage assets including a variety of cameras for still, video, 360 imaging, etc., as well as time for education and expansion of skills utilizing a variety of tools.

CVB Staff Workload

Handling all the many duties under the PR & Communications umbrella is challenging at best for a small in-house team. With three team members, the CVB staff will focus on engagement of influencers and freelancers to aid with content creation. We will try to bring on another part time worker to assist with the influx of daily content updates – primarily events and deals – for the website.

TARGET MARKETS

- **Domestic:** Our communications focus will continue to be on destinations with direct air service into RSW including major hubs, such as Northeast Tri-State area, Chicago, New England, Minneapolis. There is also additional focus on growing markets such as Texas and others west of the Mississippi.
- **Segments:** We will focus on outlets that reach the luxury traveler, families, foodies, beach enthusiasts as well as soft and more hardcore adventure seekers. We will continue to seek experiences that validate the area's ranking as #1 Happiest-Healthiest Metro Area in the U.S. to capitalize on the trend toward wellness travel. Trade outlets will also be targeted to reach groups, meetings and convention planners. The communications team will reach these markets through a variety of media – at least newspapers, magazines, online new outlets, blogs, broadcast outlets and social media influencers.

OBJECTIVES/ STRATEGIES/TACTICS

- Increase destination publicity overall by 10% in the next year
 - Public Relations, Social Media Elements for Launch of Fully-Integrated *Love, Paradise* Campaign
 - Work with area hotels to create a “pop-up” Love, Paradise Suite to be filled with made-in-the-destination must-have amenities. A stay in the suite will be paired with authentic destination experiences to serve as grand prize for social media-driven contests.
 - Create social media elements that may include a dedicated hashtag to support campaign, encourage visiting journalists to use during any social postings
 - Host one consumer event in a major metropolitan area (such as New York, Chicago or other target market) coordinating with launch of the 2018 integrated marketing campaign. Experiences such as a pop-up nail salon, collateral and prize items on display, data capture cards.
 - Host one group travel influencer FAM with ‘Love, Paradise’ theme – focusing on love of travel, immersive destination experiences.
 - Partner with at least one local artisan product maker(s) such as a perfumer to create official ‘Love, Paradise’ scent; local chocolatier, others
- Host at least three group domestic press trips and two International press trips and up to 40 individual press trips in the next year
 - Host one group press trip of up to six North American journalists to showcase the destination’s array of offerings.
 - Host one group of up to six Southeast Florida journalists for a late summer getaway focused on dining, pampering experiences perfect for the weekend or quick getaway traveler.
 - Accommodate at least 40 individual press visits ongoing, as availability from partners allows and per media reach.
 - Work with CVB’s U.K., Germany, Brazil teams and VISIT FLORIDA to accommodate international press with strong ROI for the destination as time and budget allows.

- Media Missions
 - CVB representative to work with LHG agency to undertake at least one media mission in a major media market such as South Florida, New York City, Chicago, Dallas, Atlanta and others as time and travel allow.
 - CVB representative to attend at least two conference, trade or dedicated events that include a media component such as IMM, PRSA Travel, U.S. Travel IPW, Florida Huddle and other conferences with focused media components.
 - CVB will seek to participate in VISIT FLORIDA media missions, if offered, to take advantage of partnership with the state.

- Increase tourism partner engagement each quarter of the coming year through:
 - Monthly *Paradise CoastLines* E-news to Collier County tourism partners with once monthly issuance based on staffing and/or work schedules
 - Host two partner seminars presented by LHG Executives – covering specific topics in Public Relations and Digital operations. Coordinate this effort with digital team. Topics may include mobile photography for social media, take ownership of your CVB web listing; social media best practices, others
 - Share destination coverage with constituents as it happens

- Continue developing positive community relations with residents
 - Respond to and proactively communicate regularly with local media
 - Issue at least 4 news releases or 4 submitted pieces (articles or guest opinion pieces) for local publication that show the benefits of tourism

- Ensure quality, accuracy, brand identity for all bureau communications
 - Plan for time needed to oversee the copy editing of the new Visitor Guide and review and edit of the partner listings
 - Participate in the review of written and multimedia content. Copy edit and communicate with the ad agency creative team on copy edits for consumer E-newsletters, advertorials, update existing website articles, write new stories, etc.

- Plan for and effectively handle crisis communications
 - Work with Emergency Ops Center ESF 18 team to develop and get in place a WebEOC-based hotel vacancy grid that can be updated easily and is visible to the entire EOC user network
 - Refresh Zika messaging, be ready to handle national and international barrage of media in the event of a local-transmission situation requiring issue of advisories from CDC
 - Work with Miles Partnership to ensure new website has emergency module that is easy to activate, update and navigate
 - Work with local industry and EOC team to get local hospitality/tourism businesses to register with the new Florida Virtual Business Emergency Operations Center in advance of a crisis. Hold at least one partner meeting on this topic.
 - Be ready and flexible for all possible emergency situations.

CRISIS COMMUNICATION PLAN

Introduction:

This document is a strategic crisis communications plan to help minimize the negative impact on tourism that may occur from damage to, or the perception of damage to Collier County resulting from a declared emergency situation.

Marketing Goal:

To make prospective leisure and group visitors aware that Florida's Paradise Coast is a pristine beach destination and a relaxing place that awaits their visit.

Situation Analysis:

Negative media coverage regarding hurricanes, potential hurricanes, or other emergency situations such as a mosquito borne disease outbreak or scare such as the Zika virus, dengue fever, chikungunya; a severe water quality crisis due to an oil spill, as toxic algae, harmful bacteria, red tide, etc. – whether they affect Collier County or not -- can have a negative impact on Collier County tourism.

Often the media fails to distinguish between destinations that have had near misses, versus those that have incurred damage. When a severe water quality crisis impacts Southeast Florida beaches, the media is apt to use headlines like “Toxic algae closes South Florida beaches” without distinguishing exactly where the problem is, or is not. Because of this negative media hype, domestic and international travelers and meeting attendees often feel that all of Florida has been damaged or negatively impacted by a storm or other emergency – and decide not to travel to our area.

Target Markets:

- **Geographic:** The top Spring- Fall feeder markets for Collier County leisure and group business include Miami/Ft Lauderdale, Palm Beach, Orlando, Tampa Bay, Clearwater-St. Pete, New York and Chicago. International feeder markets would include Canada, UK, Germany, the Netherlands and Brazil.

- **Demographics:** Adults 25-54 years of age, including couples and families.
- **Seasons:** The hurricane season runs June through November. Mosquito-borne disease threats are more likely May through December. Water quality issue could occur at any time.
- **Campaign Timing:** Public Relations and social media efforts would begin immediately upon notice from the Collier County Emergency Management staff that an emergency situation is eminent. The media schedule would begin when the CVB and agency team deems it is appropriate and would continue for at least one week.

Budget:

Each declared emergency will have a special budget of approximately \$165,000 per event would be allocated as follows. The total approved emergency advertising budget covers up to 3 declared emergency situations:

● Social Media:	\$10,000
● E-Newsletters:	\$10,000
● Production:	\$15,000
● Advertising Media & Website Content Development	\$100,000
● PR Distribution	\$30,000
TOTAL PER EVENT	\$165,000

Timeline

The following timeline is contingent upon a variety of factors including weekends, hurricane evacuation orders by other counties, as well as many other possible factors.

Public Relations Crisis Communications Plan

The CVB’s public relations team goes into action in the early stages of an emergency event, gathering and updating destination status information, obtaining and disseminating information about hotel vacancies and conditions in the area for potential storm evacuees as well as residents and visitors within our own destination, and notifying local, state, national and international media and tourism contacts of the destination’s situational status.

The PR manager or the Digital Marketing Coordinator activates the online Emergency Module and develops customized messaging and Home Page display views related to the situation or crisis.

In the event of a storm event, the team begins communicating regularly with Phase V, the Paradise digital team, the LHG national PR team and area hotels to ensure accommodation information and vacancy status is displayed online.

Once the crisis has passed, immediate action is taken to obtain clear and accurate information of the conditions in and around Florida's Paradise Coast.

The latest news is displayed on the website's emergency module, in the website media center, communicated to area partners and to the media.

The CVB splits news dissemination between the in-house team and the national team at LHG, and uses paid news distribution services such as TravMedia or Business Wire to quickly get news to as much of the tourism and general news media as possible. The CVB also communicates news through VISIT FLORIDA channels.

Several paid news distribution services may be utilized as part of the crisis communications plan. They include but are not limited to the following. Each individual situation dictates what service is best and the dollar amount may vary.

D S Simon Media

D S Simon is a leading provider* of satellite media tours, allowing organizations to effectively communicate key messages across as many as 30 markets in the U.S. or globally, using their choice of destination spokesperson for the story for television, radio, Internet, and social media. A media tour also offers a great platform to create additional digital content such as Instagram videos, Vines, social media ready content and more. Projected cost: \$20,000

*Additional satellite media tour vendors may be found here:

http://www.odwyerpr.com/pr_services_database/satellite_media_tours.htm

TravMedia

TravMedia is the leading platform putting tourism messages out to the global tourism media audience. A contract of \$10,000 could be put into place to provide for multiple distributions to select global audiences, with the opportunity to modify messaging and language used for each target market. Projected cost: \$10,000

Implementation Scenarios:

Potential Threats

Zika Virus

This situation could potentially hinder travelers' desire to come to the destination, particularly family travelers and honeymooners. Upon learning that a locally-transmitted case has been reported and confirmed, the CVB would take several steps.

1. Upon learning of locally-transmitted cases (by mosquito) in South Florida, the CVB PR team creates situational statements available for media and activates the website Emergency Module as a place for the statement and daily updates as needed. Messaging to Collier Tourism partners takes place to share the informational website link.
2. CVB staff utilizes this information when asked to inform and educate on the state of the situation.
3. Upon learning of a locally-transmitted case (by mosquito) in Collier County, CVB PR or Director contacts Florida Department of Health, Florida Governor's Office and VISIT FLORIDA for situational updates, media relations coordination, comparison numbers on Collier County vs. the rest of Florida or the country, and other information. Ongoing contact ensues with Collier County Health and Collier County Mosquito Control.
4. CVB PR or Director issues a bulletin to all hotel emergency contacts with messaging points to be implemented by the property.
5. CVB PR or Director will update Emergency Web Module to include prevention tips and update on current situation (see #1).
6. CVB PR team posts updates on destination social media handles. Team also monitors news, including blogs and social, and feeds out correct information as needed.
7. CVB PR takes lead on message development. LHG provides national media coordination and works with state agencies named above regarding national media appearances.

Terrorism/Active Shooter

Upon learning of an active shooter situation, the CVB would take several steps.

1. CVB PR or Director connects with local police and government authorities regarding the situation and crafts language for a reactive statement.
2. CVB PR or Director prepares statement as response for incoming queries by local and national media. Tourism defers to law enforcement for lead on situational updates to media.
3. CVB PR team posts update on destination social media handles as appropriate to the situation and location of the event. Team also monitors news, including blogs and social, and feeds out correct information as needed.

Environmental Crisis

Should an environmental issue such as algae influx, oil spill, or other health-threatening situations arise, the CVB would take several steps.

1. CVB PR or Director connects with Collier County Pollution Control, Department of Environmental Protection, etc. to determine immediate impact of the situation.
2. CVB PR or Director updates website to advise travelers of state of the affected area.
3. CVB PR team issues news alerts to media in Collier County to inform and educate on the state of the situation.
4. CVB PR or Director provides Phase V operators and area Visitor Information Centers with status information to use in answering inquiries
5. CVB PR team posts update on destination social media handles. Team also monitors news, including blogs and social, and feeds out correct information as needed.

Evacuation Orders from Other Counties

This situation could potentially send hurricane evacuees to Collier County. A special meeting of the BCC would be called for an assessment from Emergency Operations Center (EOC). Upon learning that Collier County would have at least its inland hotels free from evacuation orders and likely out of an impending storm's projected path, the CVB would take several steps.

1. CVB PR or Director notifies Phase V to begin hotel call around to determine number of available vacancies and whether hotels accept pets in an emergency.
2. CVB PR or Director issues a bulletin to all hotel emergency contacts with instructions on assisting Phase V and about self-updates for emergency Web module.
3. CVB PR or Director provides Phase V operators with status information to use in answering the Hotel Hotline, 1-800-785-8252.
4. Phase V loads data from initial call around in Web emergency module.

Coastal Zone Evacuation orders for Collier County residents and visitors:

- CVB PR or Director notifies Phase V to begin hotel call around to determine number of available vacancies at all Collier County hotels outside the evacuation zone, and whether hotels accept pets in an emergency. They also survey coastal hotels to determine if emergency personnel, staff, media or guests will be in residence.
- CVB PR or Director provides Phase V operators with status information to use in answering the Hotel Hotline, 1-800-785-8252.
- CVB PR or Director issues a bulletin to all hotel emergency contacts with instructions on assisting Phase V and self-updates for emergency website module.
- Phase V loads data from initial call around in Web emergency module.
- CVB PR activates emergency module on website

Storm or Emergency Event Day(s):

- Director determines the schedule of tourism staff for the CVB station in the Emergency Management Operations Center (EOC).
- At end of event, CVB Director notifies team of office status and any special assignments.
- CVB PR team monitors news and begins collecting information for post-event status releases.
- Immediately upon end of event, CVB PR team and all other available staff along with Phase V surveys area resorts, hotels and attractions to determine what is open, closed, undamaged, damaged, etc. All report to PR Manager with results.
- CVB PR team utilizes social media as much as possible throughout event day for live updates.
- CVB PR team updates website emergency module with up-to-the-minute information in text section.
- Phase V updates website emergency module with hotel information as it is received.

Post-Event Timeline

Day 1 Following Storm or Event:

- CVB PR Manager determines whether professional video shoot is needed for B-Roll.
- CVB PR Manager or other assigned employee canvasses County to gain first-hand assessment and photos – contact Gary McAlpin to ride along for coastal access.
- CVB PR updates the website.
- CVB Director contacts team to put appropriate response plan into action.
- CVB PR issues post event news release with accurate and up-to-date status including estimate of when destination will have power and return to normal status. Distribution to specific media lists through Lou Hammond & Associates; CVB PR manager issues Business Wire release.
- CVB PR team and Director determine whether a Satellite Media Tour is warranted.
- CVB PR team determines if an ARA or NAPS self-written, accurate news story should be purchased for placement in national publications.
- CVB PR team assigns content uploads to Paradise digital team of photos, video, etc. to social sites such as YouTube, etc.
- Entire CVB team assists EOC as needed with emergency hotel accommodations requests or other issues. This should not be the responsibility of PR as they are extremely busy with gathering destination status information and photos, Web updates, press releases and social media updates.
- After destination assessment, Paradise initiates customized creative including TV spots

Day 2 and 3 Following Storm or Event:

- CVB PR continues issuing storm updates and projections for safe travel and positive vacation experience.
- Entire CVB team assists EOC as needed with accommodations for emergency personnel requests and other tourism related issues.
- Paradise completes media content customization – spots trafficked to media.

Day 4 and Beyond Following Storm or Event:

- Emergency paid media campaign begins. See media strategy that follows.
- CVB PR efforts continue daily.

Paid Media

Media Strategies: Leisure

- All current running media will be temporarily suspended until the weather has cleared
- E-mails: A timely message regarding the emergency would be emailed to the entire CVB leisure database. The email would also promote the Paradise Coast brand and allow prospects to hyperlink directly to the ParadiseCoast.com website. These emails would also be available for Collier County hoteliers and attractions to forward to their databases.
- Online/Southwest Florida: Various sized ads would run on third party websites that would provide specific information about the Naples, Marco Island and the Everglades area. Examples include the websites for NaplesNews.com, NewsPress.com and other area news websites.
- Online/Outside Collier County: Ads would run on third party websites in the five Florida feeder markets. Any online advertising currently running could be updated to reflect the emergency messaging. Additional ads could be placed in major markets east of the Mississippi on Weather.com and CNN.com.
- Television: Depending upon the timing of the campaign, existing television buys might be converted to reflect the “emergency” TV commercial.
- Social Networks: Paradise Digital team will publish emergency TV spots through the social media outlets utilizing Facebook, Twitter, and YouTube.
- International: Travel trade in the United Kingdom, Germany, Canada and others. Utilize international reps to distribute information to media and travel trade.

Media Strategies: Group

- E-mail: The group email would reflect the same type of emergency situation message as presented in leisure, but would be custom made for the meeting planner. These emails would go to the CVB meeting planner database, and would also be available for Collier County hoteliers and attractions to forward to their databases. The properties and attractions could send the email verbatim or they could borrow components and develop their own e-mail. An email would also be developed to promote the emergency e-mail campaign to the hoteliers and attractions.

Partner Communication Plan

In the case of an adverse weather situation or other emergency event, our industry partners will be asked to play a vital role. It is important for partners to be familiar with the plan and know their role well in advance.

We ask that each of our partners designate a staff member to interface with the CVB office and be our emergency contact. We will need phone numbers, cell numbers, email addresses and any other contact information that we can use in an emergency.

Once an emergency is declared by the Collier County Commission, the following will happen:

1. The CVB will activate the Emergency Information Module on our website www.paradisecoast.com. This module will be prominently displayed on our home page and will cover the latest information on weather conditions, availability of accommodations, shelter locations and evacuation plans.
2. Phase V will begin calling all our accommodations to get information on available rooms, filled rooms and rates for the next five days.
3. Partners will be encouraged to access the emergency accommodations section of our website and enter their own information. If this is done, we ask that Phase V be notified that your information is current.
4. CVB staff will occupy their designated ESF 18 space at the Emergency Operations Center (EOC) to keep the industry and the EOC staff up to date on the current tourism industry situation.

DIGITAL AND SOCIAL MEDIA PLAN

ACCOMPLISHMENTS FOR 2017

- 18,728 Social Media Fans gained, an increase of 118.9%, with a projection of 36,000 for 2017
- 11,232,426 Social Media Impressions, a decrease of 9.4%, with a projection of 20,000,000 for 2017. (platform algorithm adjustments and spending changes impression numbers greatly)
- 106,879 Social Media Engagements, an increase of 7.6%, with a projection of 200,000 for 2017. (this is what all social media performance is measured by)
- 39,461 Link Clicks to our consumer website, with a projection of 76,000 for 2017.

CURRENT SITUATION

Social media has become a major communications tool in Destination Marketing. So much so that more destinations are leaving print and focusing mainly on Digital Marketing.

The use of live and recorded video on Social Media channels has exploded. Video is one of the most successful ways to engage and increase fans on social media. Engagement is key, we need people talking about us.

Paid and earned media are now merged, and it is now necessary to boost post and advertise through social media channels such as Facebook and Instagram (pay to play) as a common practice. This is one of the most effective ways to reach specific targeted audiences with our branding message.

Usage of mobile platforms continues to trend upward and has surpassed the halfway mark on our website and social media channels.

Our area tourism partners are showing an increasing interest in learning more about how to Market on Social Media Channels.

TARGET MARKETS

Geographic

Primary: Mirror the paid media plan target markets by season

Secondary: Secondary markets where we draw sports event participants for their major events.

Age/ Income

Primary: 35-54 with HHI of \$150,000 +

Secondary: Millennials, Gen X, Gen Y potential travelers

Activities

Support the activities used by the paid media tactics, and encourage hash tag usage at events and meetings to expand our reach of brand messaging.

KEY STRATEGIES AND TACTICS FOR 2018

Strategy

Expand Social Media posts frequency and usage

Tactics:

- Create and implement a Live Social Media Broadcast Schedule
- Increase the number and frequency of boosting Facebook posts
- Increase brand engagement on all social media channels
- Use and feature more “user generated content”
- Increase diversity in content images
- Research integrating a trip planner into Paradisecoast.com website
- Continue to grow Pinterest & Instagram to extend reach and drive awareness amongst moms and family travelers as an aspirational destination

Strategy:

Engage more of our partners in social media and digital implementations

Tactics:

- Conduct Partner Training Classes on social media marketing techniques
- Conduct Destination Contest designed to “sell the destination” in conjunction with “Love, Paradise” branding campaign
- Host more influencers in the destination with large followings
- Continue to utilize Twitter to reach industry professionals and travel influencers
- Focus on “In-House” video production to supplement outsourced vendors

MEASURABLE OBJECTIVES

- Launch the redesigned ParadiseCoast.com website to maximize mobile device experience by November 2017
- Conduct hands on “Listing Workshops” designed to teach partners how to manage their website listings, and Social Media Accounts. Minimum of two (2) workshops in the next fiscal year
- Increase live video broadcasting to a minimum of two (2) broadcast per month
- Create and launch one (1) social media contest per quarter
- Increase and continue to promote Artificial Reefs (minimum of one (1) post per month
- Continue Organized InstaMeets with a minimum of one (1) per quarter
- Boost more posts that are organically performing (minimum of one (1) per week)
- Increase social media fans by 36,000
- Increase Social Media Impressions to a minimum of 20,000,000 for 2017 (platform algorithm adjustments and spending changes impression numbers greatly)
- Minimum of 200,000 social media engagements.
- Minimum of 76,000 Link Clicks to our consumer website

SPORTS MARKETING PLAN

ACCOMPLISHMENTS IN 2017

- Attracted five new field sports events to the County in 2017
- Attracted two new water sports event to the County
- Provided research and assistance in communicating the benefits of developing the planned new sports complex and assisted in getting the new facility and the funding mechanism approved for development
- Improved the working relationship between Tourism, Parks and Recreation, and the Collier County Sports Council to better serve events and event organizers
- Developed a new procedure for scheduling and contracting for new and existing events within the County
- Strengthened relationships with local venues and high schools, which led to scheduling and hosting events at those local facilities

CURRENT SITUATION

- Tourism Division research has indicated that there is a need for new sports facilities in Collier County to meet the ever-growing demand. Event organizers are seeking large, modern facilities to host their events. A new sports complex has been proposed and the County Commission has approved this development and the necessary funding model to build and promote the new facility.
- We continue to communicate to stakeholders and event organizers on the development of the new sports complex and the artificial turfing of existing playing surfaces in existing complexes. These enhancements will help us meet the growing demand for event space in Collier County.
- We continue to invest the necessary time on new business initiatives to pre-sell the new sports complex and secure new events for our existing facilities

MEASURABLE OBJECTIVES

- Pinpoint the design of the new sports complex and market said design to local partners in early 2018 and national sports organizations by second quarter of 2018. (i.e. NASC, Connect Sports, Florida Sports Foundation, TEAMS, etc.)
- Add two new water sports events to take place at Sugden Park or other County waterways by end of September 2018
- Implement a new sports funding model and guidelines to assist in driving more visitation and room nights into Collier County for each event hosted by December 2017
- Institute an industry standard event impact calculator to assist in capturing critical visitation data from each event. (DMAI Sports Calculator) and report to the TDC monthly on results
- Identify third- party housing entities that can assist with our growing event participant accommodation needs by March 2018

TARGET MARKETS

Geographic:

- Sports target markets are based on the design of the facilities that house the events. Any national or international organization with an event capable of being hosted in local facilities and hotels is a target entity
- Programming out current facilities with linear field and/or baseball/softball field events is the ideal market. Targeting watersports events also bodes well for the destination

Age, Income

- The age of sports visitation ranges as it is mainly comprised of families, meaning the youth athlete competes and family members travel along to spectate
- Income is typically in more of an economically moderate category as families are traveling and looking for affordable travel and accommodations. Events with adult participants can sometimes warrant a higher economic category leading to a broader price point for local accommodations

Type of Events

- Primary concentration is on amateur sports events
- Secondary concentration on training events for all ages
- Attract events year round, but also during the need times for hotels and attractions
- Field sports such as soccer, lacrosse, flag football, and pickleball are a good fit for our facilities
- Water and beach related sports are also important to attract on as current facilities are maxed out

Overall Strategies

Overall Strategies

- Educate local and national entities on the timetable and types of events that the new sports complex will feature
- Communicate at least quarterly with event organizers/rights holders to keep relationship fresh.
- Create a post event research tactics
- Explore developing sports specific branding to showcase Collier County and strategic branding for marketing the new sports complex
- Explore potential sponsors and entities interested in naming rights to assist in maximizing ROI at the new sports complex

Tactics:

- Work with Advertising agency of record marketing efforts to create ads and social media posts to blend with brand message. Combine sports activities with leisure activities to show the total event/vacation experience available here
- Work out details on all contracts well in advance of the event dates
- Create a survey instrument that can be sent to visitors and to participants digitally to garner feedback about their experience in Collier County
- Partnering with Advertising agency of record to develop sports specific ads and commercials showcasing the local destination for Collier County marketing purposes
- Work with Procurement and eventual naming rights vendor to identify potential venues and corporations in naming rights for the new complex and existing Collier facilities to maximize revenue potential and ROI on new complex

P.R. & Social Media Event Support

Strategies

Develop a set calendar to plan-out all communications and social media posts for upcoming events and during events to maximize the coverage of our events.

