

*Reno-Sparks Convention and Visitors Authority  
2008-09 Marketing and Sales Plan*

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## Introduction

The 2008-2009 fiscal year will mark the second full year the RSCVA strategic plan has been in effect. Developed to serve as a roadmap to guide the organization for the next three to five years, the comprehensive plan focuses the organization's efforts on the most important aspects of achieving success for Reno-Tahoe's tourism industry.

The six overarching planks of the plan include:

- Increase Convention Sales and Marketing
- Increase Tourism Sales and Marketing
- Implement Special Events Philosophy and Funding
- Efficiently Manage Assets
- Develop Capital Improvement Program
- Address Average Daily Rate

The marketing plan highlights the efforts of the RSCVA sales and marketing teams to achieve measured results for each of the key initiatives outlined above. Staff has made a concerted effort to continue focusing on programs that have demonstrated a track record of success and new initiatives that have the greatest likelihood of advancing tourism and convention sales goals.

In the 2008-2009 fiscal year, the RSCVA will embark on several new research initiatives designed to provide insight into the strategies to grow the number of visitors to our region.

Given the current volatility of the U.S. economy, the next 12-18 months are sure to present challenges for the travel industry. Competition will be fierce for a likely decreasing number of group and leisure travelers. The RSCVA is focused on aligning resources and providing insight for its stakeholders on the key initiatives that will not only allow the region to weather these times, but seize on the opportunities to grow as one of the premier destinations in the west.

Sincerely,

Ellen Oppenheim, President and CEO

## **RSCVA Mission, Vision, Values and Brand**

### **RSCVA Mission**

The mission of the RSCVA is to attract overnight visitors to Reno-Tahoe lodging properties through tourism marketing, convention sales and facility operations, featuring local amenities, attractions and events; thereby enhancing the economic benefit and quality of life for northern Nevada.

### **RSCVA Vision Statement**

The vision for Reno-Tahoe is to be a premier year-round, western destination for leisure and group/convention travelers.

### **RSCVA Values Statement:**

In all our relationships we demonstrate a commitment to the following values:

#### **RSCVA Values:**

##### **Integrity**

We demand of ourselves and others the highest ethical standards by always taking the high road, by demonstrating personal responsibility to treat people with respect and trust, and by honoring our commitments.

##### **Leadership**

By living the mission and vision of the organization, we inspire enthusiasm, belief, accountability and commitment.

##### **People**

Recognizing that people in all their diversity are the cornerstone of our success, we value and respect our individual team members and are committed to improving their knowledge, skills and abilities.

##### **Teamwork**

We recognize that our strength and competitive advantage derives from the collaboration and cooperation of our team members, partners, community and customers.

##### **Customers**

We commit to exceeding the expectations of our customers and constantly focus on customer satisfaction.

### **Brand Statement:**

- Reno-Tahoe, America's Adventure Place

## SWOT Analysis

### CONVENTION COMPETITIVE CITIES\*

	Total Airport Passengers  (2007 Stats**)	Total #Rooms In Metro Area  (Smith Travel)	Largest Single Facility Exhibit GSF  (From Facility Website)	ADR Year Ended Dec. 2007  (Smith Travel Unless Otherwise Noted)
Denver	49,863,389	37,996	584,000	\$99.21
Las Vegas****	47,595,140	136,000	1,940,000	\$132.09
Phoenix	42,197,080	53,366	***305,000	\$120.54
Salt Lake City/Ogden	31,296,628	19,527	510,600	\$89.47
San Diego	22,029,488	54,856	819,815	\$138.89
Seattle	18,326,761	37,582	205,700	\$122.22
Portland	14,078,873	24,197	255,000	\$94.27
Sacramento	10,770,000	23,138	134,000	\$100.13
San Jose/Santa Cruz	10,658,389	29,073	143,000	\$118.94
Albuquerque	6,667,390	16,864	272,746	\$73.21
<b>Reno-Tahoe</b>	<b>5,043,964</b>	<b>***** 23,006</b>	<b>385,000</b>	<b>***** \$79.74</b>
Tucson	4,429,905	15,655	147,690	\$100.95

\* Ordered by rank of total airport passengers served in 2007

\*\* Information from Reno-Tahoe Airport Authority

\*\*\* Phoenix is going through renovations and additions that will triple the size of its facility

\*\*\*\* Las Vegas information is provided by the LVCVA

\*\*\*\*\* Information from RSCVA Room Tax Department

### LEISURE COMPETITIVE CITIES

#### Drive Markets

- Napa/Sonoma, CA
- Mendocino, CA
- Monterey Bay/Carmel, CA
- Santa Cruz, CA
- Yosemite/Mammoth, CA

#### Fly Markets

- Las Vegas, NV
- San Diego, CA
- Seattle, WA
- Portland, OR
- Salt Lake City, UT
- Phoenix, AZ
- Coastal Los Angeles/Santa Barbara, CA

## Strengths

- Affordable/Value destination
- Business friendly regulatory environment with strong regional logistic capabilities
- Concentration of downtown Reno hotel-casino properties
- Easily accessible airport with great air service relative to regional population
- Emerging arts, culture, and heritage product
- Excellent public assembly facilities
- Favorable tax structure and business-friendly environment
- Free shuttle service to most hotel properties from airport
- Improving product with recent investment in hotels, meeting venues and opening of new attractions throughout the destination
- I-80 corridor access
- Lake Tahoe
- Lodging inventory (20,000 rooms)
- Moderate cost of living
- Nevada-style gaming
- Proximity to California
- Quality lifestyle
- Reno and Sparks redevelopment progress
- RSCVA owns and/or operates diverse facilities able to host myriad events
- Special events
- Top-name entertainment
- University community
- Year-round unlimited outdoor recreation

## Weaknesses

- Destination perception
- Gaming-driven marketplace, limited revenue diversification
- Lack of capital for the Reno Sparks Livestock Events Center (RSLEC) to renovate and upgrade
- Lack of nationally recognized, full-service, business hotel brands for convention use
- Limited mass public transportation for group and business visitors
- Limited number of committable hotel rooms and amenities within walking distance of Reno-Sparks Convention Center (RSCC)
- Perception of limited air service vs. competitive cities
- RSCVA dependence on tax revenue
- Small base of convention business
- Trend of declining cash occupancy
- Unconventional room rate pricing strategy versus competition

## **Opportunities**

- Continue to improve consensus building and regional cooperation
- Continue to increase average daily rate
- Continued region-wide redevelopment and reinvestment
- Develop new non-stop air service to key markets
- Evaluate future option to expand at RSCC
- Expand convention and group business as a component of overall business mix
- Expand special events season
- Growing shopping and outdoor retail opportunities
- Improve destination image
- Improve service and strengthen culture of hospitality
- Improve the corridor and the access between downtown and the RSCC
- Improvements on the Truckee River corridor
- Increase hotel inventory within walking distance of RSCC
- Increase international tourism, in light of the relative value of U.S. dollar versus other currencies
- Increasing acceptance of gaming
- Leverage affordability of destination (especially during tight economy)

## **Threats**

- Construction interruptions
- Decreasing availability of qualified workers
- Economy and rising fuel costs impact on airlines, travel patterns, and ability/willingness to reinvest
- Growing competition from first- and second-tier cities to attract meeting, convention, tradeshow and special event business
- Lack of cooperation and not working well with our stakeholders
- Loss of existing air service, and a lack of growth of new air service to key feeder markets
- Proliferation of gaming world-wide, the expansion of California Tribal Gaming and Internet gaming
- Tightening municipal, county and state budgets
- Winter weather conditions over key mountain passes during peak travel times

## Executive Summary and Strategic Plan Overview

The 2008-2009 fiscal year is the second year of the Reno-Sparks Convention & Visitors Authority (RSCVA) 5-Year Strategic Plan. This marketing and sales plan looks in depth at the strategies and tactics currently underway and new initiatives geared toward achieving the ambitious organizational goals.

Four planks of the RSCVA Strategic Plan focus on strategies that are the direct and indirect responsibility of the Sales and Marketing departments. Those four focus areas are as follows with the key measurements for each plank, or priority area of the overall plan:

**Increase Convention Sales and Marketing – The top priority is to sell the destination as a place for conventions, tradeshow and meetings, while leveraging the group facility assets to book maximum lodging property room nights.**

### 2008-2009 KEY MEASUREMENTS:

1. Achieve or exceed annual convention sales department goals at the Reno-Sparks Convention Center (RSCC), Reno Events Center (REC), Reno-Sparks Livestock Events Center (RSLEC) and National Bowling Stadium (NBS) of 364,100 room nights.
2. Have at least one major citywide convention a month for a total of 12 in 2008-2009 fiscal year
3. Continue to build convention and tradeshow occupancy of the convention center in the 2008-2009 fiscal year to 12.5 points below the national average.

**Increase Tourism Sales and Marketing – Increase individual traveler and group traveler business for Reno-Tahoe by marketing regionally, nationally and internationally.**

### 2008-2009 KEY MEASUREMENT:

1. Achieve or exceed Tourism Sales goals of 601,152 room nights.

**Special Events Philosophy & Funding -Develop and implement a reasonable special events philosophy and funding system that ties to increasing room nights, Average Daily Rate (ADR) and/or measurably increases brand awareness and propensity to visit Reno-Tahoe.**

### 2008-2009 KEY MEASUREMENTS:

1. Establish a tracking mechanism to measure the room nights associated with RSCVA-funded special events
2. Achieve a minimum 200% Return On Investment (ROI) for all RSCVA-funded events

**Address Average Daily Rate** – Act as a catalyst and create and foster a destination-wide revenue management culture by providing stakeholders with tools, education, and incentives that promote growth in Average Daily Rate (ADR), Revenue Per Available Room (RevPAR) and RSCVA resources.

