

AMERICA'S ADVENTURE PLACE



*Reno-Tahoe*TM

Reno-Sparks Convention & Visitors Authority
Marketing and Sales Plan
2005-2006

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RSCVA Marketing & Sales Plan FY 05/06

RSCVA Mission

Increase Overnight Visitation

RSCVA Vision Statement

Achieve regional/national recognition as THE gaming destination of choice for leisure and convention travelers who prefer – in whole or in part – four seasons of natural beauty, unparalleled outdoor recreation and adventure, and top-name entertainment among a foundation of amenities and services.

RSCVA Objectives

- Continue to increase RSCVA Sales & Marketing budget
- Promote the RSCVA meetings/conventions/tradeshow destination identity through 05-06 by increasing bookings in the RSCC, REC, RSLEC, and increasing in-hotel meeting and convention bookings
- Continue the RSCVA vision to position Reno-Tahoe as an adventure destination plus gaming
- Execute marketing programs in core markets (i.e. Northern California)
- Maintain financial support to cooperative partnerships that leverage marketing
- Develop, maintain and attract special events that support our brand positioning, citywide infrastructure, generate room nights and leverage our marketing efforts via regional and national television exposure
- Support continued redevelopment efforts to revitalize Reno and Sparks
- Work in conjunction with Nevada Commission on Tourism to support the Truckee River Whitewater Recreational plan
- Complete the financial analysis of the potential sale of Wildcreek
- Implement next steps pertaining to RSLEC relocation and expansion
- Continue to develop relationships with stakeholders for input on unified direction

**Destination Goals
Consolidated Summary
Annual Forecast FY 2005-2008**

Account Description	Outlook FY 04-05	Budget FY 05-06	Increase (Decrease)	
			\$ Amount	% Percentage
Total Taxable Revenues	274,083,640	285,620,003	11,536,363	4.2%
Occupied Rooms-Cash	4,449,990	4,549,990	100,000	2.2%
Average Rate - Cash	\$61.59	\$62.77	\$1.18	1.9%

Account Description	Stretch FY 05-06	Increase (Decrease)	
		\$ Amount	% Percentage
Total Taxable Revenues	290,528,658	16,445,018	6.0%
Occupied Rooms-Cash	4,583,490	133,500	3.0%
Average Rate - Cash	\$63.39	\$1.79	2.9%

Account Description
Total Taxable Revenues
Occupied Rooms-Cash
Average Rate - Cash

Stretch FY 06-07	Increase (Decrease)	
	\$ Amount	% Percentage
302,149,805	11,621,146	4.0%
4,675,159	91,670	2.0%
\$64.63	\$1.24	2.0%

Account Description
Total Taxable Revenues
Occupied Rooms-Cash
Average Rate - Cash

Stretch FY 07-08	Increase (Decrease)	
	\$ Amount	% Percentage
308,192,801	6,042,996	2.0%
4,721,911	46,752	1.0%
\$65.27	\$0.64	1.0%

RSCVA

Mission
Vision

Objectives

Destination Goals:

- Total Taxable Revenues
- Occupied Rooms
- Average Rate

Marketing

Mission
Objectives

Departmental Goals:

- Phone Volume
- Visitor Planner Distribution
- Web Statistics
- Brand Awareness Study
- Average Room Rate
- Hotel Referrals

Travel Industry Sales

Mission Objectives
Departmental Goals:
Top 10 producers
•Leisure Room night
production

Convention Sales

Mission Objectives
Departmental Goals:
•Room Nights
•Facilities
•Hotels

Reno-Sparks/Lake Tahoe SWOT Analysis

Strengths:

- Reno-Sparks/Lake Tahoe has close proximity to attractions such as skiing, golf, action-adventure sports activities, Lake Tahoe, Virginia City, and Carson City
- Wide variety of casino action located in close geographical area
- Direct non-stop air service and one-stop connections to most U.S. markets
- Quality and variety of dining and entertainment options
- Vibrant arts and cultural community
- Reno-Sparks Convention Center, Reno-Sparks Livestock Events Center, National Bowling Stadium, Reno Events Center
- Unparalleled seasonal visitor-generating special events
- Diversified economic base through corporate relocation and expansion
- Truckee River Whitewater Park at Wingfield opened
- Redevelopment of Reno and Sparks
- Reno/Sparks/Lake Tahoe continues to be a value destination
- Expansion of specialty shopping opportunity with the Cabela's development

Weaknesses:

- Reno-Sparks/Lake Tahoe is a mature gaming market facing significant competition
- Reno and Sparks are in need of continued redevelopment
- Hospitality service levels can be improved
- Hotel/Casino operators continue to under-price rooms, which negatively affects destination image
- Perceived limited non-stop or direct air service to the Midwest, Upper Midwest, South and East regions of the US
- Regional visitor industry infrastructure needs refurbishment and further development (i.e. fulfillment opportunities, signage, visitor centers, collateral)
- Destination upscale shopping opportunities
- Insufficient RSCVA marketing and sales budget

Opportunities:

- Attract more high profile events that produce regional/national exposure
- Continue to develop the America's Adventure Place brand positioning by embracing the promotional strategy of positioning the destination as "an adventure destination plus gaming"
- Meeting, convention, tradeshow, sport, recreational special events and leisure customers can replace F.I.T. customers providing for higher average daily rate
- Hotel/Casino operators can work together to change direction and improve cooperation
- Pending hotel/casino major mergers could stimulate hotel/casino re-investment

Threats:

- Proliferation of gaming diverts traditional casino customers from Reno-Sparks/LakeTahoe
- Competition from competitive cities to sell to special events, meetings, conventions and tradeshows
- Rising fuel costs affect transportation budgets
- Pending hotel/casino major mergers and consolidations create uncertainty in marketplace

Executive Summary

FY 04-05

In support of the RSCVA's primary mission to increase overnight visitation, the agency has taken a lead role to differentiate the region from other competitors including other gaming and recreation destinations—by being the only one that offers both. When the RSCVA adopted the America's Adventure Place concept it was more than just an idea, it was a philosophy that was incorporated into the entire organization's marketing and sales efforts. This campaign was developed to assist in re-branding the destination and to change an old perception held by many visitors, meeting and convention planners and even locals, by presenting a different Reno that must be discovered—all with the added value of 24-hour Nevada-style gaming.

In 2004 the RSCVA in conjunction with the City of Reno and the Nevada Commission on Tourism, expanded the brand fulfillment with the Truckee River Whitewater Park grand opening and inaugural event, the Reno River Festival. The Reno River Festival and the new park offer a true adventure in close proximity to downtown hotel/casinos. The Park has proven to be successful in bringing new visitors to the market and fulfilling on the promise of the America's Adventure Place campaign – an adventure destination plus gaming. The Truckee River Recreational Master Plan 2001 identified eight sites on the Truckee River through the Truckee Meadows. The Nevada Legislature has approved funding to continue redevelopment by adding new parks.

Moreover, additional improvements, including many new retail, restaurant and bar openings along the Riverwalk have helped promote the feeling of community and improve the perception of downtown by encouraging locals and visitors alike to experience downtown Reno. Further, the redevelopment of the arts and culture district and many downtown sites are underway including luxury condos, dynamic bridge lighting, and ReTrac – the lowering of the train tracks. Also, the City of Sparks has approved an amendment to the 2000 Sparks Town Center Plan that will move forward the redevelopment of Victorian Square.

The Pro-Wakeboard Tour and X-Games Qualifier at Sparks Marina and the AMA Supercross event were considered a few of the key events that provided leveraged marketing opportunities including television coverage and publicity, which extended the America's Adventure Place message.

The RSCVA has aligned itself with destination spokespeople who live and play in northern Nevada including Shane McConkey, world freestyle skiing champion, Jay Kincaid, world freestyle kayak champion, and Scott McCarron, top PGA TOUR professional. These spokespeople have become the talking heads for the destination with each reaching out to growing audiences interested in adventure, travel and gaming.

With the *Men's Journal* ranking Reno as the number two best adventure town after Bend, Oregon and the number three out of 50 of the best places to live, and *Inc. Magazine* ranking Reno as the number one Best Place for Doing Business in the country up from 13th place in 2004, others are taking notice. In fact, the *New York Times* covered the destination with a two-page spread in its 2005 Sunday Travel section.

Since the opening of the Reno Events Center in December of 2004, the facility has proven successful as a special event and concert venue featuring approximately 7,000 seats and selling approximately 30-50% of tickets to northern California customers. The Showtime Boxing event taking place on July 2 is bringing big-time boxing back to Reno/Sparks/Lake Tahoe and offers

coverage.

The destination has begun to receive tourism investment projects. Cabela's Incorporated, the World's Foremost Outfitter of hunting and outdoor gear, announced Reno as the site of a 150,000 square foot superstore to open in early 2007. Cabela's is more than a retail store – it's a visitors destination and is anticipated to bring more than an estimated 3 million visitors annually.

With several mergers taking place in the gaming world, the Reno Hilton, Reno's largest property, has announced that Grand Sierra Resorts plans to buy the property and redevelop it to include an indoor water park, spa, midway arcade, retail shops, condominiums and additional gaming offerings.

After many years of speculation, Station Casinos Inc. has announced plans to build a new hotel-casino in South Reno on the Mt. Rose highway. The project would model the Green Valley Ranch project in Las Vegas.

Since the approval of Proposition 1A in March 2000 which amended the California constitution and legalized "Nevada style" gaming on Native American reservations, the Reno market continues to be negatively impacted by the growth in Native American gaming across California.

There are several significant Native American casinos in northern California that currently compete with the Reno market. Some existing operations include the Jackson Rancheria Casino, Hotel and Conference Center in Jackson, California, approximately 59 miles southeast of Sacramento and the Cache Creek Indian Bingo & Casino in Brooks, California, approximately 58 miles northwest of Sacramento. Both of these properties continue to grow and Cache Creek completed a major expansion project in 2004. In June 2003, the United Auburn Indian Community and Station Casinos, Inc., opened Thunder Valley Casino, a gaming facility located approximately 21 miles northeast of Sacramento. Thunder Valley Casino currently offers approximately 1,900 slot machines, 100 table games, dining and entertainment amenities, and parking for 3,000 vehicles.

Most Native American tribes in California currently may operate up to 2,000 slot machines, and up to two gaming facilities may be operated on any one reservation. The number of machines the tribes can operate may increase as a result of any new or amended compacts recently executed and approved. On September 2, 2004, Thunder Valley received approval of amendments to its compact allowing for approximately 800 additional machines which are expected to be placed in operation during the fourth quarter of 2004 and will increase the number of machines at this property to approximately 2,700.

The Reno-Tahoe decline in gaming volume was partially attributed to competition generated by Thunder Valley, along with the expansion of other Native American casinos, which has also impacted drive-in, day-trip traffic from northern California. The continued growth of Native American gaming will continue to place additional competitive pressure on casino operators and the Reno-Tahoe market, which is the basis for the re-branding efforts behind the America's Adventure Place campaign.

Reno-Tahoe International Airport experienced an 11.1 percent increase in passengers in 2004 to 5,093,914. The team at Reno/Tahoe International and Reno-Stead Airports are working together with the community to bring travelers to and from our region at a rate higher than the national average. The Airport's efforts help benefit our hotel/casinos, ski resorts, restaurants and rapidly expanding business base. In addition to the Airport staff, the Regional Marketing

Committee, the RSCVA and EDawn are all a part of a cooperative effort to market the Airport and the region to help grow and maintain service.

The Airport today offers 90 daily departures and 10,840 available seats each day. In the past year, non-stop daily service has been added to Atlanta and San Diego as well as Saturday-only service to Newark.

National Travel Trends

Looking forward, the 2005 Domestic Travel & Tourism Outlook published by the Travel Industry of America states that leisure travel is expected to increase 3.4 percent this year and business travel anticipates a 4.6 percent growth – the first gain since 1999.

The Outlook also points out that the fundamentals of booking travel continue to evolve. Consumers, generally speaking, are booking short, vacation-getaways and basing travel decisions on value, lifestyle and experience – all of which set-up Reno-Tahoe as a preferred vacation destination.

Reno-Tahoe offers value.

Travelers today are more savvy and price-sensitive. The internet allows people more choices, the ability to compare prices and ultimately to carefully think about how they spend their business or vacation dollar, thus, placing value high on the list of reasons to choose a destination.

Reno-Tahoe offers an adventure destination plus gaming.

As a result of smarter travelers, lifestyle marketing has become an important strategy to reaching the customer. People now expect extraordinary vacation experiences plus they want them individualized to their own interests, habits, behaviors which continue to change over time. Knowing your customer and speaking to them in their language has become more important than ever.

Travelers are getting back to the basics. Terrorism, war and a volatile economy have stimulated increased short, getaways. In addition, consumers have embraced their new control over investigating travel prices and take longer in their decision-making process to ensure that they find the best deal resulting in last minute bookings. Certain travel activities are expected to be more popular this year – including attending performing arts events, art museums and galleries, visits to national and state parks, shopping, attending sports events and city/urban sightseeing. Much of this again reflects the increasing importance of lifestyle marketing.

Reno-Tahoe offers good times

For Reno-Tahoe, America's Adventure Place to continue to grow, the RSCVA will continue to educate the visitor about the expanded definition of the word adventure—an adventure is anything that does not fit the ordinary, especially true with visitors here for a getaway vacation or as part of a convention or meeting group.

Vacation is now being defined as an experience. Take Starbuck's for example – it's not just about the coffee; it's about how people feel when they go to the shop. The brand Reno-Tahoe is not just about the vacation; it's about experiencing good times.

Reno-Tahoe Visitor

Highlights from the RSCVA's 2004 Visitor Profile Study used in the development of the 2005-06 marketing plan follow.

Visitor Demographics:

In 2004, the mean age of adult visitors to the Reno-Sparks area was 55 years, down from 56 in 2003. Nearly half the visitors (49 percent) are married empty nesters. The median family income was \$63,300, similar to last year's income of \$63,600. California continues to be the major feeder market to the Reno-Sparks area, accounting for 43 percent of visitors, down 1 percent from 2003. Another 15 percent reside in Washington and Oregon. Over half the visitors (55 percent) traveled by personal vehicle to the area; the percentage of visitors arriving by airplane continued to increase – up from 21 percent in 2002 to 29 percent in 2003, to 35 percent in 2004.

Visitation and Lodging:

Nearly all visitors from 100 or more miles away (97 percent) stayed overnight; the percentage of day visitors from 100+ miles away decreased from 4 percent to 3 percent. The mean number of nights in the Reno-Sparks area was 3.1, up from 3.0 in 2003 and 2.4 in 2002. The primary method of making reservations was through the hotel's or motel's direct reservation service, with an average lead time of about one month (33 days). About 20 percent were first-time visitors (down from 22 percent in 2003) and 40 percent traveled with three or more in their party (up from 37 percent in 2003).