Tactics

- Plan for 4-5 tweets per week (20 tweets monthly) with content concerning upcoming events and Collier County sports news of note
- Efforts will be made to collaborate with event organizers to share in their individual organization social media efforts
- Contact event organizers to supply media kits and press release information to the CVB prior to the event. The CVB PR team will circulate the event content to the appropriate channels via social media and the local media when needed
- Press releases will also be created by CVB Communications to spread awareness about local sports events

Tradeshow Strategies

- Tradeshows will be the primary direct sales technique to communicate with new and existing event organizers and rights holders of major events
- International events and training pose a significant growth market for our community, especially in the need times of the year or spring and summer

Tactics

- Register, plan tactics and attend the following tradeshows: NASC, Connect Sports, TEAMS, Sports Relationship Conference
- Research additional Conferences and shows and coaches conferences depending on the ROI for attending
- International and watersports tradeshows would be ideal to attend for increasing Collier County visitation
- Work with local sports organizers with International contacts to attract spring training for soccer (football) with European and Latin American teams and clubs

Sports Media Strategies

- Promote each event local, regionally and nationally to maximize the best awareness of our destination for sports

Tactics

- Events that can provide their own press release and media information, will be assisted by our in-house PR team and our national PR firm to promote the event
- Tourism's Advertising agency of record will develop recommendations on the best way to market the proper message to local and national media outlets in regards to events and the new sports complex
- The CVB will task the Advertising agency of record to develop appropriate print and digital media to be available for local partners, national outlets, and trade shows

PARADISE COAST FILM OFFICE PLAN

ACCOMPLISHMENTS 2017

- T Group Productions/History Channel's, "Ozzy and Jack's World Detour" - This program features rock legend Ozzy Osbourne and his son Jack as they travel the globe, learning about aspects of their background from history experts and locals. The viewership average: one million. They explored the Everglades and Western Collier County
- Next/U.K. – Great Britain's number one online clothing retailer. They service and deliver to 72 countries around the world. They chose our area's locations for their expansive children's clothing catalogue.
- Brunswick/Merge Studios - a commercial shoot for Mercury Marine outboard motors at Sugden Lake. Mercury is #1 supplier on the water, selling 100 K units in the U.S. annually. The commercial video is also a part of their social media campaign and remains a part of their website
- NBC/Investigation Discovery- Deadline: Crime with Tamron Hall – One-hour TV news magazine with host Tamron Hall featured a story about an unsolved crime in our area. They worked with local law enforcement to take viewers through the step-by-step process of unravelling a missing-persons inquiry
- BBC Channel 4/U.K. - "A Place in the Sun"- the episode followed a British couple who is hoping to buy a property in Florida. The series is so popular its spin-offs include a website the features news and advice for those wishing to buy international properties, representing over 30,000 listings
- Blair Inc. – a returning client, this catalog company has a print circulation of three million. They also have an impressive online presence with a target market of 40-65-year-old females. Their budget averages \$450 K locally
- HGTV/Left Right Productions - "Island Life" reality lifestyle series shot on Marco Island as they documented a young couple find- per the official press release- their" own slice of Paradise"

- Tommy Bahama/Queen Productions – the tropical lifestyle brand selected Naples as the location to shoot their holiday catalog and to launch their customized Tommy Bahama Airstream caravan promotion. As “van life” has become “a thing”, the island-style branding of this popular retailer selected our beaches to capture that concept. Their local spend was \$100 K+
- Attending the Association of Film Commissioners International Cineposium in Atlanta and had the unique opportunity to see the competition and experience their infrastructure and crew base. Georgia has become the #3 hub for production in the U.S. with only Los Angeles and New York topping the list
- Hired a part-time film assistant who has been able to generate photography for the film library. He has also been able to provide images for other CVB departments and events

CURRENT SITUATION

Until recently, with the support of our state legislature, Florida was a top destination for film and television production. Florida is no longer ranked in any such listings. With no funded program to draw film, television and digital media projects and companies to Florida, our industry is now challenged to be even more creative in our business development tactics.

In 2016, total box office sales for movies topped \$11.2 billion in the U.S. An appetite for services from streaming providers such as Netflix, Amazon and Hulu have helped total digital revenue to increase 23% last year in Europe alone. Apple and Google have both launched their own production companies creating movies, exclusive TV series and documentaries for their streaming services. This year at the Cannes Film Festival Netflix’s feature film, “Okja,” was screened and nominated for the festival’s highest award, the *Palme D’or*. (It should also be noted that the last high-impact TV series to shoot in Florida was Netflix’s award-winning, “Bloodline,” which shuttered production when the FL film incentive sunsetted.

There are more platforms and delivery systems that need entertainment content than ever before. This is not just a trend; it is the future of media.

The Paradise Coast Film Office has always held that personal, beyond-expectation customer service was why regular clients kept choosing our area for their projects and impressing new clients with the facility of production. Our area has a plethora of locations and the accessibility to those locations is clearly a factor in selling the county as a filming and production destination. Finding the right location helps the bottom line and can often upgrade a production without having to challenge the budget.

Our continually growing Reel-Scout® library of locations and clear-cut permitting process allow us to help compete without actual cash rebates.

With the global demand for movies and television content never higher than it is currently, that gives us the motivation to work harder for our market share. Naples/Marco Island/The Everglades/Collier County has historically been a niche market that emphasizes our diversity of locations and the accessibility to its resources. We have never been the blockbuster movie destination. We appreciate who our clients are.

Still photography, episodic television, nature-based, reality and documentary programming continue to dominate our product. We've seen an upswing in the importance of the U.K.-based productions that have chosen to shoot here and the film office will once again participate in the London-based FOCUS trade show to promote our destination to the international marketplace. As one of the original U.S. film commissions to join, we came in early and have been able to leverage that seniority to take advantage of the pre-and post-networking events that take place surrounding FOCUS.

Social media engagement has become incredibly important as we try to interact with our followers and remain culturally-relevant. 97% of online adults 16-64 visited/used a social network within the last month. ² with an emphasis on the most widely-used platform, Facebook, the film office continues to reach and attract new followers. Paid promotions have done well and there is a definite interest from many viewers whenever a local location (past or present - #TBT or #FBF) is featured.

We've tried to create a certain personality to our engagement. We're always trying to prompt a response or a re-post from our postings. We want to do something positive for our readers while at the same time get the film commission's message delivered.

Twitter and Instagram have been under-utilized and we are now putting new efforts to populate both these platforms with content and companion entries to our Facebook page. AdWeek indicates that posts with hashtags get twice the engagements as those without. An increase in hashtag creation is also underway to engage with viewers and to join in on digital conversations. We intend to cross-post to maximize our social media presence.

To leverage social media, we expect to develop our Instagram and Twitter accounts and continue our consistent style on Facebook. As noted in the CVB Marketing Summit, our partners see the need for a dedicated social media manager and the film office would certainly welcome that to properly engage and develop relationship and to process the analytics as this does take a great deal of staff time. We also plan on interacting more with those who comment and begin strategically using follower-generated content. For example: “What is your favorite local location?” or a title like “My Secret Beach” to entice interest. ¹Sources: MPAA, Annual Report, Netflix, Inc. ² Sources: Pew Research Center Survey

MEASURABLE OBJECTIVES

- Reel-Scout® Library expansion (possibly including video) @2 new locations per month
- Develop and update content and features for the Paradise Coast Film Commission website each month
- Maintain a notable presence in the industry through marketing efforts, participation in at least four industry trade shows and events with a special emphasis toward independent filmmakers and advertising
- Partner with the Naples Film Festival and area cinemas in promotions especially those welcoming industry visitors
- Pursue at least six significant story placements in media and advertising in trade directories (most without cost)
 - KFTV (Global)
 - PRODUCTION 411 (NYC and LA)
 - ProductionHub.com

- AFCI Global Directory/Locations magazine
- In Focus (Global)
- Duddleme.com
- Increase social media posts (scheduled and impromptu) to five per month
- Increase Followers and Likes on social media with more personalized engagement by five percent
- Develop more meaningful hashtags for use on Twitter and Instagram
- Continue two budget-wise print ads in location directories only. In this very visual business, outstanding photography is essential to stand out in a crowded field

TARGET MARKETS

Geographical:

- New York, Los Angeles,
- U.K.
- Western Europe
- Canada

Age:

- Millennials
- Baby Boomers

Activity:

- Still photography-print and web; Episodic format-TV/mobile devices
- Commercials-both print and video

Strategies:

- Increase communications with all potential producers, film scouts and independent film producers and ad agencies to attract production to our community
- Participate in the numerous film and production events both domestically and Internationally
- Remain active in all film and entertainment organizations and advocate for the return of incentives for Florida

Tactics:

- Continue the successful promotion of the area for production
 - Location of the week, TBT photos, photo and film events, scout photos,
 - *"Our Locations Really Do Make a Scene"* engagement with public and clients
- Provide proactive client support services for all film, TV, print, and new media projects
- Direct professional scouting trips for all projects considering Collier-based locations
- Manage immediate response times for leads/inquiries and permitting
- Integrate social media outlets and client engagement
- Maintain strong relationship with the Florida State Office of Film and Entertainment/Florida Department of Economic Opportunity
- Focus on strategic partnerships with other Florida film commissions to strengthen political, economic and marketing abilities
- Maintain Association of Film Commissioners International continuing education under their Master's Program
- Participate in the Producers Guild of America's annual "Produced By" Conference
- Attend AFCI Cineposium for film commissioner accreditation in marketing, technology education, and professional development
- Continuous involvement in Film Florida and its Marketing Committee, Film Commissioners Council and Tradeshow/Events Committee
- Social media engagement: Facebook/Twitter/Instagram
- Promos in conjunction with Focus-London
- Listings in all influential on-line industry directories
- Retain efficient processing of film permits for both city and county, including special drone permits
- Attend Social Media Strategies Summit in 2018
- Continue online permitting process to include links and assistance to outside agencies such as Florida State Parks and FDOT

FILM OFFICE EVENT, CONFERENCE, TRADESHOW, FESTIVAL	MONTH, 2018
NATIONAL ASSOCIATION OF TELEVISION PRODUCTION EXECUTIVES CONFERENCE, MIAMI	JANUARY
SOCIAL MEDIA STRATEGIES SUMMIT	FEBRUARY
RALLY-IN-TALLY, TALLAHASSEE	MARCH
AFCI LOCATIONS AND GLOBAL FINANCE SHOW, LA	APRIL
PRODUCED BY, LA (Producers Guild of America Conf.)	JUNE
TORONTO INTERNATIONAL FILM FESTIVAL	SEPTEMBER
NAPLES INTERNATIONAL FILM FESTIVAL	OCTOBER

METRICS	FY 18	FY 17
Reel-Scout Locations	24 75% increase	14
Industry Trade Shows	4 50% Increase	2
Media Placement	6 60% increase	4
Social Media Posts	35/month 15%+ increase	30/month
Social Media Followers	210 25% increase	200

INTERNATIONAL REPRESENTATIVES

2017-18 PLANS

UK & IRELAND PLAN – OMMAC, Ltd.

Accomplishments 2016/2017

Increased PR Coverage:

- **Florida's Paradise Coast featured as part of a Florida Video Series on The Independent Online, January 2017** - Simon Calder, a household name in UK travel journalism. Simon is the travel editor of The Independent, and regularly appears live on the BBC and other national news stations to comment and advise on travel topics. We hosted Simon in Florida's Paradise Coast. Florida's Paradise Coast was then featured as a solus video amongst a series of seven, focused on Florida. The series is now hosted on the Independent Online that receives 75, 127,812

Awareness raising campaign

- **Cooperatively with Visit Florida-** raise the awareness of Florida's Paradise Coast amongst trade, media and consumers through sales, marketing and PR initiatives.
 - Participated with TravMedia Networking event sponsored by Visit Florida, with over 180 media in attendance giving us the opportunity to promote Florida's Paradise Coast to many targeted journalists.
 - Provide information to Visit Florida on a weekly basis for their 'Florida Friday' newsletter, distributed through trade media partner TravelMole- distributed to 70,000 tour operators and agents in the UK and Ireland. To date our region has been featured several times to date, generating 280,000 opportunities.

- Participated with Visit Florida on travel agent/ tour operator training days, visiting the offices to provide training and updates to: Virgin Holidays; Ocean Holidays; Thomas Cook and Travel Counsellors reaching over 1,500 agents.

Golf Promotion:

- **Hosted International Golf Event and Fam** – We negotiated a Pre-AGTO North America Convention event in Naples in June 2017. We invited key tour operators attending NAC to travel out early and experience Florida’s Paradise Coast. We organized and executed an **‘experiential’ golf event** over the three days. 25 tour operators applied to attend and we selected 12 leading golf tour operators from eight different countries, as well as event sponsor and strategic brand partner Moet Hennessy. The trip was well supported by local industry partners, and the golfers interacted with our hotel and attraction partners throughout the event. The golf themed tournament/ FAM trip allowed guests to experience the properties’ onsite golf courses first hand and the total destination experience. The feedback we receive from the guests was it was the best organized fam trip they had ever experienced.

Signature Showcase Event, World Travel Market

With the aim to keep Florida’s Paradise Coast top of mind – at the leading UK trade show World Travel Market (WTM), Florida’s Paradise Coast co-host a signature event at the Visit Florida VIP Dinner. Over 300 senior UK & Ireland travel industry decision makers representing the main companies selling Florida and the USA attend. This exposure and recognition for our destination keeps our area with top of mind as a destination of choice for UK travelers.

Additional support for individual and group trade fam trips

We hosted over 25 requests including over 12 specific tour operator/ agent groups enabling us to showcase the destination to an important segment of the UK travel trade.

CURRENT SITUATION

UK and Ireland Economy

The overall confidence in the economy is now at pre-2008 levels and despite the uncertainty of the outcome of the Brexit negotiations the outlook is positive. House prices are continuing to rise and wage inflation is also at a 10- year high. The UK has also seen the fastest drop ever in unemployment and now stands at just less than 4.9%. The UK Stock market has also seen a rise in the months following Brexit and is continuing to trade at a high.

The 25-60 age group UK workforce has increased their consumer spending in the past 12 months and, with oil prices staying low and increased capacity in airlift, it is this demographic that is the key focus in the travel industry – especially for the long-haul travel market to Florida.

Politics

The political situation in the UK has changed dramatically. From a coalition government in 2014 with a divided political landscape, to a Conservative majority-led government, to the present status of a minority party. During the elections in June 2017, Prime Minister Theresa May lost her party majority and creating a “hung Parliament”. It took weeks for the Conservative party to construct a deal with the Democratic Unionist Party (N. I. DUP party) to form a coalition government. The UK public were horrified at this decision and already having a damaging effect for the Brexit deal to follow later this year and next. The outlook in the UK is of cautious optimism despite the uncertainty of the global economic situations.

Ireland

The Brexit deal has had both positive and negative impacts. Ireland is already benefiting economically as many global corporations are relocating their European HQs from London to Dublin. On the negative side, Post Brexit, the border between Northern Ireland and the Republic of Ireland will become the only land border between Britain and the European Union, raising the possibility – technically – of passport checks, customs checks and tariffs. Since the Good Friday agreement ended the Troubles almost 20 years ago, no one wishes to see the reintroduction of any hard border.

Trends in UK & Ireland

- The most pervasive effect of Brexit on the tourism economy so far for the consumer is the historic weakness of the pound as continuing uncertainty prevails. What is known is the pound is at an historic low against the U.S. dollar and a near all-time low against the Euro – the two currencies that most affect holiday expenditure.
- The effect so far has been that travelers are accepting a more expensive vacation in 2017, albeit changing their holiday habits somewhat. Whilst the poor exchange rate is unlikely to result in an overall reduction in overseas vacations and is not expected to affect the USA disproportionately, as additional air service is generating lower air fares.
- **The luxury market has remained strong** throughout the recession and it continues to flourish – which is a key focus for our marketing efforts and Florida’s Paradise Coast.
- In the Digital Luxury Group’s World Luxury Index, **Britain was the second biggest growing market for luxury travel**, up 8.5%, behind only Russia at 12.8%, and ahead of China’s 3.3% growth.
- Review sites such as Trip Advisor continue to have an increased influence on bookings, with 7 in 10 people using online reviews to help decide their holiday destination.
- Families seeking more control over their budgets will play a role in the continued growth of all-inclusive holidays; 20% of people are planning an all-inclusive holiday, and 25% among young families.

Travel Statistics

- Over 60 million overseas trips were taken by UK consumers
- Spain is still the most visited country by UK residents with 14.7 million visits to Spain in 2016, an increase of 13% from 2015 and a record total.
- Spain, France, Italy, the Republic of Ireland and the USA, in that order, remain the top five most popular countries for UK residents to visit, accounting for 49% of all visits abroad and approximately 46% of total spend abroad.

- Florida received a record 1.7 million UK visitors in 2016 – flat from 2015 and leading US destination.

External Conditions – A Period of Uncertainty

The UK and the U.S. are entering a period of uncertainty with Brexit, the new U.S. administration, global terrorism and fluctuating currencies. However, two vital components must be addressed as we consider the current environment for travel and tourism to the USA:

The strong US dollar and the Political landscape.

The relative weakness of the pound compared to many global currencies, coupled with historically low air fares maintains an uneasy equilibrium for UK travelers. British consumers will need to accept price increases on all foreign travel in the short to medium term. And, while there may be a reduction in spend and length of stay, it will not lead to a significant downturn in visitation to the USA.

Given the nature of media coverage and public sentiment to the current political environment it is easy to predict a potential ‘Trump Slump’. There are, however, abiding strong cultural, business and familial ties between the UK/Ireland and the USA. OMMAC understands the power of these relationships and the importance of promoting a message of the warm welcome extended from Florida’s Paradise Coast to UK and Ireland visitors.

- The controversy surrounding the rhetoric and travel policies of the new administration have been widely reported with numerous studies showing a decline in flight searches to the USA that occurred within days of the first travel ban at the start of this year
- The travel trade research organization, Forward Keys, reported a reduction in flight searches to the USA of 13.5% in the days following the travel ban announcement
- The timing of the outcry during the key booking period of January and February may well have resulted in a decrease in USA bookings at a commercially sensitive time, and could lead to a slight reduction in visitation during the high-volume summer months
- On 26 June 2017, a US Supreme Court ruling partly reintroduced temporary immigration measures for nationals of Iran, Libya, Somalia, Sudan, Syria, and Yemen
 - **British and Irish passport holders aren’t affected by these measures**

Airline Update

- In the last five years, airlines have increased direct seats by 27% and are launching new direct flights from the UK to the USA. With low-cost transatlantic flights disrupting the industry and driving down prices it opens the USA and Florida to a widening group of travelers – with growth capacity within the market.
 - **Low Cost Airlines** - Norwegian has been rapidly expanding its suite of low cost USA routes from Gatwick and now serves two airports in Florida. Around the world low-cost airlines are outstripping every other sector in aviation. This has opened the long -haul market to cost conscious travelers, such as Generation Y.
 - **Legacy carriers** are going head to head with the low -cost disrupters so as not to lose market share. This is most pronounced as British Airways goes head to head with Norwegian on routes out of Gatwick with the national carrier putting leisure configured metal more used to Caribbean routes in direct competition on routes such as Ft. Lauderdale.
- **Additional New Service to Florida** – creating further opportunities for our region: British Airways – Gatwick to Ft Lauderdale – start July 2017; Aer Lingus – Dublin to Miami – start September 2017; Wow Air (Iceland) – feeds from all UK regional airports – to Miami – started 2016; Norwegian – Gatwick to Orlando & Ft Lauderdale - started 2016; Thomas Cook – Manchester to Miami – started 2016 (already service to Orlando)
- A further key factor influencing the market can be allied to increased codeshare agreements between British Airways/American Airlines and Virgin Atlantic/Delta, which are assisting secondary destinations and aiding dispersal beyond the traditional gateways, making it easier for both tour operators and independent travelers to expand their programs, as well as their supporting marketing investment.
- **In Ireland**, Aer Lingus has continued to extend and build on its inspired program of route development allied to the U.S. customs preclearance program and new lounge. This unique facility has significantly influenced consumer destination choice and market share growth from Ireland and the UK via its fast expanding feeder services from regional airports.

Travel Trade Outlook

Barometer Report - ABTA's Travel Trends Report 2017, shows that the UK traveler is becoming more currency conscious and gives more importance to value-for-money and added extras due to changes on pound strength. To protect themselves against currency fluctuations, holidaymakers are opting more frequently for all-inclusive holidays. Due to the wider availability of new aircrafts and the increase of airlift to long haul destinations, Brits are taking more long-haul city breaks with over half (53%) having taken one in 2016. There is also an increased trend for healthier holidays and unforgettable experiences> Almost one in ten people (9%) took an activity holiday in 2016, and is likely looking to increase this year.

Travel Trade Ecosystem

The UK continues to move towards the availability and convenience of booking holidays online directly. The UK travel trade remains a key booking source – whether through high street agents, online site or call center. A recent ABTA Consumer Holiday Trends report stated that holidaymakers continue to shop on the High Street, with 20% of bookings being made by those travel agents. Online travel agencies continue to grow in popularity. The proportion using online agencies to book an overseas holiday climbed from 23% to 30% last year. Around 35-45% of all overseas holidays are booked through a trade provider.

In researching holidays, UK consumers look at an average of 27 websites before making their travel decisions. Therefore, travel agents are thriving in this environment where consumers are overloaded with information ('digital fatigue') and customers want to speak to a person / company who has the knowledge and experience to help them make the decision.

Distribution - In recent years several company takeovers, acquisitions and consolidations are leading a change in the trade landscape such as the acquisition of Gold Medal and Travel 2 from Emirates-owned DNATA and the merger of TUI and TUI AG Germany.

- **High-end Tailor-made Companies**, such as Audley Travel & Elegant Resorts, will provide inspiration using traditional means of print and online, but due to the complexity of their programs and high levels of service anticipated by its customers they do not convert sales via an online booking engine.

- The experienced call center is relied upon to close the sale and upsell on air, hotel and attraction experiences. This highlights the way in which luxury companies are not only surviving but thriving – offering value-added service, information, knowledge confidence and security for their customers.
- **Mass Market** – some operators, such as TUI and Thomas Cook, rely upon UK agents to rack their brochures and have an online presence to support Business to Business (B2B) sales. However, long haul bookings via the web are a small proportion of converted sales (approx. 15% of their overall USA business per the USA Product team at Thomas Cook).
- **Virgin Holidays**, meanwhile, continues to expand its retail presence and over the last five years has introduced and opened over 110 dedicated travel stores across the UK. This partly indicates the strength and trust of their brand while soliciting the opportunity to attract high street business in traffic hot spots around the country.

Booking Outlook

Consumers in the UK and Ireland have maintained significant trust in the High Street travel agent sector. An escalation in demand from multiple demographic sectors has led to a revival of the central role played by travel agents and tour operators in the UK and Ireland holiday market as holidaymakers seek the confidence and protection of booking with an agent or operator rather than direct or online. Long haul specialist, Kuoni will develop under new owner Rewe, while Thomas Cook may offload its present partnership with Co-Operative Travel leading to wider diversification in the independent sector. Significantly, we expect Dubai-based DNATA Travel to extend investment beyond its Gold Medal and Travel 2 group operations with further acquisitions.

Conversely, enhanced online booking engine technology combined with integrated, destination led marketing initiatives largely driven by the OTAs has lead a prominent charge for U.S. share growth from competing destinations in the highly competitive short break market sector. Powerful campaigns largely underpinned by airline tactical fares have grown online conversion.

Overcoming Challenges – We must push ‘value’ during low season and continue to promote the destination and keep Florida’s Paradise Coast top of mind.

Media and Social Media - Over one third of Britons are influenced by some form of social media in their holiday decision-making, rising to half of 20-24 year old's. Instagram and Facebook are particularly influential thanks to their emotional connection with friends and contemporaries.

The rise of influencers and Key Opinion Leaders (KOLs) with their visual storytelling goes hand in hand with the increase of digital influencers in our media landscape. They continue to use these types of social platforms to reach celebrity status and become one of the most influential marketers and communicators to the millennial generation.

Ireland has traditionally had a strong and highly competitive media landscape. Radio is hugely popular in Ireland. Listenership surveys show a consistent 85% of adults listen to a mix of national, regional and local radio every day.

Target Markets

Travel Market Potential:

- There were 70.8 million visits overseas by UK residents in 2016, 8% more than in 2015.
- UK residents spent \$57 billion on visits overseas in 2016, 12% more than in 2015.
- The most frequent reason for overseas visits was for leisure/ vacation.
- UK residents travelling abroad for holidays are considered among the highest spending consumers.

Geographic

- **Primary-** UK & Ireland
- **Secondary-** Opportunities as needed

Demographic Family Market – Florida's core International target market, ages 35-64

- **Retired Market** due to UK pension reform, ages 60 – 80
- **Luxury Market**
 - **Primary:** Upscale/Luxury market - High-Net Worth individuals, couples and families
 - **Secondary:** Honeymoons, weddings, special occasions & anniversary trips

Activities:

- **Experience Seekers** – (Younger audience 25- 40) demographic groups featuring
 - Great Outdoors / Beach / Adventure (continue to build on the attention of National Parks and featuring Everglades National Park and highlighting the 100th year anniversary of the U.S. National Parks
 - Culinary - featuring the area's numerous awards and celebrity chefs
 - Golf market (PGA & LPGA) & other sports and soft adventure
 - Football (Soccer), Pickleball

Measurable Objectives

- Increase visitor numbers from the UK and Ireland to Florida's Paradise Coast by 2%
- Increase length of stay and local spend of visitors from the UK and Ireland to Florida's Paradise Coast by one day
- Promote year-round travel to Florida's Paradise Coast, with focus on May to October – the slower season to show a 1% increase in UK visitation
- Continue to solicit a direct UK flight into Southwest Florida International Airport
- Increase awareness of Florida's Paradise Coast through PR, promotions and working with target trade partners in at least three new publications
- Increase and diversify product offerings to at least three new UK/Ireland tour operators to Florida's Paradise Coast

Strategies

Overall Strategy: We will work with our Paradise Coast tourism industry partners and the UK tour operators/OTA & airlines to effectively invest our marketing dollars and reach most the consumer distribution channels with a clear call-to-action to encourage immediate and ease of booking.

Specific Strategies:

- Raise awareness of and interest in Florida's Paradise Coast amongst a defined target consumer, with disposable income and a propensity to travel
- Focused communication of key messaging and reasons to travel to Florida's Paradise Coast to drive consideration and conversion to booking travel to the region

- Generate new, fresh and innovative content for Florida's Paradise Coast both in print and online media
- Develop an Experiential marketing approach to educate the travel trade on the diverse experiences within Florida's Paradise Coast to boost travel sales
- Promote the Florida's Paradise Coast new online travel training site (created in partnership with Brand USA) to increase knowledge and awareness of the region and participation amongst the travel trade
- Encourage engagement through storytelling of Florida's Paradise Coast experiences using imagery and video through social media channels
- Continue discussions with key airlines flying into the USA to solicit a direct flight to Southwest Florida International Airport
- Ensure the 'brand' of Florida's Paradise Coast is top of mind and always at the highest level with any of our activities.

Tactics

- Identify the key tour operator partners who can communicate through their sales channels the most effective messaging about Florida's Paradise Coast experiences by featuring our tourism industry partners
- Develop a brand partnership consumer channel promotion by teaming up with a relevant consumer brand partner to gain exposure through their customer databases using a competition, in-store retail space, newsletters, online/print campaigns
- Plan and host a themed luxury tour operator 'experiential' fam trip to Florida's Paradise Coast, inviting high-end operators, working in partnership with an airline and local industry partners. Possibly theme around Pickleball championships or food experience.
- Create a VIP Sales/PR mission to UK and Ireland – with theme story to inspire trade and consumer connections.
- Ensure that Florida's Paradise Coast has maximum exposure at major tourism industry events such as World Travel Market, IPW, IAGTO NAC etc.