**2008-2009 KEY MEASUREMENT:**

1. RSCVA to create market awareness and demand that will enable lodging properties to make decisions to allow the annual ADR to reach \$80.06 by the end of the 2008-2009 fiscal year, an 8 percent increase over the forecast ADR from the 2007-2008 fiscal year.

The RSCVA organizes marketing and sales efforts into three integrated departments with the following responsibilities:

- **Convention Sales-** Develops leads and helps close business to utilize hotels and RSCVA facilities for conventions, exhibits, trade shows, corporate meetings, incentive programs, association activities and special events.
- **Tourism Sales-** Promotes Reno-Tahoe as a four-season, resort, recreation and meeting destination to travel agents, online wholesalers, tour operators, motor coach operators, airlines and consumers.
- **Marketing-** Supports the sales efforts of the RSCVA and acts as the steward of the Reno-Tahoe, America's Adventure Place brand. Activities include advertising, research, promotion, Internet marketing, visitor services and public relations. Marketing efforts are efforts focused on existing customers, maintaining key feeder markets, growing overall visitation and developing new geographic markets. The Marketing department also administers the RSCVA Special Events funding program

The remainder of this plan organizes and explains the more detailed marketing and sales objectives for each department in the 2008-2009 fiscal year in support of each plank of the RSCVA Strategic Plan.

## Market Research Overview

The 2008-2009 fiscal year opens on a challenging note for the entire U.S. travel and hospitality industry. The weakening economy dominates headlines and resonates with consumers across all key segments as they determine where to travel, hold a convention, or whether to carry through with plans to visit family and friends in the coming year. Travel in 2007 was marked by high gas prices, new passport rules, and record low strength of the dollar against other currency. And 2008 presents similar challenges: record-high fuel prices, airline bankruptcies, the mortgage crunch, reports of declining intent to travel and the dollar's continued decline in value worldwide. These factors and dozens of others are guiding the RSCVA's decisions related to marketing and sales efforts across key segments.

### Leisure Travel

The April 2008 Conference Board Consumer Confidence Index hit 62.5, down dramatically from a level of 105 in August of 2007. The same report showed the percentage of respondents intending to take a vacation over the next six months had fallen to a 30-year low. However, most leading travel experts say consumers will not cancel travel altogether. Instead the current economic climate will drive American consumers to become more cost conscious, decrease the frequency of trips, take shorter trips, and choose destinations closer to home.

The price of gasoline is contributing to the larger overall concerns of an economic slowdown. The national price of a gallon of gas in the middle of June 2008 averaged \$4.08 a gallon according to the U.S. Department of Energy. Many parts of the U.S., including the key feeder markets to Reno-Tahoe, could be paying as much as \$5.00 a gallon during much of 2008 and 2009 as prices continue to climb.

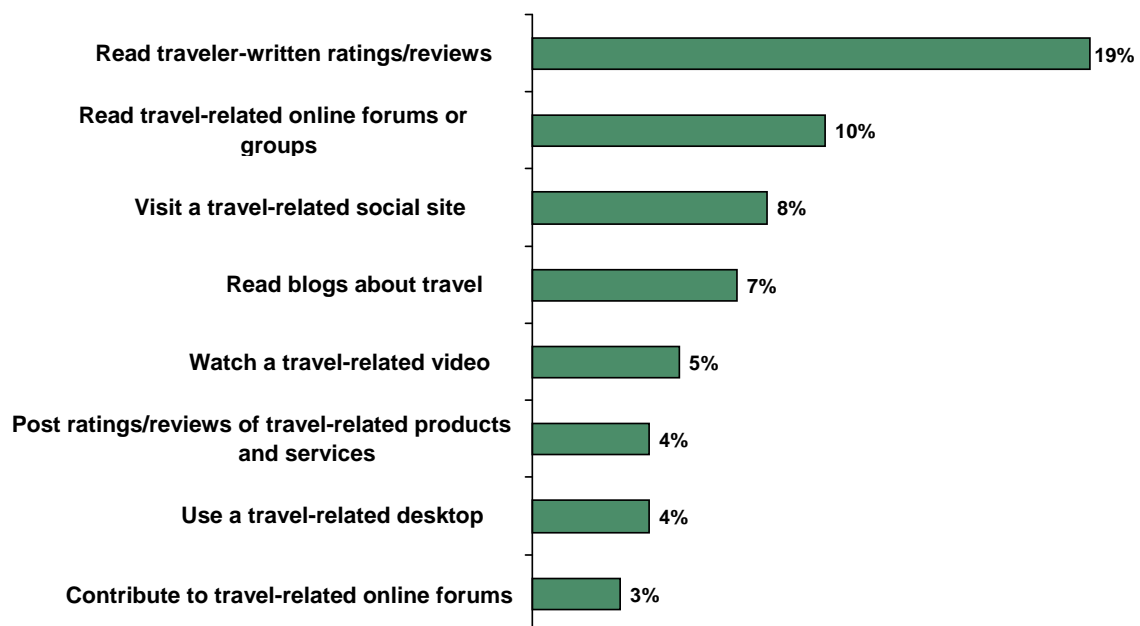
Rising fuel costs have taken a dramatic toll on the airline industry in just the first half of 2008. Aloha Airlines, Skybus, Champion Air, Big Sky Airways and ATA all ceased operations this year. Frontier Airlines recently filed for Chapter 11 bankruptcy protection. Nine of the 10 major U.S. carriers have announced reductions in their domestic systems. Among the 10 largest carriers only Southwest Airlines has announced plans to grow this year, but at a much smaller pace than the company's recent expansion. The rumors of pending shutdowns and mergers loom over the entire industry. The airline crisis is of great concern for the region as Reno-Tahoe strives to maintain existing air service while concerted efforts are made to increase lift from key feeder markets.

Marketing opportunities may arise for Reno-Tahoe in the short-term during these challenging economic conditions. A recent survey by Kayak.com asked 3,800 users of the online travel agent how the struggling U.S. economy has influenced their summer travel plans. Seventy-nine percent of respondents indicated that economic conditions had altered their plans. Still, the same group plans to travel. When asked what was most influential in planning a summer vacation, 41 percent cited cost-related factors including choosing a destination with affordable airfare (18%), and opting for destinations within driving distance (7%). RSCVA Marketing and Public Relations efforts will work to further establish the quality and value that Reno-Tahoe offers for travelers. Another opportunity for the destination is the recent TripAdvisor.com ranking of Lake Tahoe as the top U.S. vacation destination (1<sup>st</sup> in the U.S., 10<sup>th</sup> worldwide) based on the opinions of millions of travelers.

Looking beyond the current state of the economy other factors are affecting marketing efforts to the leisure traveler, notably the increasing prevalence of the Internet for researching and booking travel, as well as the growing influence social media (e.g. TripAdvisor, FaceBook) plays in determining travel behavior.

According to the (YPB&R)/Yankelovich Partners 2007 National Leisure Travel Monitor report, a majority (66%) of leisure travelers who are airline and hotel users now go exclusively to the Internet when planning a future vacation, while 57 percent report making reservations online. These numbers underscore how quickly consumers have embraced this medium since 2000, when only 35 percent of leisure travelers used the Internet to plan travel and just 18 percent actually made a reservation online.

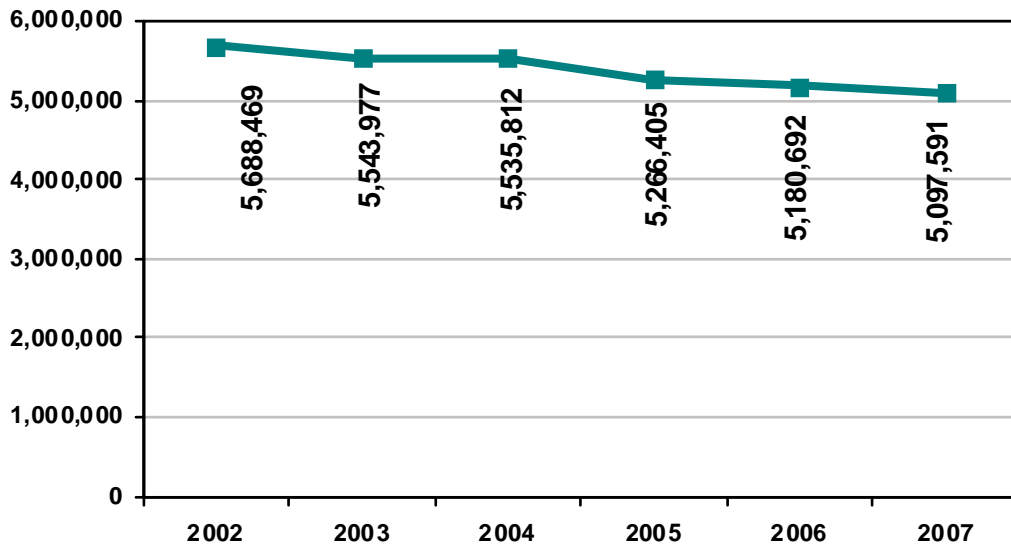
A recent survey by Forrester Research showed how travelers are embracing social media.