Visitor Activities:

About one out of three visitors (35 percent) stated their primary reason for visiting was a getaway/vacation. Although only 8 percent visited primarily to gamble; 89 percent gambled while they were here. Visitors also enjoyed shopping (56 percent), sightseeing (38 percent) and seeing a live show (33 percent). Convention attendance continued to increase – up from 13 percent in 2002 to 15 percent in 2003 to 18 percent in 2004. Additionally, 16 percent of visitors in 2004 reported attending a special event, up from 12 percent in 2003. Those who attended a special event were more likely (60 percent) to state they would definitely return to Reno-Sparks within two years than the sample as a whole (52 percent).

Visitor Spending:

Both trip spending and daily spending increased this year over the 2003 levels. Trip spending, influenced in part by a longer average trip, increased most notably in gaming and shopping. Trip spending for males was up from \$614 to \$717 per trip. Per person spending averaged \$338 per day in 2004; this rebounded from the 2003 level of \$315 to nearly equal the \$343 daily average reported in 2002.

Indian Gaming:

About 22 percent of Reno-Sparks visitors went to a California Indian Casino in the past 12 months. This is considerably less than the 42 percent who went to one in 2003. The drop, may not represent a decline in Indian Casino visitation but rather suggests that former Reno-Sparks visitors now go to Indian Casinos instead, and so are no longer included in this study.

Visitor Satisfaction:

On a five-point scale, 43 percent of visitors rated their overall enjoyment of their trip as a "5" (excellent) and 40 percent rated it as a "4." Half (50 percent) of returning visitors said the Reno-Sparks area had improved, 24 percent said it had remained the same, 13 percent indicated the area had declined, and 13 percent didn't know. Almost three out of four (73 percent) indicated they were likely to return to the area within the next two years, down from 76 percent last year. The main reasons given for not returning to the area within two years were having other plans (15 percent), no time (11 percent), planning to return in more than two years (11 percent), financial reasons (7 percent), too far (7 percent) and liking to go to various places (7 percent).

The complete visitor profile study is available at VisitRenoTahoe.com

FY 05-06 Direction

The Reno-Tahoe, America's Adventure Place campaign has focused on transitioning it's positioning from gaming plus to adventure plus. Discussions have led the positioning to now be *An Adventure Destination plus Gaming*. The community agrees that what separates our vacation offerings from all others is that we are an adventure destination with the added-value of Nevada-style gaming.

Take the positioning one step further and consider marketing the experience of Reno-Tahoe by outwardly selling the destination's core value, "Good Times." Now each adventure offered within the destination becomes one of the many destination vacation products and is able to speak to many different audiences (i.e. gamers, hikers, bikers, skiers, snowboarders, golfers, art enthusiasts, etc.). Each adventure also allows the opportunity to speak to the experience of the destination and ultimately provide a positive and new lasting impression on the visitor.

Fulfilling on the brand promise of America's Adventure Place is still a high priority. This year the Adventure Connection --a taxi cab education program-- was initiated by the City of Reno and a cooperative effort from the local tourism industry. The goal of this program is to fulfill the brand experience from first contact with a visitor. The Adventure Desk program allows visitors to book their own adventure from the hotel front desk/concierge. The RSCVA kicked off the Adventure Desk program successfully in five hotels to date with plans to continue to expand the program to all interested hotels throughout the next year.

Special events are still viewed as an excellent way to bring America's Adventure Place to life while also leveraging marketing exposure. The funding criteria and event evaluations were revamped in order to provide a more tangible way to determine funding levels and expectations of each event. The priority is still to attract turn-key events that generate room nights and have significant marketing exposure opportunities. A great example of this type of a special event is the Supermoto championships -- Red Bull's Supermoto A Go-Go, which offers both NBC primetime and OLN television coverage for the Reno-Tahoe destination.

The importance of air service continues to be stressed, and supported, by the community and the hospitality industry. The Regional Marketing Committee, comprised of various organizations in the community, is committed to following the lead of the Reno-Tahoe Airport Authority to attract additional air service, sustain existing service and promote the destination brand.

RSCVA will continue to establish Reno-Sparks/Lake Tahoe as a premier meeting and convention destination. Capitalizing on our various facilities including the Reno-Sparks Convention Center, Reno-Sparks Livestock Events Center, National Bowling Stadium and Reno Events Center added to versatile hotel convention facilities, 20,000 hotel rooms in close proximity, and improved air service offerings - Reno-Sparks/Lake Tahoe is set apart from other destinations. Building a room night base via the meeting and convention market remains a primary focus of the RSCVA Sales Team.

RSCVA is always looking for ways to strengthen its sales and marketing budget by lowering its debt service levels; therefore, the potential sale of Wildcreek will continue to be evaluated. In addition, the RSLEC relocation and expansion project will be further studied as some of the important RSLEC business is in need of more space to accommodate event growth.

Obtaining community and stakeholder input will be a continued objective of the RSCVA via each department head and the separate committees made up by tourism industry leaders. Reno-Tahoe must continue to work together to re-brand the destination and change the way we do business.

In conclusion, this plan continues and strengthens the RSCVA vision to re-position our destination brand "Reno-Tahoe, America's Adventure Place." The brand campaign is a common factor in all components of the destinations identity and continues to support our mission. The following RSCVA departmental marketing plans outline initiatives for 2005-06 developed to reach the destination goals.

Marketing, Special Events, Communications & Visitor Services Plan

Background

In the last four years, the marketing department has transitioned to an in-house advertising agency, which has proven to be cost-effective and time-efficient for the organization. The staff has expanded in the last year in order to adequately handle the level of increased work expected to be produced by the marketing department. From creating and executing new special events, to becoming the marketing arm for our important city-wide convention business, the marketing department has transitioned from doing traditional marketing programs only to becoming an added-value service that gives RSCVA a competitive sales advantage over other destinations. It is also part of a bigger picture to ensure that the messaging of the destination brand is incorporated and integrated in all possible marketing efforts.

Staff

Eight full-time positions including an Executive Director of Marketing, Advertising Manager, Internet Marketing Manager, Special Events Manager, Marketing Coordinator, Public Relations Coordinator, Special Events Coordinator and a Visitor Services Coordinator.

Mission

To develop and implement a strategic marketing effort promoting the Reno-Tahoe regional destination brand identity locally, regionally, and nationally, with the ultimate goal of driving overnight visitation and increasing room tax revenue.

Objectives

- Promote destination as Reno-Tahoe, America's Adventure Place
- Position RSCVA as the leader in enacting change in the community and hospitality industry
- Support meetings, conventions, tradeshow & special events sales and travel industry sales efforts
- Develop and implement facility marketing programs (i.e. RSCC, RSLEC, REC, NBS, Wildcreek, and Northgate Golf Courses)

Goals:

- Phone volume expected decrease
- Increase visitor planner distribution
- VisitRenoTahoe.com stats
 - Increase unique visits
 - Increase page views
 - Increase database collection
 - Increase hotel referrals

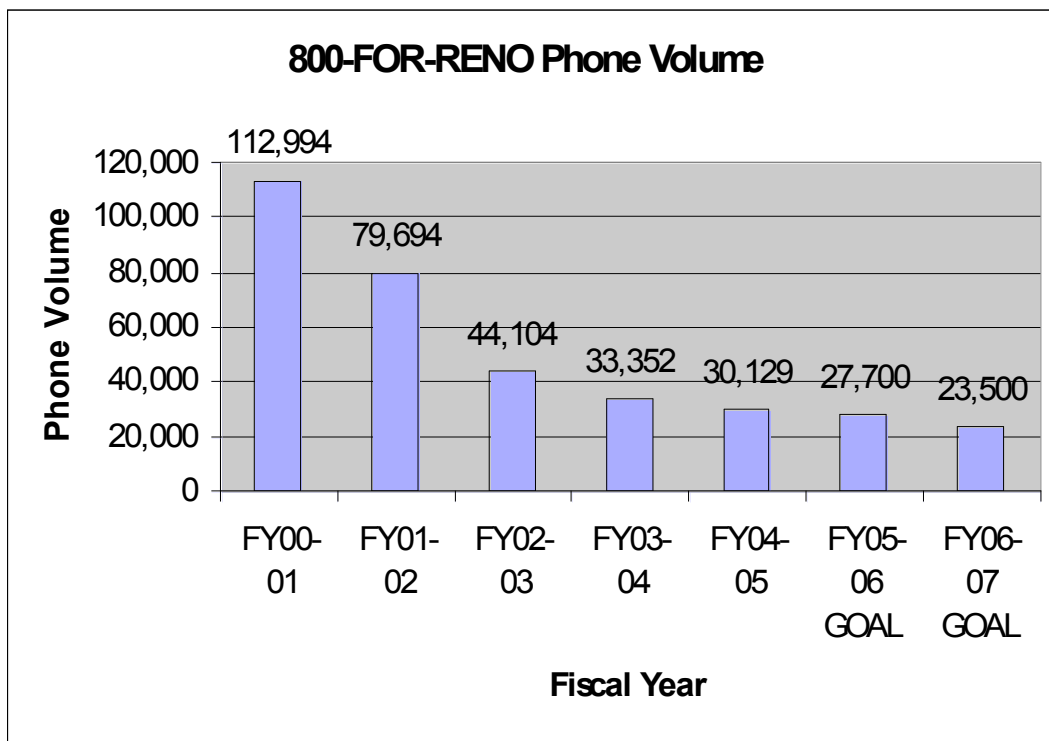
- Increase “Bay Area” brand awareness

A Bay area brand awareness phone survey will be conducted in October 2005. The results will be compared to last year’s results to establish the change in Bay area perception of Reno-Tahoe and to evaluate the performance of the core marketing efforts.

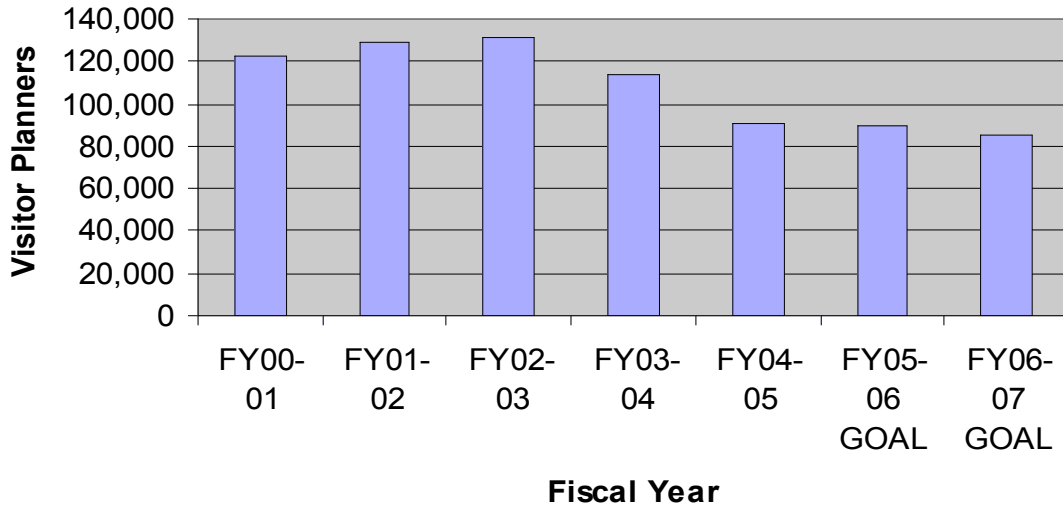
- Lower median age of visitor

(Calendar Year Statistics)

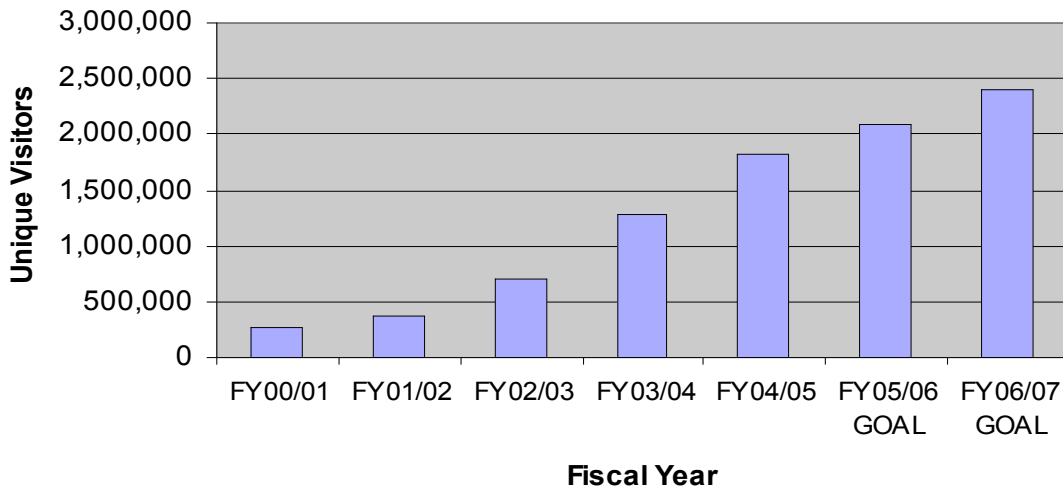
Year	Median Age
1997	54
1998	55
1999	54
<i>Hiatus in Visitor Profile Study</i>	
2002	53
2003	56
2004	55

