

## **TDC EXECUTIVE SUMMARY**

**Review and make recommendation to the Board of County Commissioners to approve the Fiscal Year 2013 Strategic Plan for the Naples Marco Island, Everglades Convention & Visitors Bureau (CVB)**

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**OBJECTIVE:** Review the strategic plan for the destination for FY 13 commencing October 1, 2012.

**CONSIDERATIONS:** During 2012, the CVB conducted meetings with its marketing partners at bi-monthly Advisory Roundtables, a meeting with the major hotels, a strategic retreat and face to face meetings with hotel sales and marketing managers to gather information on marketing the destination. The CVB also sponsors an annual co-op marketing program to offer special cost offerings to partners for the many advertising and trade show opportunities available for the coming year. The data collected from all of these sources is analyzed and compiled into the long range strategic plan for the destination, and a one year marketing plan to promote the destination. These meetings have laid the groundwork for a strategic plan for the TDC to review.

This plan outline was presented to the Collier County Lodging and Tourism Alliance board and to the major hotel General Managers on September 21 for their input. The attached pages are the Executive Summary of the full strategic plan for marketing Collier County worldwide as a tourism destination of choice in 2013. Upon final approval of the plan by the Board of County Commissioners in October, the entire plan will be put on our website and offered on flash drives to the Collier tourism industry.

**FISCAL IMPACT:** The projected marketing budget to support this strategic plan is \$2.3 million in projected tourist tax revenue collected monthly including approximately \$200,000 from interest earned on tourist tax revenues in FY 12. These funds are in the recommended Tourism Department budget for FY 13.

**GROWTH MANAGEMENT IMPACT:** There is no impact to the Growth Management Plan related to this action.

**RECOMMENDATION:** Review and make recommendation to the Board of County Commissioners to approve the Fiscal Year 2013 Strategic Plan for the Naples Marco Island, Everglades Convention & Visitors Bureau (CVB).

**SUBMITTED BY:** Jack Wert, Tourism Director

**TDC MEETING DATE:** 9-24-12



# 2013 Strategic Plan Draft To Tourist Development Council Sept. 24, 2012



# Strategic Planning Process

- **Bi Monthly Advisory Roundtables in 2012**
- **May 31 Meeting with Hotel GM's/DOSM's**
- **July 31 Annual Strategic Planning Retreat**
- **Sept. 21 Meeting with Hotel GM's/DOSM's**
- **Sept. 24 Draft Plan to TDC**
- **Oct. 9 Final Plan to County Commission**

# Input from May 31 Hotelier Meeting

- 11 Hotel Representatives Attended
- Six hotels responded with plan input
- Input has been added to the plan input from the Strategic Planning Retreat on July 31

# Input From Hotel Sales Teams

- 8 Hotel Sales Staff Meetings- Large & small properties with our sales staff
- 2 Meetings with Attraction Partners with our sales staff
- Input included in Strategic Plan draft

## STRATEGIC RETREAT: July 31 OVERVIEW

- 44 attendees
- Hotels/Resorts:
  - The Naples Beach Hotel & Golf Club
  - LaPlaya Beach & Golf Resort
  - Marco Beach Ocean Resort
  - Hilton Naples
  - Hawthorn Suite by Wyndham
  - Inn on Fifth
  - SunStream Hotels & Resorts
  - Lemon Tree

Other partner attendees included:

- Marco Island Chamber
- Naples Chamber of Commerce
- Seminole Casino
- Naples Airport Authority

- Everglades Area Tours
- United Arts Council
- Pure Naples
- Bay Colony Golf Club

## **Current Target Markets:**

Year-round: Florida

Winter: Northeastern U.S. with Direct Flights

- Boston, New York, Pittsburgh
- Midwest
  - Chicago, Minneapolis
- Atlanta
- California
- Canada (Toronto)

## **Markets to Consider in the Future:**

- Southern California- San Diego
- Tallahassee (Florida Associations)
- DC (National Associations)
- Denver
- Texas
- Direct Air Service Cities – Minneapolis, Indianapolis, Columbus, St. Louis

## Target Industries:

- Medical Conventions and Manufacturers
- Manufacturing (Atlanta, Tennessee)
- Auto Industries
- Banking (TD bank bringing 600 people)
- Incentive Travel
- Fortune 500 companies
- Colleges and University Alumni
- Aeronautical
- Technical Companies
- Corporate Parks

## Tradeshows:

- Incentive Works
- Springtime in the Park
- IMEX
- Meetings Incentives Forum
- One or two major shows
  - create more impact – make a “big splash”



## Media Considerations:

- Important to develop a good Meeting Planner database
- Promote and partner with Naples Municipal & Marco Airports
  - Perfect for high-end meetings
  - Target Corporations flying in
- CVB should conduct Planner Webinars

## Social Media:

- Most partners feel social media is important, but they have difficulty measuring its effectiveness
- Planner Testimonials are very important
- Creating a Meeting Facebook page would be very helpful

## Digital Media:

- The new app being developed for meeting attendees was well received. Partners feel CVB needs to demonstrate that it's on the leading edge of technology and innovation.