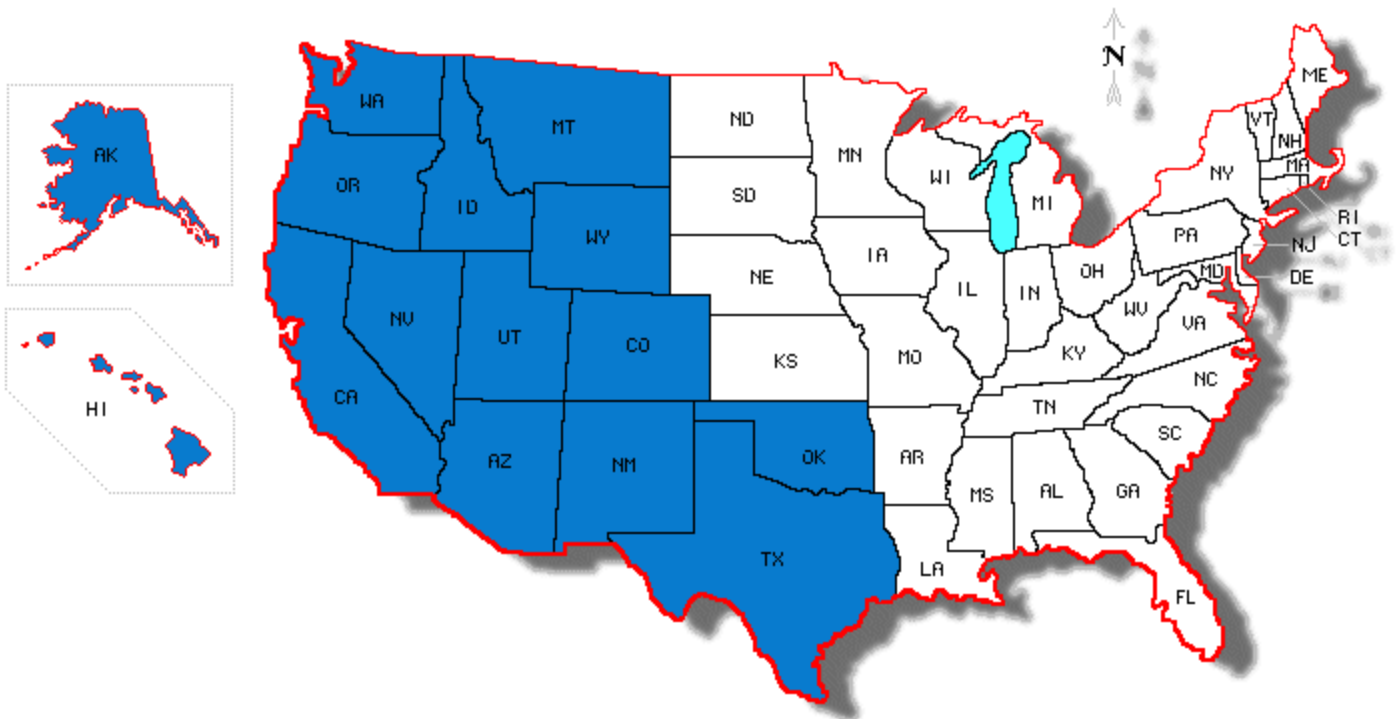
Source: Forrester's North American Technographics Travel Online Survey, Q1 2008 (note: multiple responses accepted)

The 2007 National Leisure Travel Monitor also showed word-of-mouth referrals continue to be the most trusted source of information about travel. More than 80 percent of leisure travelers report extreme confidence in the recommendations of friends and relatives. Online reviews and blogs are increasingly popular sources of information for consumers with four out of 10 leisure travelers saying they read online reviews about hotels and destinations.

The 2007 RSCVA Visitor Profile Study showed visitation remained steady to the Washoe County area at 5.09 million people. This represents a decline of 11 percent when compared to the estimated visitation level in 2002 (5.68 million).



In 2007 California-based visitors (48%) continued to be the major feeder market to the Reno-Tahoe area. Nearly four out of five (79%) visitors came from either California, the Northwest (i.e. AK, HI, OR, WA), the Southwest (i.e., AZ, NM, OK, TX) and Mountain (i.e., CO, ID, MT, NV, UT, WY) regions.



In 2007 79% of all visitors to the Reno-Tahoe area came from the states shaded in blue.

According to the 2007 Visitor Profile study travelers are noticing the continued improvement and reinvestment in the region's tourism infrastructure. Half (52%) of respondents returning to the area said that Reno-Tahoe had improved. A majority of visitors have a strong satisfaction about their

stay in the area. On a five-point scale, 50 percent of visitors rated the overall trip enjoyment as "5" (excellent) and 37 percent rated it as a "4". These factors underscore the importance of including the "Reno Renaissance" message in marketing and sales efforts to spur additional new visitors to the region and encourage lapsed visitors to return and see the dynamic new development underway. These satisfied visitors present a strong word-of-mouth marketing opportunity for Reno-Tahoe.

### Conventions and Meetings

Faced with a weakening economy, more companies are targeting travel and entertainment expenses. Some companies are asking employees to travel more cheaply by booking advanced-purchase airline tickets, using 3- or 4-star hotels or more fuel-efficient rental cars. Others are reducing or replacing travel with Web, phone or audio conferences.

New travel policies and stricter enforcement will cause the average U.S. hotel occupancy rate to fall slightly to 62.6 percent this year vs. 63.2 percent in '07, according to Bjorn Hanson of Price Waterhouse Coopers. Tightening policies will fuel the largest decline in U.S. hotel occupancy since 1999. He feels that corporate profit concerns will cause travel managers to find ways to reduce cost. The primary way to do this is to be careful with spending.

Meeting Professionals International (MPI), which recently released *Future Watch 2008*, the trends study for the meetings industry, concluded there has not been any increase in cancellations or downturn in attendance. However, MPI President and CEO, Bruce MacMillan, sees some delays or decreases – people might hold off making commitments on future meetings. There is also evidence that budgets are being revised. There is some uncertainty, and many planners are hedging their bets.

In February 2008 the National Business Travel Association (NBTA) surveyed members on travel pressure or new directives from upper management. Initial data shows 38 percent of respondents said they were receiving pressure to change travel policies and/or budgets, 38 percent said they were not and 22 percent reported no change.

Mark Woodworth, PKF Hospitality Research president, states a softening of corporate and group travel are the most immediate reaction to the threat of a recession. Woodworth believes this will be seen the first half of this year. PKF has cut its 2008 forecast for RevPAR from 4.5 percent increase to 3 percent. Occupancy levels are now predicted to decline 1.6 percent this year. The average daily rate is expected to increase 4.7 percent this year over 2007. Some planners feel if occupancy and RevPAR decline as projected then rates will fall next year and it will be easier to negotiate for group and convention business.

### Tourism Sales

The current wholesale and leisure market distribution channels for Reno-Tahoe have changed drastically in the past years. Most of the online travel agents' production has flattened and now that distribution channel is used by the consumer to "shop" rates and then book on the individual airline, hotel or attraction's own Web site. Consolidation, as reported recently in TRAVEL

WEEKLY, has become the norm with the traditional tour operators with the takeover of Liberty GoGo by Flight Centre, Delta Vacations becoming a member of the Travel Impressions family and Continental Vacations now a part of MLT. The Reno-Tahoe motor coach segment has also declined due to competition of nearby Native American casinos.

In an effort to react to trends, Tourism Sales has tracked the top producers for the past six years. The average room nights produced by these wholesalers annually is 541,261.

<u>Previous Years</u>	<u>Wholesale</u>	<u>Motor coach</u>	<u>Total</u>
FY 2002/03	418,147	202,737	620,864
FY 2003/04	353,851	169,314	523,165
FY 2004/05	332,083	159,218	491,301*
FY 2005/06	421,290	114,509	535,799
FY 2006/07	486,090	94,684	580,774
FY 2007/08	406,261	89,383	495,644**
<b>6-Year Average</b>	<b>402,954</b>	<b>138,308</b>	<b>541,261</b>

\*FY 2003/04 was a non bowling year

\*\*FY 2007/08 is actual production through March 2008 and outlook for April-June 2008

Tourism Sales in the 2008-2009 fiscal year will be more involved with cooperative marketing campaigns with top producing and new wholesalers to stimulate bookings for the region. In an attempt to reinvigorate the slumping motor coach market, Tourism Sales will organize sales missions to reeducate this segment to the "renaissance" taking place in Reno-Tahoe. Tourism Sales will support the travel agency community by developing a certification program for the Reno-Tahoe region.