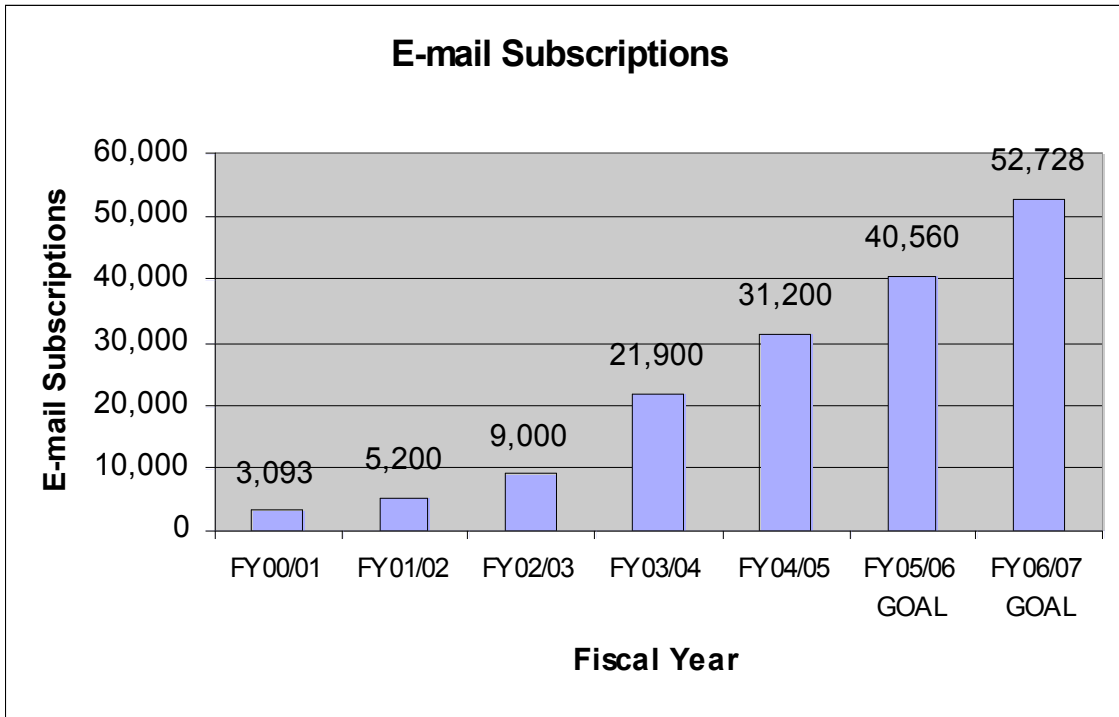
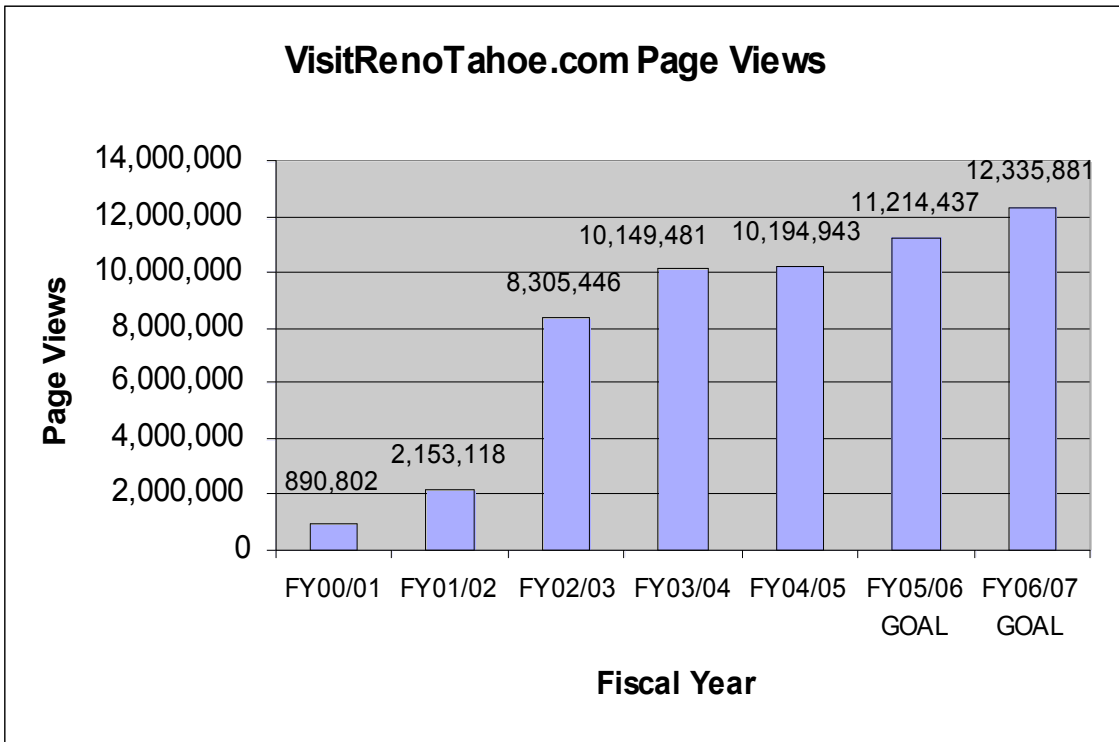


Visitor Planner Distribution



VisitRenoTahoe.com Unique Visitors





Target Markets

a. Location

RSCVA Efforts

- Bay Area
- West of the Mississippi
- Selective National (Men's Journal, National Geo, TV)

RMC Efforts

- Atlanta
- San Diego
- Southern California
- New York City

b. Demographics

- Men and women
- 25 – 54

c. Psychographic

- Active lifestyle
- Young-at-heart

d. Genographic

- Empty-nester/Baby boomer
- Generation X

Marketing Strategies

1. Research
2. Reno-Tahoe, America's Adventure Place Creative Campaign
3. Bay Area Consumer Marketing Programs
4. Public Relations
5. Cooperative Marketing Programs
6. VisitRenoTahoe.com Website Development
7. Visitor Services
8. Special Events
9. Facility Marketing
10. Brand TV
11. Media Buys
12. Support Sales Efforts
13. Other priorities if budget allows

Marketing Tactics

1. Research

- **Visitor Profile**
- **35 – 100 Mile Visitor Profile**
- **Marketing Statistics Report**
The Marketing Report is a collaboration of all tourism statistics. (I.e. transportation, gaming, and air service statistics etc.) This report provides historical data and helps us recognize trends from tourism indicators.
- **Brand Awareness Phone Survey in Bay Area**
- **Out-of-town guest survey**
- **Special Event Economic Impact Studies (x5)**
- **Conversion Survey (on-line and phone)**

2. Creative Campaign

What is a brand? To some, it's just a product name, and to the more experienced, there are trademarks and logos. There are slogans. To the enlightened, it's more than that. A brand is a tool to build and retain customers. Consumers prefer brands because if they're differentiated, they stand for something, and they differentiate themselves from the competition. It's something that adds value. A brand stands for attributes that are difficult to evaluate. Brand marketing is now beyond trademarks, logos and slogans. It's become a trustmark capitalizing on experiential marketing. It's a distinctive name or a symbol that emotionally binds a company with the desires and aspirations of its consumers. It's an emotional connection. It's much bigger and much more powerful than the uses that we traditionally associate with a brand or trademark. We are beyond performance. We're beyond the destination. The winners will stand for something, and they will make emotional connections with the consumer. We are now selling emotions, lifestyles, and personality. It's no longer about the destination. It's about the consumer. The trick today is to try to figure out the right way to send the right message to the right person at the right time. There is no more one size fits all. *Outlook on Branding and Consumer Marketing By Jos Anshell CEO Moses Anshell Advertising*

Based on the progression of marketing strategies which better target potential visitors and compliment travel booking practices RSCVA will look at evolving the Reno-Tahoe, America's Adventure Place ad campaign (TV and Print) this year. The creative strategy will remain as discussed below. The execution of the campaign will change to better capture the essence of the Reno-Tahoe, America's Adventure Place brand and speak more directly to the target market.

A. Campaign Creative Strategy

Brand: Reno-Tahoe, America's Adventure Place

Unique Selling Proposition: Reno-Tahoe is an adventure destination plus gaming

Core Benefits:

- Outdoor Adventure
- Gaming
- Dining
- Great Value
- Special Events & Entertainment
- Arts & Culture

Brand Personality:

- Comfortable
- Approachable
- Fun
- Hip & Quirky
- Real (Non-Poseur)

Core Value:

- Good Times



B. Strategy (Based on Core Value)

- While Reno-Tahoe further fulfills its claim to being America’s Adventure Place, and Reno itself continues its riverside renaissance, there are still misperceptions of the area to overcome. What better way to begin creating a new perception of Reno/Sparks/Tahoe—one of cool, fun outdoor and indoor adventure and all-around good times.
- Using humor to paint a “good times” picture of Reno-Tahoe gives us a progressive personality (a willingness to move on from stereotypical gaming advertising) while still showing that good times in Reno-Tahoe include both gaming activities and adventure activities.
- The personality will prove to be the most important aspect of this campaign, because portraying a personality and establishing an emotional connection will go a long way to changing misperceptions of Reno-Tahoe.

C. Segment Goals

Golf: Position Reno-Tahoe in the minds of golfers as one of the top destinations in the Western United States by showcasing variety of golf course terrain and quality, course access, scenic quality and weather.

Ski: Position Reno-Tahoe in the minds of skiers and snowboarders as the top destination for winter sports in the U.S. by showcasing the number of ski resorts within an hours drive (18), world-class resort options (Alpine, Heavenly, Squaw Valley), quality of snow and locals favorite resorts in our backyard.

Outdoor: Showcase all there is to do year-round in the area when you are not gaming. Some ads will focus on paddle sports (kayak, rafting and canoeing), mountain biking, and hiking.

D. Who is our competition?

Golf: Las Vegas, Palm Springs, Monterey, Bend and Phoenix

Ski: Colorado, Salt Lake, Mammoth, and Whistler

Outdoor: Northern California, various regions in Colorado, Phoenix and Idaho

3. Bay Area Consumer Marketing Programs

1. **Fall Golf**
2. **Winter Adventure**
3. **Spring Special Events, Golf & Art**

Following the last two years of targeting California, consumer marketing programs in FY 05-06 will follow the same model. The programs will target the Bay area. While Sacramento is still an avid core market for our destination, RSCVA in conjunction with regional hotel marketing directors agreed that the hotels would concentrate on sustaining visitation from the Sacramento area and RSCVA would take the lead on building the destination brand out of the Bay Area. Each \$120,000 retail program will include magazine media buy, radio, extensive internet, television, and a promotion.

4. Public relations

a. Target Regions:

- Reno-Tahoe region
- Bay Area
- Sacramento Valley
- Atlanta
- Southeast
- New York
- Southern California
- Phoenix

b. Target Audiences:

- Frequent independent travelers
- Convention and meeting planners
- Reno/Sparks/Tahoe community

c. Strategies/Tactics:

1. Media relations
2. Community/Property relations
3. Promotions
4. Internal communications
5. PR Budget
6. Evaluation

See RSCVA Public Relations Plan and Press Release Calendar.

5. Cooperative Marketing Opportunities

- **Regional Marketing Committee**

The committee is made up of regional stakeholders, convention and visitor bureaus, and marketing organizations. In partnership with the Reno-Tahoe International Airport, the Regional Marketing Committee cooperatively combined promotional regional dollars with the primary objective of positioning the destination to increase air service, help fill seats and promote the region as Reno-Tahoe. The increases of direct, non-stop flights, as well as passenger counts are positive signs that the strategies behind the efforts of the committee are working.

The Regional Marketing Committee Marketing Plan details its goal, mission, positioning statement and unique selling points as well as a list of member organizations.

See Regional Marketing Committee Marketing Plan

- **Sierra Ski Marketing Council**

Sierra Ski Marketing Council is a consortium of area CVBs and the Ski Lake Tahoe group. The dollars for RSCVA involvement directly benefit the media buy as we receive insertions in *Ski Magazine* and *Skiing magazine* at a discounted rate. We also have prominent presence on the Ski Lake Tahoe website which acts as a portal to its partners. Because Reno/Sparks is not considered a ski destination, this strategic partnership is designed to capitalize on the Ski Tahoe brand and leverage it to sell both North Lake Tahoe and/or Reno/Sparks/Tahoe as places to stay.

See SSMC Media Buy

- **Golf the High Sierra**

As with the ski cooperative marketing effort, RSCVA recognizes the benefits in working with Golf the High Sierra (collaboration of 18 area golf courses). RSCVA will maintain its partnership in marketing the region as a premier golf destination.

6. Visit RenoTahoe.com Website

a. FY 05-06 Objectives

- Continue to improve site usability testing
- Increase website traffic
- Develop an interactive relationship with our customer database through HTML emails, dynamic emails and text messaging

b. Goals

- Increase Unique Visits 15% 2,083,418
- Increase Page Views 10% 11,214,437
- Increase Referrals by 10% 184,323
- Grow email database by 30% 40,560

c. FY 05-06 Tactics

1. Continue quarterly promotions
2. Text messaging
3. Grow blog participation
4. Increase hotel referrals
5. Outbound email campaigns

6. Initiate dynamic email campaigns
7. On-line research
8. Activity Tickets/Silver Voyages – Adventure Desk

See Web Marketing Plan

7. Visitor Services

a. Visitor Call Center

In an effort to improve the service level of 1-800-FOR-RENO, the RSCVA selected Answerwest to take over the call center for Visitor Services in August 2003. Answerwest, located in Reno, NV, is an outsourcing solution providing full-service customer support.

According to the 2004 Visitor Profile, 19% of survey respondents were aware of the 800-FOR-RENO phone number, and 6% of respondents actually reported calling our 800 number.

Answerwest utilizes the RSCVA website (VisitRenoTahoe.com) to answer many visitor questions. Operators work off of a web-based operator script that is updated frequently to include the latest shows and events. Operators were initially trained during a two day familiarization tour (FAM) of the hotel/casinos. Continual training occurs on a bi-monthly basis, where hotel/casino representatives are invited to make a short presentation about their property to the operators. The hotel/casinos also provide bi-monthly incentives for operators, which are awarded based on the total number of hotel referrals each 2 month period.

The RSCVA's overall strategy is to push visitor inquiries to VisitRenoTahoe.com rather than 1-800-FOR-RENO, and subsequently it is anticipated that call volume will continue to decrease year over year.

In FY04-05, the RSCVA began utilizing Answerwest for outbound conversion surveys. Every in-bound caller is asked if we can contact them in a few months to inquire about their travels, when the caller is then called and asked questions such as:

- After calling our 800 number for information, did you actually travel to Reno?
- If yes, what did you do on your vacation and what kind of accommodations did you utilize?
- If no, why didn't you travel to Reno, and where did you actually travel?

The outbound conversion study will help the RSCVA track actual conversions from the leads of incoming phone calls. The same survey is also used on the website and via e-mail for online leads.

In FY05-06, the RSCVA will also to continue to improve communication with the Answerwest operators for special events. This will ensure that the operators will always have complete information available on the important events in our area.

In June 2005, the RSCVA will launch the Adventure Desk program. This program will provide fulfillment for the America's Adventure Place campaign. Participating

Voyages. There will be four hotel/casinos participating in the launch of this program, and throughout FY05-06, we will extend the program to any property that chooses to participate.

During FY05-06, the RSCVA will begin working with Cabela's, the destination retail outdoor outfitter that will be opening a store adjacent to Boomtown Casino & Hotel. The RSCVA plans to develop a visitors center inside their store, which will provide visitor services to incoming I-80 traffic, and will also help to forge a relationship with this corporation. The Cabela's store is scheduled to open in late 2006 or early 2007.

Another new program that the RSCVA will launch in FY05-06 is the Adventure Ambassador program. The RSCVA intends to hire part-time personnel that will spread the America's Adventure Place message at RSCVA-sponsored events.