## Other Input:

- Smaller properties benefit when larger hotels attract group business to area
- Planner FAM trips very beneficial to the area
- Out of Market Sales Missions very effective
- RFP Funding Enhancements are key to closing business
- Film makers are a great target audience
  - Stay a long time- spend a lot in community
  - Great potential for Latin American film crews (now filming in Miami)
  - A tax incentive would be a great draw

## **What Attracts Leisure Travelers to our area?**

- The luxurious “lifestyle” - upscale destination with unmatched amenities
- Shopping
- Dining
- The Everglades (Everglades National Park)
- Biking (complimentary bikes very popular)
- Europeans want more than lying on the beach – they want to be active and experience and learn about the destination

## **Collier as a Dining Destination:**

- Collier has great, one-of-a kind restaurants
- Terrific angle to build both leisure and group visitation
  - Turn local chefs into celebrities
  - The Ritz-Carlton has their chefs on Facebook every month
  - Support with PR, online videos

# LEISURE

## **Current Geographic Target Markets:**

Year-round: Florida (Miami/Ft. Lauderdale, Palm Beach, Orlando, St. Pete)

Winter: Northeastern & Midwest U.S.

- Boston, New York, Chicago
- Canada (Toronto)

## **Markets to Consider in the Future:**

- Southern California
- Tennessee
- Denver
- Texas/ Houston (High-income areas)
- Atlanta

## **Booking Windows:**

- International ranges from 3 months to 1 year (longer stays)
- Hotels get some walk-in business, but not much anymore

# LEISURE

## **Current Ethnic & International Audiences:**

- UK, Germany
- Latin America:
  - Numbers up – but still not large numbers
    - Boston, New York, Chicago ethnic populations
- Canada
  - Toronto

## **Ethnic & International Audiences to Target in the Future:**

- Brazil
- China
- Japan
- LGBT (Lesbian, Gay, Bisexual, Transgender)

# LEISURE

## **Current Media Utilized:**

- Online advertising & promotions
- Florida- Miami on-line media has performed well
- Northern Markets: Boston, New York, Chicago

## **Media to Consider in the Future:**

- City magazines in target markets
- In-flight magazines on direct service airlines

## **Social Media:**

- Most partners feel social media is important – but have difficulty measuring its effectiveness
- CVB should develop more video content
- Need more photography to post on popular sites (Pinterest, etc.)

# LEISURE

## Digital Media:

- Content creation is key – blogging and video both important
- Retargeting has worked well- Partners would be interested in participating in CVB's efforts
- Facebook and Twitter sites for CVB are working well
  - Partners do not feel need for Spanish language accounts as yet
- Trip Advisor regular postings (weekly) & interaction with posters

# LEISURE

## Co-op Marketing:

- Partners need to be kept informed on a regular basis, year-round on co-op offerings available
- Open up co-op opportunities on a more frequent basis
- Let partners know the rationale behind the selection of each co-op opportunity – how they have performed in the past, etc.
- Use e-Newsletters to target niche markets: (golf, boating, fishing, weddings, dining, etc.)

## Promotions:

- Offer major prize packages (\$10,000 value) to game shows (Wheel of Fortune, Regis & Kelly, etc.)
- Airline promotions (Gate giveaways for JetBlue, Southwest, etc.)
- Facebook promotions
- Partner with photo shoots (Estee Lauder, Mercedes, etc.)



## Special & Signature Events:

- Most partners feel it will not be cost-effective for CVB to produce a signature event – better to promote & expand existing events
- Consider working with American Express (*Food & Wine, Travel + Leisure, Departures, etc.*) to handle all aspects of a new event
- Consider Concours d'Elegance Car Show
- There are already too many events happening on weekends
  - too much competition cannibalizes attendance at each event
- Best to promote shoulder-season events
- Sports Events to consider: windsurfing, volleyball, horseshoes
- Existing events to expand and support include:
  - Promote and expand Stone Crab Festival in October
  - Shark Shootout, LPGA, Ace Classic
  - Celebrate the Arts Month
- The CVB should market at Art Basel in Miami (perfect audience for Collier)
  - Guerilla marketing tactics during the event- Miami Airport arrivals
  - Create/expand event before or after Art Basel to draw attendees

