



**Reno-Sparks Convention
and Visitors Authority**

**2010-2011
Marketing and Sales Plan**

*Reno-Sparks Convention and Visitors Authority
2010-11 Marketing and Sales Plan*

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RSCVA Mission, Vision and Values

RSCVA Mission

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

RSCVA Vision Statement

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

RSCVA Values Statement:

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

RSCVA Values:

Integrity

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

Leadership

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

People

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

Teamwork

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

Customers

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

Convention Competitive Set

	Largest Single Facility Exhibit Space Total Sq. Ft.	Total Number Convention hotel Rooms	Avg Number of Daily Departure Seats	ADR Year Ended Dec. 2009 (From Smith Travel Research Unless Otherwise Noted)
	(From TSW Major Exhibit Hall Directory)	(Reported by Individual CVBs)	(From Innovata Schedule data via (RNO)	
Phoenix	695,500	59,000	68,167	\$105.72
Denver	2,200,000	8,000	93,262	\$92.97
Reno Tahoe	519,700	15,590	8,278	\$73.93**
Austin	374,255	30,500	16,178	\$101.51
Portland	315,000	23,000	25,731	\$91.23
Vancouver	315,000	10,000	32,638	\$120.73
Seattle	268,000	9,000	60,244	\$112.70
Albuquerque	218,000	16,500	11,934	\$71.45
Tucson	193,640	15,800	6,127	\$90.20
San Jose	223,000	8,000	16,233	\$105.15
Sacramento	158,288	15,000	17,773	\$91.37

*Ordered by largest single facility exhibit gsf

**Information from RSCVA Room Tax Department

Leisure Competitive Cities

These are similar cities and regions to Reno Tahoe that have common characteristics and attractions to offer visitors (e.g. abundant winter and or summer activities, western location, historical attractions, etc.) Specifically, Reno Tahoe boasts 18 world class ski resorts within 90 minutes of the Reno-Tahoe International Airport. Salt Lake City and Vancouver offer exciting skiing and winter activities. Reno Tahoe is rich in historical offerings as is Albuquerque, Boise and Tucson. Palm Springs and Reno Tahoe offer great golf experiences and a diverse arts and culture scene.

ADR
Year Ended Dec. 2009
(From Smith Travel Research
Unless Otherwise Noted)

Reno, NV	\$ 73.93**
Salt Lake City, UT	\$ 84.56
Vancouver, BC	\$ 120.73
Albuquerque, NM	\$ 71.45
Boise, ID	\$ 73.25
Palm Springs, CA	\$ 119.45
Tucson, AZ	\$ 90.20

**Information from RSCVA Room Tax department

SWOT Analysis

Strengths

- Affordable/value destination
- Excellent variety of public assembly facilities most owned or operated by RSCVA
- Recent hotel property renovations and expansions
- Good air service for regional population our size, easily accessible airport
- Lodging inventory including six distinct convention properties offering over 1,000 guest rooms and abundant convention space. Approximately 15,590 hotel guest rooms in market
- I-80 and 395 corridor access and proximity to California
- Lake Tahoe's reputation and assets
- Year-round unlimited outdoor recreation
- Summer special events season
- Reno and Sparks redevelopment progress including the Reno Aces Downtown Ballpark, The Legends at Sparks Marina and the Golden Eagle Regional Park
- Original Nevada-style gaming versus non traditional riverboat and tribal facilities
- Emerging arts, culture and heritage product
- Affordable golf
- 18 world class ski resorts within 60 minutes
- Top-tier entertainment
- A strong University community providing both leisure and business partnership

Weaknesses

- Metro area perception
- Trend of declining cash occupancy
- Gaming-driven marketplace, limited tourism revenue diversification
- Lack of capital for the public assembly facilities to renovate and upgrade
- Small base of convention business
- Lack of nationally recognized, large full-service business hotel brands for convention use
- Limited number of committable hotel rooms and amenities within walking distance of Reno-Sparks Convention Center (RSCC) and the Reno-Sparks Livestock Events Center (RSLEC)
- Perception of limited air service vs. competitive cities
- RSCVA dependence on room tax revenue
- Unconventional room rate pricing strategy versus competitive cities
- Limited mass public transportation serving the outlying areas for group and business visitors
- Lack of the Business Travel market to create compression midweek in the full service hotels
- The closing of existing casinos including Fitzgerald's downtown
- Large commercial vacancies in office buildings downtown

Opportunities

- Improve destination image
- Expand convention and group business as a component of overall business mix
- To execute the Far From Expected marketing campaign to increase leisure business throughout the year
- To maximize the CVA's exposure with the new brand website
- To reach down to 3rd tier convention cities and steal/bring the business to Reno
- Leverage affordability of destination (especially during tight economy)
- Increase occupancy of facilities
- Continue to improve consensus building and regional cooperation
- Continue to increase average daily rate
- Continue region-wide redevelopment and reinvestment
- Develop new non-stop air service to key markets
- Expand special events season
- Growing shopping and outdoor/specialty retail opportunities
- Improve service and strengthen culture of hospitality
- Improve the corridor and access between downtown and the RSCC
- Further improvements on the Truckee River corridor
- Bringing a nationally recognized convention business hotel brand to the market
- Evaluate future option to expand at RSCC
- Increase international tourism
- Development of additional hotel rooms and amenities in close proximity to the RSCC
- Increasing acceptance of gaming
- Leverage the university system for additional business opportunities
- The development of the Rapid Express Bus System providing transportation from downtown to the Convention Center on the South Virginia corridor