- Coordinate a stand out, signature event during World Travel Market, in partnership with Visit Florida to create a buzz around our region and ensure that Florida's Paradise Coast is well received and top of mind with leading decision makers
- Hold regular meetings and attend networking events with key UK airline partners to continue discussions about direct flights into the Paradise Coast region
- Work cooperatively with Visit Florida and key tour operator partners to maximize budgets and have a combined share of voice in the marketplace and clear call to action on all campaigns
- Schedule individual training sessions with leading travel trade partners, and attend regular networking opportunities in in the UK to educate and stimulate a fresh and ongoing presence.
- Encourage and organize group and individual travel trade and journalist fams.
- Create and implement a social media advertising campaign, using mixed formats – imagery and video - to drive consumers to the Paradise Coast website and encourage “likes” on the UK Facebook page.
- Create engaging content on the UK social media channels and harness of the power of hashtags and influencers to gain more traction
- Solicit individual media visits to Florida's Paradise Coast in concert with Visit Florida to stretch our budget and reduce cost. Target journalists that match our customer profile and segments, such as the luxury market and experience seekers.
- Generate an ongoing stream of positive news stories and content through a proactive media relations campaign
- Create and distribute quarterly newsletters to the trade and media to keep Florida's Paradise Coast top of mind with new or enhanced hotel offerings, special events, online training and other “what's new” features.

UK- Ireland Marketing Plan Implementation Schedule

DATE	EVENT/ACTIVITY	LOCATION/MARKET
Oct	Sales calls & planning for upcoming events trade & consumer	UK & Ireland
Oct/Nov	Consumer promotion with UK/Ireland Consumer Brand - with Tour Operator call to action	UK & Ireland
Nov	WTM and co-host of the Visit Florida major Trade Event - Paradise Coast Signature Event	London
Nov/Dec	Incentive for Online Training - Discovery Program	UK & Ireland
Dec	Agents Training	UK & Ireland
Jan/Feb	Social Media Promotion - Engagement	UK & Ireland
Jan	Pre/post huddle fams - individual	Paradise Coast
Feb/March	Co-op Marketing Campaigns	UK & Ireland
March/April	Agents Training	UK
April	VIP Sales & Media Mission/Tour	UK & Ireland
March/April	Co-host Visit Florida key client events	UK & Ireland
May	Visit Florida Tour Operators & Media Luncheon & Meeting	UK & Ireland
May	IPW	Denver, CO
June	IAGTO North American Convention (NAC)	Oregon
May or June	VIP Senior Tour Operator fam (aim for pre-or post IPW or IAGTO-NAC)	Paradise Coast
July	VISIT USA & Brand USA Independence Day events	London
Year	USA Discovery Program online training with Brand USA	UK/Ireland & other International markets
Year	Media calls & outreach meetings	UK & Ireland
Year	Planning and distribution of quarterly newsletter	All Regions
Year	Memberships: Visit USA UK/Ireland/IAGTO	UK & Ireland

UK/Ireland Event Schedule	O	N	D	J	F	M	A	M	J	J	A	S
Trade Shows & Events												
Training Events & Brand USA Discovery Program												
PR & Media Events												
PR & Media												
Social Media Campaign												
Social Media												
Co-op Marketing & Advertising												
Memberships												

EUROPEAN PLAN FOR 2017-18

European German speaking and Benelux Region - Prepared by DiaMonde

ACCOMPLISHMENTS 2016/17

In 2016-17 DiaMonde marketed the Naples, Marco Island, Everglades CVB (NAP) by an accomplished combination of Business to Consumer (B2C) and Business to Business (B2B) activities, through selected traditional strategies and an increasing amount of online and social media channels.

Tour Operator Cooperation: We intensified our existing relationships with tour operators (TOs) and jointly engaged in strong marketing activities. We focused on travel agent (TA) education with traditional, mainstream TOs and on a creative B2C approach with TOs that demonstrate innovative marketing approaches. The TO segment reported a room night increase of 8%.

Tour Operator B2B Accomplishments:

- Contact and trainings with 19, 700 Travel Agents associated with TUI: (Roadshow & e-learning); DER Touristik: (ad in TA magazine, TA educational event); Kuoni (inspiration flyer); TUI Belgium: (TA event)

To B2C Activities:

- CANUSA: Online campaign (195 booking requests and 3% booking increase)
- CRD: Florida beach event with personal attendance (70 consumers)
- America Unlimited: NAP microsite, NAP video with YouTube promotion
- Tour Consult: Online promotion, 2 newsletter inclusions (6,500 consumers)
- FAIRFLIGHT: Advertising in dedicated Florida brochure (5,000 copies), brochure distribution at consumer shows Leipzig (60,000 visitors), Dresden (30,000 visitors)

We identified 29 new TOs in the respective markets with an emphasis on nine - long-haul, seven - golf nine - luxury travel and four - vacation home rentals. We established relationship and generated additional exposure:

Long-Haul TOs:

- Argus Reisen: Product Placement (online, 2 hotels, 5 Fly & Drives). Completed first marketing campaign (NAP landing page, NAP flyer feature, social media, newsletter inclusion). 210 room nights can be reported in 2017
- USA-Reisen.de: First joint online marketing campaign with Naples area(NAP) dedicated newsletter sent to 60,000 consumers. Result: 100% room night increase
- Enjoy America: Product Placement (online, four Fly & Drives). Secured first personal visit to NAP and social media activities
- Ruck-Zuck-Urlaub: Secured NAP included as only west coast destination in Fly & Drive
- Erlebe-Fernreisen: Product Placement (online, one hotel, three Fly & Drives)
- Cruising Reisen: USA portfolio since 2017. Product placement (online, Fly & Drives)
- DIAMIR Erlebnisreisen: Group and FIT travel; established USA portfolio in 2017. Product placement (online, 3 Fly & Drives). Reported first 10 room nights
- Riksja Travel (NL): Secured inclusion of NAP (online, one hotel, seven Fly & Drive) in Amerika Online and Amerika Kids portfolio (sub brands)
- Go America: Secured first visit to NAP. Product Placement (online, two hotels)

Golf TOs: Identified the following Golf TOs: Gruber Golf (Austria), Classic Golf, Golfsportreisen.de, Fairway Golf, Junker Reisen, H&H Golf Reisen, Sam Golf Time. Contact established, product placed. Expansion of portfolio to follow.

Vacation Homes: Identified the following vacation home operators as key partners: Florida Experts, Esprit Villas, Fewo-direct, Interchalet. NAP is featured. We established contact and expanded destination feature (online) when possible.

Luxury TOs: Identified the following luxury TOs as potential partners: Art of Travel, Design Reisen, Edeltrotter Luxusreisen, Feinreisen, Gern Reisen, I travel Individual Travel, Landmark GmbH, Reiseservice Graw, RTC Rose Travel. We established first contact and product placement is to follow.

Online Travel Agencies (OTA) cooperation: We researched alternative online distribution channels and secured online exposures. We identified two OTAs and two rating portals: Expedia, booking.com, Trip Advisor and Holidaycheck.

We identified Expedia as key partner and realized first major online marketing campaign. Resulted in room night growth from 5,344 to 9,081 (July – June). On TripAdvisor, we placed additional NAP content. Holidaycheck will offer this option in fall 2017.

Travel Agent Education and Activities: Trained, introduced and presented NAP to a total of 6,536 TAs, compared to 4,364 last year in German and BENELUX region.

- Sales Calls: 389 TAs were visited personally, NAP presented
- DiaMonde Events: nine events in Germany, NAP presented to 259 TAs.
- TA events and workshops: nine selected events, NAP presented to a 5,947 TAs
- Fam trips: 159 TAs and 8 Product Managers visited NAP
- Held destination trainings with our TO specialists in their regional sales offices: 15 trainings, 72 agents trained.

Trade & Consumer Shows: We participated in 15 consumer shows (1,232,379 visitors total) with brochure distribution through Visit USA, Visit Florida or TOs in Germany and BENELUX, plus TTW Zurich. We also attended the 3 major trade shows ITB, IPW and Vakantiebeurs.

B2C Marketing & Communication: We also increased our B2C approach and communication through tailored marketing campaigns, newsletter communication, increasing interaction with the Germanic blogger community and increasing social media efforts, where we are pioneering with NAP.

Marketing

- Air Berlin campaign: Fall 2016 and spring 2017 campaigns completed
- In addition to our own branded NAP newsletter which is sent bi-monthly to 2,600 TAs and 650 consumers in Germany, we secured three NAP dedicated B2C newsletters with Bellinghausen (NL, 360,000 consumers each) and usa-reisen.de (GE, 60,000 consumers), four B2C newsletter inclusions (81,500 consumers total) and three B2B newsletter inclusions (35,000 TAs total) with selected industry partners.

Social Media

- Facebook: Increased from 7,540 to 8,708 fans. Second campaign to follow in August.
- Facebook closed user group (TA): Reached 220 members in the first year. two dedicated mailings to increase followers was sent via Infox to 25,000 TAs each.
- DiaMonde B2B Facebook fan page: 670 fans. NAP content was shared regularly.
- Instagram: NAP CVB team is provided with German hashtags on a regular basis. Additionally, inclusion of NAP content into DiaMonde Instagram account.
- Pinterest: NAP dedicated sub pin wall under DiaMonde was updated regularly.

Media

- Creative campaigns Luxusinsider: Luxury B2B online magazine. Online feature and four newsletter inclusions to position NAP as luxury region and target high end TAs.
- Creative campaign Insiderai: Creative website featuring worldwide local tips with unique visitor rate of 150,000/month and 33,500 newsletter subscribers, targeting the millennials. three local interviews taken.
- Media Events: Attended two media events with Visit USA with 304 journalists in total
- Media Fam Trips: NAP welcomed eight German and Dutch journalists. All visits resulted in media exposure.
- Press releases: two sent out; artificial reef & culinary highlights
- Media Exposures: nine features in Germanic key media and seven blog entries were achieved

CURRENT SITUATION 2017

- Economic growth & low unemployment in Germany drove demand for travel in 2017
- Overall growth in long-haul travels. 7.8% of all Germans are long-haul travelers. 6% growth of outbound travel in the Netherlands. Belgium has many outbound travels and large budgets.
- Germans still mainly book their holiday through TAs (61%), but 39% switch to ONLINE Travel Agents (OTAs) or book directly via TO websites and TO specialist websites
- There is a trend towards preferring to travel to safer destinations
- Millennials seen as new key market segment for travel to Florida

Demand for US destinations:

- 2 million German travelers to USA in 2016. Perceived as safe destination.
- USA remains top long-haul destination for Germans
- 3% growth expected from Austria to USA in 2017. Top port of entry in Florida is Miami
- 8.34% decrease of Dutch travelers to the USA (2016: 395,916; 2015: 432,355)
- 12.5% decrease of Swiss visitors to US (2016: 470,000; 2015: 536,000)
- High repeater business to USA ex Belgium and Luxembourg
- Positive outlook 2018: Increase of flight routes to USA from Germany. New direct flight to RSW ex Munich and Cologne.
- Exchange rate becomes disadvantage to the Euro-based traveler. TOs without advantage of pre-purchased currency any longer. Not relevant for Swiss traveler
- 3% decrease in number of German guests to Florida (2016: 482,000; 2015: 499,000)

There is no clear picture of how the USA market will be performing in the balance of 2017. The Paradise Coast destination is perceived as safe but there are challenges from a strong US Dollar and current political situation. So far, German TOs hardly admitted any decline in bookings or revenue but report stable figures and moderate growth.

TARGET MARKETS

Demographic:

Primary: Families; & Best Ager

Secondary: Luxury Travelers; Millennials

Activities:

Golfers, beach, water sports, golf as well as nature and eco activities.

In line with the target groups preference of traditional booking channels

Positioning:

NAP is very well positioned in the travel trade of the respective markets. We have been increasing its exposure with the key traditional TOs and TO specialists, continuously trained reservation and travel agents on NAP and manifested a strong brand awareness and destination knowledge among trade partners. While maintaining and intensifying these achievements, we plan to map out new marketing and communication channels.

OBJECTIVES

Overall Objective: Increasing brand awareness and subsequently growing visitation numbers from our designated markets.

- Increase room night production with traditional and specialist TOs by 3%
- Intensify relationships to newly identified TOs & OTAs by 2%
- Stronger focus on Luxury segment to maintain primary customer focus
- Increase online exposure, distribution and communication
- Stronger focus on B2C communication and activities by 5%
- Intensify Social Media Activities and grow FaceBook followers by 1,000

Marketing Rationale

We have established, maintained and intensified relationships with the key traditional TOs and TO specialist. NAP is very well positioned, exposure has been expanded, destination knowledge is given and room night production increased. We will maintain and even increase this achievement through relationship farming, and designing promotions and marketing campaigns in line with our objectives and always try to secure all paid activities at reduced costs or with additional exposure.

While focusing on traditional TOs to target the TA community (distribution via TA, marketing to TAs and TA education), we will cooperate with TOs and TO specialist with a more innovative approach to increase our B2C activities and communication. In addition, we will intensify the relationship and increase exposure with TO specialists and OTAs that we have just identified as potential key partners in the long-haul, golf, luxury and online segment.

We will increase our focus on the B2C channel in the future. Consumer activities will continue to include attendance at travel shows and communication through dedicated newsletters.

Social Media is one of the most important communication means to reach the B2C segment. We will increase our social media activity, while focusing on Facebook, intensify the established relationships to the Germanic blogger community and partner with Influencer.

Strategies:

- Maintain our educational approach to TAs and TOs through selective activities and promotions, while strengthen additional and new communication channels to potential multipliers such as the Facebook closed TA user group
- Maintaining and intensifying our social media activities, we will make a further innovative approach and realize our first Influencer campaign
- Intensify our cooperation with selected OTAs. We will maintain our relationship and plan, negotiate and execute marketing activities and sales promotions
- Intensify our relationship to the partners we had just identified in FY 16/17, both OTAs and TOs with emphasis on long-haul, golf, luxury travel and vacation home rentals, with the goal to generate additional print or online exposure and increase room night production
- We will increase our efforts to this segment and identified TOs to position NAP as a luxury destination, increase destination awareness and knowledge in this segment. We aim to conduct a luxury TO dedicated fam trip in 2018
- Focus on 4 identified key partners (OTAs and rating portals), strengthen relationship and plan, negotiate and secure at least 1 major online campaign. We will continue securing new, and increase existing online exposures in a diversified travel environment
- We will continue communication through branded NAP B2C newsletter and will increase brand awareness through at least 3 tailored B2C marketing campaigns. We will also intensify our established relationships to the blogger community and generate authentic, measurable online exposure. We expect to welcome at least 5 bloggers or key media to NAP in 17/18, resulting in measurable exposure

- Focused use of Facebook. We expect growth to 11,000 followers on our Germanic NAP fan page and 500 TAs in the Facebook closed user group. For a new and innovative approach, we will also complete at least 1 Influencer campaign

TACTICS

Travel Trade & Consumer Activities:

- **Promotions:** We will negotiate and secure dedicated promotions for NAP through TOs or specialized marketing campaigns. These promotions will cover both target groups, B2B and B2C, and all channels of communication. (s. FY 17/18 budget plan)

- **Trade and consumer shows:**

- On behalf of NAP, we will personally attend (incl. full coordination of appointments):
- ITB Berlin, Germany, March 7-11, 2018 (5 days, at Visit Florida stand)
- IPW Denver, USA, May 19-23 (5 days, own CVB stand)

We will arrange brochure distribution for 7 B2C shows in Germany, Austria and Belgium. We will also secure attendance at dedicated USA workshops and educational seminars organized by TOs, Visit USA committees and/or Visit Florida.

- **Trade and Consumer Communication:** We will be communicating product news, travel tips and stories through quarterly NAP branded e-newsletter to 3,300 trade, media contacts and consumers. Additionally, NAP will receive complimentary features in monthly DiaMonde newsletter sent to 10,000 TAs and travel industry contacts in Germany and Luxembourg. To liaise with the Dutch consumer, we will cooperate with Bell Marketing for newsletter distribution.
- **Familiarization Trips:** We will secure at least two dedicated travel trade group overnight fam trip to NAP, either on own or in cooperation with TOs or another non-competing Florida CVB. This project includes negotiation of complimentary airline seats, careful selection of potential agents and coordination of itinerary with support and as directed by the CVB. For 2018 we will focus on target group luxury.

- **Travel Industry Training:** Travel industry trainings will be secured and held every two years at all mainstream and specialist TOs for their call center agents and regional sales offices. During regular visits and dinner events to/for potential TAs, NAP will be presented along with other partners in the DiaMonde portfolio, allowing for extensive exposure and reduced costs
- **Fulfillment:** We will handle all B2B and B2C fulfillment, also resulting from website inquiries, from our office in Stuttgart at no additional cost
- **Lead Management:** We will source business leads for NAP on a proactive basis and – after intensive screening and ROI evaluation – present opportunities with strong potential to the Executive Director for further assessment and approval
- **Liaison with Industry partners:** We will maintain strong relationships with all relevant industry partners, to include (but not solely) Visit USA committees, Germanic Brand USA office, Germanic Visit Florida office, airlines, press offices and other non-competing Florida CVB representations

Social Media:

Facebook is still the most relevant social media channel in the Germanic markets, reporting the highest number of users. Therefore, our social media efforts will be mainly Facebook related, followed by Instagram and Pinterest.

- **Facebook:** We established the Germanic Facebook page in 2011 and can now report a fan base of 8711 followers. To reach our goal of 11,000 fans within the next 12 months, we will be implementing Facebook advertising campaigns, both on own and with TOs. Generating interaction among the fans is of highest priority, therefore we will manage content proactively to encourage ongoing posts and shares
- **Facebook closed user group (TA):** To reach our goal of 500 members, we will promote this group via all e-communication, printed promotion cards for distribution at TA events, and during personal interaction with the trade. Additionally, we will distribute 2 dedicated e-newsletters to 25,000 TAs through Bell Marketing
- **DiaMonde Facebook fan page (670 followers):** NAP content will be regularly shared and posted on this site

- **Pinterest:** We will continue to generate and manage NAP content on our NAP dedicated Pinterest wall (sub wall of DiaMonde Pinterest page)
- **Instagram:** We will report relevant German hashtags to the CVB social media department for incorporation on the CVB's already existing US Instagram site. We will promote this Instagram site in all our e-communications and advertising campaigns (on coop with marketing agencies or TOs with social media affinity)
- **Rating Portals:** We will continue to monitor the 2 identified portals of highest relevance, Holidaycheck and TripAdvisor, and take action when necessary

Public Relations: We will service the three target groups as follows:

Traditional journalists:

- **Stories:** Responding to the increasing lack of time in this target group, we will provide journalists with tailored stories. This will allow us to secure exposures by providing the type of assistance journalists really require in today's environment
- **Press releases:** As directed by the CVB's PR department and where content is relevant for the designated markets, we will write and distribute German press releases to a database of 2,000 media contacts and manage all outcome
- **Fam Trips:** We will secure at least 5 individual media familiarization visits to NAP (tailored for journalists and/or bloggers with own flight arrangements), securing appropriate and measurable media exposure
- **PR events:** We will also attend available USA/Florida specific PR functions during trade shows and dedicated USA/Florida PR and blogger events (organized via Visit USA and/or Visit Florida), including the complete of follow up. An overview of secured print and/or online publications and the applicable media value will be submitted in the monthly reporting
- **Advertising:** On a reactive basis, we will negotiate and secure dedicated advertising opportunities through tour operators (B2C) or via Brand USA in travel or lifestyle magazines and supervise the ad layout, content and print documentation in close cooperation with Paradise Advertising

Bloggers: We will continue to proactively research relevant blogs, evaluate potential and actively liaise with screened blogger. We will support with relevant information on NAP's offerings to generate complementary exposure and in return offers assistance with arrangement of experiences for blogger's personal visits to NAP

Influencers have gained an increasing impact on the Germanic media community. For an innovative approach and complete our social media activities, we will realize our first Influencer campaign in cooperation with the marketing agency Primematter, and target millennials

BRAZIL/LATIN AMERICA PLAN - AVIAREPS

ACCOMPLISHMENTS - TRADE

Trade shows

With focus to reinforce the relationship with the trade, Paradise Coast was present once again at **WTM Latin America**. For the first time, PC participated in **Visit USA** São Paulo and Rio, and **TBN**, a travel agent trade show in Rio's countryside.

Training Sessions

A total of 11 large training sessions were made this past year, and contacting and training around **1800 travel agents**. There is a new schedule of training pending approval of the CVB to be done at the end of September with Agaxtur Trend and Trade Tours.

Sales Calls

We have done **194 sales calls** to both travel agents and tour operators this past year. By the end of this fiscal year this number should surpass 250 sales calls.

Co-op

As discussed with the CVB, we opted for not doing co-ops this year and instead invested more in educating and training the travel trade.

Fam Tours

Two FAM tours were held; one in partnership with AVIANCA/Ancoradouro and the other with Brand USA. In total, 15 agents participated in these FAM trips to Florida's Paradise Coast.

ACCOMPLISHMENTS - PUBLIC RELATIONS

Summary

In this fiscal year, the main goal was to generate a good awareness of Paradise Coast among the media. To reach this objective we worked with several media outlets, calls to journalists, and constant delivery of press releases, to ensure a strong presence of the destination.

Throughout the year, it was clear that the clear majority of travel outlets in Brazil now have knowledge and receive constant information about the destination.

It is our job now to keep engaging the media and make them more interested in Florida's Paradise Coast.

Results

All the planning made with the PR team from Paradise Coast worked very well and we were able to generate relevant content in the best media outlets in Brazil, with quantity and quality on the coverage in every month.

The Media FAM that took place in October 2016 was extremely successful, with great feedback from all participants and the content generated on this trip by the journalists was worth more than **\$600,000** US dollars in media value.

New Tool and New PR Team

To generate better results for Paradise Coast, AVIAREPS has hired a new PR tool that has a database of +50,000 Brazilian journalists/bloggers and several features to improve the communication process with the press.

AVIAREPS staff had also grown and is now very well-structured to better deal with all Paradise Coast PR demands. We now have Tomás Penna – PR & Marketing Manager who will supervise all the PR activities on a regular basis, especially in the more strategic aspects. Luise Sanches – PR Senior Executive

now joins the PR team. Luise is an experienced PR & Tourism professional who joined AVIAREPS more than three months ago, and will be responsible for all the daily PR activities. Caroline Sierra – PR Intern rounds out the PR team. She joined AVIAREPS more than five months ago, will assist in all PR activities, especially press releases and reports.

CURRENT SITUATION

Economy

The recession is beginning to end in Brazil and we are seeing indicators that the economy is growing again after consecutive years of contractions.

It's expected that the GDP will grow by 0.9% in 2017 and by 1.8% in 2018, per BBVA Research.

The overall economic and political outlook has improved, but still not immune to future political turbulences until the October 2018 presidential elections and it is still likely that Michel Temer remains in power until then.

Air Lift

The Brazilian market currently has 94 non-stop weekly flights to Florida from 12 different cities in Brazil. We have followed announcements of new flights to Florida: Delta Air Lines inaugurated a direct flight to Orlando in 2016, Azul Airlines started a new frequency from Recife to Orlando and Avianca Brazil launched a new daily direct flight from Sao Paulo to Miami. Additionally, ANAC (Brazilian National Aviation Agency) has announced several changes in flight policies, allowing airlines to have more flexibility and apply its global policy also in the country.

Changes in Traveler's behavior and Visa Policies

Brazil remained the top market in Florida from Latin America in 2016/2017. A strong recession has made travels to the USA less affordable, but nevertheless, Brazilian travelers kept traveling and spending in large amounts, being the 7th market in international visitor spending.

Despite a few rumors, there were no significant changes for Brazilians to obtain an American visa under Trump's administration. The status of the visa is still the same, such as the procedure for most applicants.

Travel Trends

Young families are more eager to travel. Recent surveys shared at the TMS Family Travel Conference held in Amelia Island (Florida) reveal that millennial families – parents between the ages of 18 and 35 with younger children – are more willing than ever to roam the globe with kids in tow.

The niche of Destination Wedding and Honeymoon had an exponential growth in the last couple of years. Some agencies declare an increase of 1000% in requests for these kinds of packages. The US has a very low share of this market. Other niche markets like luxury, gastronomy, lifestyle, fishing, sports and special events are showing a significant growth as well.

Families will travel in big groups in 2017-18, and those families will have other relatives in their travel plans, per Virtuoso research. Families will travel with grandfathers, cousins and other relatives and will seek: 1. active and adventure trips 2. beach resort stays 3. celebration travel and mother/daughter or father/son trips 4. touring (guided or private) 5. educational trips. Families are also looking for vacations where they can reconnect unfettered by electronic devices.

Strategies - Trade

It is important to keep in mind that the economic crisis that Brazil went through is over. The Brazilian economy is recovering and people continue to travel abroad, especially to the USA, with 94 weekly direct flights into Florida alone. The main strategy is to educate and train travel agents on all the highlights Florida's Paradise Coast has, and keep them informed of new offerings. We will focus on:

Training events with the objective of contacting a minimum of 2,500 agents

Training sessions are an essential part of incentivizing sales. If all actions we propose are activated, we will work with a minimum of 2,500 agents in the next FY.

Training in São Paulo and metropolitan area will continue, but it is of extreme importance to reach all markets in Brazil. Partnership with Tour Operators for more distant markets will be essential to reach agencies currently sending clients to the US.

Training Sessions Out of São Paulo and Rio de Janeiro

We will develop a schedule of trainings in Partnership with Tour Operators and Brand USA that will cover all the regions of Brazil. Airline companies are opening new frequencies from varied markets into the US and we must be prepared for this demand by having key agents trained in the product. A minimum of 60 agents per market will be invited to participate in each training sessions and cost will be shared.

Brand USA is putting together a schedule of trainings for partners that will be interesting to consider joining these activities. They are planning on reaching 7-9 cities in trainings of 60-80 people each, with the objective of covering the most important tourism markets in Brazil.

Brand USA proposes these training cities:

- Cuiabá
- Campo Grande
- Fortaleza
- Maceió
- Manaus
- Florianópolis
- Vitória
- Recife
- Natal
- Ribeirão Preto
- Countryside cities in São Paulo state.
- Gran São Paulo area, such as Guarulhos, ABC and Alphaville.

Monthly sales calls

Sales calls including follow-up calls, introductory calls and visits for maintenance of product knowledge, prospecting of new partners for development of packages and increasing visitation to Paradise Coast.