# Special Events Research

- **Timing of events is best in shoulder periods**
- **Stone Crab Festival**
  - **Assisting 2012 Festival with Sept. Promotion**
- **Culinary Festival (Wine & Food)**
  - **Met with national turn-key event promoter -\$150K up front**
  - **Met with American Express Food & Wine Promotion Manager- proposal pending**
- **Offshore Boat Race**
  - **Met with Sarasota/Key West promoter. Cost is prohibitive at this time- \$150 K cash up front**
- **Professional Golf Events- Sponsoring 3 events**
  - **LPGA Event- media buy**
  - **Shark Shootout- media buy**
  - **Ace Classic- media buy**

## LEISURE

### **Public Relations:**

- CVB should participate in travel blogger tradeshow (TBEX)
- CVB should develop travel blogger FAMs
- Partnering with popular game and reality shows is very expensive (\$150 - \$300 thousand – with upwards of 600 room night commitments)
- Consider attracting shows like House Hunters, Million Dollar Listing, etc.
- Partners believe that NYC media events, press trips and desk-side press visits are all important to the destination
- Great PR opportunities exist with:
  - High-end chef event/profiles
  - Swamp buggy races
  - Stone Crab and Panther Festivals

## LEISURE

### **New Marketing Tactics Suggestions:**

- “Smart Content”
  - Delivers relevant content based on visitor location/demographics/behavior
- Internet Access TV
  - Destination video programming using Roku
- Destination Podcasts
  - Series of Podcasts
  - Celebrity Podcasts
- Position Collier as a Dining Destination
  - Consistently one of the top reasons for visitation to the area
  - Great PR opportunity
- Cause-related Marketing- Social Responsibility
  - Collective effort to support a particular charity
  - Save the Everglades might be good destination cause

# Additional Suggestions

- **CVB (Tourism Dept.) needs additional staff**
  - **Additional Sales Manager**
  - **Full time Sports Coordinator**
  - **Additional fiscal support for contracts/grants**
  - **Social media specialist**

# Measuring Effectiveness

- **Group**
  - RFP's generated and RFP's going **Definite**
  - **Growth of group room nights**
- **Leisure**
  - **Tourist Tax Revenue**
  - **Occupancy**
  - **Economic Impact & tax revenue to our local economy**

## FY 2013 MEDIA OBJECTIVES

### Primary Media Objectives:

- Maximize message exposure among key audience segments
- Employ a media mix that will efficiently produce the highest possible ROI

### Secondary Objectives:

- Increase exposure for local events
- Strengthen expenditures – and exposure against the Group market
- Increase visibility in the Canadian market
- Continue support against niche markets (Golf, Dining, Bridal and Eco-tourism)

# FY 2013 MEDIA STRATEGIES

## Group

1. Target corporate, association and third-party planners in key feeder markets with direct air service
2. Investigate targeting corporate Influencers directly
3. Use integrated media to increase reach, frequency and inquiry
4. Utilize eNewsletters to target specific planners and businesses identified as “key opportunities”
5. Provide marketing support to key trade shows



# FY 2013 MEDIA TACTICS

## Group

### Online/Print:

- Concentrate efforts against major vertical online sites as well as vertical publications aimed at corporate meeting professionals

### Online/Interactive:

- Use non-traditional media units with proven delivery results to reach key groups of meeting professionals who are hard to capture through traditional media

# FY 2013 MEDIA TACTICS

## Group

- Trade Show/Event Marketing:
- Utilize cable television and/or direct mail in advance of specific trade shows throughout the year
  - e-Newsletters:
    - Supplement Meetings eScapes mailings with highly targeted lists in order to expand awareness, increase leads and grow database

# FY 2013 MEDIA STRATEGIES

## Leisure

1. Concentrate efforts against audiences that have shown the highest probability of response
2. Utilize cooperative partner programs to strengthen message and stretch budgets
3. Integrate video content with key leisure/niche initiatives
4. Align media messaging in support of key in-market initiatives

# FY 2013 MEDIA STRATEGIES

## Leisure

5. Increase emphasis on Golf and Dining during key travel periods
6. Sponsor major golf events (LPGA, Shark Shoot-Out and Ace Group Classic)
7. Support to key local “foodie” events (such as Stone Crab Festival)
8. Investigate launching spring/summer Food & Wine event
9. Consider partnering with major travel media (American Express, etc.)