8. Identify and support key special events.

Special Event	RSCVA Funding
Breeders Invitational	\$ 20,000
Reno Rodeo	\$ 7,500
Pace Picante Shoot-Out Rodeo	\$ 15,000
X-Cart Races	\$ 15,000
Supermoto A Go-Go	\$ 40,000
Reno-Tahoe Open	\$ 250,000
Professional Bull Riders	\$ 20,000
Nevada Chamber Music Festival	\$ 3,400
Reno Championship Air Races	\$ 25,000
Artown	\$ 10,000
Big Easy	\$ 5,000
Great Reno Balloon Race	\$ 15,000
Shakespeare Festival	\$ 15,000
Tahoe-Reno International Film Festival	\$ 5,000
International Chicken Wing Society	\$ 2,500
ProWakeboard Tour	\$ 25,000
Kingpin Million	\$ 130,000
Extreme Bulls	\$ 100,000
Reno River Festival	\$ 70,000
WAC	\$ 30,000
Contingency	\$ 6,600
Grand Total Budget:	\$ 810,000

See Special Events Philosophy

9. Support RSCVA facilities' marketing needs and programs

- a. Reno Events Center Marketing
- b. RSCC local events
- c. Golf Courses Marketing
- d. RSLEC Renovation & Expansion Next Steps
- e. National Bowling Stadium
 - Storm's National Mixed Tournament
 - Kingpin Million Dollar Bowling Tournament

10. Bay Area Brand TV

See Bay Area brand and promotional television media buy

11. Implement Media Buys

- a. Meeting, Convention, & Tradeshow Media - \$147,000
 - Meetings West
 - MPI
 - Smart Meetings
 - ASAE
 - R/T Meeting Planners Guide
 - Meetings & Conventions
 - Tradeshow Week
 - Show Daily's (ITME, IAEM, PCMA, IFA, SGMP, GWSAE, SISO)
- b. Reno Events Center Arena Media Buy (Pollstar) - \$43,000
- c. Consumer Media - \$1,438,216
 - Golf Magazine
 - Golf Digest
 - Golf World
 - Ski
 - Skiing
 - SnoPak
 - Ski Press
 - Powder Magazine
 - Nevada Travel Planner
 - Men's Journal
 - National Geographic Traveler
 - Outside Magazine
 - Paddler Magazine
 - Kayak Magazine
 - Sunset
 - East Bay/SF Weekly
 - 7x7
 - Bay Area Network and Cable TV
 - Various Internet advertising
 - SBC Phone Book Listing
 - Nevada Football/Basketball (scorers table, tv screen, end zone sign, pa's during each game)

12. Support All Sales Efforts

- Meeting, Convention & Tradeshow Sales
- Travel Industry Sales

13. Other Priorities If Budget Allows

- October Special Event Funding - TBD
- Branded Entertainment Project - \$200,000
- National TV Buy Following NCOT - \$200,000
- Nevada Museum of Art Sponsorship of Exhibit - \$75,000

RSCVA Special Events Philosophy

Background:

The special events philosophy within the RSCVA strategic objectives has varied in the recent years. Now under the America's Adventure Place (AAP) brand philosophy, the vision is to utilize special events to help brand the destination as AAP via marketing opportunities, to increase overnight visitation and to help book RSCVA/City of Reno facilities.

This year the RSCVA, together with its Board of Directors will concentrate on evolving the special events department to become clear in its objectives, funding procedures, fulfillment plan and evaluation process.

Mission Statement:

Utilize special events to serve as a vital role in marketing and fulfillment of the America's Adventure Place destination branding, to increase overnight visitation and utilize RSCVA/City of Reno facilities.

Target Endemics:

- Outdoor/Adventure Sports (Golf, Bike, Mountain Bike, Marathons)
- Boxing
- Motor Sports (Moto, X-Cart, Snowmobile, Auto, Quad)
- Water Sports (Wakeboard, Kayak)
- Snow Sports (Snowboard, Ski)
- Action Sports (Skate, BMX, Air Races)
- Rodeo/Roping Sports
- Arts & Culture (Music, Theatre)
- Community Events (Balloon Races, Reno River Festival)
- Bowling Events

Objectives:

1. Leverage special events to extend the destination brand
2. Attract new special events tied to generating overnight visitation and leveraged marketing exposure opportunities
3. Continue to grow existing events that support current marketing strategies
4. Change special events funding/evaluation process
5. Improve sponsorship fulfillment including on-site event presence of destination brand

Tactics:

- Developed special events philosophy document for approval from BOD
- Hired a special events coordinator to help special events manager and take over responsibilities of consultant sales position
- Created new online Special Events Sponsorship Request Form
- Created new RSCVA Event Funding Contract
- Continue to work in conjunction with Sales Department to attract special events tied to extensive marketing exposure

- Work closer with City of Reno
- Determined strategy to consistently evaluate special event attendance numbers
- Better leverage existing special events
 - Grow AAP presence within sponsorship opportunities

RSCVA Special Event Funding Process:

Step One

Special events producers that are interested in forming sponsor partnerships with the RSCVA are asked to submit the following in order to be considered for special event funding:

1. Special event on-line evaluation form
2. Current year budget plan
3. Most recent financial statement
4. Clearly defined marketing plan

Step Two

Once collected in April, these elements are combined with staff comments and discussions with the event producers into one summary document. If an event was funded in the year prior the summary document will include an event recap evaluation.

Step Three

RSCVA Marketing & Special Events Committee will meet to evaluate each event and recommend funding allocation once approved by the full Board of Directors.

RSCVA Funding Priorities:

RSCVA BOD will look to fund events with one or a combination of the following:

1. Televised events
2. Room nights
3. RSCVA/City of Reno Facilities

Special Event Funding Evaluation Criteria:

Each special event funding request will be evaluated by the following:

1. Television exposure
2. Room nights generated
3. Consistent with America's Adventure Place Brand
4. Professional, turn-key management
5. Evaluation of financial status of event
6. Timing of event dates (shoulder season recommended)
7. Use of RSCVA/City of Reno Facility
8. More than one hotel involvement

Qualifications Tier

Network (ABC, CBS, NBC FOX)	15
Network + Inventory	25
Cable (ESPN, OLN, FSN, Golf Channel)	10
Cable + Inventory	15
Room nights	
50 – 100,000	20
25 – 50,000	15
5 – 25,000	10
0 – 5,000	0
AAP	(1 – 5)

Points/Funding Range

0 – 9	\$0 - 5k
10 – 19	\$5 – 10k
20 – 29	\$10 – 15k
30 – 40	\$20 +

RSCVA Support Opportunities:

RSCVA will “fund” the special event request in one or a combination of the following:

1. Cash
2. Marketing Support
3. RSCVA Facility Rental Rate Consideration

Event Funding Requirements:

Each special event receiving funding from the RSCVA must do all of the following:

1. Sign RSCVA Event Funding Contract
2. Research – Economic Impact/Attendee Numbers
3. Event Recap Evaluation

Bi-Annual Funding Schedule:

RSCVA will consider event funding twice within a fiscal year - April and September.

Sales Opportunities:

The RSCVA executive director of marketing and the special events staff will continue to court the following events and look for additional events based on the special event philosophy.

- USA Canoe/Kayak slalom events
- 14th Annual SAAB U.S. Extreme Freeskiing Championships
- Jeep King of the Mountain World Championships Summer / Winter
- Gravity Games
- X-Game Qualifiers
- Dew Tour
- Van’s Cup / Rail Jam
- ESPN Quad Race
- World Cup Skateboarding
- Mobile Skatepark Series

- ESPN Supermoto Series
- Freestyle Motocross
- Red Bull KTM Series
- College Sports Fest
- Boost Mobile FMX Tour
- Supercross
- Desert Racing
- NORBA Mountain Bike Race XC and DH
- Music Festivals
- Boardstock
- Various Red Bull Events
- Range Rover/Porsche/Jeep Adventure Tours

RSCVA PR PLAN 2004-05

Goal

Implement a comprehensive public relations program to include local, regional, national, niche, meeting and conventions, community and internal initiatives, continuing to leverage the Reno-Tahoe, America's Adventure Place message to target audiences to generate media interest and coverage focusing on the strategy "An Adventure Destination Plus Gaming".

Target Regions

Out-of-Market Primary Target Regions

- Bay Area (San Francisco, San Jose, Oakland, Santa Rosa, Monterey, etc.)
- Sacramento Valley (Sacramento, Stockton, Fresno, Modesto, Grass Valley, Auburn, Roseville, etc.)

Out-of-Market Secondary Target Regions

- Current and potential fly-in markets leveraging efforts of the Reno-Tahoe Regional Marketing Committee (RMC) including key West Coast and East Coast national cities such as Southern California, Phoenix, Atlanta and New York region

Local

- Reno, Sparks and surrounding communities
- Lake Tahoe Basin

Target Audiences

Frequent Independent Travelers (FIT) (on a regional and national basis)

- Gamers
- Outdoor recreation and adventure seekers (through magazines, publications, travel guides, broadcast programming, special sections, etc.)
- Special event and festival attendees
- Media on a local, regional and national level (print, broadcast, Internet and targeted publications reaching target audiences)

Convention and Meeting Planners

- Current and potential clients
- Local community (elected and appointed officials, community leaders, members of organizations) for the "Bring Your Meeting Home" campaign
- Media (local print and broadcast media and specific trade publications)

Niche Travel Markets

- Recreational enthusiasts (kayakers, wakeboarding, skiing, golf, etc.)
- Family
- Women
- Arts and cultural and heritage travelers
- Gay and Lesbian
- Ethnic groups such as Hispanic, Asian, African American
- Specific niche media to reach targeted audiences

Reno-Tahoe Stakeholders (communicating the America's Adventure Place message)

- Hotel/casino property owners, presidents, director of marketing and publicity contacts
- Residents of Reno, Tahoe and surrounding communities
- Elected and appointed officials
- Community leaders (City of Reno, WIN, EDAWN, Chamber of Commerce, University of Nevada, Airport Authority etc.)
- Taxi cab drivers (through the City of Reno/RSCVA Taxi Cab Program – Adventure Connection)
- Local media (print and broadcast)

Internal

- Convention Sales Department
- Travel Industry Sales Department
 - Targeted group sales media publications and newsletters
 - Online sites focusing on content
 - Materials for consumer tradeshows and events
- RSCVA executive and senior level staff
- RSCVA employees
- RSCVA Facilities
 - Reno-Sparks Convention Center
 - National Bowling Stadium
 - Reno Events Center
 - Reno-Sparks Livestock Event Center
 - Golf Courses (Wildcreek and Northgate)

Objectives

- Through the public relations initiatives, generate more than \$2.5 million in coverage of Reno-Tahoe, America's Adventure Place, in print and broadcast industries.
- Generate an increase in media visiting Reno-Tahoe from the more than 45 completed in 2004-05 (not including the 36 media from the Winter Regional Media Tour) to 60+ top media visits from key target markets in 2005-06.

Strategies

1. Media Relations
 - a. Regional/National
 - b. Local
2. Publicity
3. Promotions
4. Reno-Tahoe Stakeholders (Community/Property Relations)
5. Internal Communications
6. Budget
7. Evaluation

Tactics

1. *Media Relations*

- **REGIONAL/NATIONAL:** Proactively leverage media opportunities for Reno-Tahoe to promote the destination as “must-see” destination to target audiences as outlined above
 - **On-site Media Events:** Host on-site media events in Sacramento, San Francisco and Los Angeles in conjunction with the hotel/casino properties (host in October 2005)
 - Provide an opportunity for RSCVA and hotel/casinos to meet one-on-one with target media in key markets
 - **Desk-side Media Tour:** Hold a New York media tour to meet one-on-one with key national media (target September)
 - **Customized Visits:** Proactively invite regional and national level media to visit Reno-Tahoe for customized media visits focusing on features and topics specific to the adventure message focusing on outdoor recreation and “gaming-plus”
 - Target the top 250 media outlets that align with destination goals and target audiences
 - Produce a direct mail piece designed to generate interest in Reno-Tahoe and use as a tool to secure visits
 - **Media Requests:** Respond to individual requests from media for information or to tour Reno-Tahoe by coordinating schedule and logistics
 - Includes specific requests to internal departments as well as stakeholders, as needed
 - **Media Tours (FAMs):** Develop, coordinate and participate in the following media tours for the next fiscal year:
 - Golf High Sierra Media FAM: July 6-11, 2005 (RSCVA participates as a sponsor)
 - Society of American Travel Writers FAMs (Pre and Post Trips in Reno-Tahoe): SATW national conference takes place in Las Vegas September 18-13, 2005 and these trips will be offered as options for visiting media
 - **Niche:** Develop a media relations program to target customized pitches to family, women, gay and lesbian, arts and culture heritage travelers and ethnic groups such as Hispanic, African American, Asian
 - Determine specific features that would relate to the niche markets to proactively communicate the Reno-Tahoe message
 - **Air Service Growth Markets:** Utilizing the success of the RMC, specifically target and pitch the Reno-Tahoe message to media in the current and developing airline markets including:
 - Atlanta
 - New York
 - Southern California
 - Phoenix
- **LOCAL:** Proactively leverage media opportunities to promote Reno-Tahoe key messages to local and stakeholder target audiences as outlined above.
 - Meet regularly with the local media to build RSCVA relationship by developing an annual target meeting schedule
 - Continue to support media requests in a proactive manner
 - Provide current America’s Adventure Place logos and messaging to media to encourage support (specifically targeting radio and TV); provide differentiating materials for the Biggest Little City in America’s Adventure Place to support tourism messaging

2. Publicity

- Develop an annual PR calendar
 - Outline 2-4 press release topics per month including target media distribution
 - Develop and outline customized media pitches for local, regional and national media targeting 3-5 pitches per month focusing on key messages
 - Proactively pitch use of photography for publication usage and added destination exposure
 - Proactively research and address editorial calendar opportunities for targeted publications
- Maintain and develop press materials for media on a seasonal (winter and summer) and activity basis (kayak, arts and culture, etc.)
 - Develop a media press topics sheet for regular distribution
 - Maintain redevelopment and property highlight press sheet for Meetings and Conventions requests
- Develop a CD press kit for media distribution and online reference
- Develop a photography specific CD press kit for distribution as requested
- Revise and update the press room on www.VisitRenoTahoe.com
 - Incorporate CD press kit
 - Include a media request form for press visits or requests for information
 - Update and provide media instructions for the online photo site
 - Provide B-Roll or requests for b-roll online
 - Provide links to virtual tours of each RSCVA facility
 - Add Hotel/Casino news page to post property releases that do not fit the Datebook section
- Develop a monthly media “round up” newsletter to distribute on a national basis to include highlights from the hotel/casino properties, attractions and events; post online
- Draft advertorials conveying Reno-Tahoe message based on advertising placement

3. Promotions

- Develop out-of-market promotions in conjunction with the advertising buys (print, broadcast and online) to leverage the Reno-Tahoe brand
 - Coordinate Grand prize trips to Reno-Tahoe for giveaways (ski, golf, kayak, art, special events, etc.)
- Assist the advertising and Internet marketing managers’ promotions by providing contest information, promotional content and giveaway items
- Work directly with the hotel/casinos to secure giveaways and ensure proper messaging and promotional value
- Develop additional out of market promotions not tied to advertising to promote the Reno-Tahoe brand
- Target sports organizations, radio stations, Southwest Airlines, etc. for added value opportunities