Participation in Trade Shows

We recommend participation in the following Trade Shows:

- **WTM Latin America** - #1 tourism trade show in LA
- **Visit USA** - excellent opportunity to capacitate over 600 agents
- **FESTURIS** - southern region trade show with the potential to reach travel agents from LA. Paradise Coast is already registered for it (NOV/17).
- **Feirão Flytour** – The Flytour B2C Fair is exclusively directed to sales of room nights in the destination. Paradise Coast is already registered for it (OCT/17).
- **João Pessoa Tourism Festival** – opportunity to reach travel agents from the northeast region of Brazil, which has been growing in numbers of tourists sent to the USA

Additionally, AVIAREPS is recommending participation in additional training/educational trade shows conducted by partner Tour Operators:

- **1st MMT North America Destinations Workshop** – This event will take place in the end of September, but payment is not due until October. The event will include:
 - One table to present the products offered.
 - Seminars, business meeting with travel agents.
 - Banner of table, logo in all the communications of the Workshop.
 - Lunch for the exhibitor representative.
 - Graphic material informed.
 - Coverage of the main tourism market media (Panrotas and Travel3).
 - Announcement in a magazine special edition for the Workshop at Travel3 .

- Closing reception sponsorship
- Training of up to 400 travel agents
- **1st Orinter USA Destinations Encounter** – The objective of this event is “induce Orinter clients to think outside the box by discovering new US experiences, new routes, different itineraries and new possibilities of travel to offer to their own clients”.
 - Training of 300 people in two days of event
 - 2 nights of accommodation with full board -1 single room
 - Transfers Airport / Hotel / Airport (event will be in Santa Catarina)
 - Opening reception
 - Seminar
 - Matchmaking meeting
 - Logo in all communication of the event
 - Exposition on specialized trade media
 - 1 full page in the special brochure
 - Farewell party

Two FAM Trips to Paradise Coast

As in FY 2016-17, two FAM Tours will take place in FY 17-18. Again, we will aim for partnerships with airlines and Tour Operators to maximize budget. Azul Viagens is interested in doing another FAM in the beginning of 2018 to promote the products they added to their portfolio.

RCA Operator has also indicated the desire of having a FAM hosted in partnership with Paradise Coast. The idea is to link participation in the FAM with a sales campaign where top selling agencies will send a representative to personally learn about the destination.

Two Co-Ops with main Tour Operators

We recommend two Co-Ops for the next FY. With the recovery of Brazil’s economy, we can promote Co-Ops that will include B2C actions to complement all B2B actions we will do.

The other operators will be identified based on results of sales current and market objectives. We suggest the following Tour Operators*:

- Trend
- Schultz
- Teresa Perez
- MMT
- Flytour

Co-Ops will include:

- Trainings in main markets the Operator works with;
- Product Developments;
- Sales campaign based on RN grow (if FAM approved);
- Social media actions;
- B2C actions matching the Operator's portfolio.

*The selection of the Tour Operators will be made jointly between AVIAREPS and Paradise Coast.

KPIs for 2017-2018:

- Minimum of 2,500 agents trained
- 2 Co-Ops
- Growth of 15% in room nights
- Minimum of 15 sales calls per month
- 2 FAM tours
- At least one Press Release per month for Trade Media
- Product Development in at least two new tour operators

Strategies - PR

Raising engagement and awareness for Paradise Coast will be our primary focus to reach those who have seen, read or heard about the destination but have never visited it. We will also highlight the fact of Paradise Coast is affordable luxury and is a good value for money.

Influencers still play a big role in driving awareness as people identify with the influencer and generate positive word-of-mouth awareness, buzz and advocacy. Brazil has a large celebrity/blogger/influencer community and Paradise Coast can take advantage of them and successfully engage with those who fit with the brand.

For 2017/2018, it is also important to work in new opportunities on both print and online as they are always key drivers in the market.

Tactics

Press Releases

Press Releases will be translated and distributed to our mailing database in concert with the direction from the CVB. Press Releases will be also produced to highlight Paradise Coast news and topics that could generate interest for the Brazilian media. It remains important to receive travel and tourism information from the CVB that could be useful for the PR agency pitches. Press Releases will be distributed at least once a month and individual media pitches will be done constantly per news.

Press Trips & Individual Trips

Press Trips are still a great way to spread the word in the market and to keep a good relationship with the mainstream media. Our suggestion is to organize at least one group press trip during the fiscal year. Some outlets and individual journalists prefer to only accept invitations for individual press trips. Our suggestion is to supplement the individual press trips with at least one group media trip (or also supporting media based on the demand).

Working with Bloggers

The idea is to keep working closely with bloggers that can drive readers to consider Paradise Coast as their next holiday destination. AVIAREPS proposes to take a TV Show with a family focus to Paradise Coast to highlight how easy and joyful is to travel with kids. A Janela Laranja is a Brazilian travel blog, YouTube Channel, social networks influencer and travel content provider founded in 2006.

This would be managed by Marcio Nel Cimatti (elected the best travel blogger in Brazil in 2013) to share travel experiences pointing out the best attractions, accommodations, gastronomy and practical information for single and family travelers. The articles, high quality images and videos are published daily. Additionally, A Janela Laranja produces web series, special projects and a weekly guide with attractions for kids. “As Laranjinhas”, the first three seasons were produced in New York, Amsterdam and Toronto. The main goal is to engage Brazilian families to explore the world with their kids by sharing a real travelling experience with two- young girls (known as “As Laranjinhas”), Vitória and Giovana, 8- and 5-years-old. These three editions already reached 235.00 pageviews, 339.500 Facebook outreach with 12.500 likes, 174.300 views and 438.000 minutes watched on YouTube videos and 87.600 Instagram post impressions.

“As Laranjinhas in Paradise Coast” would present: 20 written posts (main attractions, getting there, dining and hotels options and shopping) + seven videos. Posts and videos would be published at AJanelaLaranja.com and on its YouTube channel and shared at main social networks. The web series “As Laranjinhas in Paradise Coast” will also be presented as a TV series on Travel Box Brazil that includes 18 channels reaching more than 2 million subscribers after being published on the internet.

The blog monthly audience: average 180.000 page views/month and 90.000 unique visitors. 2.900 published posts. Social Media followers: Facebook – 40.000; Twitter - 32.000; Instagram – 30.700.

YouTube Channel: more than 1.160.000 views and 200 videos. The readers profile (source Navegg Analytics): 92% upper class; 91% graduates; 75% of visitors are from Brazil’s South and Southeast regions.

Working with Influencers

- Bring a marathon runner to participate in the annual Naples Marathon on February 18th, 2018, and spend additional days there for tourism to highlight lifestyle and healthy segments in Paradise Coast. Brazil has many digital influencers in the sports and outdoor activities segment and running has been more and more diffused on social media as a way of life. Some of these sport influencers are used to travel to run the marathons around the world – and report it on their social media profiles.

- Invite at least one influencer in the fashion and luxury segment, as many of them are used to visiting Florida and we would be able to push the story of extending the holidays to Paradise Coast to relax and enjoy gastronomy, shopping and leisure there.

Individual Media Meetings

AVIAREPS will keep meeting individually with key media to strengthen the relationship with them to reinforce the brand and create new spontaneous stories for Paradise Coast. We suggest to meet personally with two journalists per month.

Special Projects

AVIAREPS proposes to produce a special guide about the destination that would be distributed attached with the Panrotas newspaper. Panrotas and AVIAREPS would work in all relevant content from Paradise Coast and properly adapt it to the Brazilian media. 6,000 colored guides would be printed to be distributed to the trade and media throughout the year.

Key Points of Interest for PR:

- Growth of coverage for Paradise Coast
- Improvement (quantitative and qualitative) in terms of media relations in the country
- Traffic growth on the official tourism website
- Direct brand awareness to Paradise Coast

Calendar -Trade

Activity	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<i>Sales Calls</i>													
<i>Trade Shows</i>	MMT Workshop (2017)	- Flytour Fair - Orinter Encounter - João Pessoa Tourism Festival	FESTURS				WTM		Visit USA				
<i>Training</i>													
<i>FAM TOURS</i>													
<i>Co-Ops</i>													

Calendar - PR

Activity	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<i>Press Releases</i>													
<i>Press Trips & Individual Trips</i>													
<i>Working with Bloggers</i>													
<i>Working with Influencers</i>													

<i>Individual Meetings</i>													
<i>Special Projects</i>													

Proposed Budget Trade

<i>Activity</i>	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	BUDGET
<i>Trade Shows</i>	15,000	5,000				5,500						5,000	34,000
<i>Trainings different markets</i>													20,000
<i>FAM Tours</i>								7,500				7,500	15,000
<i>Co-ops</i>													14,000
<i>Out of pocket</i>													5,000
TOTAL													88,000

**Trade Show budget for participation only. Costs related to travel from PC participants not computed.*

**Travel costs for trainings/trade shows for AVIAREPS representative included in the Out of Pocket expenses.*

Proposed Budget PR

<i>Activity</i>	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	BUDGET
<i>Press Releases</i>													
<i>Press Trip & Individual Trips</i>			6,000			6,000							12,000
<i>Working with Bloggers</i>						6,000							6,000
<i>Working with Influencers</i>					4,000			4,000					8,000
<i>Individual Meetings</i>													5,000
<i>Special Projects</i>			18,000										18,000
TOTAL													44,000

Final Considerations

2018 is prospecting to be a positive year for the Brazilian economy. Tourism markets are recovering well, with positive numbers since the beginning of 2017.

It is of great importance to keep investing in the market as new destinations take a few years to establish a presence and share of mind with Brazilian agents and tourists. Although we will keep investing in effective trade strategies, we strongly recommend an increase in investment into PR and media for the final consumer. All the PR efforts will increase the number of visitors and will contribute to develop the Paradise Coast brand as a destination of choice for Brazilians. It is also important to showcase different places and creating desire in Brazilians to extend their trip to other Florida's destinations are key on the PR side.

Co-Ops and trainings are efficient only if the travelers buy the packages. If we don't promote and educate the consumer, the investment in Co-Op will, most likely, show average results.

NATURE/ADVENTURE TOURISM PLAN

Overview

We are blessed on Florida's Paradise Coast with an abundance of unspoiled ecosystems that sustain hundreds of species of birds, flora and fauna and adventures too countless to mention. The benefits for our visitors and to our community are:

- Connecting visitors to our sensitive eco systems in Southwest Florida
- Demonstrates our commitment to improved water quality and wildlife populations
- International recognition that Florida is a major player in this growing activity
- Shows we are much more than a beach and golf destination
- 40% of our visitors do a nature activity
- 50% did not plan it prior to arrival
- Eco travelers tend to spend more and stay longer than traditional visitors
- Tourism is a multi-billion-dollar industry in SW Florida

There are numerous places in the world to experience nature and adventure travel:

- Costa Rica
- Palau
- Belize
- Florida

Within Florida, we have an abundance of these activities in Collier County for visitors and residents alike to explore and enjoy:

- The Everglades
- Rookery Bay
- Big Cypress
- Fakahatchee
- Corkscrew
- Naples Zoo

- Conservancy
- Paradise Coast Reef

There are several levels of nature activities including Active Tourism, Ecotourism and Adventure Tourism. Each has its own special features and followers, but they also share some similarities that satisfy several types of travelers.

Active Tourism:

This activity involves responsible travel to foreign areas requiring physical and mental participation from the visitor following the guidelines for sustainability, protection of biodiversity and conservation of culture. Elements include recreation, education and is usually conducted under strict supervision.

Ecotourism:

As defined by The International Ecotourism Society (TIES), ecotourism is “responsible travel to natural areas that conserves the environment and sustains the well-being of local people”. Ecotourism is primarily defined by the location of the activity and features travel to relatively undisturbed areas to enjoy and appreciate nature, promote conservation, resulting in low visitor impact.

Action Tourism

This is a little more intense activity and Includes sport such as biking, cross country rallies, speed boat riding, bungee jumping and extreme sports. It emphasizes excitement and amusement such as amusement and recreation parks, does not require close involvement with nature and attracts a younger audience.

Similarities and Differences in These Activities:

Active and Eco Tourism both share a high respect for Nature and Biodiversity and stress limited impact on the ecosystem. Visits to an area to enjoy these activities should include both education and interpretation. Participants in these activities seek authenticity, uniqueness and immersion in the environment.

The differences between these activities are that **Active Tourism** is possible almost anywhere, urban or rural. Examples are cultural, cuisine, music, dance, handcrafts and cultural activities. **Eco Tourism** is more location specific and includes hiking, biking, walking, canoeing, kayaking. This activity follows the aims of responsible travel, conservation of nature and benefits to local citizens. In contrast, **Action Tourism** involves activity that often includes physical exertion and is more entertainment oriented.

All three activities are a good match for the visitor experiences available on Florida's Paradise Coast:

- Ecotourism Activities:
 - The Everglades, Big Cypress, Corkscrew Swamp Sanctuary
 - Hiking, biking, walking, canoeing, kayaking
- Active Tourism:
 - Dolphin Explorer tours
 - Everglades Area Tours
 - Team building activities
- Action Tourism:
 - Jet Boat
 - Air Boats
 - Jet Skis
 - Scuba Diving

We have promoted Ecotourism in Collier County for many years, and it has been embraced by our visitors. That activity will continue to attract larger numbers of participants in the future through ongoing promotion. We also promote Active Tourism activities and we project those activities will attract many more participants in the future as those opportunities expand. Action Tourism is not yet heavily offered in our area, but development should be encouraged to appeal to a younger demographic of travelers.

Accomplishments:

Ecotourism is a major part of our brand of "*Naples, Marco Island, Everglades, Florida's Paradise Coast*". We have developed the following:

- Paradise Coast Blueway Paddling Trail in 2009
- Green Tourism Micro-site in 2010
- Founding members of the Florida Society for Ethical Ecotourism

Target Market:

Ages 35-64 with a Household Income (HHI) of \$150,000 + with interest in history and Heritage. They enjoy attending events, indulge in nature activities and enjoy the arts

Our Nature Tourism Activities:

- Eco- Adventure Tours
- Air Boat Rides
- Canoe & Kayak rentals and tours
- Fishing & Boating rentals and tours
- Birding
- Shelling
- Eco Sightseeing Tours
- Photography tours
- Fresh and saltwater fishing
- Bird Watching
- Manatee watching
- “Muck-about’s”
- Camping
- Cycling
- Hiking
- Walking Tours
- Driving Tours
- Boat rentals and tours
- Artificial Reef Fishing and Diving

Strategies:

- Promote eco, active and adventure activities and special events to new and repeat visitors.
- Connect with special activity consumers through channels they use the most to gather information on future travel destinations

- Identify projects to better direct visitors and residents on where and how to access natural based activities
- Identify travel writers, bloggers/influencers that have a keen interest in nature tourism activities
- Create and promote vacation packages to connect several nature activity providers into a multiple day visit to our area.
- Identify broadcast personalities to bring their programs to Collier County to film one or more episodes on the “best kept secrets” of our area that include our nature based activities.

Tactics:

- Create activity specific videos and stories for use on our tourism website www.paradisecoast.com and on our destination FaceBook page and Twitter platforms.
- Place digital ads with embedded video on activity specific websites to attract their followers to our area such as Florida Fishing, Scuba Diver, Audubon, National Geographic Traveler, etc.
- Support Wayfinding projects such as the Fakahatchee Strand signage program along their trail system and community welcome signs promoting our Brand message “Welcome to Florida’s Paradise Coast” and our prominent awards such as “Welcome to the Happiest and Healthiest Community in America”.
- Research for activity specific bloggers or influencers with a large following to come to our area and post their stories, videos and photos of their visit.
- Work with our eco providers to develop and post on our website vacation packages that combine air boating with kayaking or fishing in the Ten Thousand Islands during a multiple day visit. Or combine a Charter Captain for offshore fishing with a local restaurant to cook their catch.
- Work closely with our contracted Public Relations firm to connect with TV personalities with a large following such as Samantha Brown with PBS, and fishing and nature personalities like Roland Martin to promote our fishing, spearfishing and scuba diving on our Paradise Coast Reef activities.

ARTS, CULTURE & HERITAGE MARKETING

Strategies & Tactics:

- **Arts & Culture section of the CVB website:** Includes expanded partner listings, descriptive information, images, hyperlinks and special offers. The Web Page also links to various arts & culture related web videos and articles.
- **E - Newsletter:** We distribute a consumer e-Newsletter to promote the Celebrate the Arts Month in November and feature arts and cultural activities again in February. Content centers on arts, culture and history events with hyperlinks to the digital Arts, Culture & Heritage events in our community.
- **Arts, Culture & Museum Grants:** Encourages these organizations to plan and submit grant applications for special events and promotions that will attract visitors to their facilities to encourage overnight stays in our hotels. The grant guidelines encourage special event advertising and promotion of their events in our visitor feeder markets and to link to our CVB events web pages for destination information. Encourage packages that include hotels with event tickets, dining and shopping discounts to attract out of market visitors
- **United Arts Council** cooperation to increase distribution of their printed Cultural Arts Calendar of Events and to expand the reach of their digital event calendar for wider awareness of the arts and cultural events in our community.
- **Organized Tours:** Solicit for one or more Collier area transportation partners to assist the CVB staff to organize and actively offer tours of our County and nonprofit museums and art gallery clusters. Offer these tours on our tourism website and at our area Chamber Visitor Information Centers.
- **Public Relations Programs:** Identify cultural publications that will provide an opportunity to increase the branding message via use of half page full color arts and culture advertisements in cooperation with area arts and culture organizations.

Heritage Marketing

- **Paid Media:** Allocate up to \$100,000 in Heritage market advertising and promotional support of area heritage and historical events:
 - Work with Collier museums and nonprofit museums to place targeted heritage advertising utilizing these allocated funds
 - Support the Collier County Museums major events with social and digital media placement on heritage websites and other websites and publications with followers interested in history
- **Naples Depot Visitor Center:** Promote this new location at the Naples Depot Museum to inform visitors of the many visitor activities available in the County. This new center will be in a vintage baggage car on the parking lot at the Depot that has been restored to its “Orange Blossom Express” condition.

AIR SERVICES MARKETING SUPPORT

Overview

Air service is the most commonly used transportation mode by our visitors. So, it is imperative that we continue to foster partnerships with our local and regional airports and regional destination partners to identify new or expanded air service that we can attract to our area.

1. Of the visitors arriving by air, over 60% fly into Southwest Florida International Airport (RSW), followed by Miami International Airport (MIA), Fort Lauderdale Airport (FLL), Tampa International (TPA) and Orlando International Airport (MCO).
2. RSW is the largest commercial airport serving the Southwest Florida region, and is the primary focus of our commercial air service marketing efforts.
3. Naples Municipal Airport is our secondary focus for commercial air service, although we currently only have General Aviation flights to and from this airport. We work closely with the Fly Naples team to attract interested commercial carriers to consider Naples for regional service. We have been successful in attracting several carriers in the past few years, but they have not been adequately financed to sustain the service. We will continue to meet regularly with the Naples Airport Authority staff to identify other air service opportunities for the future.
4. We have instituted promotional campaigns with the Punta Gorda Airport Authority and our regional tourism destination partners in Lee and Charlotte to support the Frontier and Allegiant Airlines flights. These efforts have focused on selling more tickets from our primary feeder markets and have proved very successful. We will also work this next year with the Allegiant Vacations group to expand and grow their network of contracted hotels in Collier County and to build room night production from Allegiant customers.
5. In addition to Naples Municipal Airport, our area is also served by three other General Aviation airports including, Marco Island Executive, Everglades City Airpark, and Immokalee Regional.
6. Each General Aviation Airport in our area serves the private aviation needs of their communities and offers additional economic development opportunities and to serve as ports of entry for executive jet travelers to our area.

Strategies and Tactics:

- Attract new domestic scheduled and chartered flights from the western US markets of Los Angeles, San Francisco, Portland and Seattle
- Attract new International service from UK, Europe, Scandinavia and South and Central America.
- Encourage expanded air service from our primary fly-drive markets, including Miami, Ft. Lauderdale, Palm Beach, Tampa, and Orlando, Punta Gorda and Sarasota
- Work with receptive tour operators located in Miami and Orlando that represent the major air carriers into Southwest Florida to expand the number of Collier County hotels featured in their travel programs (i.e. US Air Vacations, Allegiant Vacations, Delta Vacations)
- Distribute our Official Visitor Guides and maps at RSW, Punta Gorda, Naples Municipal Airport and Collier County Airports
- Include mentions of the Miami, Fort Lauderdale and Punta Gorda airports in marketing materials to show their close- proximity to Collier County
- Maintain the current and create new co-op programs with Lee VCB, RSW Airport and VISIT FLORIDA marketing teams in support of current, new and expanded air service to our area.
- Attend air service trade shows such as Routes with the RSW airport, Lee VCB, VISIT FLORIDA and Brand USA marketing teams
- Apply for air service grants through VISIT FLORIDA
- Budget: \$300,000 for FY 18 in marketing support for new or expanded air service to our area
- Add \$50,000 additional funding in each of the next five fiscal years for marketing support of new or existing air service

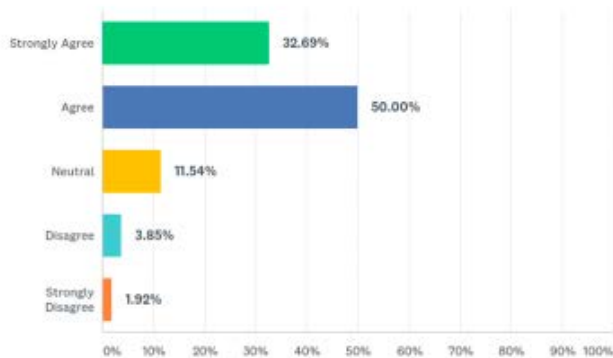
DESTINATION SITUATION ANALYSIS

Thursday, August 24, 2017

Powered by  SurveyMonkey

Q1: Our brand appeals to a broad range of leisure visitors

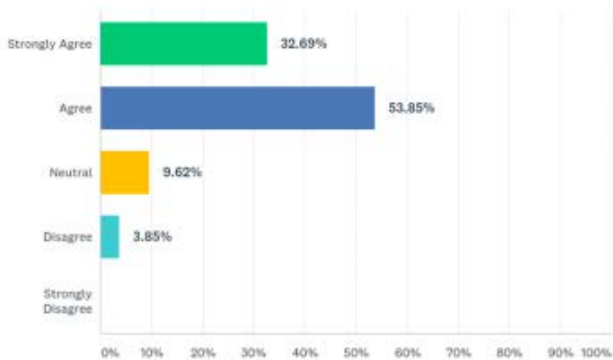
Answered: 52 Skipped: 1



Powered by  SurveyMonkey

Q2: Our brand appeals to a broad range of group meeting planners and their attendees

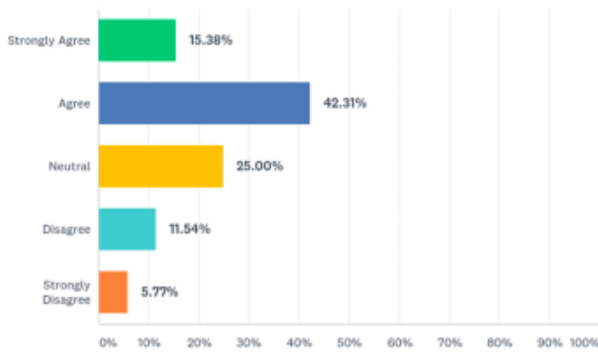
Answered: 52 Skipped: 1



Powered by  SurveyMonkey

Q3: As a sports event destination, our brand appeals to a broad range of event planners and their attendees

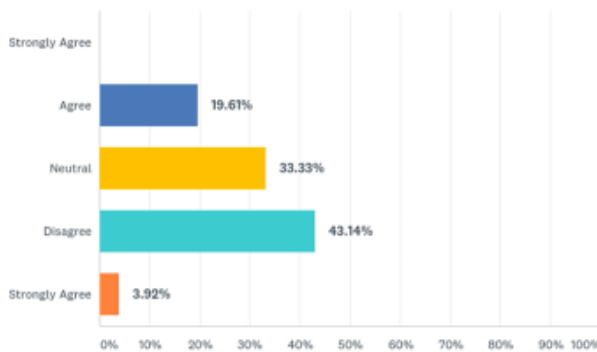
Answered: 52 Skipped: 1



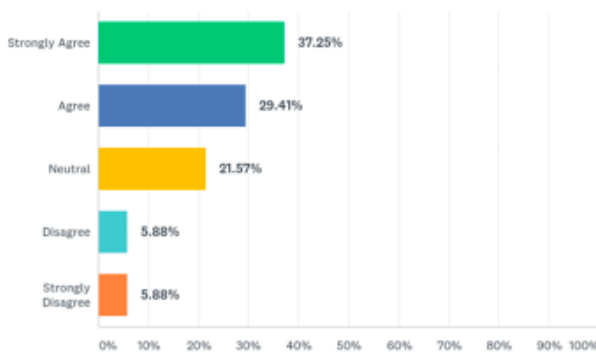
Powered by SurveyMonkey

Q4: Our community has the sports fields and the necessary availability to host youth, amateur and collegiate sports events

Answered: 51 Skipped: 2



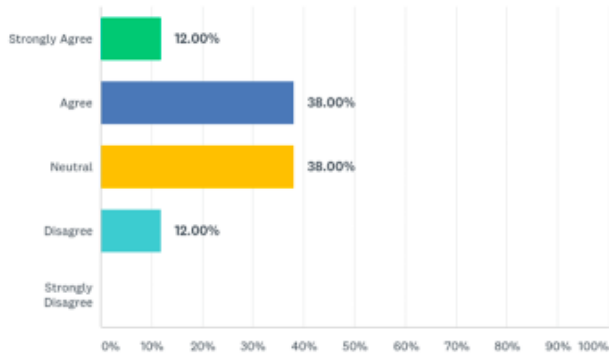
Q5: In order to attract more sports events, should we add additional facilities such as multi purpose fields, an indoor multi purpose facility and a finals field for championship events with seating for about 3,500 fans?