# FY 2013 MEDIA TACTICS

## Leisure

1. Use cable television to kick-off campaign periods
2. Incorporate SpotXChange (online video) and online advertising to extend campaign period, increase frequency, drive website inquiry and strengthen ROI
3. Reduce consumer magazines to only key publications
4. Expand integration of online, mobile, digital/social and partner participation
5. Utilize key vertical magazines to reach specific niche audiences.
6. Take advantage of VISIT FLORIDA opportunities when appropriate

# FY 2013 MEDIA TACTICS

## Leisure

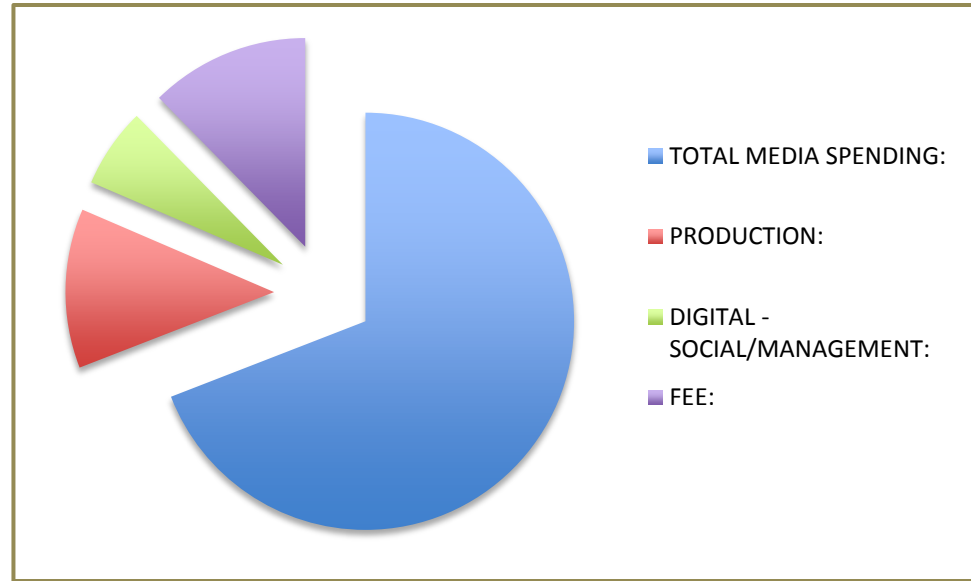
7. Consider targeted mall and/or airport advertising to increase visibility at a minimal cost during key timeframe/markets
8. Use customized e-Newsletters as a primary communication for specific targets and niche markets. Promote special offers and other information from partners
9. Work with a high-end luxury credit card (American Express or Black MasterCard) to develop a direct mail program that will provide a qualified upscale list of prospects in major feeder markets.

# FY 2013 MEDIA TACTICS

## Leisure: International

1. Continue Tour Operator co-op initiatives in the United Kingdom and Germany
2. Increase efforts in Canada (especially Toronto).  
Consider exposure at Toronto International Airport

# FY 2013 MEDIA SPENDING OVERVIEW



<b>TOTAL MEDIA SPENDING:</b>	<b>\$1,677,690.46</b>
<b>PRODUCTION:</b>	<b>\$250,000.00</b>
<b>DIGITAL - SOCIAL/MANAGEMENT:</b>	<b>\$200,000.00</b>
<b>FEE:</b>	<b>\$300,000.00</b>