Threats

- Weak economy and ability/willingness to reinvest
- Growing competition from first- and second-tier cities to attract meeting, convention, tradeshow, equine events and special event business
- Economic turbulence causing shorter booking windows for conventions & leisure travel
- Loss of existing air service
- Continued reinvestment needed
- Ongoing construction on the I-80 corridor during the peak summer months
- Proliferation of gaming worldwide, including the expansion of California Tribal Gaming and Internet gaming
- Tightening municipal, county and state budgets
- Pandemic or other health concerns
- Construction interruptions
- Weather

Executive Summary and Strategic Plan Overview

The 2010-2011 fiscal year is the fourth year of the Reno-Sparks Convention & Visitors Authority (RSCVA) Strategic Plan. This marketing and sales plan looks in-depth at the strategies and tactics currently underway and new initiatives geared toward achieving the ambitious organizational goals.

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

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

2010-2011 KEY MEASUREMENTS:

1. Achieve or exceed annual convention sales department goals to book 285,600 definite room nights.
- 2.a. Achieve or exceed the annual Convention Sales department goal of having at least four citywide groups in 2010-2011.
- 2.b. Achieve or exceed the annual convention Sales department goal of having at least eight mid-size groups in 2010-2011.
3. Continue to build convention and tradeshow occupancy of the convention center in the 2010-2011 fiscal year to not more than 4.5 points below the national average.

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

2010-2011 KEY MEASUREMENT:

1. Achieve or exceed Tourism Sales goals of 543,304 room nights.

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

2010-2011 KEY MEASUREMENTS:

1. Achieve goal of 110,000 room nights associated with special events.
2. Achieve a minimum 250% Return On Investment (ROI) for all RSCVA-funded events.
3. Extend the special event season by adding two new special events in the off-season (October-May) by calendar year 2010.

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

2010-2011 KEY MEASUREMENT:

1. RSCVA to create market awareness and demand that will enable lodging properties to make decisions to grow the annual ADR in the destination. Reach a goal of \$69.94 ADR for the 2010-2011 fiscal year.

Marketing and Sales Departments Overview

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

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

The remainder of this plan organizes and explains the more detailed marketing and sales objectives for each department in the 2010-2011 fiscal year in support of each plank of the RSCVA Strategic Plan.

Market Research Overview and Brand Positioning

The 2010-2011 fiscal year is set to begin with a more optimistic outlook when compared to the same time last year. The global economy is showing signs of recovering from the worst recession since the Great Depression. Still, the lingering effects of the financial chaos that accompanied the mortgage foreclosure crisis, collapse of financial markets and rising unemployment are having a profound effect on the travel industry.

The silver lining in the current uncertain economic conditions is signs of consumer confidence and spending slowly beginning to increase. For example at the time of writing this plan, Washoe County room tax collections have outperformed the previous year for four out of the last five months. This is the first time collections have outperformed the previous year's number after 21 consecutive months of year over year declines dating back to March 2008. Still Northern Nevada and for that matter, the entire travel industry faces severe challenges in the next year. These conditions have guided the marketing and sales strategies of the RSCVA.

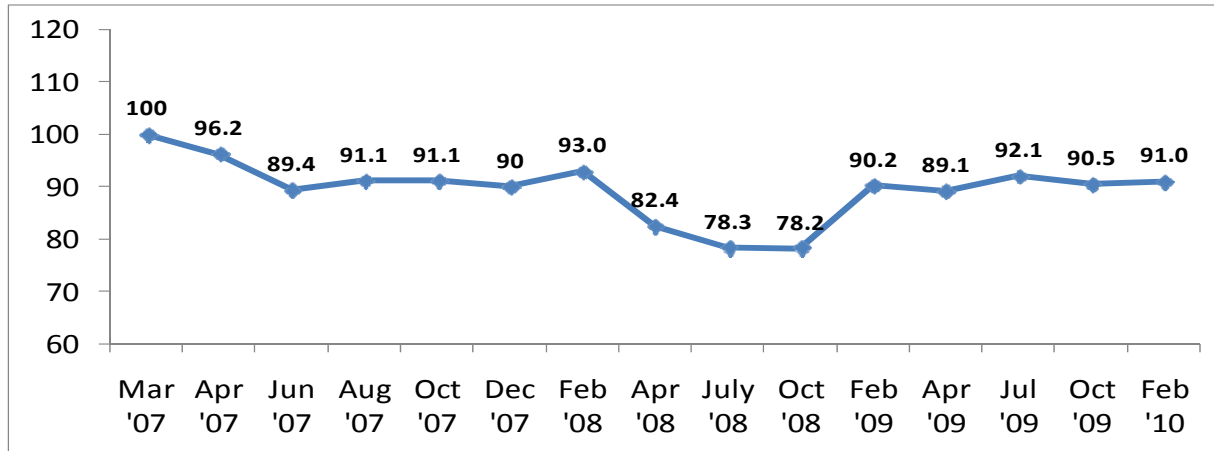
Most studies and economic forecasts show the general sentiment of U.S. travelers is clearly more positive than it was in 2009. Recovery has technically begun; but most hospitality related businesses still are not feeling much relief. Signs of strain persist in the consumer sector. The Conference Board's Consumer Confidence Index was only up to 57.9 in April 2010. While this represents a more than a five-point gain in just a month to its highest level in a year and a half, the measurement is still well below pre-recession levels. Americans' evaluations of their current financial situations remain low, and the 41 percent who describe their personal financial situations as excellent or good in an April 6-9, 2010 Gallup Poll is the lowest measured in the past decade.