4. Reno-Tahoe Stakeholders (Community/Hotel-Casino Relations)

- Develop a community relations program targeted toward residents to continue to leverage and build the Reno-Tahoe, America's Adventure Place brand
 - Position to locals the VisitRenoTahoe.com site as the one-stop-shop for all information about the destination
- Based on the marketing direction, develop a public relations component to complement the programs and/or activities the RSCVA is involved in locally
 - Working with the Special Events manager, support RSCVA sponsored events and leverage opportunities to support the brand, e.g., University Athletics
 - Provide each sponsored special event with an RSCVA publicity kit that includes standard RSCVA boilerplates for events to include in media distributions, correct use of name and logo for sponsorship, logos, photography, press release shells and other materials that would support the RSCVAs sponsorship
- Continue to inform key community agencies (Airport Authority, City of Reno, Chamber of Commerce (members and area newcomers), EDAWN) of RSCVA activities through consistent communication
 - Develop a regular calendar of meetings with key individuals
 - Continue to provide RSCVA Board of Director meeting recaps
 - Provide Ambassador Jackets with the Reno-Tahoe, America's Adventure Place logo for the Ambassador program
 - Continue to support City of Reno cooperative initiatives, such as the Taxi Cab program
 - Support and develop public relations initiatives for the hotel Adventure Desks
 - Support and develop public relations initiatives for the Airport Visitors Center
- Continue regular communication with hotel/casino properties about the RSCVA's marketing efforts
 - Continue to host hotel/casino PR committee meetings on a quarterly basis, or as needed
 - Provide regular updates to members of the committee including highlights of successes
 - Distribute annual press release calendar to hotel/casino properties
 - Develop online materials to be provided to the hotel/casinos for seasonal and special event communications to customers
 - Include property's media announcements in monthly roundup newsletter distributed nationally

5. Internal Communications

- Develop a media education program targeted toward employees to continue to leverage communication between departments and educate on the importance of media relations
- Develop an internal media training program for RSCVA executive staff and senior managers to assist in educating the RSCVA about media roles and the importance of maintaining positive relationships
- Increase communication internally by providing RSCVA staff updates on marketing initiatives and successes
 - Provide advertising creative
 - Showcase online advertising and Internet based promotions
 - Provide details on current promotional programs
 - Share media coverage generated through publicity (provide releases and links or copies of news articles)
 - Inform about RSCVA sponsored events and activities

- Be the conduit between the marketing department and other departments to open communication, provide assistance and to ensure consistent messaging of the America's Adventure Place brand
- Continue the InSideScoop, quarterly newsletter; mail a copy to staff and provide a PDF version online

5. Promotions 15-060-0630:

Budget Total \$55,000

- | | |
|----------------------------------------------|-----------------|
| • Bacons, Clipping Service (print and video) | \$11,000 |
| • Web site update | \$1,300 |
| • Media Tours | \$34,000 |
| ○ SF Media Tour: \$8,000 | |
| ○ Sac Media Tour: \$8,000 | |
| ○ LA Media Tour: \$8,000 | |
| ○ Media Tour Invites/Mailing: \$2,000 | |
| ○ NY Media Tour: \$8,000 | |
| • Ambassador Jackets | \$3,500 |
| • Golf The High Sierra | \$5,000 |
| • Contingency | \$200 |
| Total: | \$55,000 |

6. Evaluation

- Continue to enhance the current evaluation program including securing new methods of media evaluation and analysis
- Continue to utilize a media service for press clip monitoring
- Develop a press coverage library including print and broadcast coverage
- Incorporate the clips within an evaluation formula to include:
 - Advertising equivalency
 - Key Words
 - Ranking
 - Placement
- Maintain a spreadsheet record of all public relations initiatives to provide to the RSCVA Board on a monthly basis to include:
 - Press releases
 - Press kit
 - Media pitches
 - Media visits
 - Media FAMs
 - Media requests for information
 - Advertorial/editorial copy provided
 - Community relations activities
 - Promotions and value received

RSCVA PRESS RELEASE AND MEDIA PITCH CALENDAR JULY 2005 – JUNE 2006

July

Press Releases:

- Reno-Tahoe Fall Adventure Activities
- Historic Reno-Tahoe
- Arts and Culture Attractions

Media Pitches:

- It's Not Too Late to Celebrate Summer in Reno-Tahoe
- Plan a Weekend Getaway Before Back to School
- Beat the heat – ways to cool off for the weekend in the river, casino or spa

August

Press Releases:

- Kayak Park Activities for Fall
- Fall Golf in Reno-Tahoe
- Fall Entertainment and Special Events Highlights

Media Pitches:

- Labor Day Weekend Round Up

September

Press Releases:

- Reno-Tahoe "Stay and Ski" Packages
- Reno-Tahoe Spa Retreats
- New this Winter (highlights on ski resort improvements, new activities, etc.)

Media Pitches:

- Ski Pitch

October

Press Releases:

- Plan a Winter Retreat to Reno-Tahoe
- Ski Resort Highlights and Winter Packages
- Reno-Tahoe New Year's Highlights and Best Rates
- America's Adventure Place for Winter Fun (alternative ski activities including snowshoeing, sledding, ice skating, snowmobiling, snow tubing, cross-country skiing, etc.)
- All about wine – explore the extensive wine collections in Reno-Tahoe, talk a stroll on the Wine Walk, etc.

Media Pitches:

- Ski Pitch

November

Press Releases:

- Extreme Reno-Tahoe (winter sports and activities)
- Ski by Day and Play by Night
- Winter Entertainment and Special Events Highlights

Media Pitches:

- Reno-Tahoe Special Holiday Packages Roundup
- Highlight on Ski Resorts Opening and New Winter Packages

December

Press Releases:

- New Year's Eve in Reno-Tahoe (gaming and entertainment focus)
- Ski Resorts Special Events and Activities
- Reno-Tahoe 2005 Calendar of Events

Media Pitches:

- Watch it Where You Bet – Reno-Tahoe Super Bowl Parties
- New Year's resolutions – get active and healthy in Reno-Tahoe

January

Press Releases:

- Reno Event Center Entertainment Highlights for 2005
- Reno-Tahoe's Kayak Park (Reno River Festival)

Media Pitches:

- Snow Update Pitch
- Martin Luther King Weekend Round Up
- Valentines Day Specials and Events Round Up

February

Press Releases:

- Ice Tee Reno-Tahoe Style
- Romance in Reno-Tahoe (special packages, and romantic places to pop the question or just enjoy a romantic evening)
- Amazing Adventure Awaits in Reno-Tahoe
- Reno-Tahoe Stay and Golf Packages (Best Rates)
- Reno-Tahoe's Kayak Park (Reno River Festival)
- Spring Entertainment and Special Events Highlights

Media Pitches:

- Spring Skiing Pitch

March

Press Releases:

- Reno-Tahoe's Hot Summer Events
- Reno-Tahoe Nightlife
- Reno-Tahoe's Kayak Park (Reno River Festival)

Media Pitches:

- Easter Round Up
- Reno-Tahoe Arts and Culture

April

Press Releases:

- Reno-Tahoe PGA Players' Courses
- Family Friendly Reno-Tahoe
- Reno-Tahoe's Kayak Park (Reno River Festival)
- Weddings in Reno-Tahoe
- Hiking and biking in Reno-Tahoe

Media Pitches:

- Mother's Day in Reno-Tahoe
- Memorial Day Weekend Round Up

May

Press Releases:

- Reno-Tahoe Stay and Golf Packages (Best Rates)
- Summer Recreation Nirvana
- Pampered in Reno-Tahoe (spa and other relaxing opportunities)
- Summer Entertainment and Special Events Highlights

Media Pitches:

- Golf Round Up
- Father's Day in Reno-Tahoe

June

Press Releases:

- Golf by Day and Play By Night
- Fascinating Summer Day Trips

Media Pitches:

- Fourth of July in Reno-Tahoe
- Summers Arts and Culture Events

WEB MARKETING PLAN

Background

RenoLakeTahoe.com was launched in September, 2001, and site traffic has increased over 635% since the initial launch. According to the 2004 Visitor Profile study, 76% of respondents reported having Internet access, and 24% reported visiting RenoLakeTahoe.com or VisitRenoTahoe.com. According to the Travel Industry Association of America (TIA), travelers' use of the Internet to plan and book their trip continues to grow, with 30 percent of the U.S. adult population reporting usage of the Internet in the past year to get travel and destination information.

In September 2004, the RSCVA launched the redesigned website with the new URL of VisitRenoTahoe.com. The site redesign was intended to improve usability and to better align the site creative with the America's Adventure Place campaign. Changing the URL enabled the RSCVA to better align the website URL with the brand of Reno-Tahoe. In Fiscal Year 2005-2006 (FY05-06), the RSCVA will conduct usability testing to ensure that the site is user-friendly and intuitive to user needs.

The redesigned site continues to promote the Best Rates program, which was originally launched in June 2003 with the dual objective of encouraging visitors to book directly with the hotels and to ensure that the hotels offer the lowest online hotel rates on their hotel website. To date, the Best Rates program has created almost 50,000 hotel referrals. The RSCVA's internal auditor does regular audits to ensure that the lowest rates online are truly on the hotel's own websites. According to the 2004 Visitor Profile Study, of those who used the Internet to make reservations, 17% made reservations directly through their hotels.

The RSCVA also launched a quarterly promotion strategy in FY03-04, which included direct mail and online buys. These promotions have resulted in a 210% increase in the RSCVA e-mail database, which is key to developing an ongoing relationship with our visitors. Now that the RSCVA database has reached over 30,000 subscriptions, the RSCVA will start using dynamic messaging and text messaging to further the relationship with the database.

When users opt-in to the RSCVA database, they select what types of interests they have, such as golf, ski, conventions, etc. Next fiscal year, the RSCVA will be able to capitalize on this information by creating dynamic messages that will feature content specific to the interests of subscribers. Additionally, we will begin exploring options for a text messaging program to our database, offering text messages of regular updates on their topics of interest.

In FY 2005-2006, the RSCVA will continue to have quarterly promotions, but will grow the concept by incorporating the RSCVA sponsored athletes and experimenting with text messaging as a sweepstakes entry method. Starting with the FY05-06 ski campaign, people will be able to enter the sweepstakes through VisitRenoTahoe.com, but also by texting their e-mail address to us.

Internet Marketing Tactics during FY 04-05 included:

- **Launch of the redesigned site** – The site redesign, which was in development for 18 months, was launched in September 2004 and offers streamlined navigation and communicates the America's Adventure Place message through verbiage and imagery.
- **Continued the quarterly promotion strategy** – The quarterly promotions, consisting of Fall Golf, Ski and Spring Special Events, increased the database approximately 20% this fiscal year (as of April 2005).
- **Continue Outbound E-mail Campaigns** – The RSCVA sent an average of two monthly e-mail blasts to our database in FY04-05.
- **Online research** – The RSCVA utilized a tool called Survey Monkey to perform online and e-mail surveys to the RSCVA database to measure what percentage of site visitors convert to actual visitors.
- **Cpanel Redesign** – Cpanel is the tool that is used by representatives from hotel/casinos, Arts & Culture venues, outdoor adventure providers and RSCVA employees to update the website. A redesigned version of Cpanel was launched along with the site redesign in September of 2004, improving the effectiveness of the afore mentioned representatives that manage site content and functionality.
- **Database Redesign** – The RSCVA database for VisitRenoTahoe.com in the past was completely inaccessible due to problems with how it was originally set up in Cpanel (see above). Additionally, for each quarterly promotion, the database has been growing, but the RSCVA has not had the ability to merge all of the files into one master database. Slated for completion in May 2005, the RSCVA created one master database that is easily managed and enables us to analyze the information contained in this database so that we can make inferences about our database and our visitors. The database redesign also enabled the automatic transmission of data from our website database to the HTML e-mail tool (Message Maker).
- **New Photos site** – The RSCVA has been using <http://photos.renolaketahoe.com> for several years to provide free photos to the media and to convention and meeting planners. The photos have also been available for sale to anyone that falls outside of those two categories. Although this has proved to be an effective way of distributing our photos, the site technology was found to be outdated and difficult to use. Slated for completion in June 2005, the new Photos site will streamline the process for media, meeting planners, and any other potential customers.
- **eCommerce Capability** – In conjunction with the new photos site, the RSCVA now has the ability to sell event registrations and photos, with the potential for other product categories to be added. This eliminates fees paid to outside processors such as PayPal.
- **Activity Tickets** – The RSCVA initiated a formal partnership with ActivityTickets.com, which provides fulfillment for all of the activities that are represented on VisitRenoTahoe.com. The Activity Tickets functionality is framed by the RSCVA site so that site visitors stay on our site before, during, and after they book the activities for their trip.
- **Improved Media Section** – The Media section was refreshed in FY03-04 to improve the posting and archiving of press releases. In FY04-05, under the guidance of RKPR and the RSCVA PR Coordinator, the section continued to be improved and revamped so as to provide a better service to the Media, resulting in more coverage for Reno-Tahoe, America's Adventure Place.
- **Upgrade Site Metrics Tool** – The RSCVA has been using a free tool to analyze site traffic ever since the site launched in September of 2001. Now that the site has grown and marketing efforts drive traffic to the website, we need an upgraded metrics tool to analyze

- site traffic patterns. Effective May 2005, the RSCVA will have an upgraded metrics tool that will enable us to identify top entry pages, top exit pages, top paths through the site, areas where visitors may be having problems, and areas that have potential to attract more traffic. We will also be able to track online campaigns and bookings that occur on ActivityTickets.com and on BookRenoTahoe.com (Silver Voyages).
- **CVB Map:** This feature was launched during FY03-04, but we used FY04-05 to enhance the application and the database that drives it. It is an interactive map of the Reno-Tahoe area with icons that show all of the outdoor adventure, hotels/motels/casinos, arts & culture available.
- **Netrics Search:** This is an on-site search that replaced the two free search tools we had on the site. Previously, a user needed to use the correct search tool to find the information they were looking for. One search was for the Datebook, while the other one was for the rest of the site content. This Search feature is updated nightly, and also provides the ability to push users to a specific page when they type in a certain keyword (for example, if a user types in River Festival, we'll push them to the Reno River Festival portion of the site).
- **Online booking of hotel packages:** In February of 2004, the RSCVA began sending users to Silver Voyages for packages such as ski, golf, kayak and art. In FY04-05, the RSCVA began using interactive calendars on the homepage, enabling customers to select their dates of travel and then view available hotel package pricing.
- **Online visitor planner:** Because more and more travelers are using the Internet, the RSCVA decided to provide the 2004-2005 visitor planner online. This provides immediate fulfillment for the customer, plus it lowers shipping and printing costs for the RSCVA. During FY05-06, a strong part of the Internet marketing strategy will be to push users to the online visitor planner via banner ads, search engine optimization, and placement on constituent sites.
- **Mini-sites** – The RSCVA created mini-sites within VisitRenoTahoe.com to fulfill the needs of special events and art exhibits, including Sled Fest, Reno River Festival, The Wynn Exhibit, the Maxfield Parrish Exhibit and the WAC (Western Athletic Conference). Additionally, as online fulfillment for the Branded Entertainment program of 'What did you do last weekend,' the RSCVA created a mini-site that included teasers, show schedules and a 'What did you do last weekend?' blog (see next bullet).
- **Blog** -- A blog (short for web log) is an online journal, and is one of the fastest growing trends on the Internet. In conjunction with the branded entertainment 'What Did You Do Last Weekend' program, the RSCVA launched the Reno-Tahoe blog, where users post about the adventures they experienced in Reno-Tahoe. The Reno-Tahoe blog is a unique opportunity to showcase the adventures in the region.