# Budget Allocations

- Group Market 40%
- Leisure Market 60%





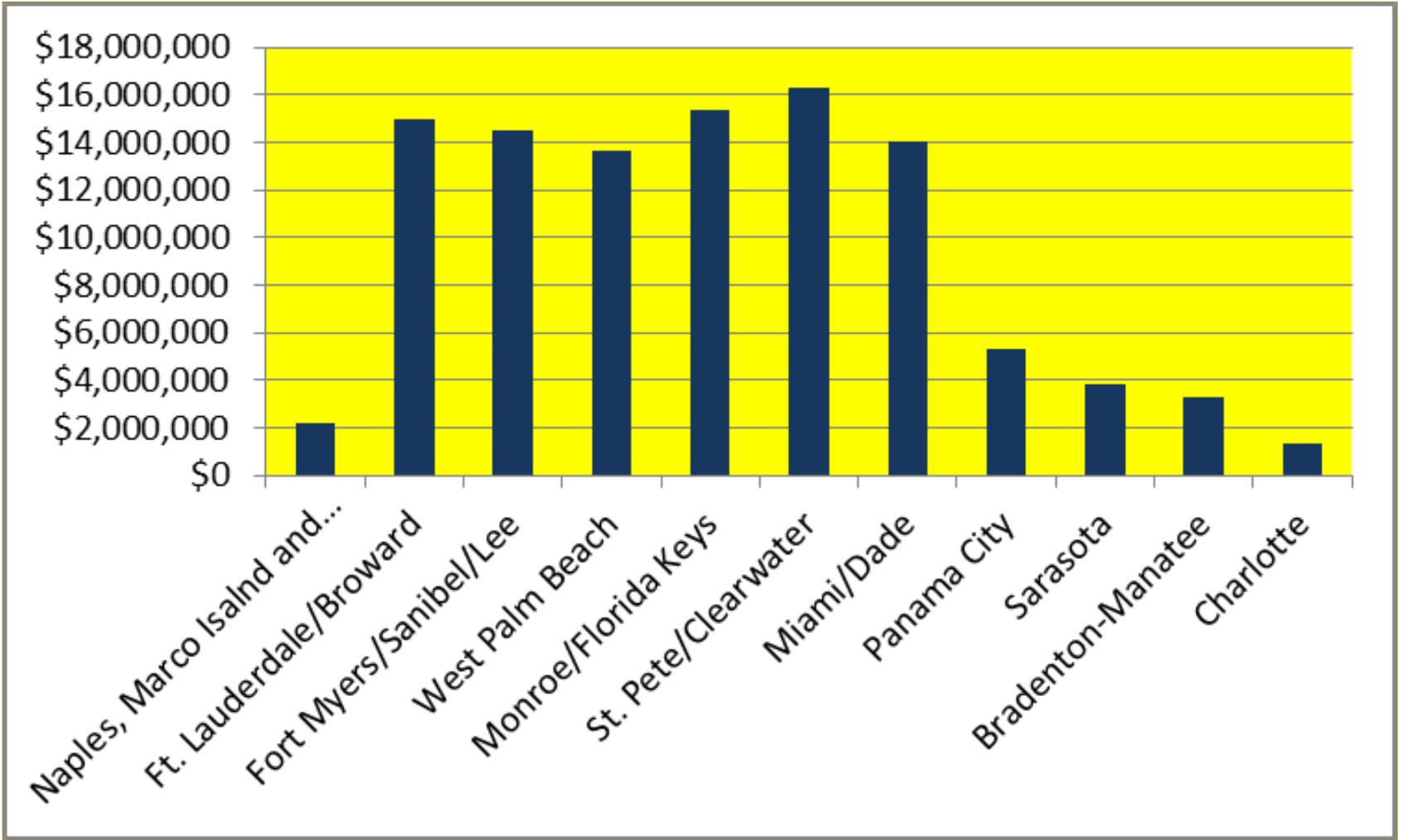






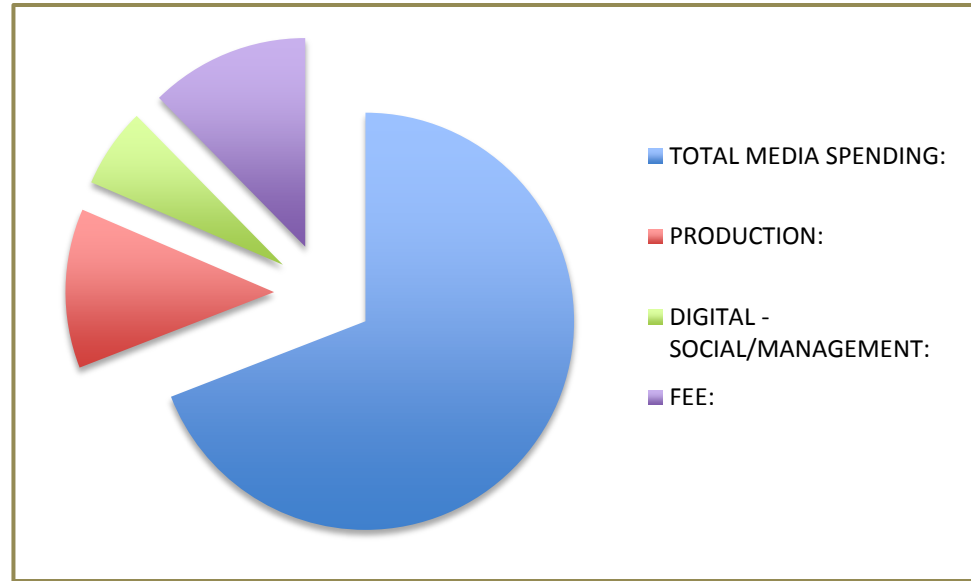


# COMPETITIVE SPENDING LEVEL COMPARISON





# FY 2013 BUDGET SPENDING OVERVIEW



<b>TOTAL MEDIA SPENDING:</b>	<b>\$1,677,690.46</b>
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# Questions?