**Plank 1-Increase Convention Sales and Marketing – The top priority is to sell the destination as a place for conventions, tradeshows and meetings, while leveraging the group facility assets to book maximum lodging property room nights.**

### **Objectives for Marketing Department**

- 1) Continue to improve Reno-Tahoe's image within the group and convention industry and further establish Reno-Tahoe as premier western meeting destination.
  - a) Develop specific and well defined key messages targeted at meeting planners that reinforce the destination's image
  - b) Communicate key messages in an integrated effort utilizing advertising, Internet marketing, social media and public relations
  - c) Utilize existing and newly commissioned research to determine if the baseline perceptions of Reno-Tahoe among meeting planners has improved
  - d) Examine research findings to tailor marketing messages to highlight regional strengths and address misperceptions about the destination (i.e., air service, convention facilities, etc.)
  - e) Generate positive media coverage about Reno-Tahoe in news outlets targeted at meeting planners ensuring key messages are conveyed to meetings and conventions news outlets.
  - f) Continue to invite Meetings and Conventions (M&C) media to visit the destination during group FAMs
  - g) Update M&C news outlets when significant milestones of the regional renaissance are achieved
  - h) Update M&C news outlets with news of convention wins and news from conventions taking place in Reno-Tahoe
  - i) Continue effort to update the overall image of Reno-Tahoe as travel planners and convention attendees are influenced by a destination's image and cache
  - j) Create a marketing kit for planners who have booked a show in Reno-Tahoe with a general overview of the destination, information about attractions, logos, photos, video, etc.

#### *Measurements*

- Establishment of updated meeting planner perception benchmarks after analysis of research findings, PR measurements of Advertising Equivalency and Advertising Circulation specific to M&C publications, Web traffic to meetings and convention sections of VisitRenoTahoe.com, leads generated attributed to marketing and public relations programs.

- 2) Develop more effective marketing tools in the 2008-2009 fiscal year supporting Convention Sales in establishing Reno-Tahoe as a meeting destination to key prospects and meeting planners.
  - a) Execute and track the effectiveness of media buys in leading trade publications increasing exposure for sales team
  - b) Develop additional on-line sales tools to address key sales objections of convention and group leads
    - i) Video showcasing the destination
    - ii) PR materials highlighting recent media coverage
    - iii) Develop additional sales tools to better highlight the attributes of both RSCVA facilities and regional meeting facilities
  - c) Continue to produce impactful collateral to support Convention Sales team
  - d) Increase the effectiveness of the convention sections of the RSCVA Web site (MeetRenoTahoe.com) as a lead generation tool

*Measurements*

- Web traffic to MeetRenoTahoe.com, utilization of online resources, electronic and print customer retention newsletter launched

- 3) Develop more leads and increase conversion rates from meeting and convention marketing initiatives.
  - a) Identify key market segments and develop formal sales cycle for each via advertising and website
  - b) Develop additional calls to action for fulfillment mechanisms
  - c) Improve tracking within the Event Business Management Software (EBMS) Customer Relationship Management (CRM) software to better source leads and prospects from marketing and PR initiatives
  - d) Create more effective advertising and promotion strategies through association and meeting planner Web channels (e.g. Starcite, Conventionplanit, MPI, ASAE, SGMP, PCMA)

*Measurements*

- Establish lead and prospect benchmarks sourced to RSCVA marketing and public relations efforts, develop sales funnels and establish automation processes for Internet lead generation programs.

- 4) Develop new marketing content, including testimonials and blogs, promoting a positive message for Reno-Tahoe as a destination for both meeting/convention planners and attendees.
  - a) Develop a meetings and conventions focused blog on the RSCVA Web site by the second quarter of the 2008-2009 fiscal year
  - b) Identify leading meeting and convention social media sites to determine current visibility for Reno-Tahoe
  - c) Document positive experiences by planners and attendees of conventions/meetings for use in marketing and public relations efforts

### *Measurements*

- Establishment of meetings/conventions focused blog on VisitRenoTahoe.com, development of 10 positive group and convention testimonials by the end of the 2008-2009 fiscal year, establish benchmarks for visits and postings to the meeting/conventions blog, monitor activity and provide information relating to Reno-Tahoe on leading group and convention social media sites.

## Objectives for Convention Sales

- 1) Achieve Convention Sales Team Goal in the 2008-2009 fiscal year.
  - a) Deliver leads to stakeholders sufficient to achieve room night goal

### *Measurement*

- Achieve goal of 364,100 room nights in 2008-2009 fiscal year

- 2) Achieve prospecting calls and solicitation calls for group and convention business segments for the 2008-2009 fiscal year
  - a) Use Key sales lists (e.g., Book of Lists, Association and Corporate Planners) to solicit new potential clients or generate new business from current clients
  - b) Attendance at key industry trade shows (e.g., ASAE, IAEE, MPI, PCMA, etc.)
  - c) Further grow participation in the Reno-Tahoe Group Co-Op to more effectively leverage RSCVA advertising funds

### *Measurements*

- Achieve or exceed the Convention Sales team goal of 4,450 prospecting calls and 4,050 solicitation calls

- 3) Increase convention citywide business and Convention Center Occupancy for the 2008-2009 fiscal year
  - a) Rebook repeat groups
  - b) Identify and prospect top 100 accounts that are citywide business for either the RSCC or REC
  - c) Target site selection companies such as Helms Briscoe and ConferenceDirect

### *Measurements*

- Achieve the Convention Sales goals for year two of the strategic plan of 12 citywide conventions and build convention and tradeshow occupancy of convention center to 12.5 percent below the national average of the facilities of comparable size.

- 4) Implement the Extend your Stay (EYS) marketing program for Reno-Tahoe convention attendees in the 2008-2009 fiscal year to increase pre- and post-convention room nights
  - a) Convention Services staff will rollout program to major conferences in 2008-2009 fiscal year
  - b) Develop additional resources for meeting planners on MeetRenoTahoe.com
    - i) Create templates that allow conventions to develop individual microsites to increase marketing effectiveness and access to resources for attendees
  - c) Implement the EYS Program
    - i) Produce collateral targeted at attendees highlighting the four seasons and activities possible before or after a convention
    - ii) Develop an EYS section for the RSCVA Web site

### *Measurements*

- EYS program launched in first quarter of 2008-2009 fiscal year, establish traffic measurements to EYS area of the RSCVA website, establish traffic measurements to microsites created for convention clients

**Plank 2-Increase Tourism Sales and Marketing – Increase individual traveler and group traveler business for Reno-Tahoe by marketing regionally, nationally and internationally.**

**Objectives for Marketing Department**

- 1) Position Reno-Tahoe as a great value destination in an economic downturn to generate additional cash occupied room nights in the 2008-09 fiscal year.
  - a) Create a Reno-Tahoe campaign that is retail focused utilizing key components of the “Good News, Bad News” creative campaign
  - b) Develop a comprehensive strategy within budget conscious publications highlighting Reno-Tahoe as an accessible, affordable, value-oriented getaway.
  - c) Utilize public relations to promote “Reno-Tahoe” value message
  - d) Organize new co-ops with hotel-casino stakeholders and other partners to expand the reach of RSCVA advertising budget

*Measurements:*

- Tracking measures based on specific advertising call to action, measurement of public relations efforts through ad equivalency and circulation specific to proactive pitches regarding value of Reno-Tahoe during economic downturn. These measurements will be a subset of the overall PR Advertising Equivalency and Circulation goals above; creation of new co-op marketing efforts with funds contributed by stakeholders

- 2) Improve the overall image of the destination focused at the leisure market through both Frequent Individual Traveler (FIT) and Tourism Sales audiences.
  - a) Generate awareness of and interest in Reno-Tahoe’s regional renaissance through social media and traditional media relations methods, thereby shaping public opinion of a changing and distinctive destination
  - b) Increase brand recognition of Reno-Tahoe, America’s Adventure Place through editorial that communicates Reno-Tahoe as a viable year-round travel destination focusing on outdoor activities balanced with the wealth of after-activity options including entertainment and gaming
  - c) Continue to develop relationships with media outlets targeted at tour operators and wholesalers
  - d) Increase and improve online resources for the media
  - e) Conduct proactive media relations with news outlets that reach target demographic audiences in key fly and drive geographic markets

*Measurements*

- Achieve overall PR Advertising Equivalency and PR Circulation goals for the 2008-2009 fiscal year.

- 3) Continue the development and increase the effectiveness of RSCVA Web-based marketing and Internet marketing strategies to increasing awareness and the intent to visit among leisure travelers in the 2008-2009 fiscal year.
  - a) Provide additional marketing support to leading travel wholesalers, agents, partners and social media sites
  - b) Create the applications necessary to initiate the Travel Agent Certification for Reno-Tahoe
  - c) Create Web widgets that will allow wholesalers, agents, partners and social media sites to create dynamic content on their sites
    - i) Provide dynamic tools (e.g. photos, video content, calendar of events/entertainment) that can easily be placed on other sites
  - d) Execute a public relations strategy utilizing social media to reinforce the Reno-Tahoe, America's Adventure Place brand
    - i) Develop Reno-Tahoe content on leading social media sites (e.g. facebook, flickr, twitter, etc\*) to increase awareness among leisure travelers
    - ii) Identify advertising opportunities on leading social media sites targeted travelers researching other competitive western destinations

*Measurements:*

- Increased unique visitors and time on site for visitors to the VisitRenoTahoe.com Web site, development of Online Travel Agent (OTA) scorecard and social media scorecards, Improved Google page one rankings for key search terms, establishing a benchmark of overall inquiries for leisure travelers.