VisitRenoTahoe.com has become the number one marketing tool for the RSCVA, as it provides details on all of the adventure activities in the area, as well as information on local hotel/casino properties, conventions & meetings, entertainment, and gaming. The website address, or URL, is included on all collateral, including print ads, the visitor planner, and the conventions & meeting planner. We rely on the website to tell the 'whole story' about Reno-Tahoe, America's Adventure Place, in a way that none of our other mediums can.

FY 2005-2006 Objectives

- Continue to improve site usability through usability testing
- Increase website traffic
- Develop an interactive relationship with our customer database through HTML e-mails, dynamic e-mails and text messaging.

Goals

- Increase Unique Visitors 15% to 2,083,418
- Increase Page Views by 10% to 11,214,437
- Increase Referrals by 10% to 184,323
- Grow e-mail database by 30% to 40,560

Tactics

- **Continue Quarterly Promotions** – In an effort to continue the database growth that was driven by the quarterly promotions last fiscal year, this program has been extended through the 05-06 fiscal year, with the intention of incorporating RSCVA-sponsored athletes and text messaging as a method of entry.
- **Develop a Text Messaging Marketing Strategy** – By working with our text messaging partner, Twelve Horses, the RSCVA will investigate new opportunities (in addition to the quarterly promotions) to use inbound and outbound text messaging.
- **Grow the Reno-Tahoe Blog** – We will continue to grow and market the Reno-Tahoe Blog, and will also investigate opportunities to create an interactive online community.
- **Increase Hotel Referrals** – Since the launch of the site redesign, site referrals have decreased significantly. Starting in May 2005, the RSCVA developed a strategy to reverse this trend and dramatically increase site referrals. We expect to begin seeing results as early as May 2005, and plan to improve on those results throughout FY05-06.
- **Continue Outbound E-mail Campaigns** – During FY04-05, the RSCVA contacted the members of the database 1-2 times per month. Because it is important to stay in contact with the database, the RSCVA will plan two monthly e-mail blasts to our database in FY05-06, with the addition of a monthly Best Rates and/or Packages e-mail.
- **Initiate Dynamic E-mail Campaigns** -- As part of the effort to continue outbound e-mail campaigns and develop a relationship with our database, we will begin offering dynamic e-mails, where people in our database will receive messages customized with the information that they want to receive.
- **Online research** – The RSCVA will continue to utilize a tool called Survey Monkey to perform online and e-mail surveys to the RSCVA database about the site (usability, content, etc.) and visitor intentions.
- **Activity Booking** – The RSCVA will continue to work with Activity Tickets, promoting this functionality on our website and as a means of fulfillment for the Adventure Desk program. The RSCVA will also work with Silver Voyages for activity only booking.
- **Content Feeds** – We will investigate different sources for content feeds so that the content on the VisitRenoTahoe.com site is always fresh and exciting.

TRAVEL INDUSTRY SALES

Background

The Travel Industry Sales Department promotes Washoe County (Reno, Sparks and North Lake Tahoe) as a tourist destination to travel agents, wholesalers, tour operators, motor coach operators, airlines, and consumers. The department facilitates sales, marketing and promotional activities with the Reno-Tahoe hospitality community to attract individual leisure travelers and groups to our area. Travel Industry Sales is committed to the success of promoting Reno year-round as America's Adventure Place.

Staff

The Travel Industry Sales Department has seven full-time positions – Executive Director, three Sales Managers, an event coordinator and two administrative assistants. The sales managers are responsible for outdoor adventure, tour operators/wholesale distribution channels, arts and culture, motor coach, ski, golf and the travel agency segments.

Mission Statement

Our mission is to promote awareness to the leisure traveler of Reno-Tahoe as a premier, four season destination offering exceptional cultural and heritage tourism, outdoor recreation, gaming and entertainment, achieved through cooperative efforts with our community partners.

Objective

Continue to educate the tour and travel industry as well as direct consumers, resulting in an increased awareness of our area's diverse adventure and cultural opportunities supporting the organizations overall objective to increase overnight visitation via the leisure travel market.

Target markets

1. Motor Coach
2. Ski
3. Travel Agent
4. Outdoor Adventure & Recreation
5. Wholesalers & Internet Operator
6. Golf
7. International
8. Culture & Heritage

Goals

Leads to Hotels – Travel Industry Sales distribute leads* to all hotels from industry events we attend throughout the year. We are planning to attend eight major trade shows where we have scheduled appointments with wholesalers and project to obtain at least 25 leads per show for a total of 200 leads. Travel Industry Sales distributed 148 leads last year.

Database Collection – Travel Industry Sales collected 7,000 names from product launches and consumer shows last year. Our goal is keep the database current and updated and increase the base to 9,000 names in 2005-06.

Packages – Develop attractive packages (hotel accommodations plus optional features such as kayaking, skiing, golfing, Museum tickets, etc) for all segments.

Wholesale Production – We are projecting 374,114 leisure room nights produced from our top ten wholesalers.

Incentive Promotion Redemption – Develop incentive booking programs with all wholesalers to increase productivity. Develop a travel agency incentive program to encourage travel agents to visit our website.

* A lead is a scheduled meeting with a potential client.

Strategies

1. Sales

- FAMs
- Product Launches
- Tradeshows
- Sales Blitzes
- Reno-Tahoe Nights

2. Marketing

- Research
- Collateral
- VisitRenoTahoe.com
- Public Relations/Communications
 - Newsletter
 - Outbound Email

3. Outreach & Collaboration

- Relationship marketing
- Cooperative partnerships and advertising programs
- Steering committees

4. Special Events

MOTOR COACH MARKET TACTICS

Situation Analysis

Motor Coach business assists in increasing hotel levels of occupancy by providing a base (especially during distressed dates) with attractive room rates and produces incremental gaming and facility revenues.

City-wide competition comes from all area properties, as well as Las Vegas (other gaming destinations) and Native American gaming establishments in our own backyard. All local properties target the same Travel Industry Market which is primarily the Pacific Northwest and West Coast and they offer competitive packages with commission incentives for the casino stops (turn-arounds) and over night programs.

Action Plan

- Continue to maintain existing tour operator relationships while cultivating new tour operators
- Create special events which are enticing to this market segment
- Target different markets within this segment
- Participate in co-op advertising to support existing and creation of new markets
- Scheduling of consistent tour operator/escort/driver FAMs
- Update destination product using quarterly newsletter
- Create and implement new and creative product launches
- Maintain high standard for providing leads to the respective hotels

Resources: (What is required to provide the service?)

- Continued motor coach market segment education
- Regional consistent and informative collateral
- Continued support from the RSCVA and the properties
- Actual property monthly utilization reporting (ongoing quarterly)
- Creation of incentive for RSCVA staff based on a tracking system

Goal

Maintain city-wide reports for room utilization increasing motor coach room night production

SKI MARKET TACTICS

Situation Analysis

Reno and North Lake Tahoe offer a variety of ski destination experiences. Most visitors fly into the Reno-Tahoe International Airport allowing Reno hotels to enjoy the benefit of pre - and/or post-nights depending on arrival or departure schedules. Reno does provide a variety of exciting nightlife choices for après' ski, and is the "gateway" to skiing within a 45 minute drive to the majority of mountain resorts. North Lake Tahoe features ski resorts within 2-3 minutes from the hotels. Skiing in the Sierras continues to gain popularity as the demographics are enhancing their excursions with additional recreational activities.

Action Plan

- Maintain existing strong alliance with major ski resorts
- Continue co-op opportunities with ski wholesalers, website linking and innovation and distribution of creative packages with participating hotels
- Revisit ski show past participation; evaluate their effectiveness for future participation.

Resources: (What is required to provide the service?)

- Establish a tracking system of ski packages with Ski Tour Operators
- Establish past ski production/room night utilization reporting system
- Maintain consistent and informative collateral
- Schedule Ski FAMS with ski councils/ski clubs decision makers
- Attend specific ski trade shows and exhibits
- Include travel agents and consumer direct in Twelve Horses and electronic email distribution opportunities for ski and condition updates.
- Creation and implementation of new and creative ski product launches.

Goals

- Establish citywide goals for ski production/room night utilization/packages
- Then, exceed goals by at least 3%
- Create Travel Industry incentive based on achievements

TRAVEL AGENT MARKET TACTICS

Situation Analysis

The travel agency market segment continues to decline with the infinite convenience and creative packaging available via the Internet. Statistics from TIA indicate that more travel agencies are booking land-only packages, which are commissionable and clearly agents are booking airfare separately on-line. The Travel Agent market is in the top two of fastest changing leisure segments for all destinations. Travel is being booked directly by the consumer every day, which decreases travel agency sales. The airlines decrease in commissions has also impacted agency sales. In addition, the major travel consortiums (i.e. Carlson Wagon-lit, Rosenbluth, etc.) are negotiating NET rates. This creates a huge tracking challenge for the hotels. These agencies may still be sending hotels business, but the business will not show up under traditional commissionable reports. Most of the traditional wholesalers as well as the electronic media still depend on travel agencies and value their importance.

Action Plan

- Align our destination with strong travel agency consortiums (see Carlson-Wagon campaign below) to ensure production to our region
- Add a travel agency tab to our webpage to encourage agents to book Reno (see below)
- Continue to maintain existing traditional market Travel Agent relationships while cultivating new Travel Agent business
- Create one annual Travel Agent FAM focusing on established known producers established from new travel agency web tab tracking system
- Participate in co-op advertising with NCOT and travel industry affiliates
- Creation and implementation of new and creative product launches with new dedicated air service via GDS tracking systems and/or wholesale contributions

Resources: (What is required to provide the service?)

- Creation of packages that are trackable via hotels and ultimately the RSCVA-hosted web site via Silver Voyages and future wholesale and tour operator division
- Travel Agency market segment education ongoing FAM opportunity
- Regional consistent and informative collateral distributed electronically and via trackable package pieces
- Travel Agency sales calls
- Establish tracking with Sabre and Apollo via programs similar to "Virtually There" which targets booked airline passengers that do not have hotel confirmed reservations
- Utilize Travel CLICK competitive intelligence reports
- Approach agencies directly through exclusive wholesale co-ops and known Top Reno Producers.
- Website/links to packages specifically designed for travel agents
- Partnership with CWT (see outline attached) Program begins July 1, 2005
- Utilization of existing IATAN data base for RSCVA travel agent web tab

Goals

- Establish citywide goals for travel agency room utilization/packages
- Then, exceed annual goals
- Create Travel Industry incentive based on achievements.

RSCVA and Silver Voyages Travel Agency Tracking and Web booking program:

Concept review: With the new Travel Agent interface (using the current IATAN data base), the agent will be asked to enter their IATA number as password and access to our site. Agents will choose a date, an activity and hotel to request a package. Package prices will be loaded as a “base price” + commission on hotel rooms only. Once the agent has confirmed the booking, the system will generate a confirmation which will be from “bookrenotahoe.com”. Once the program is live, Silver Voyages will provide us with a weekly Travel Agent activity report of all bookings. In an effort to attract travel agents to our site we will offer an incentive to the Travel Agents to help launch this program.

RSCVA and Carlson Wagonlit Travel 2005/2006 partnership outline:

Travel Industry Sales will enter into a partnership with Carlson Wagonlit Travel via their destination marketing services to increase awareness and knowledge of the Reno-Sparks, North Tahoe area by CWT agents and consumers through the exclusive communication channels and destination directory available through CWT.

Program Deliverables:

- **Agent Communications** – The RSCVA will have an opportunity to make quarterly announcements (or a total of four per year) to the CWT agency network through the Carlson exclusive communication vehicles -- Daily News and Network News through Mercavia. Mercavia.com is Carlson Wagonlit Travel Associates' primary source of vital information, an extranet available to their owners, managers and agents. Announcements are ideal to promote upcoming events, seminars, FAM trips, promotions, etc.
 - *Network News*: Mercavia's online weekly newsletter distributed every Monday.
 - *Daily News*: Located on the homepage of Mercavia to highlight urgent issues and special offers that need to get out immediately.
- **Agency Mailing** – One RSCVA brochure or flyer will be distributed to each CWT agency location in one monthly mailing. Mailings are ideal to include a Travel Guide/Sales Planner, brochure or a promotional flyer.
- **Destination Directory** - To provide agents with a comprehensive source of destination information available on their desktops, a Carlson exclusive destination directory is available through Mercavia. A Reno-Tahoe listing will be added to include an overview, major events, major attractions, transportation and climate information. Agents will also have access to valuable sales tools, such as an online brochure request form to request RSCVA brochures, a link to the www.visitrenotahoe.com Web site and access to RSCVA contact information. Mercavia has a monthly average of over 3.1 million hits. In addition, Reno-Sparks will be included in the Destination Directory in the individual consumer Web sites of the CWT franchise agencies that use Carlson's consumer site. This site provides the same overview, major events, major attractions, transportation and climate information. CarlsonTravel.com has a monthly average of over 1.8 million hits.

OUTDOOR ADVENTURE & RECREATION MARKET TACTICS

Situation Analysis

The Outdoor Adventure and Recreation market segment continues to build with the convenience and creative packaging available via the Internet. Reno-Tahoe is a haven for the adventurous traveler. We compete well against other outdoor destinations with our location and activities and even gain a competitive advantage when one considers gaming and value.

Action Plan

- Continue to showcase adventure activities via our website, newsletter, sales blitzes, travel partners and affiliate organizations (i.e. Tour de Nez (annual Reno Bicycle Festival), Reno River Festival, Open Spaces and Greenways projects, Nevada Bicycle Advisory Board, Tahoe-Pyramid Bikeway Project and Outdoor Adventure Steering Committee and Pathway 2007.
- Leverage co-op travel/trade opportunities with NCOT and other travel industry affiliates in targeting new market development; while maintaining existing successful campaigns.
- Continue ongoing product development with our outdoor adventure partners for packaging opportunities.
- Maintain RSCVA Outdoor Adventure Steering Committee (OASC) in bringing all local destination adventure stakeholders in the loop to discuss relevant issues related to adventure and to have the opportunity to network and benefit from the destination organizations promoting Outdoor Adventure and recreation.