Powered by SurveyMonkey

Q6: The local sports clubs and associations are engaged and helpful in pursuing sports events to our community

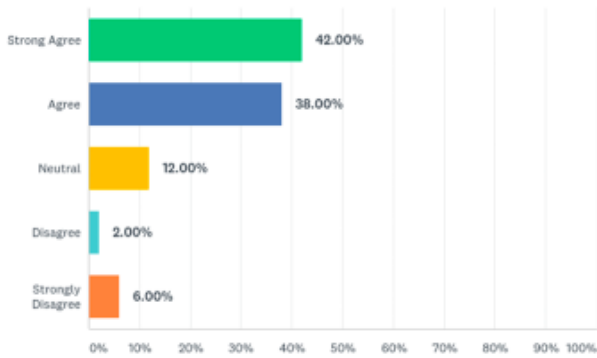
Answered: 50 Skipped: 3



Powered by SurveyMonkey

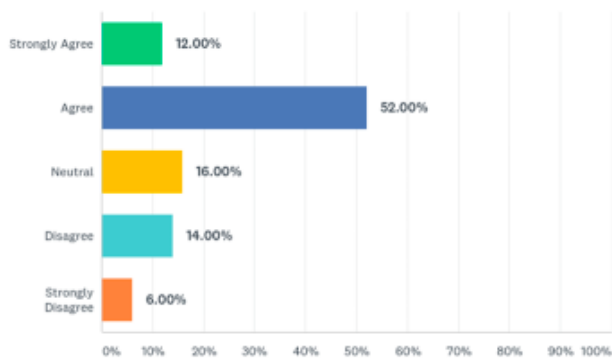
Q7: Investing in new sports event facilities now will enable us to expand our capacity and attract more events and more participants in the future.

Answered: 50 Skipped: 3



Q8: Our attractions and entertainment opportunities are adequate for our visitors and residents alike.

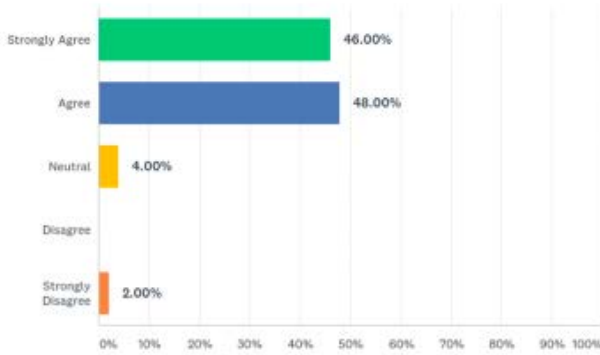
Answered: 50 Skipped: 3



Powered by SurveyMonkey

Q9: Our destination offers a number of unique shopping opportunities

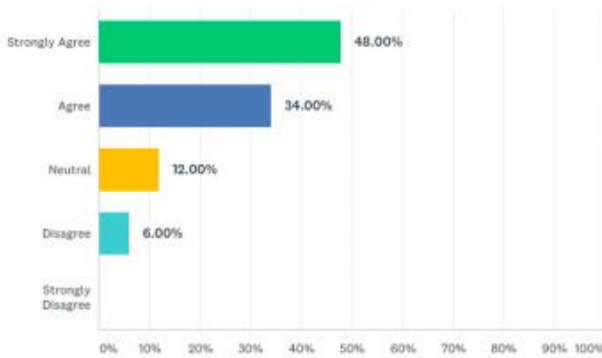
Answered: 50 Skipped: 3



Powered by SurveyMonkey

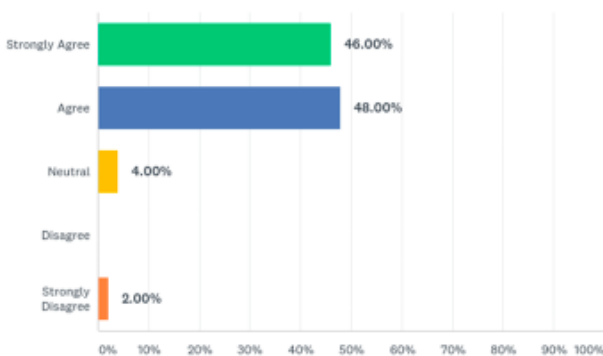
Q10: Our community has a wide range of arts and cultural activities

Answered: 50 Skipped: 3



Q11: The CVB tracks and measures the performance of the tourism industry and reports the effectiveness of those efforts

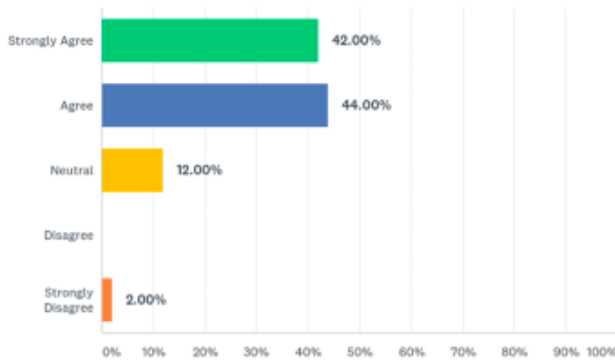
Answered: 50 Skipped: 3



Powered by SurveyMonkey

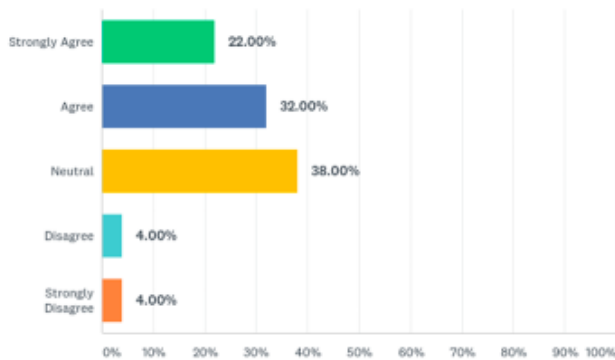
Q12: The CVB does a good job of communicating the performance and economic impact of visitation and spending to the community

Answered: 50 Skipped: 3



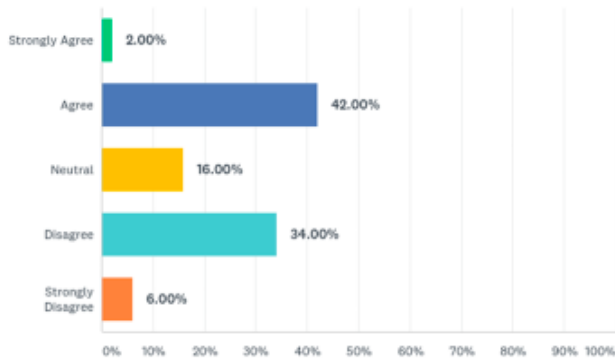
Q13: The CVB Sales staff is developing and distributing an adequate number of meeting planner leads to our industry partners

Answered: 50 Skipped: 3



Powered by SurveyMonkey

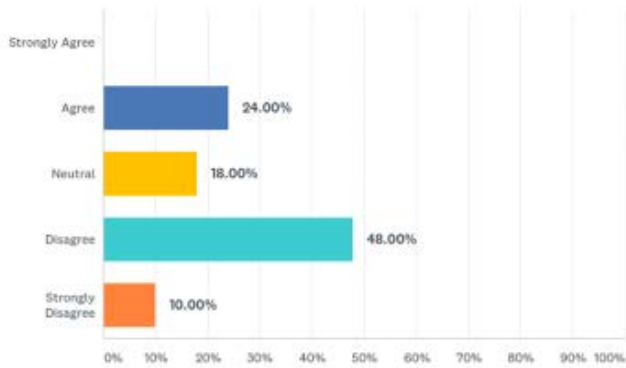
Q14: We have adequate public transportation that makes it easy for visitors to get around to hotels, attractions, shopping and dining options. (i.e. taxis, shuttle buses, UBER, etc.)



Powered by SurveyMonkey

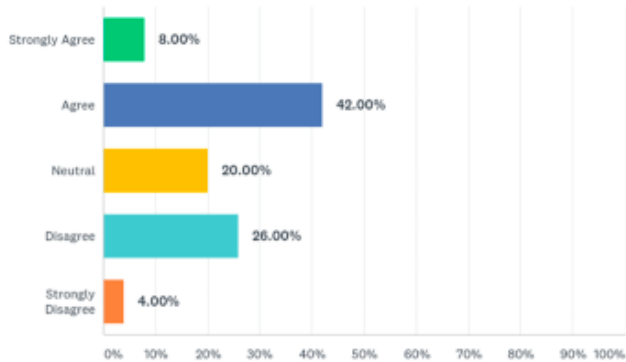
Q15: Our community has sufficient parking capacity to meet our visitor needs

Answered: 50 Skipped: 3



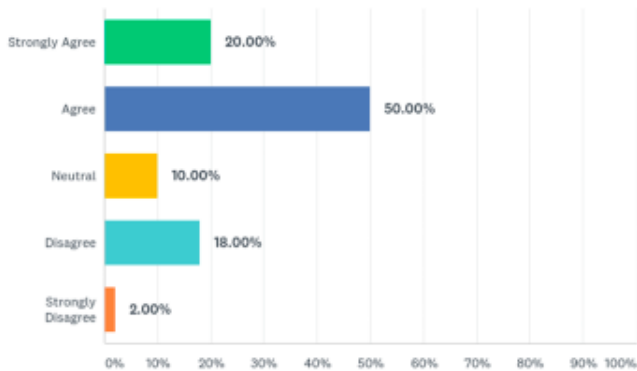
Q16: Our community has the necessary conference and meeting facilities to compete in the group meetings market

Answered: 50 Skipped: 3



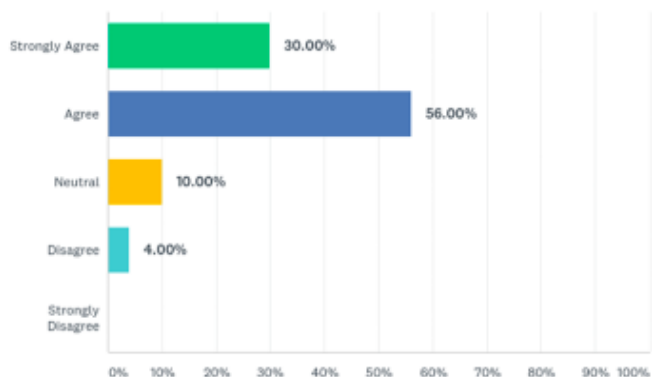
Q17: Our community offers unique off-site venues for group meeting planners and attendees to enjoy

Answered: 50 Skipped: 3



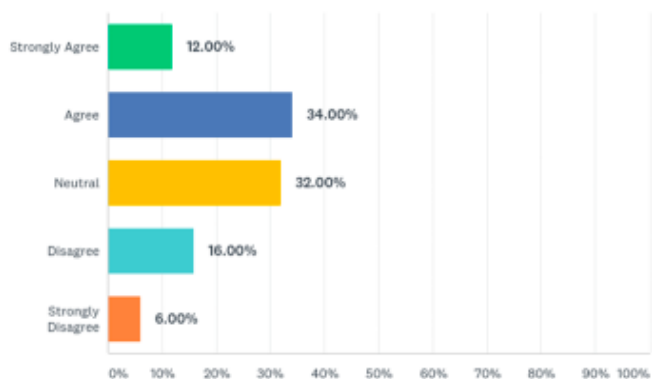
Q18: Our range of accommodation types offers leisure visitors good alternatives to match their travel needs and budgets.

Answered: 50 Skipped: 3



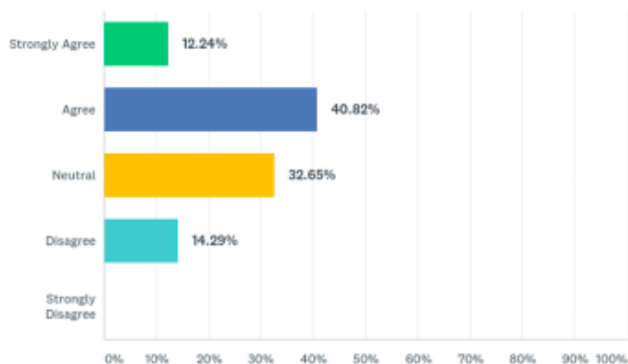
Q19: Our accommodations are priced competitively for sports event participants and their families

Answered: 50 Skipped: 3



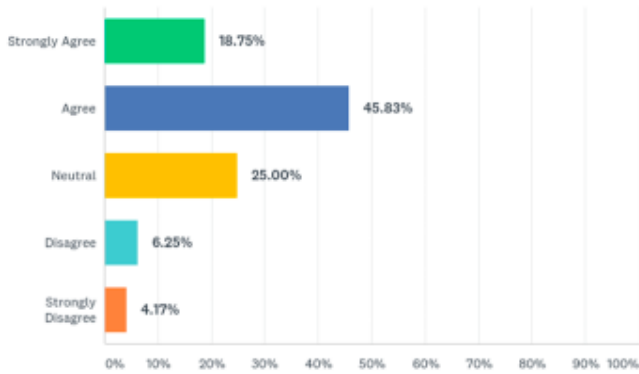
Q20: Our group meeting hotels and resorts are priced competitively to attract group meeting planners and their attendees.

Answered: 49 Skipped: 4



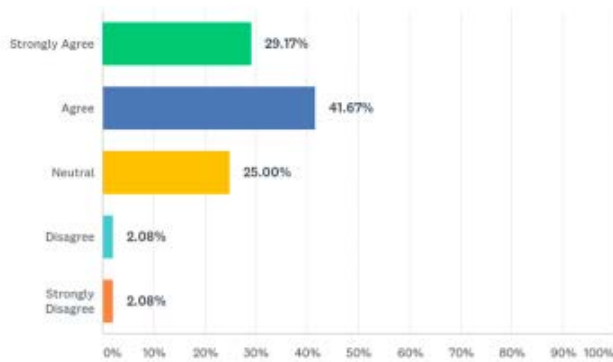
Q21: The tourism industry leaders and stakeholders are supportive of the direction and strategic plan of the CVB

Answered: 48 Skipped: 5



Q22: The CVB is seen as a leader in the state and in the regional tourism industry

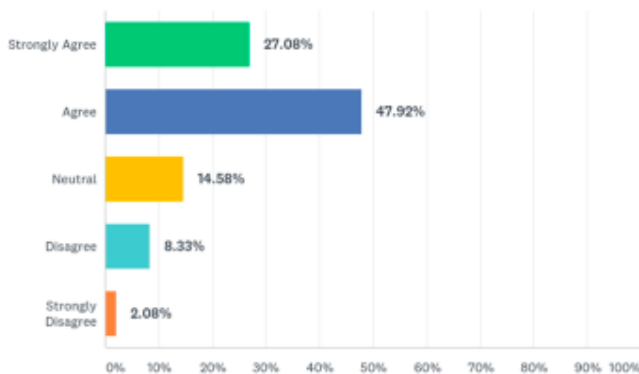
Answered: 48 Skipped: 5



Powered by SurveyMonkey

Q23: The business community has a hospitality -minded culture that welcomes visitors and improves their experience

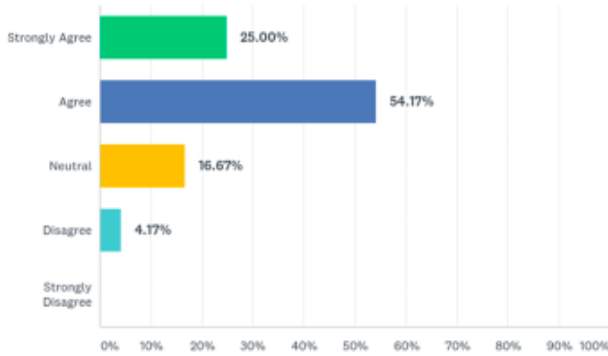
Answered: 48 Skipped: 5



Powered by SurveyMonkey

Q24: The business community has a reputation of offering high-quality customer service to both visitors and residents alike.

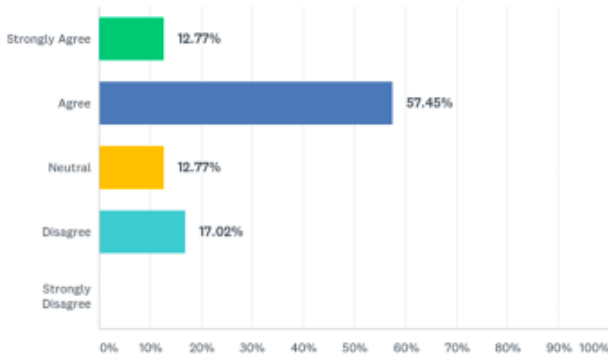
Answered: 48 Skipped: 5



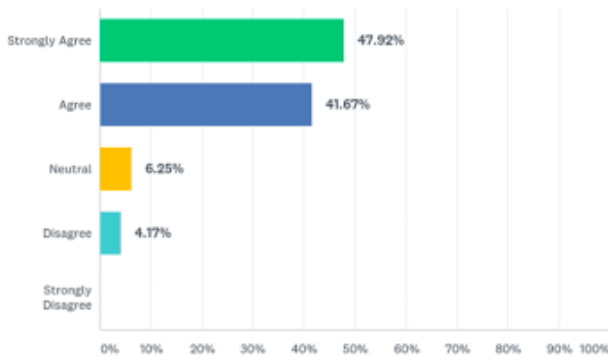
Powered by SurveyMonkey

Q25: Our residents and business community has a general understanding and a positive perception of the importance of visitors to our community

Answered: 47 Skipped: 6



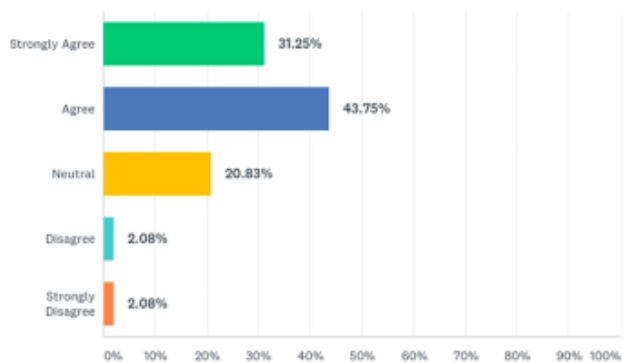
Q26: The CVB and the tourism industry plays an important role in our community's economic strategies for transportation, air service and business development



Powered by SurveyMonkey

Q27: The CVB has a good working relationship with the area Chambers of Commerce and Economic Development agencies

Answered: 48 Skipped: 5



Powered by  SurveyMonkey

DESTINATION STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Exploit Our Strengths

- Year-round warm climate featuring sunshine, water activities and relaxation
- We are a slower-paced, unique destination offering a peaceful, serene environment
- Over thirty miles of award-winning soft, white sand beaches
- A “Foodie” paradise featuring over 50 locally owned, one-of-a-kind restaurants and award winning chefs and cuisine
- World-class resorts and amenities offering an affordable luxury visitor experience plus a large variety of price points to fit every traveler’s needs and budget
- Unique boutique shopping opportunities from bargains to designer brands
- A wide range of arts, culture and performance offerings
- International Airport (RSW) with direct service to and from 48 domestic markets, 16 different carriers, seven international feeder markets and five carriers, with capacity for future expansion for new or added frequency of service
- Easy access to I-75, US 41 and other major roadways
- A strong, integral part of the Florida Brand in International and domestic markets
- Strong brand acceptance and recognition in our community, in our leisure feeder markets and with group meeting planners and sports event organizers
- Strong working relationship with Chambers, Economic Development and other stakeholder groups in planning for future community growth and infrastructure
- Home to the world-famous Everglades, Everglades National Park and the 10,000 Islands
- Recognized as the # 1 “Happiest and Healthiest Community in the U.S.” and a “Blue Zone Community”
- Year-round employment opportunities supported by increasing visitor spending
- Strong community support for new or expanded amateur sports event facilities
- Perceived by our visitors worldwide as a safe destination
- 96% customer satisfaction rating in testament to our high customer service levels
- Abundant adventure and nature based tourism activities and opportunities
- Largest Artificial Reef system in the U.S. offering fishing and diving opportunities
- Clean, manicured landscapes with nearly 80% of land in preserve status

Exploit Our Strengths (Cont.)

- Numerous community, neighborhood and regional parks and green spaces
- Close to Miami, Fort Lauderdale, Palm Beach, Orlando, Sarasota for easy day trips
- Destination offers numerous unique off-site venues for group meeting attendees
- Fully Accredited Tourism Bureau by Destinations International since 2006

Minimize Our Weaknesses

- Higher than average airfares into Southwest Florida International Airport (RSW)
- Limited direct flights from the U.S. West Coast and from UK and South America
- Higher than average transportation cost from RSW to Naples and Marco Island
- Visitors find their visits more expensive than expected, especially in “high season”
- Sports event facilities are at capacity and have limited opportunity to accept new, or to expand current event size in the future
- Continuing perception as a retirement community and limited family activities
- Limited entertainment and nightlife hours and options
- Limited public transportation options from nighttime activities to hotels
- Limited culturally diverse activities and infrastructure
- Traffic and parking options in high season perceived as a visitor detractor
- The number of our group meeting venues, capacity, availability and pricing are limiting the ability for the destination to attract more of this business

Implement Opportunities to Overcome Weaknesses

- New direct commercial air service to RSW will make us more accessible to visitors
- Local transportation providers are showing interest in offering affordable airport transfers in the future
- New local transportation options like “Beach Bugz” and “Slider” offer visitors new ways to access nightlife and their hotels
- New hotel development in community is driving more developer interest
- New social media enhancements will attract more visitors in the shoulder periods

Implement Opportunities (Cont.)

- Increased group meeting demand encourages expansion and enhancement of resorts and hotels, and new infrastructure to service that demand
- Our Community Relations/Advocacy Plan is enabling us to change perceptions of the importance of tourism with our citizens, media and elected officials
- Realigned duties and shared responsibilities will help the CVB staff better serve the demand for services for our visitors, the media and to meeting planners.
- Our diverse visitor base will drive new creative approaches to communicate with a wider universe of potential visitors in next year
- The close-proximity to the Southeast Florida airports in Miami, Ft. Lauderdale and Palm Beach enables us to claim them as additional entry points to our area
- Our abundance of “Happy Hour” activities gives us a new opportunity to promote fun, relaxing activities in our dining and entertainment clusters
- With our new Blue Zone designation, we can promote certified hotels, restaurants and spas as part of our Wellness Tourism offerings to health-minded travelers
- Encourage County and private museums, art galleries and performing arts venues to create a Museum, Gallery and Theatre printed and digital map for distribution in Visitor Information Centers and Concierge Desks in hotels and on line

Mitigate Threats

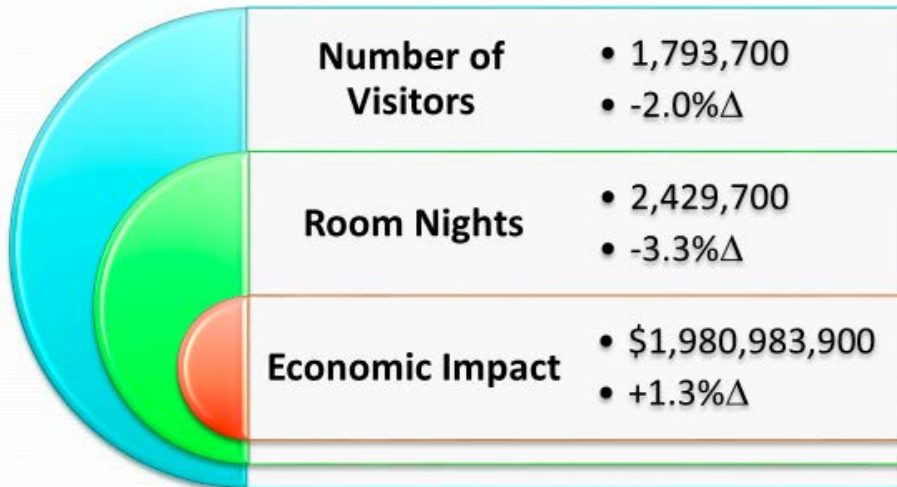
- Natural and manmade disasters can discourage new and repeat visitation and threaten our “safe destination” reputation
- Water pollution, algae blooms and ground water runoff has a negative impact on our natural estuaries, our eco-systems and discourages visitation
- Epidemics and diseases such as Zika are a challenge to future visitor growth
- Summer rains and mosquitos, spring wildfires, winter droughts and cold snaps all hinder outdoor activities and travel during those situations
- Homeland Security mandates continue to discourage International visitation
- Recent terror incidents in Florida, other states in the U.S. and in Europe can discourage travel worldwide
- Non-traditional vacation and accommodation rentals limits our potential tourist tax revenue
- International currency exchange rate fluctuations affect visitation demand


NAPLES • MARCO ISLAND
EVERGLADES
FLORIDA'S PARADISE COAST

**Analytics Report
2016**



Collier Tourism Metrics
CY 2016 (January – December)



Occupancy/Average Daily Rate (ADR)

CY 2016 (January – December)

	Occupancy			ADR		
	2015	2016	% Δ	2015	2016	% Δ
Q1	89.7%	86.1%	-4.0%	\$299.1	\$313.7	+4.9%
Q2	76.2%	73.1%	-4.1%	\$212.7	\$210.4	-1.1%
Q3	66.5%	65.3%	-1.8%	\$131.8	\$137.6	+4.4%
October	73.6%	74.7%	+1.5%	\$153.0	\$157.4	+2.9%
November	76.0%	76.7%	+0.9%	\$164.0	\$170.1	+3.7%
December	74.9%	74.4%	-0.7%	\$221.8	\$218.4	-1.5%
Q4	74.8%	75.3%	+0.7%	\$179.6	\$182.0	+1.3%

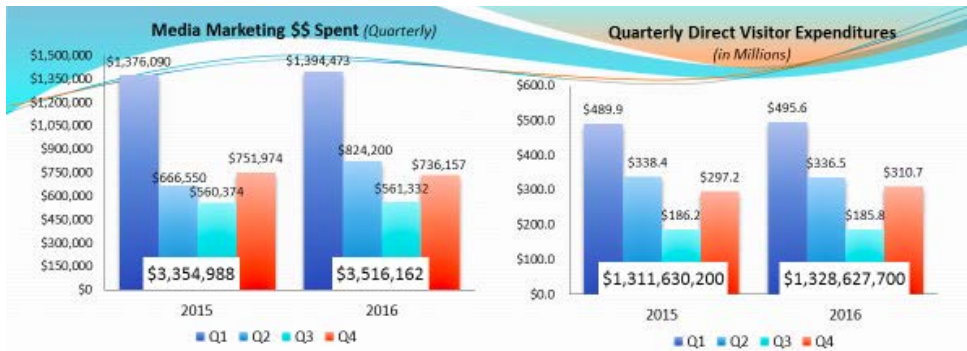


Visitor Origins

CY 2016 (January – December)

	# Visitors 2016	Δ %
Florida	649,491	+3.4
Southeast	113,896	-7.8
Northeast	331,678	-5.3
Midwest	266,536	-8.0
Canada	43,857	-13.9
Europe	306,295	+2.6
West	81,947	-7.2
CY 2016	1,793,700	-2.0





Direct Hospitality & Tourism Jobs (Calendar Year)*



* SOURCE: Florida Department of Economic Opportunity, Labor Market Information, Current Employment Statistic Program (CES), Collier County Leisure and Hospitality Sector.