- 4) Improve the overall effectiveness of advertising efforts in the 2008-2009 fiscal year.
  - a) Utilize new research initiatives to determine key messages that create interest in the destination among potential travelers
  - b) Determine the key geographic markets and demographic profiles that represent the greatest potential to increase overall visitation to Reno-Tahoe
  - c) Develop brand identity toolkit for internal and external usage
    - i) Logo guidelines
    - ii) Brand promises
    - iii) Key messages
  - d) Refine the RSCVA research program to develop more actionable marketing intelligence
  - e) Establish benchmarks for new research programs to determine advertising effectiveness and inquiry conversion ratio for RSCVA-specific marketing efforts
  - f) Explore existing regional partnerships (e.g. Regional Marketing Committee) to approach new research cooperatively among tourism stakeholders leveraging the effectiveness of the RSCVA research budget
  - g) Utilize new research to identify strategies for comprehensive maintenance strategy in Northern California
  - h) Utilize new research to develop marketing penetration strategies for 3-5 years in key new or emerging geographic locations
  - i) Identify new demographic and psychographic profiles and develop strategies for consistent messaging over the next 3-5 years

*Measurements*

- Creation of a new comprehensive research plan by the end of the first quarter of 2008-2009 fiscal year, completion and analysis of market potential research by second quarter of 2008-2009 fiscal year, development of a Reno-Tahoe brand identity toolkit and logo guidelines in the fourth quarter of 2008-2009 fiscal year, create consistent marketing templates across all RSCVA departments by end of 2008-09 fiscal year.
- 5) Provide additional marketing support to leading travel wholesalers, agents, partners and social media sites.
- a) Create the applications necessary to initiate the Travel Agent Certification Program for Reno-Tahoe
    - i) Create special certified agent area on the VisitRenotahoe.com website
    - ii) Install a testing section that will require agents to search our sites for answers
    - iii) Create printed materials for agents to receive for being "Certified," i.e. diplomas and other materials
    - iv) Create a logo to be used only by those agents listed with us as being "Certified"
  - b) Create Web widgets that will allow wholesalers, agents, partners and social media sites to implement dynamic Reno-Tahoe content on their sites
    - i) Create entertainment widgets that will show the next entertainment events coming up in the Reno-Tahoe area
    - ii) Provide a calendar of special events that are happening in the future months
    - iii) Provide dynamic photo and/or video content that can easily be placed on other sites

*Measurements:*

- Launch of certification program by late first quarter of 2008-09 fiscal year, increased unique visitors to tourism sales focused sections of the VisitRenoTahoe.com Web site, establish benchmark tracking metrics for new Web-based applications.
- 6) Adopt and implement key components of a comprehensive visitor services and customer retention program targeted at the FIT segment to increase the length and frequency of visitation to Reno-Tahoe.
- a) Produce a comprehensive visitor services plan which merges traditional approaches with new technology
  - b) Advocate for better visitor fulfillment mechanisms (e.g. activity tickets, transportation, walking tours)
    - i) In-room visitor channel program
    - ii) Utilize existing facilities and explore cost-effective ways to develop new visitor information kiosks at high traffic locations throughout the region

*Measurements:*

- Comprehensive visitor services plan produced by first quarter of 2008-2009 fiscal year, development of key components of plan by the end of the 2008-2009 fiscal year.

## Objectives for Tourism Sales

- 1) Achieve Tourism Sales (TS) team goal of 601,152 room nights, 180 new leads, 800 prospecting and 650 solicitation calls in 2008-2009.
  - a) Use existing databases to solicit incremental business from current accounts and new additions collected through trade show and conference attendance
  - b) Organize FAM trips and social networking to prospect new business
  - c) Attendance at key industry trade shows (e.g. American Society of Travel Agents, POW WOW, Mountain Travel Symposium, etc.)
  - d) Active participation in social networking distribution channels to discover previously untapped ski and golf group potential for distribution to strategic wholesale partners

### *Measurements*

- Achieve sales goals, prospecting calls and solicitation calls for wholesale, ski/golf group, travel agency and international market segments for the 2008-2009 fiscal year.

- 2) Develop an integrated sales and marketing plan targeting key feeder markets with the largest potential to attract additional international visitors to Reno-Tahoe.
  - a) Hire TS international market sales manager
  - b) Identify largest potential markets and develop a comprehensive marketing plan
    - i) Canada
    - ii) Mexico
    - iii) China
  - c) Identify and develop tracking systems from key wholesalers and receptive operators
  - d) Continue to partner and be pro-active with Nevada Commission on Tourism, Travel Industry of America and San Francisco CVB to develop new markets
  - e) Create new and exciting itineraries to promote Reno-Tahoe
  - f) Continue to participate in international/receptive trade show schedule (e.g. Pow Wow, ITB, LaCumbre, London Daily Mail, CITM, WTM, etc.)
  - g) Organize international FAM trips to Reno-Tahoe
  - h) Create collateral and promotional materials in native language for target markets

### *Measurements*

- Identify and develop tracking systems from key wholesalers and receptive operators.

- 3) Develop and Implement Travel Agent Certification Program.
  - a) Work with Marketing to develop Web site
  - b) Development of test modules, topics to include but are not limited to Ski, Golf, Dining, Gaming, Shopping, Entertainment, Transportation, Lake Tahoe, Adventure, Heritage
  - c) Development of Certified Travel Agent newsletter
  - d) Development of invite only Certified Travel Agent VIP FAM Trip
  - e) Solicitation to Certified Travel Agents to participate in room night and ADR tracking program

- f) Leverage partnerships with Travel Agent media distribution channels to promote program and launch of site

*Measurements*

- Travel agent certification Web site launched in the late first quarter of the 2008-2009 fiscal year, certify at least 500 agents by the end of the 2008-2009 fiscal year.
- 4) Reinvigorate, support and grow Motor Coach distribution channel.
    - a) Increase regional hotel support of National Tour Association (NTA) in anticipation of hosting the 2009 annual convention in Reno
    - b) Northern California sales mission with regional hotel partners
    - c) Renewed efforts in tracking room night production and average daily rate
    - d) Motor Coach specific FAM trip/NTA pre-FAM trips
    - e) Participate in industry conventions (National Tour Association, American Bus Association, Bank Travel)

*Measurements*

- Increase tracking program to include top 20 motor coach partner companies, achieve or exceed the goal of 91,900 room nights for the motor coach segment which is included in the total goal of 601,152 room nights.
- 5) Increase and enhance Reno-Tahoe destination exposure with top Online Travel Agents (OTA).
    - a) Develop and participate in regional co-op marketing campaigns with stakeholders
    - b) Provide OTA partners with technology and media to showcase dynamic content on their Reno-Tahoe destination page (special event calendar, Reno-Tahoe Adventures/Minute video, brand and seasonal targeted flash imagery)
    - c) Provide similar dynamic content for regular distribution to OTA reservation center staff
    - d) Play an active role on Tourism Sales Blog on VisitRenoTahoe.com
    - e) Increase tracking participation with existing and new wholesale and OTA partners

*Measurement*

- Inclusion of RSCVA-generated dynamic content by at least 10 OTA wholesale partners

**Plank 3 - Special Events Philosophy & Funding** -Develop and implement a reasonable special events philosophy and funding system that ties to increasing room nights, ADR and/or measurably increases brand awareness and propensity to visit Reno-Tahoe.

### Objectives for Marketing Department

1. Increase verifiable room nights generated by special events occurring in Reno-Tahoe.
  - a. Establish verifiable room night tracking and baseline figures for RSCVA-funded events
    - i. Change special event funding application for 2008 funding cycle (for events occurring in 2009) to indicate that all applications must have verifiable room nights associated with them
    - ii. Communicate with special event organizers the need to verify room nights as part of the 2009 RSCVA funding cycle
    - iii. Communicate with special event funding panel to assure that all events recommended for funding from the RSCVA have documentation of verifiable room nights
  - b. Establish verifiable room night tracking and baseline figures for special events that currently have systems in place and do not apply for cash funding, but receive in-kind benefits from the RSCVA
  - c. Communicate with special event organizers that currently do not apply for funding from the RSCVA or have established tracking systems in place in order educate them on the benefits of implementing room tracking systems
  - d. Continue development of education program and networking program to help educate special event organizers on ways to track attendance and room nights at special events

#### *Measurement:*

- Establishment of verifiable room night tracking systems and a baseline figure for the 2008-2009 fiscal year for special events in Reno-Tahoe in order to annually determine an increase in verifiable room nights
2. Achieve a desirable return on investment for RSCVA-funded events based on room taxes generated by verifiable room nights and increased out-of-market brand awareness.
    - a. Coordinate with special event organizers, the special event funding panel, and RSCVA internal auditor to make sure that all special events that are approved for funding in the 2008-2009 fiscal year special event funding cycle meet at least a 200% return on investment
    - b. Utilize the special events program to help special events applying for funding to increase verifiable room nights and out-of-market advertising exposure therefore increasing the RSCVA's ROI per funded event
    - c. Continue development of tools that help contribute to the success of special events in the Reno-Tahoe area
      - i. bi-monthly special event networking meetings

- ii. education program
- iii. in-kind program for facilities, equipment and marketing support
- d. Establish buying power consortium for use by 2009 events