Resources: (What is required to provide the service?)

- Creation of Packages that are trackable via hotels and ultimately the RSCVA i.e. kayak packages, recreational-specific packages
- Consumer education via America Outdoors/partnerships with quality adventure websites
- Creation and distribution of regional, consistent and informative collateral
- Participation in key consumer trade outdoor/recreation specific shows
- Approach agencies direct through exclusive wholesale co-ops and known Top Reno
- Producers monitor package utilization
- Website/links to packages specifically directed towards consumer

Special Projects to compliment America's Adventure Place message

Tahoe Pyramid Bike Path ~ The first phase of the Verdi (Exit 5) and Mogul Link is nearing completion and the ribbon cutting ceremony is scheduled for June 2005 scheduled to occur prior to the "Ride with the Pros" during the 13th Annual Tour de Nez. The entire 116-mile bikeway from Lake Tahoe to Pyramid Lake will be an ambitious multi-year effort. By focusing on a select stretch of the Truckee River, it is anticipated to open a route extending 20 miles upstream and 20 miles downstream of Reno/Sparks/Tahoe by the end of 2005. For the year this has been a volunteer effort, with generous donations from supporters. The City of Reno has taken a strong interest in

this endeavor by providing a resolution in support of the proposed Mogul-Verdi bicycle trail which was adopted by the Reno City Council on Feb. 11, 2004. The City has also agreed to assume ownership of the trail following construction. As we (RSCVA) continue to promote Reno-Tahoe as America's Adventure Place it makes sense to devote time, energy and financial commitments to the markets we are promoting to tourism with special emphasis on "velotourism". Additionally, with our efforts to piggy back on the Tour De Nez (sanctioned bike race) and the Annual Reno Bicycle Festival scheduled for June 2005, it only enhances our marketing message by including the Tahoe-Pyramid ride in our future marketing plans and promotional efforts. A great opportunity for the RSCVA to continue our "branding" and compliment this project would be to commit by accepting the ever-important directional signage issues. Participation at this level allows the RSCVA to logo each and every sign along the route. This project will improve signage for existing trail in Reno/Sparks so visitors can more easily find the pathway. It will enhance off-freeway routes from Mogul to Verdi and preserve bike access within Verdi. It will allow access to select dirt and paved roads downstream from Sparks, including adjacent to reclamation plant and will include a bike bridge East of Sparks.

Direct Outdoor/Recreation Events Target marketing program: To support current "America's Adventure Place" campaign in the Adventure and Recreation market.

Overview: The RSCVA will capitalize and maximize the marketing reach to the targeted Adventure and recreation market focusing on cycling for 2005/2006. We can utilize experience to reach the target demographic and potential customer/visitor through execution of the program designed to:

- Directly meet and talk to the consumer (booth at Death Ride)
- Build visibility and branding in the target market (booth at Death Ride)
- Build valuable databases (without buying lists)
- Build strong personal relationships with the potential visitor
- Get branding and promotions into our target demographics' hands
- "Walk the walk" of "America's Adventure Place"

Goals

- Establish citywide goals for hotel partners agency room utilization/packages for outdoor adventure and recreation
- Then, exceed annual goals by 3%
- Create Outdoor Adventure and Recreation travel agency FAM(incentive based on achievements)

WHOLESALE & INTERNET OPERATOR MARKET TACTICS

Situation Analysis

The wholesaler environment continues to change for both traditional wholesalers and “Internet travel agencies”. Regarding online travel business, a new competitor is emerging from the supplier side, i.e. sites run by airlines, hotels, and car rental services, which are luring travelers seeking better prices by avoiding the middle man. According to a recent Reuters article, perception that Internet agencies have the lowest prices continues to drop; from 59% in 2002 to 45% in 2004. Meanwhile, 38% of online travelers said suppliers offer the lowest prices, up from just 14% two years ago. Besides the supplier direct sites, online travel agencies also must compete with travel search engines like Sidestep and Kayak which sift through all published bookings information for fares and reservation prices. Reservations cannot be made through these search sites, but direct the customer to the supplier site where they book tickets and rooms. The traditional wholesaler will continue to contribute leisure night production especially with the WIBC coming in early 2006. We feel there is still a traveler segment that prefers to deal with a live person to make their travel plans, such as the bowlers who are encouraged to book through their housing bureau for the U.S. Bowling Congress. We expect the room night production for the traditional wholesalers to be up over last year due to the bowlers.

Wholesale Action Plan

- Continue positive working relationships with all key wholesalers, Internet, and tour operators
- Utilize our Public Relations Coordinator and our Marketing Department to give Travel Industry Sales more exposure to events, functions, and FAMs done by Travel Industry Sales throughout the year
- Continue to promote Reno-Tahoe via our two major FAM events, Summer Golf and Adventure FAM and Ski Reno-Tahoe, and emphasize the educational aspect.
- Support and guide the FAM Task Force Group to develop and implement processes that result in a positive experience for our customers
- Reno-Tahoe Nights promotion in new markets where key wholesalers can be partners with our destination. Markets could include Kansas City, Philadelphia, Baltimore, Detroit, and St. Louis. Also, we should consider current feeder markets such as Seattle, Portland, Bay area, Dallas-Ft. Worth, Houston, Atlanta, Phoenix, 2005 – 2006 plan also include sales missions in the respective markets
- Continue to partner with area hotels with destination presentations at key wholesale reservation centers
- Improve incentive promotions at key wholesaler and Internet reservation centers (These cooperative incentives, ranging from cash and gift certificates to getaways including airfare, should help bookings during need periods)
- Develop strategic marketing promotions/campaigns with key wholesaler and Internet companies
- Continue to work on obtaining additional exposure for Reno-Tahoe on wholesalers’ website home pages with more information on “America’s Adventure Place”
- Encourage wholesaler product managers and reservation agents to participate in FAM opportunities to experience our destination

- Participate in product launches for wholesalers and Internet companies. Be aggressive to secure sponsorship to showcase Reno-Tahoe from other destinations
- Continue to support rail train wholesaler Key Holidays and Amtrak to bring visitors to Reno

Internet Action Plan

- Continue to partner with hotels and participate in tour desk presentations at the major Internet booking companies
- Develop marketing opportunities which includes air and land with Internet companies selling Reno packages
- Pursue advertising and promoting “America’s Adventure Place” on Internet home pages
- Pursue Expedia’s “Travel Shop” idea with other Internet companies. We can feature arts & culture, golf, ski as well as outdoor adventure
- Continue to maintain and develop relationships with Internet company key personnel
- Encourage Reno-area hotels to use more information about “America’s Adventure Place” on their web page

Goals

As of 6/6/05, we have actual room night production from the top ten wholesalers from July 2004 through April, 2005 totaling 287,912. We are projecting 26,299 leisure room nights for May and 25,893 room nights for June bringing the grand total for fiscal year 04-05 to 340,104. Our goal is to produce 374,114 leisure room nights in fiscal year 05-06.

GOLF MARKET TACTICS

Situation Analysis

Reno-Tahoe is a haven for the casual as well as the more advanced golfer offering over 40 golf courses within a 90 minute drive from the Reno-Tahoe International Airport.

Action Plan

- Support RSCVA's marketing promotion with Golf the High Sierra (GTHS)
- Continue to promote our golf courses cooperatively with Golf the High Sierra in advertising, email and direct mail
- Continue to represent our destination at golf shows and expos in conjunction with GTHS and hotel partners
- Continue to pursue the concept of a "live" booking capability at golf shows we plan to attend in 2006
- Continue to use Twelve Horses to market to the golfer throughout the year, not just in the summer
- Encourage and support new golf tournaments in the area

Goals

Establish a tracking system for golf packages.

INTERNATIONAL MARKET TACTICS

Situation Analysis

The International market segment is definitely rebounding and the weak dollar makes the United States very attractive to the inbound visitor. The major cities (Las Vegas, New York, Orlando, etc.) continue to attract the bulk of the international visitors; however, Reno-Tahoe is in a unique situation as an up-and-coming secondary destination. We have much to offer the international visitors in terms of gaming, adventure, entertainment, history and culture and the Wild West. We must position ourselves as a destination region including Reno/Sparks, Tahoe (North and South), Virginia City, and Carson City especially when we focus on our neighbors to the North and South (Canada and Mexico).

When we target countries like the UK, Germany, Japan, China and the like, we should broaden our region to include San Francisco, the wine country, Sacramento and Yosemite National Park. In this scenario, Reno-Tahoe, would be a stop-over in an itinerary.

Goals

- Partner closely with NCOT to be visible in the international marketplace
- Develop strong relationships with the receptive tour operators
- Develop a generic collateral piece promoting Reno-Tahoe in several languages

CULTURE & HERITAGE MARKET TACTICS

Situation Analysis

This business strategy and marketing plan builds on the existing five-year action plan in the advancement of cultural and heritage tourism. The task ahead includes refining the focus in three core areas:

- Product Management / Infrastructure Development
- Marketing & Promotion / Collective Audience Development
- Advocacy and Outreach

Overall Goal

Cultural and heritage tourism continues to grow as a key product line for the RSCVA as demonstrated by:

- 20% increase in the number of packages offering cultural and heritage experiences
- 20% of RSCVA tourism marketing will feature culture and heritage products

Objectives

Continue to relay the economic value of cultural and heritage tourism as a key product line in the minds of consumers, the tourism industry, cultural organizations and the media.

Strategic Directions:

To achieve these goals and objectives, this plan outlines actions in the following key areas:

- Product Management / Infrastructure Development
- Marketing & Promotion / Collective Audience Development
- Advocacy and Outreach

Strategy 1 – Product Management / Infrastructure Development

Issue:

Northern Nevada has existing market-ready cultural and heritage products that need to be associated in a meaningful way to tourists. The RSCVA will provide leadership in fostering collaborative relationships among arts and cultural organizations with public and private sectors and tourism entities. This strategy nurtures and expands the quality of cultural events that bring prosperity, vitality and tourism to our community. By proactively growing and leveraging our heritage and cultural assets, we expand the offerings of valid, authentic tourism activities.

Objective:

Support quality, market-ready cultural and heritage products that will meet the needs and expectations of the tourist market.

Strategies / Programs:

- Foster the emergence of valid, new cultural attractions
 1. Heritage Corridor Program
 2. Court of Antiquity Interpretive Center/Visitor Center
- Foster the continuing development of the Truckee River Arts District
 1. 3rd year production of the Truckee River Arts District pocket map in partnership with the City of Reno and area merchants
 2. Arts District infrastructure improvement projects
- Foster the development of events that promote culture in Northern Nevada
 1. Lake Tahoe Shakespeare Festival
 2. Sierra Arts Business & The Arts Luncheon
 3. Artown
- Visitor Services and Support
 1. Continued participation in the Adventure Connection (cabbie ambassador) program

Strategy 2 – Marketing & Promotion / Collective Audience Development**Issues:**

Culture and heritage tourism must continue to be marketed effectively and consistently to become a vital part of the America's Adventure Place experience. The RSCVA will continue to establish the importance of cultural & heritage tourism as a key product line in the minds of consumers, the tourism industry, cultural organizations and the media. By integrating this message into the RSCVA's day-to-day planning, marketing and operations we will create a new brand image for our destination.

Objective:

The RSCVA will continue to communicate the extent and variety of arts in our region, thereby increasing awareness of all cultural and heritage offerings in our destination.

Strategies/Programs:

- Foster the packaging of existing market-ready products
 1. 2005 – 2006 Nevada Museum of Art marketing programs
 2. Artown 2005 promotion
- Communicate cultural offerings by supporting marketing pieces and/or organizations that clearly meet RSCVA objectives.

- Oversee content development and design of 2006 Visitor Planner to ensure coverage of entire AAP messaging.
- Continued and progressive enhancements of www.visitrenotahoe.com/arts.

Strategy 3 – Advocacy & Outreach

The RSCVA must continue to provide key public sector leadership in establishing broad community understanding of the critical economic development role of Cultural & Heritage Tourism to assure that arts and culture will help drive destination development. It is vital to maintaining strong visibility and presence in the following community outreach activities.

- City of Reno Arts Commission
- City of Reno Arts District Committee
- Reno Redevelopment
- River Walk Merchants Association
- Reno Gallery Association
- Downtown Improvement Association
- Sparks Cultural Advisory Committee
- Arts Consortium
- Sierra Arts Foundation and the Riverside Artist Lofts
- National Cultural & Heritage Tourism Alliance
- Reno Tahoe Territory
- North Tahoe Arts
- University of Nevada – Reno Department of Arts
- I-80 NDOT Technical Review Committee
- State of Nevada
 - Nevada Arts Council
 - Nevada Humanities Committee
 - State Dept. of Museums, Libraries and Arts
 - State Historic Preservation Office

Diversity Welcoming Tourism – Situation Analysis

The gay and lesbian (G/L) market is one of the fastest-growing, most brand-conscious market segments in America. According to a recent estimate published by Witeck-Combs Communications and MarketResearch.com, gay and lesbian adult consumers' purchasing power has risen to \$485 billion.

Fortune Magazine reported, "Gays and lesbians typically have significant greater buying power than other so-called affinity groups and tend to be more loyal." Also, since they typically have higher disposable incomes, gay men and lesbians are more resilient consumers in tough economic times. Reported by the *New York Times*, "Amid signs of consumer slowdown, campaigns focusing on gay men thrived during the last recession because of perceptions they spend more freely than their heterosexual counterparts." 97% of gays and lesbians took vacations in the past 12 months. The US average is 64%. Gay and lesbians with two incomes and no children have discretionary income above the national average. Their preferred mode of transportation is 78% arriving by air (compared to a mainstream market figure of 45%). Interestingly, this market segment breaks down into 72% gay and 24% lesbian.

Summary: Gay and Lesbian Travel Market

- Median HHI - \$87,400
- Median Individual - \$37,300
- International trips per year – 3.5
- Domestic vacation – 96%
- Fly business/first class – 64.5%
- Spent 25+ nights in hotels – 74.3%
- \$54 billion spent annually on travel

Like any market focus, the G/L community offers a wide variety of “niches-within-the-niche” (geographic, gender, age, ethnicity, special interests, etc.). Increasingly, identical to mainstream market trends, the G/L market is fragmented and diverse; meaning, there is no “average gay” market. Like any other affinity group, gays and lesbians want to be reached on a personal level, according to individual interests and preferences.¹ The RSCVA focus should begin by considering the existing methods of targeting other groups and then *translate* the message (visually) to reach the G/L community.

Group tours abound, but the vast majority of G/L travelers are not looking to stay at a “gay hotel”. They are simply travelers who want to feel welcomed and stay in a hotel that is G/L-friendly. Without seemingly simplifying this marketing task, a successful plan has the element of “not making it a big deal – will make it a big deal”. It is imperative that leadership recognizes diversity (top down support) with policy that reflects a “We Welcome Everyone” approach and attitude. Ultimately, a diversity-welcoming environment is vital in the development and continued success of this plan, firmly embedding America’s Adventure Place into the mind of the G/L tourist and conference attendee.