Competitive Destinations

Calendar Year 2016 (January – December)

	Occupancy		ADR		RevPAR	
	2016	% Δ	2016	% Δ	2016	% Δ
Naples MSA	64.1%	-4.8	\$220.20	+1.7	\$141.11	-3.2
Naples Upscale	69.7%	-5.0	\$280.20	+1.2	\$195.21	-3.9
Miami-Hialeah	75.9%	-2.7	\$189.77	-2.9	\$143.95	-5.5
Florida Keys	75.5%	-3.4	\$270.46	+0.9	\$204.27	-2.6
Ft. Myers	69.6%	-1.2	\$149.48	+3.3	\$104.08	+2.0
Sarasota-Bradenton	69.4%	+0.3	\$138.29	+1.9	\$96.02	+2.2
Clearwater	73.8%	-1.8	\$134.00	+4.3	\$98.85	+2.4
St. Petersburg	69.9%	-0.5	\$148.07	+5.0	\$103.44	+4.5
Palm Beach County	72.2%	-1.2	\$167.27	+0.4	\$120.68	-0.8
Ft. Lauderdale	77.2%	-1.8	\$139.47	+2.8	\$107.66	+0.9
Florida	71.6%	-0.3	\$134.35	+2.0	\$96.21	+1.7

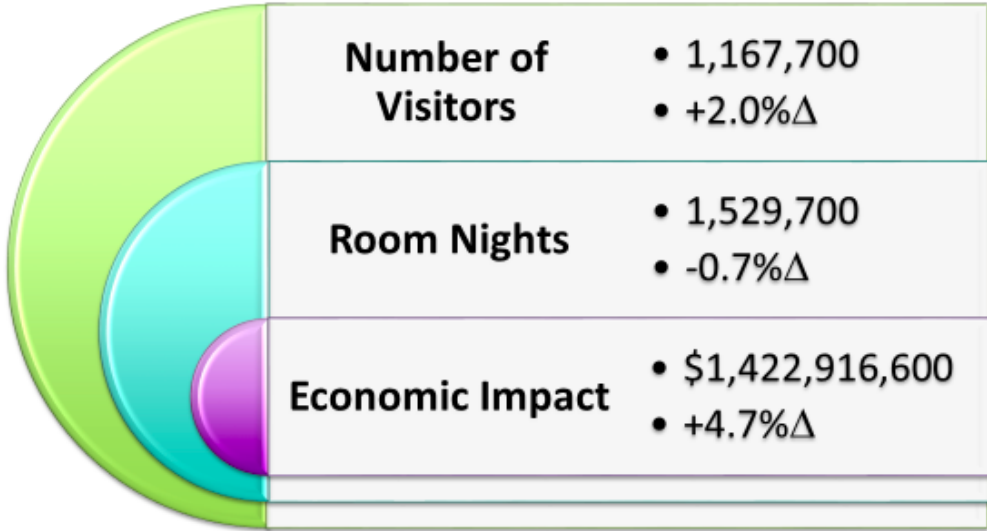
SOURCE: SMITH TRAVEL RESEARCH, INC.





Collier Tourism Metrics

YTD 2017 (January – July)



Occupancy/Average Daily Rate (ADR)

YTD 2017 (January – July)

	Occupancy			ADR		
	2016	2017	% Δ	2016	2017	% Δ
Q1	86.1%	85.2%	-1.0%	\$313.7	\$305.9	-2.5%
Q2	73.1%	73.0%	-0.1%	\$210.4	\$228.7	+8.7%
July	71.6%	72.6%	+1.4%	\$149.1	\$154.1	+3.4%

Visitor Origins

YTD 2017 (January – July)

	# of Visitors 2017	Δ %
Florida	392,999	+4.3
Southeast	75,934	+0.4
Northeast	254,059	-0.5
Midwest	190,309	+0.7
Canada	29,172	-4.3
Europe	169,559	+2.5
West	55,668	+6.5
YTD 2017	1,167,700	+2.0

Competitive Destinations

YTD 2017 (January – July)

	Occupancy		ADR		RevPAR	
	2017	% Δ	2017	% Δ	2017	% Δ
Naples MSA	71.5%	+5.4	\$242.34	-1.8	\$173.38	+3.6
Naples Upscale	77.7%	+4.9	\$312.34	+1.0	\$242.62	+5.9
Miami-Hialeah	79.2%	0.0	\$195.76	-4.1	\$155.02	-4.1
Florida Keys	84.0%	+3.0	\$285.42	-1.4	\$239.73	+1.5
Ft. Myers	74.5%	-1.7	\$167.94	+0.6	\$125.19	-1.1
Sarasota-Bradenton	74.9%	+1.0	\$153.37	+2.3	\$114.92	+3.3
Clearwater	78.0%	-1.8	\$154.59	+5.9	\$120.65	+3.9
St. Petersburg	76.6%	+1.2	\$161.30	+1.4	\$123.56	+2.7
Palm Beach County	76.6%	+0.7	\$185.79	+0.9	\$142.24	+1.7
Ft. Lauderdale	80.5%	+0.2	\$149.42	-1.1	\$120.33	-0.9
Florida	76.5%	+1.5	\$145.28	+1.6	\$111.09	+3.2

SOURCE: SMITH TRAVEL RESEARCH, INC.

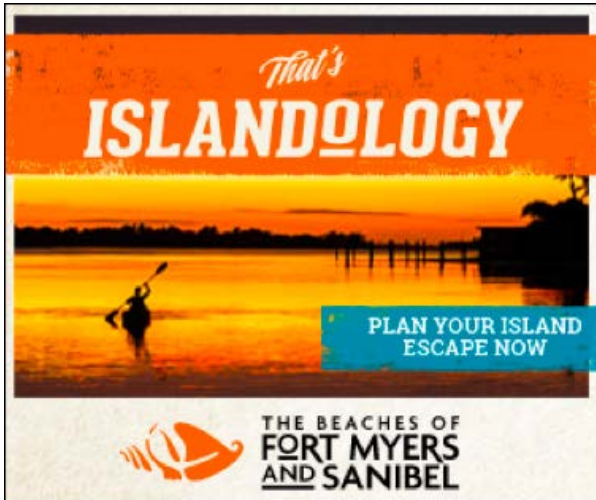
Hospitality & Tourism Direct Jobs



SOURCE: Florida Department of Economic Opportunity, Labor Market Information, Current Employment Statistic Program (CES), Collier County Leisure and Hospitality Sector.



COMPETITIVE DESTINATIONS



LEE COUNTY– FORT MYERS & SANIBEL

Tourist Tax Collection: \$39,694,021

Economic Impact: \$3,035,179,670

Visitation: 4,808,677

Visitor Spending: \$3 billion

Marketing Budget: \$18 Million

Messaging: That's Islandology, Plan Your Escape



MIAMI DADE COUNTY

Tourist Tax Collection: \$26,254,847

Economic Impact: \$24.4 billion

Visitation: 15,724,200

Visitor Spending: \$25.5 billion dollars

Marketing Budget:

Messaging: "It's so Miami" moving to "Found in Miami"



SARASOTA COUNTY

Tourist Tax Collection: 20 Million

Economic Impact: 2,827,895,700

Visitation: 2,468,200

Visitor Spending: \$1,713,876,200

Marketing Budget: \$7 Million

Messaging: “Visit Sarasota County Beaches and Beyond.”



PALM BEACH COUNTY

Tourist Tax Collection: \$42 Million

Economic Impact: \$7.1 Billion

Visitation: 7.35 Million

Visitor Spending: \$4.55 Billion

Marketing Budget: \$15 million

Messaging: Real experiences. From real people.



BROWARD COUNTY

Tourist Tax Collection: \$61 Million

Economic Impact: More than \$14 billion

Visitation: 14 Million

Visitor Spending: \$11.4 Billion

Marketing Budget: \$30 million

Messaging: Hello Sunny



MONROE COUNTY – FLORIDA KEYS

Tourist Tax Collection: \$17 Million

Economic Impact:

Visitation: 4,436,066

Visitor Spending: \$4,127,027,833

Marketing Budget: \$10.5 million

MEASURING RESULTS

Our Research Partners

In our ongoing effort to measure the effectiveness of our marketing efforts, and to report those results to our many audiences, we carefully monitor and measure our outcomes through the variety of sources:

- Research Data Services, Inc.
- Smith Travel Research, Inc.
- Google Analytics
- VISIT FLORIDA Research Department
- Florida Gulf Coast University Research Department
- Collier County Tax Collector
- Collier County Office of Budget and Management
- Clerk of the Circuit Court Finance Department
- IDSS Database Management System
- Sales & Marketing Technologies, Inc
- Adara Analytics
- Arrivalist Research

RESULTS TRACKING INITIATIVES

Our ongoing research initiatives include:

- **Focus group research** – Provides insights into our target audience and markets, reveals trends and provides a measurement of the resonance of our brand messages with our customers. Both Group Meeting Planners and consumer groups are utilized
- **Inquiry analysis** – The source, timing, cost, of telephone, email, online and mail inquiries is analyzed monthly, quarterly and annually
- **Online tracking and analysis** – Click-through rates of ads, engagement rates, completed video views, unique website visitors, time spent on site, the various other websites a customer views prior to making a buying decision, and when that person arrives in the destination

- **Third-party research** – Whether from the State of Florida, travel trade associations, or through paid third parties (such as Smith Travel Research and Destinations International, we continually review and analyze data and trends. Additionally, quarterly tourism industry roundtable discussions are held with our destination accommodations and attraction partners to gain current information on trends and changes in customer behavior
- **Media data** – A broad and growing number of sources are constantly considered to qualify and quantify our selection of media used to reach our targeted customers
- **In-market quantitative studies** – Monthly face to face interviews with our visitors provide ongoing analysis and in-depth information about travel purchases and favorite activities enjoyed while in market.
- **Conversion studies** – Provides insight into visitor activities after they have visited the destination and helps determine which advertising and promotional approaches have been the most beneficial in influencing their decision to visit
- **Tourist development taxes** – The ultimate measures of the effectiveness of our efforts is the tourist tax collected for overnight stays in paid lodging within Collier County. Additional indicators that show demand for travel to our community include Average Daily Rate (ADR), Revenue per Available Room (RevPAR), in-market visitor spending and other in-market measures of visitation spending and economic impact
- **Accommodation Studies**- Occupancy, Average Daily Rate (ADR), RevPAR and future visitation studies are performed monthly
- **Google Analytics** measures website activity, and the effectiveness of advertising campaigns that drive inquirers to our various websites
- **Arrivalist** – a new analytics tool that allows us to track consumer behavior from the time that they have viewed our ad through the time of visitation in the destination and when they return for a repeat visit. We can see which digital platforms and creative messages are most effective and change out those that are not performing well. We can also determine the buying cycle duration and to assist us in timing advertising campaign flights
- **Choozle Insights** – A digital tool that provides us with knowledge of influencers and preferences of our target demographic (i.e. what types of cars they drive, what other kinds of websites they visit, etc.)

IMPLEMENTATION SCHEDULES

FY '18 Themed Consumer e-Scapes Calendar

October

Email #1 – Breweries and food in Collier County (est. Oct 4th)
Focus (Millennials and those interested in Food & Drink festivals in our target demographic)
Link to: Millennial long format content video and feature story video on craft breweries

Email #2 – Celebrate the Arts in November (est. Oct 18th)
Focus (People interested in Arts)
Link to: Arts/Culture long format content video and feature story video Sugden Theatre

November

Email #1: Golf in Paradise (est. Nov 1st)
Focus (Golfers and Golf spectators)
Link to: Golf long format content video and feature story on the Booker Family, the first family of golf

Email #2: Downtown Historic Naples Restaurants, Shopping and Events (est. Nov 15th)
Focus: Foodies and Shopping.
Link to: Long format dining video and feature story on shopping

December

Email #1 – Sports in Paradise (est. Dec 6th)
Focus (Sports enthusiasts and Sports organizers)
Link to: FBU event information and sports articles on website

Email #2: Winter in Paradise – focus on accommodations (est. Dec 6th)
Focus (Cold weather markets)
Link to: Accommodations content video and Special accommodations story video

January

Email #1: New Year/New You (Fitness activities in Paradise and Healthy dining options) (est Jan 2nd)
Focus: (People interested in Health and Fitness, healthy eating)
Link to: Upcoming fitness events and feature story on top healthy dining options

Email #2: ECO trips in the Everglades (est Jan 16th)
Focus: (People interested in Eco – hiking, swamp buggy, airboats, camping, etc.)
Link to: Long format Eco video and Oyster House feature story video

February

Email #1: Romance in Paradise/Valentine's Day – (Naples chocolate stroll, Norman Love, dining) (est. Jan 30th)

Link to long format Spa video and the long format dining video

Email #2: Arts & Culture focus (est. Feb 13th)

Focus: People interested in Arts & Culture

Link to: story on Sugden Theatre

March

Email #1: Fishing in Paradise (include fishing the Paradise Coast Reef (est. March 6th)

Focus: Fishing enthusiasts

Link to Fishing overview story and Flats Fishing the Everglades video and written story

Email #2: Stress Awareness Month in April – Spa offerings, fitness opportunities (est. Mar 20th)

Focus: People interested in Spas and pampering

Link to: Spa long format video and Salt Cave story and video

April

Email #1: Pickleball Capital of the World (est. April 3rd)

Talk about Healthy vacation – include playing pickleball for fitness

Link to: Pickleball written story

Email #2: Pet Friendly in Paradise for National Pet Month in May (feature pet friendly dining and shopping) (est. Apr 17th)

Focus: People traveling with pets

Link to: Article on pet friendly dining destinations

May

Email #1: Families & Value Season (hotel packages & Dining discounts) (est. May 1st)

Focus: Families

Link to: Family long format video and Golisano Children's Museum story and video

Email #2: Taste of Paradise (Naples Restaurant Week) (est. May 14th)

Focus: Foodies

Link to: Long format dining video and Oyster House story and video

June

Email #1: Beach – Shelling and Sunsets in the Summer (week of June 1st)

Focus: Families and Couples

Link to: Green Flash story and family long format video

Email #2: Taste of Paradise (National Culinary Arts Month in July, Hot new restaurants) (week of June 19th)

Link to: Dining long format video and Oyster House story and video or other dining story

July

Email #1: Kids in Paradise (week of July 3rd)

Focus: Families

Topic: Summer learning is fun at attractions

Link to Golisano Children’s Museum story

Email #2: Wellness in Paradise (focus on healthy eating, spa offerings and wellness opportunities (est. July 17th)

Focus: Those interested in health and wellness

Links to: Spa long format video and articles on wellness spas and healthy restaurants

August

Email #1: Beat the Heat Attractions - exploring cultural institutions (week of Aug 1st)

Focus: Families and couples in drive markets

Links to: Schedule of sunsets for month of August

Email #2: Watersports (week of Aug 15th)

Focus: People interested in watersports

Link to: Pro Watercross video

September

Email #1: Romantic Getaways (Empty nesters) (est. Sept 4th)

Focus: Empty nesters

Link to: Spa long format video and accommodations long format video

Email #2: Stone Crab Festival e-blast (est. Sept 18th)

Focus: Foodies

Link to: Stone Crab article and Stone Crab video

FY '18 Targeted Meetings e-Scapes Schedule

October – Association Planners

Markets: Florida, Washington DC, Chicago, NY, Philadelphia

November – Insurance Planners

Markets: Insurance cities: Connecticut, Boston, Omaha

December – Medical Pharmaceutical planners

Markets: NY, Chicago, Dallas, Philadelphia, Houston, Atlanta, Miami, Washington DC, Minneapolis, Boston

January – Financial Planners

Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Charlotte, Raleigh-Durham, Minneapolis

Focus on 5th Ave area, millionaire population, upscale, resorts, low-key, dining, gold

February – Large Corporation/Business Owners

Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Charlotte, Raleigh-Durham, Minneapolis, Toronto, Milwaukee, Columbus and Cincinnati

March – Incentive Planners

Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Minneapolis, Milwaukee, Pittsburg, Columbus, Cincinnati

April – Medical Planners

Markets: NY, Chicago, Boston, Atlanta, Florida, Texas, Washington DC, Milwaukee, Minneapolis, Indianapolis and Ann Arbor

May – Corporate Meeting Planners

Markets: Corporate meeting planners in the U.S.

June – Incentive Planners

Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Minneapolis, Milwaukee, Pittsburgh, Columbus, Cincinnati

July - Insurance Planners

Markets: Insurance cities: Connecticut, Boston, Omaha

August – Large Corporation Board/ Business Owners

Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Charlotte, Raleigh-Durham, Minneapolis, Toronto, Milwaukee, Columbus and Cincinnati

September - Financial Planners

Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Charlotte, Raleigh-Durham, Minneapolis

FY-18 Themed Social Media Schedule

October, 2017

- Stone Crab Festival
- National Seafood Month
- Events: Stone Crab Festival, Evening on Fifth, World Habitat Day

November

- Taste of Paradise
- Thankful
- Events: Panther, Bacon, and Film Festival, Naples Classic Half Marathon, Festival of Lights, Taste of Paradise

December

- Holiday Cheer
- Winter Packages
- Events: Celebration of Lights, Boat Parades, Naples Christmas Parade, QBE Shootout

January, 2018

- New Year/New You
- Fitness + Healthy Dining Options
- Events: Naples Winter Wine Festival, Swamp Buggy Winter Classic, Naples New Year's Art Fair

February

- Romance in Paradise
- Chubb Group Classic
- Events: World Wetlands Day, Everglades Seafood Festival, Naples National Art Festival, Blues Brews BBQ Festival, Chubb Classic

March

- Spring in Paradise
- Celebrate the Arts
- Events: Marco Island Seafood and Music Festival, Naples Craft Beer Festival, St Patrick's Parade, Marco Island Seafood Fest

April

- Pickleball
- Pet Friendly Destination
- Events: Naples Balloons over Paradise, Pickleball US Open

May

- Affordable Luxury
- Golf Getaways (FL Golf Month)
- Events: Arts Naples World Festival, The Great Dock Canoe Race

June

- Outdoor Adventure
- Fishing Month
- Events: World Ocean Day, National Culinary Month

July

- Family Fun
- Learning Vacation Opportunities
- Events: 4th July Parade, American Sprint Triathlon

August

- Relaxing Days
- Leisure/Eco Activities
- Events: Summer Jazz on the Gulf, Naples Grande Grill & Chill Weekend

September

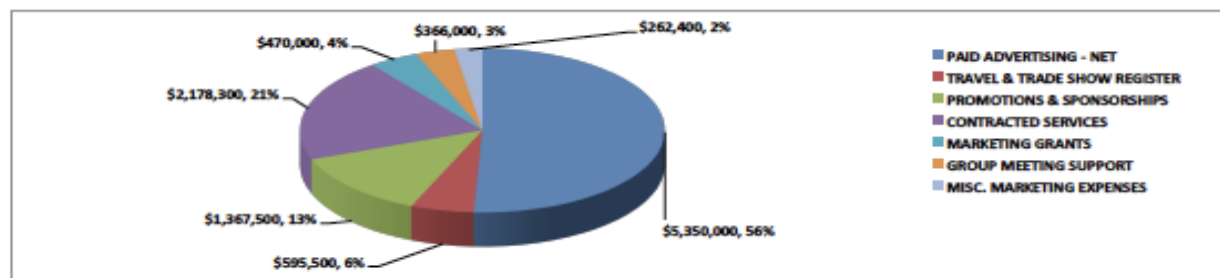
- Taste of Paradise
- Stone Crab
- Events: National Wildlife Day, EVP Amateur & Juniors National Champions

2017-18 Destination Marketing & Advertising Budget

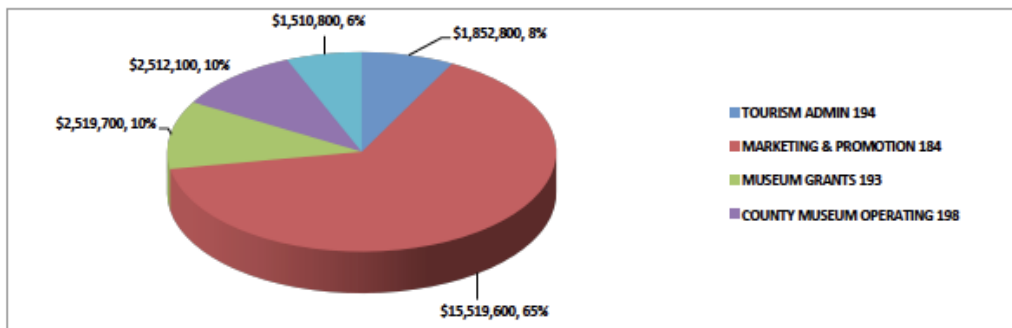
Media Total	\$3,760,000
• Planned Media Placement	3,610,000
• Contingency for unplanned media	150,000
Digital Total	\$400,000
• Social Media Posts & Platform Mgt.	186,800
• Website/landing page updates	9,000
• Vendor communications / Ad ops	166,700
• Database Updates	12,500
• Contingency for unplanned digital	25,000
Production Total	\$840,000
• Photo & video shoot for Leisure	325,000
• Photo & shoot for Meetings	125,000
• Fall/Winter campaign	50,000
• Spring/Summer campaign	20,000
• Niche Marketing campaigns	20,000
• Social media content development	97,000
• E-Scapes (2 x Consumer & 1 x Meetings)	75,000
• Special Event support	15,000
• Golf promotions	15,000
• International advertising	30,000
• Meetings advertising	30,000
• Sports advertising	8,000
• Miscellaneous:	20,000
o Client requests	
o Collateral Updates	
• Contingency for unplanned production	25,000
Media, Digital & Production Total	\$5,000,000
Agency fee (10% of Total Above)	\$500,000
Total Destination Marketing Budget	\$5,500,000

DESTINATION MARKETING BUDGETS

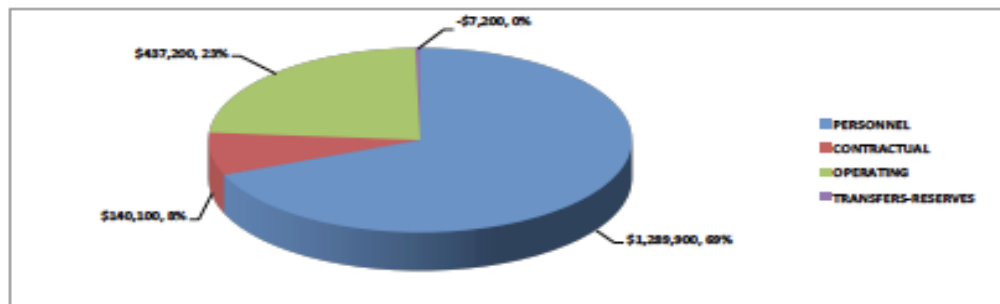
MARKETING, PROMOTION, ADVERTISING, PR PLANNED EXPENDITURES	FY 18 Funds 184/184*	FY 17 Funds 184/184*	FY 16 Funds 184/184*	FY 15 Funds 184/184*	FY 14 Fund 184/84*	FY 13 FUND 184/184*
Paid Advertising-Agency of Record	\$5,000,000	\$5,000,000	\$5,000,000	\$4,000,000	\$3,500,000	\$2,300,000
Co-op Advertising - Partner Contributions	\$0	-\$50,000	-\$150,000	-\$150,000	-\$125,000	-\$100,000
Heritage (Museums) Marketing Efforts	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
Air Service Marketing	\$300,000	\$300,000	\$250,000	\$200,000		
Net Paid Advertising	\$6,400,000	\$6,350,000	\$6,200,000	\$4,160,000	\$3,376,000	\$2,200,000
Promotions/Sponsorships	\$1,367,500	\$920,500	\$111,000	\$340,100		\$220,900
Group Meetings Support-Enhancements	\$366,000	\$300,000	\$500,000			
Travel & Tradeshow Registrations	\$595,500	\$608,000	\$549,100	\$438,600		\$265,900
Total Advertising & Promotion	\$7,729,000	\$7,178,600				
Contracted Services:						
Paradise Advertising-Service Fee	\$500,000	\$500,000	\$500,000	\$400,000	\$450,000	\$300,000
Lou Hammond PR	\$190,000	\$175,000	\$198,000	\$198,000		
Phase V - Fulfillment & Inquiry	\$75,000	\$75,000	\$150,000	\$150,000	\$130,000	\$130,000
Fuse Media- Visitor Guide	\$53,000	\$50,000	\$50,000	\$35,000	\$35,000	\$35,000
Miles Media - Websites	\$275,000	\$250,000	\$200,000	\$234,600	\$227,500	\$180,000
Research Data Services	\$126,000	\$126,000	\$126,000	\$125,000	\$125,000	\$114,900
Pay Per Click	\$10,000	\$34,800	\$75,000	\$75,000	\$75,000	\$50,000
OMMAC - UK Representation	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$186,300
DiaMonde - European Representation	\$200,000	\$200,000	\$200,000	\$150,000	\$150,000	\$146,000
Brazil Representation	\$125,000	\$125,000	\$55,000	\$50,000	\$50,000	
IDSS*	\$16,000	\$16,000	\$16,000	\$7,500	\$7,500	
Constant Contact	\$3,500	\$1,000	\$4,000			
Film Scout	\$6,000	\$5,000	\$5,000			
Clean Pix	\$10,000	\$8,700	\$8,700			
Book Direct- Hotel Reservations system*	\$35,000	\$33,000	\$33,000	\$33,000	24000	
Media Monitoring	\$15,000	\$15,000	\$46,000	\$46,000		
DMAI Impact Calculator- Group & Sports	\$7,200					
ImpowerMint DMAI Tool	\$7,500	\$10,000	\$0	\$0	0	\$0
Smith Travel Research	\$7,500	\$7,500	\$7,500	\$7,500	\$6,900	\$6,400
TravMedia- Social Media Network	\$20,000					
United Arts Association	\$30,000	\$30,000	\$25,000	\$25,000	\$24,000	\$24,000
Sports Facilities Needs Study	\$25,000	\$10,000	\$75,000			
Sports Event Staffing P/T Weekends	\$50,000					
Naples Chamber*	\$65,000	\$65,000	\$65,000	\$65,000	65,500	\$65,000
Video Still Audio Production	\$90,000	\$25,000	\$90,000			
Misc Contractual Services	\$36,600	\$162,300	\$50,000			
Total Contracted Services	\$2,178,300	\$2,124,800	\$2,179,200	\$1,801,600	\$1,670,400	\$1,237,600
Marketing Grants (Cat. B):						
Antique Auto Club	\$25,000	\$13,000	\$0	\$0	\$0	\$0
Art Naples World Festival	\$0	\$0	\$25,000	\$25,000	\$25,000	\$50,000
Kiwanis Club Bacon Fest	\$25,000	\$25,000	\$0	\$0	\$0	\$0
Everglades Seafood Festival	\$0	\$25,000	\$0	\$25,000	\$0	\$0
Stone Crab Festival	\$25,000	\$20,000	\$0	\$0	\$25,000	\$13,000
Sports Marketing Event Assistance & Grants	\$395,000	\$100,000	\$100,000	\$100,000		
Mktg Grant Contingencies	\$0	\$50,000	\$125,000	\$50,000	\$75,000	\$62,000
Total Grants	\$470,000	\$233,000	\$260,000	\$200,000	\$126,000	\$126,000
Insurance	\$147,800	\$0	\$28,600	\$0	\$16,300	
Indirect Cost Reimbursements	\$114,600	\$0	\$61,700	\$29,700	\$39,700	\$115,400
TOTAL MISC. OPERATING COSTS	\$282,400					
TOTAL MARKETING & ADVERTISING FUND 184 & 184- Cat "B"	\$10,838,700	\$9,636,800	\$8,879,800	\$8,980,000	\$6,128,400	\$4,184,800
PAID ADVERTISING - NET		\$6,400,000				
TRAVEL & TRADE SHOW REGISTER		\$686,600				
PROMOTIONS & SPONSORSHIPS		\$1,367,600				
CONTRACTED SERVICES		\$2,178,300				
MARKETING GRANTS		\$470,000				
GROUP MEETING SUPPORT		\$388,000				
MISC. MARKETING EXPENSES		\$282,400				
		\$10,838,700				