*Measurement:*

- Achievement of a minimum 200% return on investment for each RSCVA-funded event in the 2008-2009 fiscal year based on room taxes generated by verifiable room nights and the value of out-of-market advertising and public relations advertising equivalency.
3. Increase the number of special events in Reno-Tahoe and extend the special event season in order to increase out-of-market brand awareness and tax dollars generated from increased room nights created by special events.
    - a. Utilize the special events program (funding, education program, buyer's consortium, and networking program) and benefits of the Reno-Tahoe marketing to recruit and attract experienced event organizers to Reno-Tahoe
    - b. Continue development of the Project Brainstorm program to encourage the development of new special events in Reno-Tahoe during the winter months of January-March

*Measurement:*

- Two new special events are added in the off-season (October – May) by calendar year 2010
4. Successfully carry out planning and execution of the 2009 WAC Tournament in partnership with the University of Nevada, Reno.
    - a. Create planning timeline with clearly defined duties and conduct regular meetings with all vested parties (RSCVA, University of Nevada, Wolf Pack Sports, and Western Athletic Conference)
    - b. Maintain accurate budget to assure maximum profit potential for event
    - c. Work closely with Wolf Pack Sports to assure that sales of sponsorships are at the level required to make budget
    - d. Work closely with the Western Athletic Conference to make sure that all contracted requirements outlined in bid are met
    - e. Work closely with the Western Athletic Conference, University of Nevada, and Lawlor Events Center to create marketing programs that maximize event ticket sales

*Measurements:*

- Execution of successful and profitable event achieving all financial performance measurements

**Plank 4 - Efficiently Manage Assets** – Manage the RSCVA assets (primarily the public assembly facilities and golf courses) at maximum efficiency to free up additional funds to support RSCVA key priorities.

#### Objectives for Marketing Department

1. Provide marketing support at both the national and regional level for RSCVA-managed and/or operated facilities to increase bookings and achieve revenue goals for the 2008-2009 fiscal year.
  - a. Provide individual marketing materials and staff support to all facilities that align with overall facility sales and marketing goals
    - i. Reno-Sparks Convention Center
    - ii. Reno-Sparks Livestock Events Center
    - iii. Reno Events Center
    - iv. National Bowling Stadium
    - v. Wildcreek and Northgate Golf Courses
  - b. Develop marketing tools that support all facilities and reduce overall marketing expenses
    - i. Provide improved Web site pages for each facility
    - ii. Public relations support
    - iii. Yellow page phone book listings

*Measurement:*

- Establish benchmarks for Web traffic specific to RSCVA managed and/or operated facilities, establish benchmarks for leads, tickets sold, tee time bookings and other metrics supporting lead generation and sales goals for each facility.

**Plank 6 - Address Average Daily Rate – Act as a catalyst and create and foster a destination-wide revenue management culture through providing our stakeholders with tools, education, and incentives that promote growth in Average Daily Rate (ADR), Revenue Per Available Room (RevPAR) and RSCVA resources.**

### **Objectives for All Departments**

- 1) Continue to convey the RSCVA revenue management message and utilize tools that assist Reno-Tahoe stakeholders in making more intelligent revenue management decisions.
  - a) Provide tools to analyze Reno-Tahoe performance against other competitive destinations (e.g. ADR, RevPAR, etc.)
  - b) Deliver key messages about the effectiveness of increasing group, convention, and special event business to drive predictability and effective revenue management
  - c) Utilize and measure progress on the Trends, Analysis, Projections (TAP) Report
  - d) Attempt to solidify partner support and ultimately roll out the Group Room Control Log

*Measurement:*

- Growth of ADR to a level of \$80.06 to compare against historic Reno-Tahoe numbers and better align with other competitive markets

- 2) Continue to grow the base of group and convention business in Reno-Tahoe as part of the overall business mix for the destination.
  - a) Educate stakeholders on the importance of increasing group and convention business from the historical levels of approximately 15-20 percent of total cash occupied room nights
  - b) Continue to support group and convention sales through marketing tactics
  - c) Utilize FAM trips as a tool to educate influencers and decision makers on Reno-Tahoe as a group and convention destination

*Measurements:*

- Achieve convention sales booking goals, once adopted by stakeholders measure the total group rooms in the destination as represented in the TAP citywide Group Rooms Control (GRC) log, work with stakeholders and the RSCVA Finance Department to begin to collect cash occupancy statistics broken down by transient and group/convention segments and establish a benchmark for comparative purposes in future years.

- 3) Increase exposure and effectiveness of the Best Rates program
  - a) Increase exposure via email marketing programs
  - b) Explore new extensions of the Best Rates programs to create more relevance for VisitRenoTahoe.com and improve conversion rates for hotel stakeholders
    - i) Solicit feedback from partners on desired improvements to overall program
    - ii) Develop a system that provides a better customer experience to research lodging options in the destination
  - c) Establish baseline tracking systems with hotel partners to determine value and success of referrals from VisitRenoTahoe.com

- d) Conduct meetings with hotel-casino stakeholders during the 2008-2009 fiscal year to determine effectiveness of program and suggestions for future enhancements

*Measurements*

- Increased referrals to Best Rate partners from the VisitRenoTahoe.com, improvements implemented to website based on buy-in from stakeholders.

## Appendixes

- Advertising Plan
- Travel Schedules
  - Convention Sales
  - Tourism Sales
  - Marketing
- Marketing and Sales Plan Definitions

## Summary of Advertising Plan

### 2008-2009 RSCVA Consumer Media Buy

#### Golf - \$35,547

- Northern California Golf Association (NCGA)
  - Full Page Ads - 3 insertions
  - Summer 2008, 2009 Directory and Spring 2009
- FORE Magazine (Southern California Golf Association)
  - Full Page Ads - 3 insertions
  - Summer 2008, 2009 Directory and Spring 2009

#### Ski - \$48,644

- Ski Magazine
  - Full Page Ads - 3 insertions
  - Runs in-conjunction with Sierra Ski Marketing Council ad placements
- Skiing Magazine
  - Full Page Ads - 3 insertions
  - Runs in-conjunction with Sierra Ski Marketing Council ad placements

#### Travel - \$357,451

- Sunset Magazine
  - 3 - Full Page Ads
  - 4 – 1/3 Northern California Travel Directory Ads
- Westways
  - 3 – Full Page Ads
  - 4 – 1/3 Travel Directory Ads
- VIA
  - 3 – Full Page Ads
  - 3 – 1/3 Travel Directory Ads
- Frommer's Budget Travel
  - 1 – Full Page Ad in national distribution issue
- Nevada Travel Planner
  - 1 – Full Page Spread
- AAA – Northern California/Northern Nevada book
  - 1 – Full Page Ad

#### Bay Area Co-Ops - \$393,689

- Bay Area TV/Radio/Online & Promotions
  - Attempts to organize broadcast co-ops for calendar year 2009
- San Francisco Chronicle Co-Op
  - Phase 1 runs August-December with 3 partners + RSCVA. Full Page ads in Datebook plus full page editorial/advertorials
  - Full Page ads in Thursday 96 Hours section

## California Online Efforts - \$187,506

- SFGATE.com
  - 12 month program - Homepage Masthead, ROS Fixed positions Leaderboards & Skyscrapers
  - Providing up-to-date Reno-Tahoe content to SFGATE.com Reno-Tahoe pages
- SACBEE.com
  - 12 month program – Travel
  - Providing up-to-date Reno-Tahoe content to SACBEE.com Reno-Tahoe pages
- LATIMES.com
  - 10 month program – E-blasts and Travel E-Newsletters
  - Providing up-to-date Reno-Tahoe content to LATIMES.com Reno-Tahoe pages

## Niche Markets - \$13,000

- Gay Lesbian Bisexual Transgender (GLBT) Market
  - Bay Area Report
  - TAG Approved Directory
  - Jane & Jane
  - Seattle Gay Times
  - Outonscreen.com (Canada)

## Miscellaneous - \$45,000

- AT&T Phone Book Listings
- Nevada Football/Basketball Sponsorship
  - 2 - :30 TV spots in 12 televised games on Comcast SportsNet West (24 total) – 1 Open/Close billboard
  - Scorer's Table Signage at men's basketball games
  - Video board recognition at all football and men's basketball games
  - 2 A-Frame signs at football games
  - Full Page, Four color ads in Fall & Winter Programs

## Other Consumer Online - \$183,163

- Search Engine Marketing (SEM)
- Trip Advisor
- NCGA.org
- SCGA.org
- Onthesnow.com
- Snowpack.com
- Destinations2discover.com
- Virtualtourist.com
- Tourism Online Opportunities

## New Markets - \$100,000

- New Market Development – after completing market potential research – determine any short-term marketing programs and attempt to develop destination co-ops

## Convention Sales Advertising

### Meeting, Conventions and Tradeshows Media Buy- \$450,000

- Top Trade Publications and Web sites according to Watkins group research findings
  - Meetings West
  - MPI
  - ASAE
  - Tradeshaw Executive
  - Meetings & Conventions
  - Association Convention and Meetings Management
  - Tradeshaw Week
  - Convene-PCMA
  - Expo
  - Successful Meetings
  - Meetings News
  - CVB HotRates.com
  - Reno-Tahoe Group Co-Op Contribution