OVERALL GOAL

The overall three-year goal is to increase G/L travel to America’s Adventure Place by effectively positioning and communicating this destination as a market that clearly welcomes all diversity.

OBJECTIVES

The RSCVA will establish a diversity-welcoming plan, which places America’s Adventure Place into the mind of the G/L consumer, G/L media and the G/L travel and meetings/convention industry.

STRATEGIC DIRECTIONS

To successfully achieve these goals and objectives, this plan outlines actions in five key areas:

- 1) Research
- 2) Positioning & differentiation
- 3) Communication
- 4) Collaboration
- 5) Outreach

¹ Community Marketing, Inc., Travel Alternatives Group (TAG)

Strategy 1 – Research

Continue gathering research – including national studies. Identify means to consistently collect, analyze and communicate data on G/L travel to our destination. Produce and disseminate credible, informed highlights of this research for our stakeholders and partners.

Strategy 2 – Positioning and differentiation

The sell is everything our destination has to offer already to any other traveler or conference attendee. Nothing changes about the destination, only the message. Mainstream marketing needs to be interpreted to speak to the G/L community (just as you would a message to a business traveler). The campaign is positioned as good business – not a social or political statement.

Strategy 3 – Communication

- **Web Site**

The RSCVA is currently developing a G/L page on their existing website under Plan Your Trip.

Excellent G/L sights can be found on the Internet. An excellent example is <http://vermontgaytourism.com/>. This site sells what the destination already currently offers, but geared towards the gay/lesbian market. A complete listing of services, events, and even “last minute specials” is made readily available for the gay traveler.

www.glbminneapolis.org is a great website offering hotel packages, things to do, ideas for family travel, an annual event calendar and a page devoted to GLTB meetings and conventions.

A superb micro site is www.gophila.com/gay. This is a large part of the Greater Philadelphia Tourism Marketing Corporation’s entrée into the gay market, themed, “Get Your History Straight and Your Nightlife Gay”. The micro site has content pages that offer a brochure, fun facts, special hotel packages, upcoming events, itineraries, restaurants and cafés, culture and the community, shopping and regional diversions – all with the gay consumer in mind.

Finally, very fitting for America’s Adventure Place is the site: www.gayoutdoors.com.

- **Adventure Mail**

To supplement our Internet presence, Adventure Mail geared towards the G/L traveler should be sent periodically. Lists can be generated through a variety of methods, some being events, sweepstakes and lists from program partners.

- **Printed Collateral**

An accompanying brochure is important, especially when used as collateral (along with our visitor planner) at G/L travel shows. It is important to remember that all consumers are becoming more fragmented; they want experiences tailored uniquely to them. A brochure can effectively communicate our standard destination message, but with imagery that speaks to the G/L traveler.

- **Public Relations**

A FAM tour for gay travel writers would be an excellent and cost-effective method of getting the word out on AAP in national gay travel publications.

Strategy 4 – Collaboration

To begin, a consortium of hotel partners and the RSCVA will form the core of an effective caucus of partners. Those currently working with the RSCVA on the Maxfield Parrish program (Atlantis Casino Resort Spa, Eldorado Hotel Casino, John Ascuaga's Nugget Hotel Resort, Peppermill Hotel Casino, Silver Legacy Resort Casino) would be obvious partners since that program currently includes marketing to the gay consumer. The "downtown properties" (Eldorado, Circus Circus, Harrah's, Silver Legacy) already support the Reno Gay Pride event each August. Ultimately, all hotels are welcomed and encouraged to work with the RSCVA in a cooperative approach. This would hopefully lead to the production of gay travel products (packages) by individual hotels as well as cooperative participation in national G/L travel shows. All regional Convention and Visitor Bureaus would make the partnership stronger and would be vital partners in the initial development of this market.

Strategy 5 - Outreach

The gay community is a highly loyal consumer, rewarding companies that actively get involved on the local level. Gay consumers tend to vote with their wallets. Of 3,825 gay and lesbian consumers surveyed, 86% prefer to do business with companies that give back in terms of community support and involvement. Pursuing the G/L market is a solid business decision; although some studies suggest that philanthropy can be an important element of a successful plan. Studies additionally show that involvement equals credibility which, in turn drives acceptance in the gay community.

This involvement is achieved by the following actions:

- 1) Partnering with local gay events (Lake Tahoe Winterfest and Reno Gay Pride).
- 2) Attending quarterly meetings with the local gay and lesbian business association, *Three Degrees*.

MEETINGS, CONVENTIONS & TRADESHOW SALES

Background

The RSCVA Sales Team's primary focus is the generation of qualified meeting, convention and tradeshow leads for the Reno-Sparks/Lake Tahoe casino/hotel industry. In addition, there is a continued effort towards building destination awareness and maintaining key relationships with existing clients.

The Sales Team works to build a foundation of future long-term business by focusing on sales efforts but not limiting it to tradeshows, special events, corporate, convention and association citywide business utilizing the Reno-Sparks Convention Center (RSCC), the Reno Events Center (REC) and the Reno-Sparks Livestock Events Center (RSLEC) as well as destination properties. By building a foundation of larger future groups, the team works toward creating a room night base driven from the continued meetings bookings realized by the more traditional short-term business.

Based on industry indicators, the national economy continues to show a positive upswing. A sales effort targeted at corporate meetings, regional association, and incentive business will be the foundation of our short-term plan. Increasing short-term bookings will in turn increase the overall demand, thus resulting in displacement, allowing hotels to aggressively yield manage with the objective of generating a higher ADR.

Although the misperception as it relates to air service continues to be a challenge facing our sales team, it is imperative that the region continue to support and stimulate the growth of air service. Adequate air service is a major part of the decision-making processes that meeting planners evaluate when choosing a destination. Booking more meetings and citywide business will increase air service demand, which in turn will create the need for additional air service. RSCVA will continue to work closely with the Reno-Tahoe Airport Authority continuing to take the destination in a positive growth direction.

The Sales Team also continues to promote the "Bring Your Meeting Home" program. The campaign encourages local residents who are members of clubs, associations and organizations to step up and bring those groups to Reno-Sparks/Lake Tahoe for their next meeting or convention. The campaign simplifies the convention booking process for representatives that might be interested in holding their meeting here in Reno-Sparks/Lake Tahoe. It also encourages local pride and enables every local resident to be a part of the sales team selling our unique destination. This program has yielded outstanding results for bookings and room nights in addition to encouraging community involvement with the RSCVA Sales Team. This process creates a team atmosphere with the focus on generating and closing new business. EDawn, UNR and TMCC continue to be integral partners in this process.

Reno-Sparks Convention Center	
2005-2006	15,500
2006-2007	40,500
2007-beyond	180,500
TOTAL	236,500

Hotels/Convention	
2005-2006	30,000
2006-2007	55,000
2007-beyond	55,500
TOTAL	140,500

Reno Events Center	
2005-2006	41,500
2006-2007	10,000
2007-beyond	15,000
TOTAL	66,500

Reno Sparks Livestock Events Center	
2005-2006	34,000
2006-2007	8,000
2007-beyond	8,000
TOTAL	50,000

National Bowling Stadium	
2005-2006	3,000
2006-2007	5,000
2007-beyond	10,000
TOTAL	18,000

Grand Totals	
2005-2006	124,000
2006-2007	118,500
2007 - beyond	269,000
TOTAL	511,500

Sales Team

The Meeting, Convention and Tradeshow Sales department has 19 full-time positions including an Executive Director of Sales and 10 sales managers with sales responsibilities as follows:

Four citywide/RSCC/REC National Sales Managers
Three hotel meeting and convention National Sales Managers
Three small meetings Sales Managers
One satellite National Sales Manager based in Washington, D.C. area
Four sales administrative support staff
One Convention Services Manager
One Sales Coordinator
One Executive Sales Administrator

All managers are responsible for selling the Reno-Sparks Convention Center, Reno Events Center, Reno Sparks Livestock Event Center and the National Bowling Stadium and uncovering all business regardless of size when prospecting potential business.

Mission Statement

The Meeting, Convention and Tradeshow Sales Team's objective is to increase room nights through meetings, conventions and tradeshow to the Reno-Sparks/Lake Tahoe region, while serving as the primary sales mechanism and resource for the destination properties and RSCVA owned facilities.

Objectives

1. Promote Reno-Sparks/Lake Tahoe brand as a premier meeting, convention & tradeshow destination.
2. Work to develop a strong base of future business via increasing tradeshow, convention, sports/recreation, special event, and meeting room nights by booking the RSCC, RSLEC, NBS and REC and /or utilizing two or more of our local hotel properties convention space (citywide).

Positioning

The RSCVA Sales Team is focused on increasing our room night base by positioning Reno-Sparks/Lake Tahoe as a premier meeting, convention, special event and tradeshow destination. The Reno-Sparks Convention Center (RSCC), the Reno Events Center (REC), the National Bowling Stadium (NBS) as well as the Reno-Sparks Livestock Events Center (RSLEC) and hotel meeting and convention facilities will provide the destination with a variety of facilities when competing for future business.

Unique Selling Proposition

Reno-Sparks/Lake Tahoe and the Reno-Sparks facilities offer excellent value and customer service and an abundance of added destination adventure activities in a concentrated area - "America's Adventure Place."

Support to Positioning

The five focal points positioned in all meetings, conventions and tradeshow sales advertising and collateral elements are listed below:

1. Excellent Value
2. Facilities
 - a. Reno-Sparks Convention Center
 - b. Reno Events Center / National Bowling Stadium
 - c. Reno-Sparks Livestock Events Center
 - d. Hotel Convention Facilities
 - e. Reno/Sparks/Lake Tahoe Sports and Recreation Facilities
3. Accommodations
 - a. 20,000 guest rooms available within 15 minutes of the RSCC, REC, and RSLEC
4. Air Service
 - a. Non-stop and one-stop service from anywhere in the world
5. Abundance of Added Amenities

Sales Strategies

1. Increase overnight visitation through meetings, tradeshow and conventions
2. Increase destination Average Daily Rate (ADR)
3. Destination awareness
4. Marketing
5. Continue to develop third party booking sources
6. Encourage destination unity
7. Bring Your Meeting Home Campaign

Tactics to Support Strategies

1. **Increase overnight visitation through meetings, tradeshow and conventions**
 - Booking goals, lead goals, prospecting call goals
 - Encourage repeat meetings and convention business while continuing to uncover all potential business within new or existing clients, companies or associations.
 - Direct sales calls targeting feeder cities.
 - Increase citywide business
 - Maintain attendance at industry related events uncovering new potential business
 - RSCVA facilities provide a flexible move-in/move-out work environment for exhibiting groups.
2. **Increase destination Average Daily Rate (ADR)**
 - Fully qualify potential groups determining past rate history
 - Provide rate history with distributed leads
 - Promote belief in value of destination

3. Destination awareness

- Continue to promote destination
- Motivate the association/corporate community to utilize our destination for regional and national meetings and events.
- Trade association participation/networking/membership.
- Increase face-to-face sales efforts through direct sales calls nationwide.
- Continue to create an in-house database from tradeshow, management companies and associations. Communicate with these potential customers electronically to attract them to our destination.
- Continue to aggressively focus on the Washington D.C. market
- Take a proactive and unique approach in the creation and coordination of various sales promotions; working with our hotel community, coordinate Familiarization tours, sales missions, and industry events.
- Continue cooperative partnership between the Airport Authority and the RSCVA developing strategies in an effort to overcome past air service challenges as it relates to selling the destination.
- Conduct one-on-one site visits

4. Marketing

- Sales collateral (convention planner, brochures, multimedia, website and Email).
- Develop and promote special destination campaigns in an effort to generate new business.

5. Continue to develop third party booking sources

- Conduct luncheons and dinners with specific third party agencies to establish relationships and educate on destination awareness.
- Create qualified database listing of all industry third party agencies through direct selling and industry events.

6. Encourage destination unity

- Work with the local hospitality community to capitalize on the tradeshow, convention, and association markets potential business.
- Conduct bi-monthly Directors of Sales meetings to discuss current and future industry topics.
- Develop knowledge of all existing destination business in order to insure business stays in our destination. (History Data)
- RSCVA Sales Team Hotel Buddy System

7. Bring Your Meeting Home Campaign

- Continue to promote community awareness and support through the “Bring Your Meeting Home” (BYMH) campaign.

CONVENTION SERVICES PLAN

Background

The Convention Services department features a staff of individuals who provide services in a variety of areas including but not limited to airport/hotel greeters, registration staff, and data entry operators to meeting, convention and tradeshow planners for the benefit of their attendees to the Reno-Sparks/Lake Tahoe area. The Convention Services department is responsible for the quality and profitable operation of a registration assistance program.

Convention Services provides the extra step for convention and meeting planners in making their event a success. This is accomplished through informational brochures, resource guide, one-on-one appointments with planners, and a 25-person staff of registration personnel comprised of retired professionals with unlimited knowledge and experience of the Reno-Sparks/Lake Tahoe area.

Objectives

As a vital part of the sales team, Convention Services enhances client relationships by providing a professional registration staff and information services through communication and follow-up.

Success of Convention Services is measured through the efforts of the sales team and the registration staff by new requests for their services and repeat requests from returning business.

- Contact clients booked through our sales team and local hotels in advance of their convention/meeting through electronic methods to ensure a feeling of trust, confidence and concern that their event is most successful.
- Develop community awareness of the services provided by registration staff for local usage through mail campaign and hopeful one-on-one appointments.
- Increase ads in Convention Services and Resource Guide to continue to promote local vendors to convention and meeting planners.
- Work with sales team to develop an easy-to-comprehend introduction to clients for the use of a housing program.

Tracking Mechanism

Staff provides monthly progress reports of the number of convention/meetings held, the wages paid out to registration staff and amount invoiced to the client.

Daily review of the sales team group accounts and reporting of those accounts to the International Association of Convention and Visitor Bureaus (IACVB) and into the CV Breeze program continues to be a tracking mechanism for fulfillment of convention services.

Convention Services works directly with all hotels in requesting and inputting all room history of groups that have met in the area, reporting this information into CV Breeze and IACVB (MINT) programs.

Strategies

- Educate and work directly with sales team to make the convention/meeting planner aware of services available.
- Provide potential sales leads through contact from callers requesting collateral or registration assistance for conventions and meetings.
- Develop a comprehensive overview of the housing program potential for large meeting groups that convention sales and convention center sales teams can use when meeting with potential clients.
- Keep the lines of communication open by maintain a working relationship with all area hotels.

Tactics Supporting Strategies

- Communicate with sales team and their respective clients to discuss services provided by Convention Services department.
- Soft-sell callers planning conventions/meetings in the area and are requesting informational collateral.
- Conduct each quarter a presentation to assist sales managers in developing a comfortable relationship with the IACVB (Mint) Program.