ALL TOURISM PROMOTION FUNDS	FY 18	FY 17	FY 16	FY 15	FY 14	FY 13
FUND 194- ADMINISTRATIVE COSTS						
Personal Services (Salaries)	\$1,289,900	\$1,050,000	\$1,017,500	\$902,900	\$863,000	\$852,900
Operating Expenses	\$434,600	\$436,100	\$429,800	\$466,300	\$352,900	\$397,800
Indirect Cost Reimbursements	\$63,400	\$72,600	\$54,300	\$61,000	\$57,300	\$71,900
Capital Expense	\$9,000	\$10,000	\$4,000	\$15,000	\$37,000	\$0
TOTAL OVERHEAD COST	\$1,796,900	\$1,568,700	\$1,505,600	\$1,445,200	\$1,310,200	\$1,122,600
Transfers:						
Fund 184 Advertising & Promotion	\$0	\$833,600	\$540,800	\$411,400	\$302,600	\$97,500
Emergency Advertising Fund 196	\$0	\$0	\$0	\$0	\$0	\$266,500
Tourism Office Space/Utility Cost to Fund 113	\$0	\$0	\$0	\$0	\$58,000	\$58,000
Transfer to IT Capital	\$10,000					
Tax Collector Fees	\$0	\$52,000	\$45,500	\$42,000	\$41,700	\$41,700
TOTAL TRANSFERS	\$10,000	\$885,600	\$586,300	\$453,400	\$402,300	\$463,700
Reserve for Contingencies	\$63,100					
Reserve- Revenue Hold Back	-\$18,100	-\$17,400	-\$21,200	-\$15,000	\$0	\$0
TOTAL FUND 194 ADMINISTRATIVE EXPENSES	\$1,852,800	\$2,436,900	\$2,070,700	\$1,883,600	\$1,712,500	\$1,586,300
FUND 184- MARKETING & PROMOTION						
Group Meeting Support	\$466,000	\$300,000	\$655,000	\$277,000	\$345,800	
Advertising & Promotion	\$5,000,000	\$5,000,000	\$5,000,000	\$4,000,000	\$3,500,000	\$2,300,000
Contractual Services	\$2,356,200	\$2,124,300	\$2,226,500	\$2,265,300	\$1,893,700	\$1,796,400
Travel Expenses & Trade Show Registrations	\$596,500	\$257,000	\$210,100	\$152,400	\$146,000	\$117,800
Promotional & Sponsorships	\$1,361,800	\$920,500	\$726,400	\$1,110,600	\$914,900	\$220,900
Sports Event Venue Support	\$2,030,000	\$400,600	\$100,000	\$0	\$0	\$0
Postage, Insurance, Printing	\$0	\$8,900	\$33,900	\$56,500		\$16,200
Trade Show Registrations	\$0	\$351,000	\$339,000	\$286,000	\$235,300	\$131,900
TOTAL MARKETING & PROMOTION EXPENSES	\$11,809,500	\$9,362,300	\$9,290,900	\$8,147,800		\$4,583,200
Capital Projects- Depot Baggage Car	\$600,000	\$200,000				
Tax Collector Fees	\$189,000	\$155,000	\$137,600	\$118,000	\$108,800	\$89,800
Indirect Cost Reimbursements	\$147,800	\$80,800	\$61,700	\$29,700	\$39,700	\$25,600
Transfer to Emergency Reserve Fund 196	\$834,500					
Transfer to Capital Projects Fund 758	\$1,856,600	\$6,600,300	\$2,500,000			
Reserves -Contingency & Cash Flow	\$82,200	\$98,000	\$509,300	\$1,103,100	\$198,700	\$0
TOTAL INDIRECT AND TRANSFERS	\$3,710,100					
TOTAL FUND 184- MARKETING AND PROMOTION	\$15,519,600	\$16,506,400	\$12,499,500	\$9,398,600	\$7,382,900	\$4,698,600
FUND 193- MUSEUM GRANTS						
Non-County Owned/Operated Museum Grants	\$625,000	\$425,000	\$40,000	\$379,600	\$50,000	\$315,500
Tax Collector Fees	\$10,600	\$10,500	\$9,300	\$8,600	\$8,600	\$8,600
Indirect Cost Reimbursements	\$700	\$1,800	\$700	\$1,400	\$2,000	\$800
Transfer to Fund 184	\$500,000					
Carry forward & Reserves	\$1,517,600	\$2,082,400	\$1,724,600	\$900,300	\$574,400	
TOTAL FUND 193 MUSEUMS	\$2,653,900	\$2,519,700	\$1,774,600	\$1,289,900	\$635,000	\$324,900
FUND 196- EMERGENCY ADVERTISING						
Post Disaster Stimulus Advertising	\$1,500,000	\$500,000	\$1,500,000	\$0	\$500,000	\$317,900
Restricted for Unfunded Requests		\$283,900	\$1,784,200			
Transfer to 184	\$10,500	\$12,000	\$12,000	\$3,300	\$95,800	
Indirect Cost Reimbursements	\$300	\$300	\$100	\$2,600	\$2,100	\$3,000
Carry Forward- Reserves	\$0	\$0	\$0	\$768,100	\$192,600	\$1,000,000
TOTAL EMERGENCY ADVERTISING RESERVE	\$1,510,800	\$776,200	\$3,276,300	\$774,000	\$790,500	\$1,320,900
TOTAL TOURISM MARKETING & ADMINISTRATIVE BUDGE	\$21,537,100	\$22,239,200	\$19,621,100	\$13,346,100	\$8,808,400	\$6,344,400
FUND 198 COUNTY OWNED MUSEUMS						
Operating Budget from TDC Tax	\$2,000,000	\$2,079,800	\$1,857,500	\$1,722,300	\$1,686,200	\$1,589,300
Tax Collector Fees	\$42,500	\$42,500	\$38,000	\$34,000	\$33,000	\$33,000
Transfers & Reserves	\$489,600	\$542,200	\$894,600	\$503,900	\$204,000	\$201,200
TOTAL COUNTY MUSEUM OPERATIONS	\$2,512,100	\$2,664,500	\$2,590,100	\$2,260,200	\$1,923,200	\$1,823,500
TOTAL ALL TOURISM DIV CONTROLLED FUNDS	\$24,049,200	\$24,903,700	\$22,211,200			
TOURISM ADMIN 194		\$1,852,800				
MARKETING & PROMOTION 184		\$15,519,600				
MUSEUM GRANTS 193		\$2,653,900				
COUNTY MUSEUM OPERATING 198		\$2,512,100				
RESERVES & EMERGENCY ADVERTISING 196		\$1,510,800				
TOTAL FY 17 TOURIST TAX BUDGET		\$24,049,200				

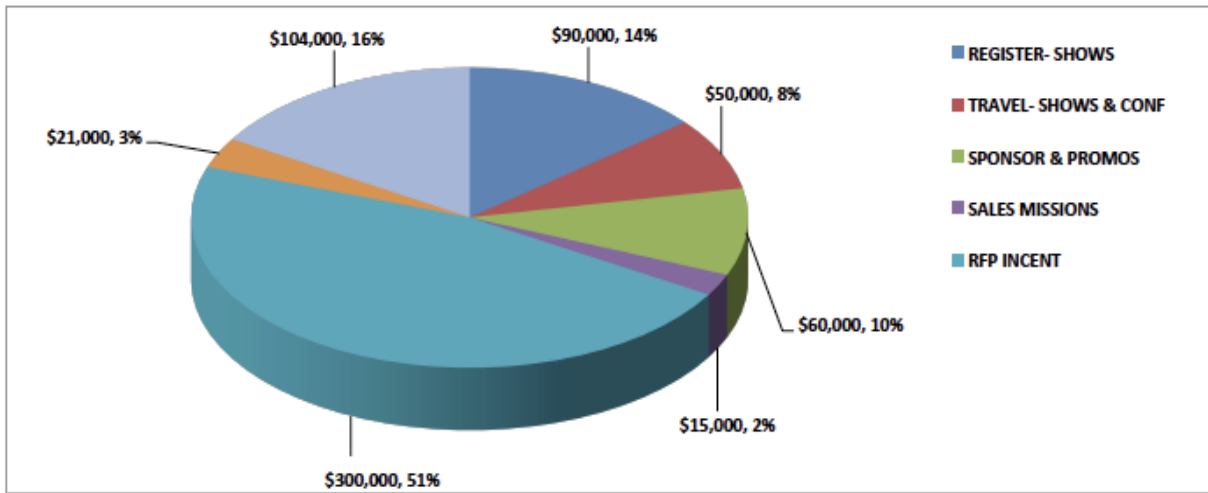


TOURISM ADMIN (OPERATING EXPENSES) Fund 194	FY 18	FY 17	FY 18	FY 16	FY 14	FY 13
PERSONAL SERVICES						
Regular Salaries	\$819,418	\$718,382	\$894,073	\$807,237	\$571,781	\$422,875
Deferred Comp Match	\$5,000	\$3,500	\$3,500	\$3,500	\$3,000	\$3,000
Vacation Sell Back	\$3,114	\$4,402				
Salary Adjustments	\$23,729	\$21,491	\$22,848	\$15,216	\$0	\$17,875
Benefits (FICA, Hosp Ins, Retirement)	\$350,389	\$302,725	\$295,181	\$259,047	\$380,539	\$158,210
Other Salaries & Job Bank for Weekend Sports	\$88,600	\$0	\$0	\$16,000		\$51,940
PERSONAL SERVICES SUB	\$1,289,250	\$1,048,500	\$1,015,400	\$991,000		
Workers Comp	\$1,650	\$1,500	\$2,100	\$1,900	\$1,700	\$1,200
TOTAL PERSONAL SERVICES	\$1,289,900	\$1,050,000	\$1,017,500	\$992,900	\$957,000	\$652,900
OPERATING EXPENSES						
Contractual Services						
Book Direct- JackRabbit Booking Engine	\$35,000	\$35,000	\$33,000	\$33,000	\$24,000	\$11,700
Clean Pkx	\$10,000	\$10,000	\$8,700	\$15,000	\$12,000	\$12,000
Storage Contractor - R Flynn	\$900	\$800	\$700	\$700	\$700	\$700
IDSS	\$16,000	\$16,000	\$16,000	\$7,500	\$7,500	\$7,500
EnFlyer	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000
Visa Vue Research	\$0	\$0	\$0	\$0	\$12,000	\$12,000
ReelScout Film Library	\$6,000	\$5,000	\$5,000	\$5,000	\$5,000	\$8,400
Sports Coordinator Salary 1/2 Share-P&R	\$0	\$0	\$0	\$45,000	\$0	\$52,000
Info Center Coordinator- Naples COC	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Impact Calculator	\$7,200	\$5,000	\$5,000	\$10,000	\$10,000	\$10,000
Sports Marketing Contractor ()	\$0	\$0	\$0	\$0	\$0	\$17,000
Fiscal Tech Support- Job Bank	\$0	\$15,800	\$0	\$42,000	\$42,000	\$0
Sub Total Contractual Services	\$140,100	\$152,400	\$133,400	\$224,200	\$179,200	\$197,300
Minutes & Records for TDC Meetings	\$4,000	\$3,800	\$3,800	\$3,800	\$3,800	\$3,000
IT Services Charge-Computers & Phones	\$41,700	\$38,800	\$34,800	\$34,800	\$25,500	\$25,400
Staff Mileage Reimbursement	\$10,000	\$10,000	\$9,000	\$8,400	\$3,200	\$3,200
Staff Travel for Regional Meetings/Training	\$25,000	\$25,000	\$25,000	\$25,000	\$2,500	\$3,800
Cellular Phones- Sales Staff	\$16,000	\$14,000	\$4,800	\$13,500	\$13,500	\$9,000
Office Telephones	\$5,700	\$5,500	\$5,100	\$3,800	\$5,300	\$5,000
Postage/Freight/Fed Ex-Shipping to trade shows	\$16,000	\$15,900	\$14,400	\$11,400	\$10,400	\$15,400
Rent for Tourism Office 2680 N. Horseshoe	\$55,000	\$55,000	\$50,000	\$75,000	\$0	\$0
Utilities for Tourism Offices	\$600	\$7,000	\$8,400			
Rent for Film Office at Norris Center & Phone	\$9,800	\$9,800	\$8,400	\$9,900	\$8,400	\$8,400
Rental Charges- Motor Pool	\$100	\$200	\$200	\$200	\$200	\$200
Fleet Maint & Parts	\$800	\$100	\$100	\$5,200		\$3,800
Fleet Maint Parts & Sublet	\$5,300	\$5,300	\$3,400			
Fleet- Fuel	\$1,000	\$1,800	\$2,900	\$3,300		\$4,100
Insurance- General & Auto	\$8,400	\$8,200	\$8,900	\$8,300	\$5,900	\$5,400
Lease Office Equipment- Copier	\$4,000	\$4,000	\$4,000	\$8,000	\$8,000	\$5,900
Printing-Outside	\$0	\$0	\$5,300	\$0		\$1,000
Office Supplies	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400	\$7,900
Legal Ads	\$500	\$500	\$500	\$500		\$500
Trade Show Booth Décor	\$18,000	\$18,000	\$12,000	\$8,000	\$15,000	\$10,000
Office Furn- Non-Capital	\$5,000	\$5,000	\$10,000	\$5,000	\$8,000	\$5,000
Video Production Equipment	\$4,000	\$4,000	\$4,000	\$7,500	\$3,000	\$0
Books, Subscriptions	\$3,700	\$2,200	\$3,700	\$3,800		\$700
Dues & Memberships	\$48,800	\$28,200	\$23,500	\$22,800	\$14,800	\$29,900
PR Newswire Distribution	\$2,000	\$2,000	\$2,000			
Training- Staff	\$5,000	\$5,000	\$1,000	\$1,000		\$2,000
Computer Software	\$8,000	\$1,400	\$10,000			
Data Processing Equip- Laptop Replacements & Accessory	\$5,000	\$8,000				
Office Furniture- Capital	\$10,900	\$5,000	\$10,000	\$7,500		\$0
Minor Data Processing Expenses	\$3,000	\$0	\$2,800	\$85,900		\$51,100
Indirect County Services Costs	\$83,400	\$72,800	\$54,300	\$61,000	\$57,300	\$71,900
Misc. Operating Expenses	\$39,900					
Capital Expenditures	\$5,400	\$8,000	\$4,000			
TOTAL OPERATING EXPENSES	\$437,200	\$386,300				
TOTAL OPERATING & CONTRACTUAL EXPENSES	\$1,667,200	\$1,516,700	\$332,700	\$419,000	\$180,800	\$272,400
Transfers & Reserves						
Tax Collector Fees	\$0	\$52,000	\$45,500	\$42,000	\$41,700	\$41,700
IT Capital	\$10,900	\$0	\$0	\$0	\$5,800	\$58,000
Fund 194 Advertising & Promotion	\$0	\$833,800	\$540,800	\$295,500	\$302,800	\$97,500
Reserve for Attrition	-\$18,100	-\$17,400	\$0	\$0	\$0	\$286,500
Total Transfers & Reserves	-\$7,200	\$868,200	\$586,300	\$337,500	\$350,100	\$483,700
GRAND TOTAL ADMINISTRATIVE EXPENSES	\$1,652,800	\$2,436,900	\$2,069,900	\$1,683,800	\$1,677,100	\$1,389,000
PERSONNEL		\$1,289,900				
CONTRACTUAL		\$140,100				
OPERATING		\$437,200				
TRANSFERS-RESERVES		-\$7,200				

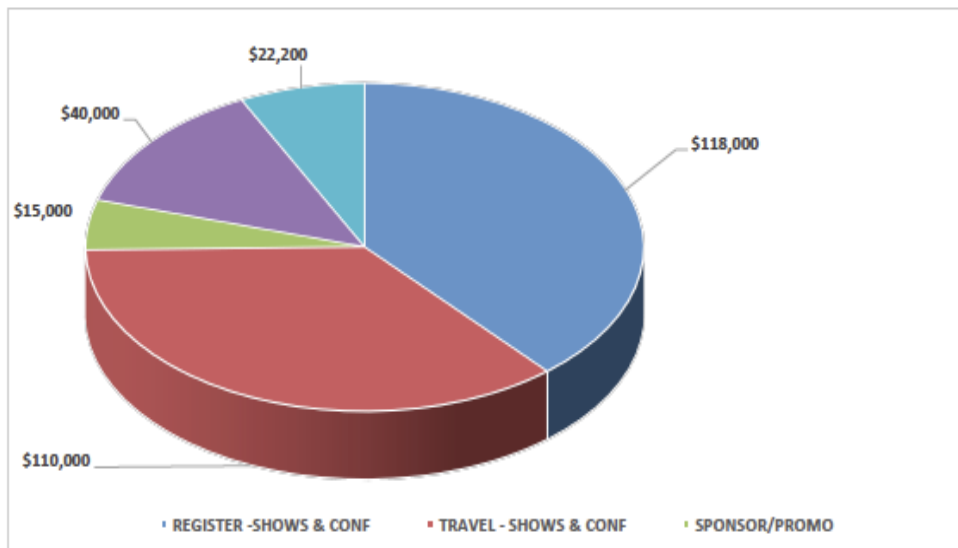


GROUP SALES DEPT. BUDGET	FY 18		FY 17		FY 16	FY 15	FY 14
	FUND 184/194*	FUND 184/194*	FUND 184/194*	FUND 184/194*	FUND 184/194*	FUND 184/194*	FUND 184/194*
Promotional Items Debi	\$ 6,000.00	\$5,000	\$5,000	\$4,000	\$8,000		
Sponsorship of Meeting & Events	\$ 60,000.00	\$75,000	\$65,000	\$60,000	\$30,000		
Site Visits	\$ 6,000.00	\$6,000	\$10,000	\$5,000			
Trade Show Registrations- Debi	\$ 90,000.00	\$90,000	\$93,000	\$70,000	\$100,000		
Trade Show Booth Décor*	\$ 2,000.00	\$4,000	\$2,000	\$2,000	\$15,000		
Sales Dues & Memberships*	\$ 10,000.00	\$8,000	\$2,000	\$2,000	\$6,000		
Debi Sales Travel	\$ 50,000.00	\$45,000	\$45,000	\$42,000	\$52,000		
Brochure Distribution	\$ 500.00	\$500	\$1,000	\$2,000	\$13,000		
Mileage - Local*	\$ 1,000.00	\$1,000	\$700	\$700	\$500		
Shipping to Shows*	\$ 2,500.00	\$2,500	\$2,000	\$2,000	\$10,000		
Sales Missions	\$ 15,000.00	\$25,000	\$20,000	\$35,000	\$0		
Fam Trip Support	\$ 15,000.00	\$15,000	\$20,000	\$15,000	\$30,000		
Freelance Art & Video	\$ 6,000.00	\$6,000	\$10,000	\$15,000	\$0		
Printing of Invitations	\$ 500.00	\$500	\$500	\$500	\$0		
Group Meeting RFP Incentives 2 Fiscal Yrs	\$ 300,000.00	\$300,000	\$140,000	\$100,000	\$345,800		
DMAI EmpowerMint	\$ 7,500.00	\$7,500					
Mid West Representation	\$ 50,000.00						
Travel Reimbursements at Events	\$ 18,000.00						
TOTAL SALES & MARKETING BUDGET	\$ 640,000.00	\$591,000	\$416,200	\$355,200	\$610,300		

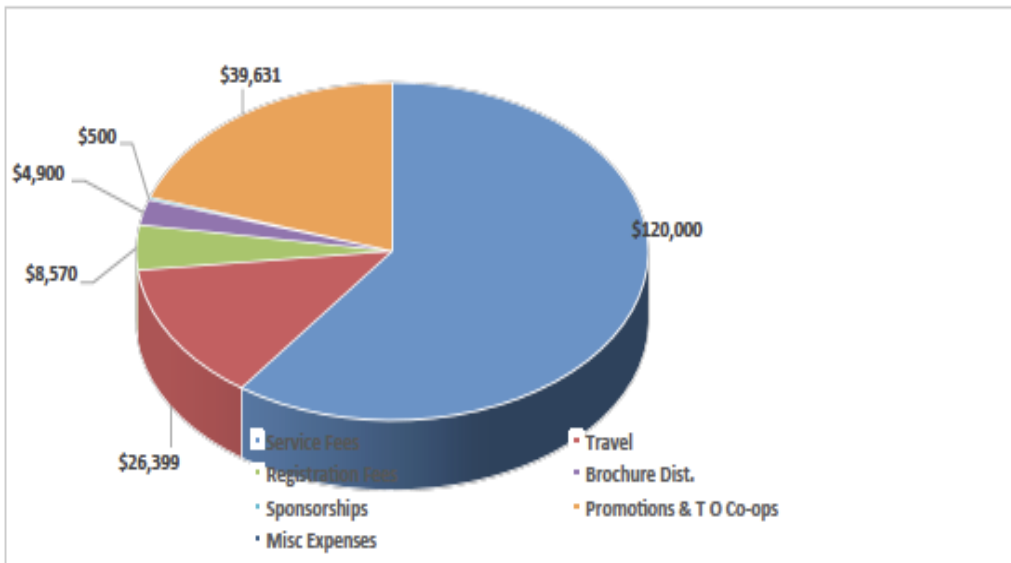
REGISTER- SHOWS	\$90,000
TRAVEL- SHOWS & CONF	\$50,000
SPONSOR & PROMOS	\$60,000
SALES MISSIONS	\$15,000
RFP INCENT	\$300,000
FAMS & SITES	\$21,000
OPERATING- Expenses- SALES	\$104,000
	\$640,000



LEISURE & TRAVEL TRADE SALES BUDGET	FY 18	FY 17	FY 16	FY 15	FY 14
	FUND 184/194*	FUND 184/194*	FUND 184/194*	FUND 184/194*	Fund 184/194*
Promotional Items Claudia	\$5,000	\$5,000	\$5,000	\$4,000	\$3,000
Sponsorship of Meeting & Events	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Site Visits		\$0	0	\$0	
Trade Show Registrations-Claudia	\$63,000	\$60,000	\$52,000	\$50,000	\$44,000
Intl. Trade Show Registration - Jack	\$55,000	\$55,000	\$50,000	\$50,000	\$35,000
Trade Show Booth Décor*	\$14,000	\$12,000	\$10,000	\$6,000	\$4,000
Sales Dues & Memberships*	\$2,000	\$2,000	\$2,000	\$2,000	\$6,000
Sales Travel- Claudia	\$43,000	\$40,000	\$35,000	\$32,000	\$52,000
Intl Sales & Conference Travel- Jack	\$58,000	\$55,000	\$50,000	\$50,000	\$20,000
Brochure Distribution	\$5,000	\$6,000	\$2,000	\$2,000	\$13,000
Mileage - Local*	\$700	\$700	\$700	\$700	\$1,000
Shipping to Shows*	\$7,000	\$7,000	\$6,000	\$4,000	\$4,000
Sales Missions	\$15,000	\$15,000	\$10,000	\$0	\$0
Fam Trip Support	\$25,000	\$24,000	\$20,000	\$15,000	\$15,000
Printing of Invitations	\$500	\$500	\$500	\$500	\$0
Freelance Art-Video- Translations	\$2,000	\$2,000			
TOTAL SALES & MARKETING BUDGET	\$305,200	\$294,200	\$253,200	\$226,200	\$207,000
REGISTER -SHOWS & CONF	\$118,000				
TRAVEL - SHOWS & CONF	\$110,000				
SPONSOR/PROMO	\$15,000				
FAM'S & MISSIONS	\$40,000				
OPERATING	\$22,200				
	\$305,200				