**Total Advertising Budget: \$1,814,000**

### **Budget Summaries by Department Follow**

## Travel Schedules

Reno-Sparks Convention and Visitor's Authority Fiscal 2008-2009 Travel Schedule Convention Sales		
Date	City	Events
<b>JULY 2008</b>		
July 10 -14	Miami, FL	Fraternity Executives Assn
July 13 -18	Southern California	Sales Calls
July 15 -18	Detroit, MI	CESSE
July 16-18	Atlanta, GA	Kellen Annual Meeting
July 17 - Aug 1	Washington, DC	Sales Calls
July 27 - 30	Las Vegas, NV	DMAI Annual Meeting
July 28 - Aug 2	Reno, NV	ProAm - RTO
<b>AUGUST 2008</b>		
August 9 - 12	Las Vegas, NV	MPI-WEC
August 16 - 18	Reno, NV	Possible Post MPI FAM TENTATIVE
August 16 - 19	San Diego, CA	ASAE
August 20-23	Orlando, FL	Helms Briscoe Annual Meeting
August 21	Ponte Vedra Beach, FL	MPI-SE Educational Conference
August 27 - 30	Seattle, WA and Portland, OR	Seattle/Portland Sales Calls
TBD	Southern Illinois	Southern IL Sales Calls
<b>SEPTEMBER 2008</b>		
September 7 - 12	Washington, DC	Sales Calls
September 10 - 11	Washington, DC	HSMAI Affordable Meetings
September 15 - 19	Denver, CO and Dallas, TX	Colorado/Texas Sales Mission
September 22 - 26	Los Angeles, CA	Southern Cal Sales Mission
September 23 - 25	Chicago, IL	IT & ME
September 26	Northern California	CalSAE Golf Tournament & Sales Calls
TBD	Washington, DC	SMERF Sales Trip
<b>OCTOBER 2008</b>		
October 1 - 4	Reno, NV	Fall FAM
October 22 - 26	Pittsburgh, PA	TEAMS
October 26 - 31	Washington, DC	Sales Calls
October 27 - 31	Phoenix, AZ	Phoenix Sales Trip
TBD	Minneapolis, MN	Sales Calls
TBD	Iowa	Iowa Sales Calls
TBD	Pittsburgh, PA	Sales Calls

<b>NOVEMBER 2008</b>		
November 15 - 19	Pittsburgh, PA	NTA
November 16 - 21	Missouri/Arkansas	Southeast Sales Calls
TBD	St Louis, MO and Kansas City, MO	Sales Calls
<b>DECEMBER 2008</b>		
December 3	Sacramento, CA	CalSAE Seasonal Spectacular
December 3 - 7	San Diego, CA	Intl Assn of Hispanic Meeting Professionals
December 7 - 12	Scottsdale, AZ	Sales calls
December 9 - 11	Miami, FL	IAEE Expo! Expo!
December 16	Chicago, IL	Holiday Showcase
TBD	Washington, DC	WACBSO
TBD	Denver, CO	Colorado Sales Calls
<b>JANUARY 2009</b>		
January 11 - 14	New Orleans, LA	PCMA Annual Conference
January 29	Austin, TX	SW Showcase
TBD	Southern California	So. Cal Sales Calls
TBD	Washington, DC	Sales Calls
TBD	Indianapolis, IN	Sales Calls
<b>FEBRUARY 2009</b>		
February 5	Washington, DC	Destination Showcase & Sales Calls
February 7 - 10	Atlanta, GA	MPI-PEC
February 14 - 17	San Diego, CA	IFA
TBD	Reno, NV	Winter Fam
TBD	Sothern California	So. Cal Sales Calls
TBD	Atlanta, GA	Sales Calls
TBD	Washington, DC	Sales Mission
TBD	Minneapolis, MN	Sales Calls
<b>MARCH 2009</b>		
TBD	TBD	Cascadia PNW MPI Ed Conference
TBD	Washington, DC	Sales Calls
TBD	Wisconsin	Wisconsin Sales Calls
TBD	St Louis, MO and Kansas City, MO	Midwest Sales Calls
TBD	TBD	CalSAE Annual Meeting & Tradeshow
TBD	Denver, CO	MCI of CO Conf & Tradeshow
TBD	St Louis, MO and Kansas City, MO	SMERF Sales Calls

<b>APRIL 2009</b>		
April 21-24	Denver, CO	National Assn. of Sports Commissioners
TBD	Washington, DC	Springtime
TBD	Boston, MA	NEMICE/NE Sales Calls
TBD	Chicago, IL	Affordable Meetings-MidAmerican
TBD	Detroit, MI, Ann Arbor, MI and Toledo, OH	Midwest Sales Calls
TBD	South Carolina	Southeast Sales Calls
TBD	Washington, DC	Sales Calls
TBD	New Orleans, LA	ConferenceDirect Annual Meeting
<b>MAY 2009</b>		
TBD	Sacramento/Bay Area, CA	Northern California Sales Mission
TBD	TBD	Southwest Sales Calls
TBD	Pennsylvania and New Jersey Sales Calls	NE Sales Calls
TBD	Indianapolis, IN and Chicago, IL	SMERF Sales Trip
<b>JUNE 2009</b>		
TBD	Washington, DC	Sales Calls
TBD	TBD	SGMP Annual Conference
TBD	Northern California	Bay Area & Sacramento Sales Calls
TBD	TBD	Affordable Meetings-West
TBD	Reno, NV	Summer Fam
TBD	Kentucky and West Virginia	Southeast Sales Calls
TBD	Pittsburgh, PA and New York, NY	NE Sales Calls
TBD	Denver, CO	Denver Sales Calls

Reno Sparks Convention & Visitor's Authority		
Fiscal 2008 - 2009 Travel Schedule		
Tourism Sales		
<b>July 2008</b>		
July 18 - 21	Reno, NV	Reno-Tahoe Summer Golf Adventure
July 28 - August 3	Reno, NV	Reno-Tahoe Open Pro AM
<b>August 2008</b>		
August 11 - 15	Reno, NV	Southwest Airlines Vacations Retreat
August 13 - 14	Chicago, IL and St. Louis, MO	Funjet Vacations Product Launch Supplier Showcase
August 17 - 24	Reno, NV	Tourico Holidays Int'l Sales Managers Meeting
August 21 - 23	Winter Park, CO	National Ski Council Federation
August 23 - 26	Bonita Springs, FL	ESTO/Educational Seminar for Tourism Organizations
<b>September 2008</b>		
September 3 - 5	Vancouver, Fraser Valley, Victoria, B.C.	Addison Travel Trade Show
September 3-5	Miami, FL	La Cumbre
September 7 - 9	Orlando, FL	The Trade Show (ASTA)
September 10	Orlando, FL	Southwest Vacations Call Center Presentation
September 10	Altamonte Springs, FL	Tourico Holidays Call Center Presentation
September 11	Ft. Lauderdale, FL	Certified Vacations Call Center Presentation
TBD	Las Vegas, NV	Las Vegas Internet/Wholesaler Call Center Presentations - Informal
<b>October 2008</b>		
October 4 - 5	Vancouver, B.C.	Vancouver Ski Show
October 6 - 8	St. Paul, MN (TBD - Based on flight status)	MLT University Trade Show
October 8	Minot, ND (TBD - Based on flight status)	MLT Call Center Presentation
October 24 - 26	Seattle, WA	Seattle Snow Sports Expo
TBD	Barbados	GoGo Fall Learning Conference
TBD	Chicago, IL, Dallas, TX and Arlington, TX	American Airlines Vacations Product Launch
TBD	Tempe, AZ	US Airways Vacations Call Center Presentation - Formal
TBD	Bethlehem, PA	Travel Impressions Call Center Presentation - Formal
TBD	Tulsa, OK	AA Vacations Call Center Presentation - Formal

<b>November 2008</b>		
November 4 - 5	Vail, CO	United Vacations Product Launch
November 10 - 13	London, England	World Travel Market with NCOT
November 14 - 16	Portland, OR	Portland Ski & Snowboard Show
November 15 - 19	Pittsburgh, PA	NTA Travel Exchange
November 20 - 23	Shanghai, China	China International Travel Mart w/NCOT
TBD	San Jose, CA	Bay Area Ski & Snowboard Expo
TBD	Tulsa, OK	AA Vacations Call Center Presentation - Formal
TBD	Los Angeles, CA	LA Ski Dazzle
<b>December 2008</b>		
December 3 - 5	Palm Springs, CA	USTOA Annual Conference
December 8 - 10	Reno, NV	Governor's Conference on Tourism
<b>January 2009</b>		
January 7 - 12	Charlotte, NC	ABA - American Bus Association
January 24 - 25	Santa Clara, CA	Bay Area Travel Show
January 26 - 29	Albuquerque, NM	Go West Summit
TBD	New York City, NY	RSA Convention
TBD	Dallas, TX	Star Telegram Vacation & Cruise Show
<b>February 2009</b>		
February 13 - 15	Portland, OR	Portland Golf Show
February 14 - 15	Vancouver, B.C.	Vancouver Golf & Travel Show
February 19 - 21	Little Rock, AR	Bank Travel Conference
February 21 - 22	Spokane, WA	Spokane Golf Show
February 26 - 27	Reno, NV	Reno-Tahoe Winter Ski Adventure FAM
TBD	New York City, NY	New York Golf Show
TBD	Sacramento, CA to Reno, NV	Key Holidays Inaugural Fun Train
TBD	Los Angeles, CA	NAJ Tour Operator Summit - West
TBD	Long Beach, CA	Southern California Golf Show

<b>March 2009</b>		
March 11 - 15	Berlin, Germany	ITB Berlin Convention w/NCOT
TBD	San Mateo, CA	Northern California Golf Show
TBD	Dallas, TX	North Texas Golf Expo
TBD	Seattle, WA	Seattle Golf Show
TBD	San Diego, CA	San Diego Golf Fest
TBD	Dallas, Houston, San Antonio and Austin, TX	Funjet Product Launch
TBD	Truckee, CA	Ski Tops Spring Meeting
<b>April 2009</b>		
April 1 - 3	Fallon, NV	19th Annual Rural Round-Up
TBD	Keystone, CO	Mountain Travel Symposium
<b>May 2009</b>		
May 16 - 19	Miami, FL	TIA's International Pow Wow
May 15 - 16	Rosemont, IL	Chicago Metropolitan Ski Council - Trip Seminar
TBD	San Diego, CA	NBC 7/39 Travel Expo
TBD	Phoenix, AZ	Southwest Airlines LUV Classic
TBD	Tempe, AZ	US Airways Vacations Call Center Presentation - Formal
<b>June 2009</b>		
TBD	New York City, NY	NAJ Tour Operator Summit - East
TBD	Las Vegas, NV	Las Vegas Internet/Wholesaler Call Center Presentations - Informal

Reno-Sparks Convention and Visitor's Authority		
Fiscal 2008-2009 Travel Schedule		
Marketing Department		
Date	City	Events
<b>JULY 2008</b>		
July 28-30	Las Vegas, NV	DMAI Annual Convention
<b>AUGUST 2008</b>		
August 14 - 16	Las Vegas, NV	New Media Expo
<b>SEPTEMBER 2008</b>		
September 20 - 21	Las Vegas, NV	Blogworld Expo
<b>OCTOBER 2008</b>		
October 1 - 2	San Francisco, CA	E-Tourism Summit
October 2 - 3	San Francisco, CA	HX Media Gay Travel Expo
October 8 - 11	Tucson, AZ	WACVB Annual Meeting
October 21 - 25	Pittsburgh, PA	TEAMS
<b>NOVEMBER 2008</b>		
November 13-14	Las Vegas, NV	Word of Mouth Marketing Association Annual Summit
November 28 - 30	Seattle, WA	Cultural Heritage Alliance Annual Conference
<b>DECEMBER 2008</b>		
December 8-10	Reno, NV	Governor's Conference on Tourism
<b>JANUARY 2009</b>		
January 28 - 30	San Diego, CA	Special Event Show
<b>FEBRUARY 2009</b>		
<b>MARCH 2009</b>		
March 10-14	Reno, NV	WAC Basketball Tournaments
TBD	Seattle, WA	HX Media Gay Travel Expo
<b>APRIL 2009</b>		
<b>MAY 2009</b>		
May 16 - 20	Miami, FL	TIA Pow Wow
TBD	North Lake Tahoe, CA	SMG Tourism Conference

JUNE 2009		
TBD	TBD	PRSA Travel and Tourism Section Meeting

Marketing Plan Definitions		
<u>Convention Sales</u>		
	<i>Definition</i>	<i>Source</i>
<ul style="list-style-type: none"> <li>• Citywide Convention</li> </ul>	A citywide convention is defined as a group that needs 2,500 or more total room nights and requires two or more hotels.	RSCVA and APEX (Accepted Practices Exchange)
<ul style="list-style-type: none"> <li>• Familiarization Trip (FAM)</li> </ul>	A free or reduced-rate trip offered to travel professionals meeting planners, or qualified media professionals to acquaint them with what a destination, attraction, or supplier has to offer.	National Tour Association (NTA)
<ul style="list-style-type: none"> <li>• Prospecting Call</li> </ul>	Prospecting calls are initial calls made to new customers with potential to meet in the destination.	RSCVA
<ul style="list-style-type: none"> <li>• Qualified Leads</li> </ul>	An inquiry by a corporation/association/organization/independent event organizer that includes a request for a minimum of 10 sleeping rooms over a specific set/range of dates and is forwarded by the CVB sales staff only to those hotels that meet the event organizer's event criteria.	Destination Marketing Association International (DMAI)
<ul style="list-style-type: none"> <li>• Sales Cycle</li> </ul>	The sequence or steps that a typical customer goes through when deciding to buy something.	
<ul style="list-style-type: none"> <li>• Site Selection Companies</li> </ul>	These are companies that represent either corporations or associations and aid said organizations in locating either cities or hotel locations to book their convention or event.	(DMAI)
<ul style="list-style-type: none"> <li>• Solicitation Call</li> </ul>	Solicitation calls are calls made to existing customers with potential for a specific prospective or tentative future meeting in the destination.	RSCVA

	<i>Definition</i>	<i>Source</i>
<ul style="list-style-type: none"> <li>Trends Analysis Projections (TAP) Report</li> </ul>	Trends Analysis Projections LLC is a data service provider to over 45 convention bureaus in the U.S. and Canada. TAP Peer Set Reports allow destinations to measure their performance against competing markets for market share, pace and conversion performance.	
<b><u>Tourism Sales</u></b>		
<ul style="list-style-type: none"> <li>Motor Coach</li> </ul>	A company that provides local travel services, including transportation or guide services as part of a tour or sightseeing trip within a single or multi-destination itinerary.	NTA
<ul style="list-style-type: none"> <li>Online Travel Agent (OTA)</li> </ul>	Online companies that sell travel services, issues tickets and provide other travel services to the traveler at the retail level (e.g. Expedia, Travelocity, Orbitz, etc.)	NTA
<ul style="list-style-type: none"> <li>Tour Operator</li> </ul>	A company that creates and/or markets inclusive tours and/or performs tour services.	NTA
<ul style="list-style-type: none"> <li>Wholesaler</li> </ul>	A company that usually creates and markets inclusive tours for sale through travel agents. Usually sells nothing at retail, but also does not always create his/her own product; also less likely to perform local services.	NTA
<b><u>Marketing</u></b>		
<ul style="list-style-type: none"> <li>Advertising Equivalency</li> </ul>	A means of converting editorial space in the media into advertising costs, by measuring the amount of editorial coverage and then calculating what it would have cost to buy that space, if it had been advertising.	Institute for Public Relations
<ul style="list-style-type: none"> <li>Blogs</li> </ul>	Generic name for any Web site featuring regular posts arranged chronologically, typically inviting public comments from readers. Blog postings are generally short and informal, and blog software is generally free and very easy for individual users, making it a popular tool for online diaries as well as more professional publications.	Interactive Advertising Bureau (IAB)

	<i>Definition</i>	<i>Source</i>
<ul style="list-style-type: none"> <li>• Circulation</li> </ul>	The number of those who might have had the opportunity to be exposed to a story that appeared in the media. Sometimes referred to as “opportunity to see”. An “impression” usually refers to the total audited circulation of a publication or the audience reach of a broadcast.	Institute for Public Relations
<ul style="list-style-type: none"> <li>• Inquiry</li> </ul>	An individual responding to an RSCVA marketing initiative requesting information or other fulfillment.	DMAI
<ul style="list-style-type: none"> <li>• Inquiry Conversion Ratio</li> </ul>	Conversion of ‘inquiries’ produced by the Convention and Visitor Bureau’s marketing efforts to generated visitors. The ratio is expressed as: <u>Number of visitors generated by the CVB marketing effort(s) /</u> Number of inquiries generated by the CVB marketing effort(s)	DMAI
<ul style="list-style-type: none"> <li>• Psychographics</li> </ul>	Psychographics is the study of personality, values, attitudes, interests, and lifestyles.	
<ul style="list-style-type: none"> <li>• Return on Investment (ROI)</li> </ul>	The benefit (return) of an investment is divided by the cost of the investment; the result is expressed as a percentage or a ratio.	
<ul style="list-style-type: none"> <li>• Revenue Per Available Room (RevPAR)</li> </ul>	A performance metric in the hotel industry, which is calculated by multiplying a hotel's average daily room rate (ADR) by its occupancy rate. It may also be calculated by dividing a hotel's total guestroom revenue by the room count and the number of days in the period being measured.	
<ul style="list-style-type: none"> <li>• Social Media</li> </ul>	Consumer-Generated Media (CGM) or User-Generated Content (UGC) or Social Media is online content created by Internet users posted in publicly available online sources.	
<ul style="list-style-type: none"> <li>• Time on Site</li> </ul>	A period of interaction between a visitor's browser and a particular Web site, ending when the browser is closed or shut down, or when the user has been inactive on that site for a specified period of time. Most analytics software (including Google) consider a session to end if the user has been inactive on the site for 30 minutes.	

	<i>Definition</i>	<i>Source</i>
<ul style="list-style-type: none"> <li>• Unique Visitors</li> </ul>	<p>Unique Visitors represents the number (filtered for spiders and robots) of unduplicated (counted only once) visitors to a Web site over the course of a specified time period. A Unique Visitor is determined in the RSCVA Web analytics software by Internet Protocol (IP) which in simpler terms is an individual computer or network address.</p>	
<ul style="list-style-type: none"> <li>• Web Widgets</li> </ul>	<p>A small application designed to reside within a Web-based portal or social network site (e.g., MySpace or Facebook) offering useful or entertaining functionality to the end user.</p>	IAB