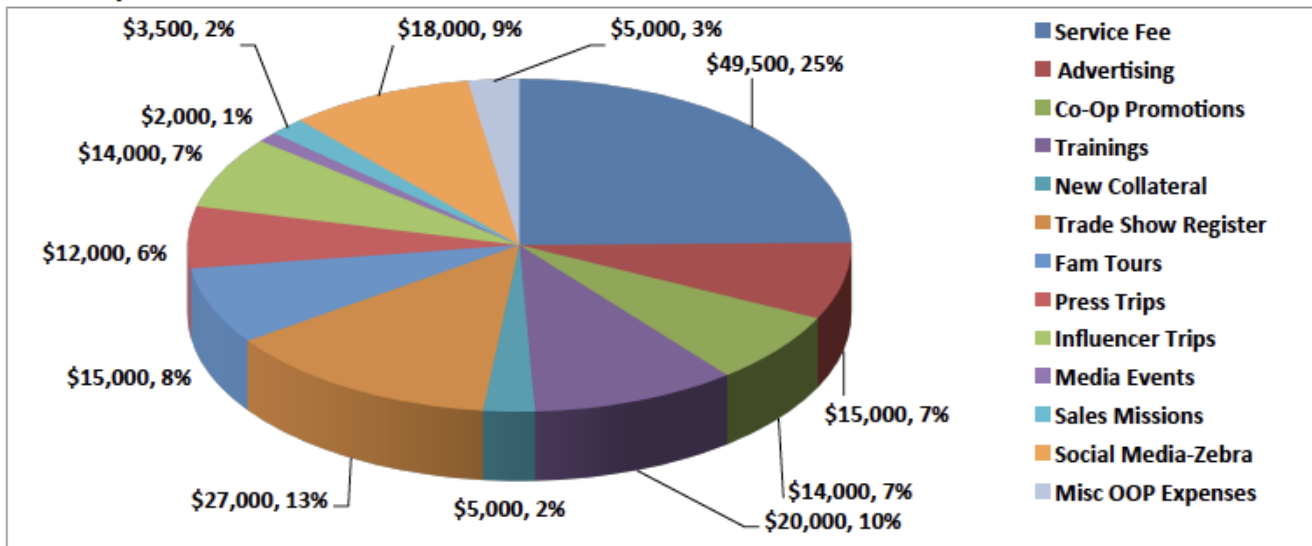
UK/IRELAND MARKETING Fund 184 OMMAC, LTD	FY 18	FY 17	FY 16	FY 15	FY 14
Service Fees	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Travel	\$26,399	\$18,000	\$18,630	\$16,069	\$16,000
Registration Fees	\$8,570	\$9,000	\$8,370	\$8,600	\$10,000
Brochure Dist.	\$4,900	\$1,500	\$4,800	\$4,926	\$4,900
Sponsorships	\$500	\$5,000	\$4,500	\$6,100	\$6,000
Promotions & T O Co-ops	\$39,631	\$46,500	\$34,880	\$41,345	\$40,300
Misc Expenses	\$0	\$0	\$8,820	\$2,960	\$2,800
TOTAL UK MARKETING	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000



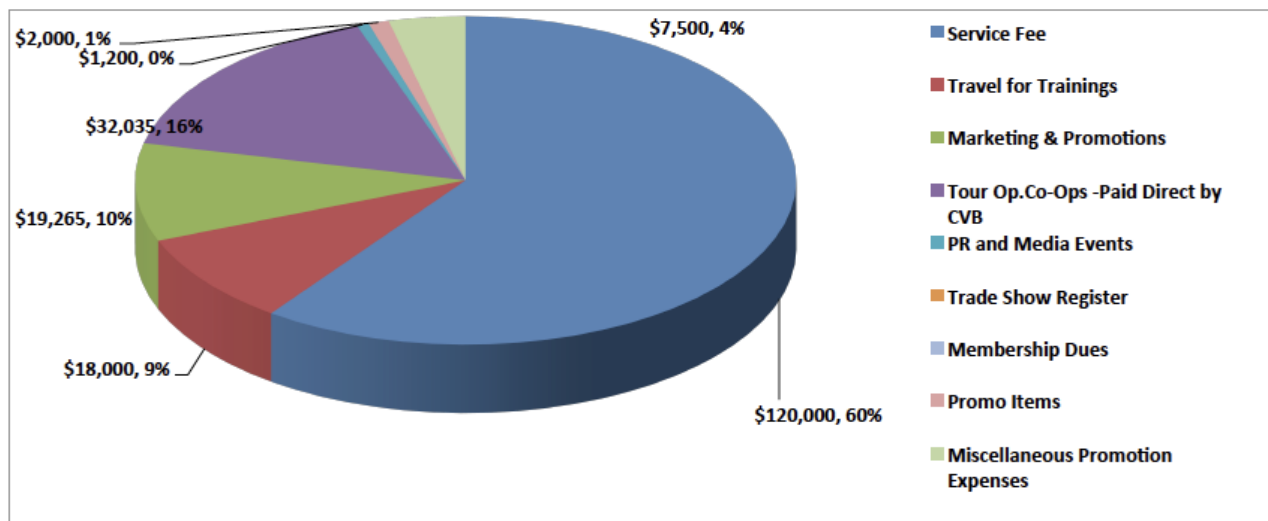
BRAZIL MARKETING - AVIAREPS

Fund 184	FY 18	FY 17	FY 16	FY 15
Service Fee	\$49,500	\$49,500	\$49,500	\$49,500
Advertising	\$15,000	\$10,000	\$30,000	\$50,000
Co-Op Promotions	\$14,000	\$40,000	\$60,000	\$50,000
Trainings	\$20,000	\$1,000	\$4,000	\$10,000
New Collateral	\$5,000	\$5,000	\$6,000	\$10,000
Trade Show Register	\$27,000	\$15,500	\$58,000	\$25,000
Fam Tours	\$15,000	\$10,000	\$8,000	\$15,000
Press Trips	\$12,000	\$21,000		
Influencer Trips	\$14,000	\$6,000		
Media Events	\$2,000	\$3,000	\$14,800	\$20,000
Sales Missions	\$3,500	\$3,000	\$25,000	
Social Media-Zebra	\$18,000	\$18,000	\$30,000	
Misc OOP Expenses	\$5,000	\$3,000		
TOTAL	\$200,000	\$185,000	\$285,300	\$229,500

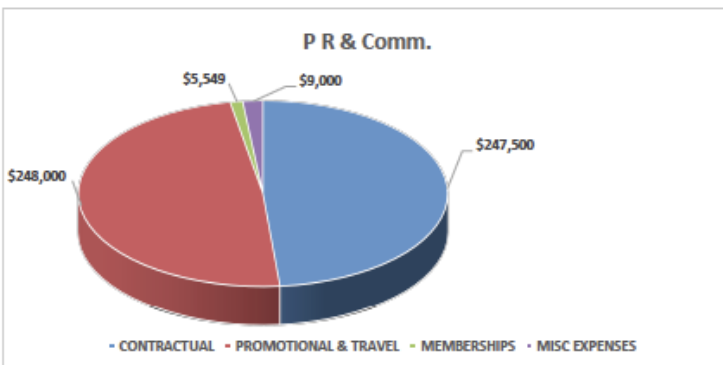
Note: many items will be cost-shared with Palm Beach CVB



EUROPEAN MARKETING	FY 18	FY 17	FY 16	FY 15	FY 14	FY 13
Fund 184						
DiaMonde Marketing, Europe						
Service Fee	\$120,000	\$120,000	\$102,000	\$102,000	\$102,000	\$102,000
Travel for Trainings	\$18,000	\$42,343	\$17,000	\$17,000	\$17,500	\$17,000
Marketing & Promotions	\$19,265	\$52,021	\$26,974	\$22,700	\$22,200	\$21,138
Tour Op.Co-Ops -Paid Direct by CVB	\$32,035	-\$45,000	\$45,000	\$45,000	\$45,000	\$43,810
PR and Media Events	\$1,200	\$8,532	\$3,775	\$2,531	\$2,800	\$3,195
Trade Show Register	\$0	\$2,650	\$0	\$5,769	\$5,500	\$6,551
Membership Dues	\$0	\$2,262	\$2,165	\$2,000	\$2,000	\$2,066
Promo Items	\$2,000	\$2,791	\$3,086	\$3,000	\$3,000	\$4,240
Miscellaneous Promotion Expenses	\$7,500	\$14,401				
DiaMonde Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000



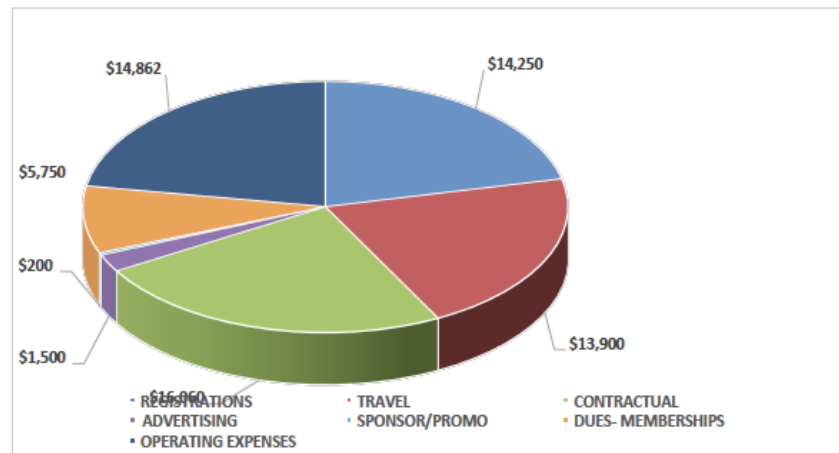
PUBLIC RELATIONS & COMM. BUDGET	FY 18	FY 17	FY 16	FY 15	FY 14	FY 13
	FUND 184/194*	FUND 184/194*	FUND 184/194*	FUND 184/194*	FUND 184/194*	FUND 184/194*
Contractual Services:						
Blueway Website-Miles	\$10,000	\$5,000	\$5,000	\$5,000	\$10,000	\$5,000
Media Monitoring Services	\$15,000	\$14,000	\$46,000	\$46,000	\$30,000	\$16,000
CleanPix *	\$9,000	\$8,700	\$8,700	\$15,000	\$20,000	\$12,000
E-News Distribution-Constant Contact *	\$3,500	\$0	\$0	\$0	\$1,000	\$3,500
Video, Audio, Still Production	\$0	\$90,000	\$90,000	\$90,000	\$85,000	\$80,000
Constant Contact	\$20,000	\$1,000	\$4,000	\$4,000		
LHR PR	\$190,000	\$175,000	\$198,000	\$198,000	\$185,000	\$165,000
Contractual Sub Total	\$247,500	\$293,700	\$351,700	\$358,000	\$331,000	\$281,500
Promotional & Travel						
Multimedia Production - Video, photos, other	\$90,000	\$10,000	\$10,000	\$6,000		
PR Social Media Boosts	\$15,000	\$3,000	\$3,000	\$1,650	\$2,000	\$1,500
Promotional Products	\$3,000	\$15,000	\$5,000	\$5,000	\$5,000	\$2,500
Paid Influencer Fees, Freelancers for Content, PR Support	\$50,000	\$0	\$2,000	\$2,000	\$1,500	\$1,500
Sponsorships	\$10,000	\$40,000	\$38,500	\$38,500	\$30,000	\$35,000
Press Release Distribution-Events, Shows, Newswires	\$3,000	\$5,000	\$5,000	\$5,000	\$1,500	\$1,500
Individual & Group Writer Fams	\$40,000	\$35,000	\$35,000	\$35,000	\$15,000	\$15,000
Travel- Regional/Local	\$5,000	\$35,000				
Travel- Media Missions, Conferences, Trade Shows	\$25,000	\$0	\$0	\$0	\$2,500	\$2,500
Area Promotions	\$0	\$0	\$2,000	\$2,000	\$3,000	\$3,000
Printing - PR folders, other	\$1,000	\$200	\$200	\$200	\$2,000	\$2,000
Award Submissions	\$2,000	\$1,000	\$1,000	\$1,000	\$2,000	\$2,000
Show & Conference Registrations	\$4,000	\$8,000	\$4,000	\$4,000	\$4,000	\$4,000
Sub Total Promotional & Travel	\$248,000	\$152,200	\$105,700			
Memberships *						
Ragan Communications Insider	\$400	\$1,000	\$1,000	\$1,000	0	0
ATTA	\$1,000	\$1,050	\$1,050	\$1,050	900	600
PRSA - staff memberships	\$1,050	\$600	\$600	\$600	500	500
Family Travel Association	\$1,500	\$100	\$100	\$100	100	100
SATW	\$600	\$400	\$400	\$400	400	400
See SW FL	\$100	\$175	\$150	\$150	150	150
FOWA	\$200	\$159	\$100	\$100	100	100
Naples Zoo	\$159	\$415	\$395	\$395	225	225
HSMAI	\$415	\$125	\$125	\$125	125	125
Misc. Memberships	\$125	\$4,024	\$3,920	\$3,920	\$2,500	2,200
Sub Total Memberships	\$5,549					
Training & Development *	\$2,000	\$5,000	\$2,000	\$2,000	\$2,000	\$2,000
Subscriptions *	\$3,000	\$3,000	\$3,000	\$3,000	\$400	\$400
Equipment- Video & Photography *	\$4,000	\$4,000	\$3,000	\$10,000	\$10,000	\$0
Sub Total Misc PR Expenses	\$9,000	\$12,000	\$8,000	\$8,000	\$85,900	\$2,400
TOTAL PUBLIC RELATIONS	\$510,049	\$293,700	\$469,320	\$477,270	\$416,900	\$79,700
CONTRACTUAL	\$247,500					
PROMOTIONAL & TRAVEL	\$248,000					
MEMBERSHIPS	\$5,549					
MISC EXPENSES	\$9,000					
	\$510,049					



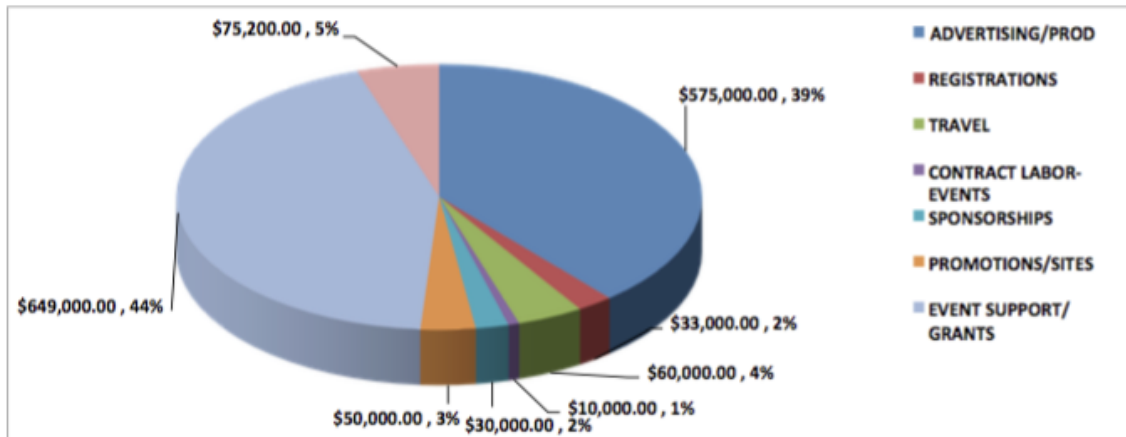
FILM OFFICE BUDGET	FY 18	FY 17	FY 16	FY 15	FY 14	FY 13
	Fund 184/194*	Fund 184/194*	Fund 184/194*	Fund 184/194*	FUND 184194*	FUND 184/194*
Registrations	\$14,250	\$17,250	\$13,500	\$10,395	\$25,000	\$9,200
Promotional Items	\$200	\$300	\$300	\$300	\$400	\$300
Sponsor Events	\$0	\$0	\$250	\$500	\$500	\$2,000
Mileage*	\$200	\$350	\$200	\$200	\$200	\$200
Travel - Out of Market	\$13,900	\$16,900	\$20,100	\$16,500	\$17,000	\$14,400
Cell Phone*	\$2,750	\$2,750	\$1,550	\$1,550	\$0	\$0
Office Phone*	\$1,000	\$1,000	\$1,000	\$1,000	\$1,500	\$1,500
Office Rent*	\$9,600	\$9,600	\$8,400	\$8,400	\$8,400	\$8,400
Postage & shipping*	\$300	\$350	\$350	\$350	\$400	\$400
Printing	\$200	\$200	\$200	\$200	\$200	\$200
Office Supplies*	\$400	\$400	\$400	\$400	\$400	\$400
Dues & Memberships*	\$5,750	\$5,750	\$1,500	\$1,250	\$1,300	\$1,300
Subscriptions*	\$612	\$612	\$612	\$592	\$400	\$400
Advertising	\$1,500	\$1,500	\$1,125	\$1,125	\$700	\$700
Web Site Maintenance	\$10,000	\$5,000	\$10,000	\$10,000	\$0	\$0
Reel Scout Contract/url Register*	\$6,060	\$6,060	\$5,060	\$5,060	\$5,000	\$900
FILM OFFICE TOTALS	\$66,722	\$68,022	\$64,547	\$57,822	\$61,400	\$40,300

REGISTRATIONS
TRAVEL
CONTRACTUAL
ADVERTISING
SPONSOR/PROMO
DUES- MEMBERSHIPS
OPERATING EXPENSES

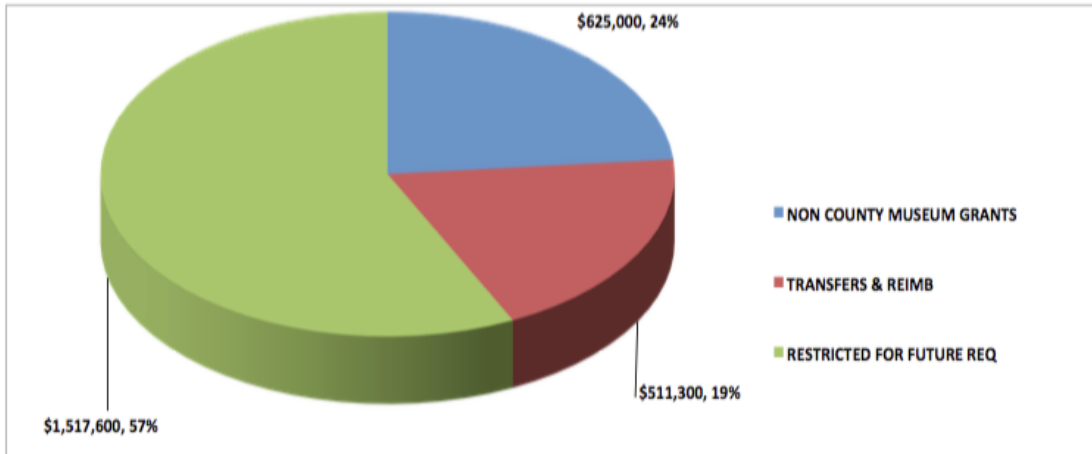
\$14,250
\$13,900
\$16,060
\$1,500
\$200
\$5,750
\$14,862
\$66,722



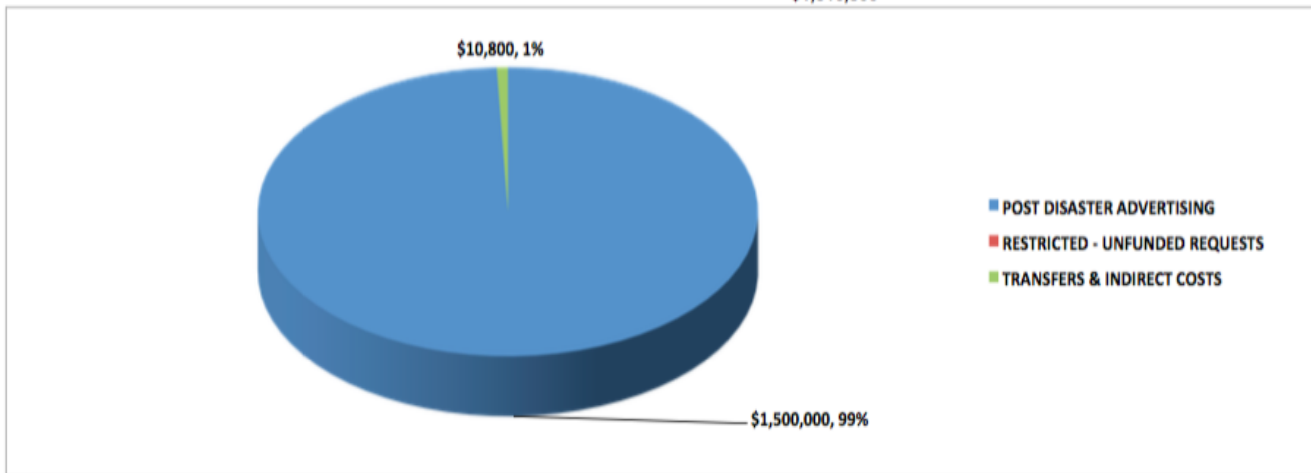
SPORTS MARKETING	FY 18	FY 17	FY 16	FY 15	FY 14	FY 13
	Fund 184/194*	Fund 184/194*	Fund 184/194*	Fund 184/194*	Fund 184/194*	FUND 184/194*
Media & Web Advertising	\$ 555,000.00	\$185,000	\$395,000	\$25,000	\$25,000	\$16,000
Production	\$ 20,000.00	\$20,000	\$15,000	\$14,000	\$15,000	\$11,000
Web site & Social Media Support	\$ 30,000.00	\$30,000	\$9,100	\$9,100	\$5,000	\$10,000
interns- Job Bank	\$ 15,600.00	\$15,600	\$0	\$54,000	\$45,000	\$52,000
Contract Labor Event Assistance	\$ 10,000.00	\$71,560	\$15,000			
Contract/Intern Positions-FBU Support	\$ -	\$0	\$15,000	\$1,000	\$0	\$0
Travel -Trade Shows & Conferences	\$ 60,000.00	\$60,000	\$25,000	\$18,450	\$10,000	\$8,400
Memberships *	\$ 8,000.00	\$8,000	\$2,300	\$2,300	\$1,800	\$1,800
Registrations	\$ 33,000.00	\$33,000	\$21,250	\$14,795	\$1,300	\$4,600
Promo Products	\$ 30,000.00	\$20,000	\$15,000	\$6,000	\$3,000	\$2,500
Site Visits	\$ 20,000.00	\$20,000	\$10,000	\$1,000		
Bid Fees/Sponsorships	\$ 20,000.00	\$20,000	\$15,000	\$12,000	\$12,000	
Sponsorships	\$ 30,000.00	\$30,000	\$15,000			
Cat. B Sports Event Grants	\$ 200,000.00	\$175,000	\$75,000	\$100,000	\$25,000	\$25,000
Training *	\$ 1,600.00	\$1,600	\$0	\$1,000		
Marketing Banners/Event Signs	\$ 4,000.00	\$4,000	\$2,000	\$3,500		
Major Event Expense Support	\$ 345,000.00	\$155,000	\$50,000	\$36,000		
Parks & Rec Support -Equip & Overtime	\$ 100,000.00	\$100,000				
TOTAL SPORTS MARKETING	\$1,482,200.00	\$948,760	\$679,650	\$298,145	\$143,100	\$131,300
ADVERTISING/PROD	\$ 575,000.00					
REGISTRATIONS	\$ 33,000.00					
TRAVEL	\$ 60,000.00					
CONTRACT LABOR-EVENTS	\$ 10,000.00					
SPONSORSHIPS	\$ 30,000.00					
PROMOTIONS/SITES	\$ 50,000.00					
EVENT SUPPORT/GRANTS	\$ 649,000.00					
OPERATING	\$ 75,200.00					



MUSEUM GRANTS - C-2 (Non-County Owned/Operated)	FY 18 Fund 193	FY 17 Fund 193	FY 16 Fund 193	FY 15 Fund 193	FY 14 Fund 193	FY 13 FUND 193	FY 12 FUND 193
Children's Museum	\$125,000	\$111,176	\$0	\$100,000	\$0	\$0	\$100,000
Holocaust Museum	\$0	\$0	\$40,000	\$50,000	\$20,000	\$50,000	30,000
Naples Art Assoc	\$0	\$0	\$0	\$0	\$20,000	\$60,000	35,000
Naples Botanical Garden	\$200,000	\$150,000	\$0	\$0	\$0	\$0	75,000
Artis-Naples, Inc	\$200,000	\$150,000	\$0	\$0	\$0	\$25,000	0
Naples Zoo	\$100,000						
Contingency	\$0	\$13,824					
TOTAL MUSEUM GRANTS	\$625,000	\$425,000	\$40,000	\$150,000	\$341,600	\$315,500	\$287,300
Carry forward	\$0	\$0		\$900,300	\$282,800	\$0	\$0
Indirect Cost Reimbursements	\$700	\$1,800	\$700	\$1,400	\$2,000	\$800	\$1,200
Restricted for Future Requests	\$1,517,600	\$2,082,400	\$1,724,600	\$229,600	\$301,600	\$180,500	47,300
Transfer to Tax Collector	\$10,600	\$10,500	\$9,300	\$8,600	\$8,600	\$8,600	\$7,800
Transfer to Fund 184	\$500,000	\$2,094,700					
TOTAL C-2 GRANT FUND	\$2,653,900	\$2,519,700	\$1,774,600	\$1,289,900	\$635,000	\$324,900	\$296,300
NON COUNTY MUSEUM GRANTS		\$625,000					
TRANSFERS & REIMB		\$511,300					
RESTRICTED FOR FUTURE REQ		\$1,517,600					
		\$2,653,900					



EMERGENCY ADVERTISING RESERVE - FUND 196	FY 18	FY 17	FY 16	FY 15	FY 14	FY 13
Post Disaster Advertising	\$1,500,000	\$500,000	\$1,500,000	\$500,000	\$500,000	
Group Incentives- Operating Expenses to 184	\$0	\$0	\$0	\$268,100	\$95,800	\$317,900
Indirect Costs	\$300	\$300	\$100	\$2,600	\$2,100	\$3,000
Restricted for Unfunded Requests	\$0	\$263,900	\$1,764,200	\$0	\$0	\$0
Carry forward- Reserve		\$0	\$0	\$0	\$192,600	\$1,000,000
Transfer from Fund 194 Reserves-FY End		\$0	\$0	\$0	\$0	
Transfer to 184 -Promos	\$10,500	\$12,000	\$12,000	\$3,300		
TOTAL	\$1,510,800	\$776,200	\$3,276,300	\$774,000	\$790,500	\$1,320,900
POST DISASTER ADVERTISING		\$1,500,000				
RESTRICTED - UNFUNDED REQUESTS		\$0				
TRANSFERS & INDIRECT COSTS		\$10,800				
		\$1,510,800				



CAPITAL PROJECTS FUND 758	FY 18
---------------------------	-------

Amateur Sports Complex	\$3,673,400
Artificial Turf Conversion-NCRP	\$1,980,000
Naples Depot Baggage Car Conversion	\$600,000
Indirect Costs	\$0
Transfer to Tax Collector	\$79,000
TOTAL	\$6,332,400