Leading economists predict that the only way to continue the economic recovery is to improve the job outlook. There has been good news on the job creation front as the U.S. economy gained jobs in both March and April 2010 with job growth fairly widespread, according to the Bureau of Labor Statistics. This is good news overall for an economy that has suffered a net loss of 8.2 million jobs since the start of 2008, a month after the official start of the recession. "In a word, it's a resilient recovery," said Lakshman Achuthan, managing director of the Economic Cycle Research Institute. "All these areas are stabilizing and moving forward. That's the hallmark of a recovery." Still, the unemployment rate edged up again in April to 9.9 percent. The total number of unemployed persons in the U.S. stands at 15.3 million with many economists predicting even more people could join these ranks in the near-term.

Several forward looking leisure travel surveys can be summarized under the following statement; 2010 will be better than 2009, however a real recovery is not likely until late 2011. Here is a closer look at some of the recent studies and the conclusions offered in each.

Y Partnership and the U.S. Travel Association (USTA) publish a quarterly survey called *travelhorizons™*. According to the February 2010 survey 56% of U.S. adults expect to take at least one trip primarily for leisure purposes during the next six months. Y Partnership and USTA also publish the *Traveler Sentiment Index™*, a derivative of six individual measures of perceptions that affect travel. This index has remained essentially unchanged since October of 2009. Of the six

components from which the index is derived, there were two sizable gains over the previous 90 days: "money available for travel" and "time available for travel."



Source: U.S. Travel Association/YPartnership travelhorizons™

In May 2010, PhoCusWright released the Consumer Travel Report Second Edition. Among the most significant U.S. consumer traveler trends:

Travel takes a one-two punch

- Not only did fewer people travel (-11%), but those who did travel spent less (-15%).

Recovery will be restrained

- While fewer consumers plan to pull back on their travel in 2010, the percentage of those who plan to travel more has not increased.

Quality, not quantity

- Even though travelers took fewer trips in 2009 compared to 2008, the trips they took were longer; trips of four nights or longer accounted for 59% of all trips in 2009.

Economy busts the boomers

- Older consumers (45+) pulled back on travel earlier than younger travelers and were less likely to travel in general.

Reality bites

- Younger travelers (under age 35) showed larger year-over-year declines in travel spend than older travelers, and their optimism about travel intentions has sobered.
- However, they still had a significantly higher incidence of travel than older travelers.

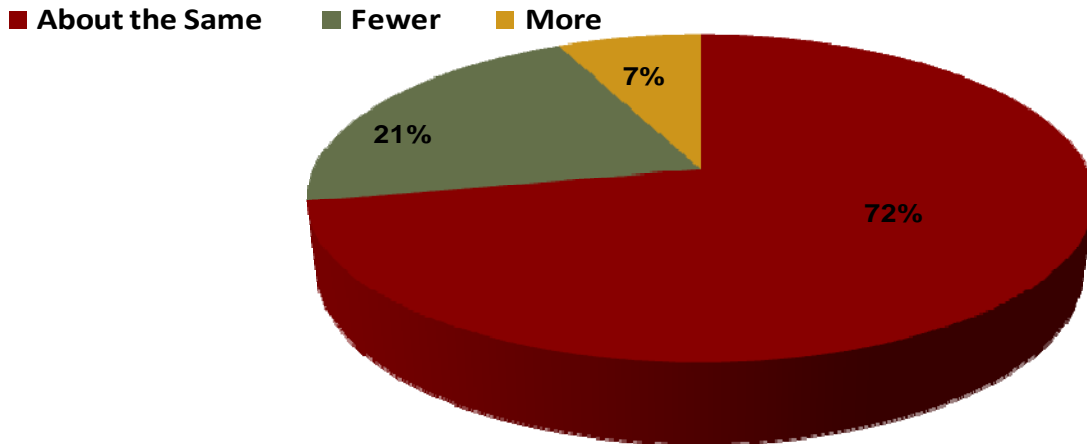
Planning is more focused

- The number of websites used across the destination selection, shopping and booking phases has decreased slightly from 2008.

Business travel and the convention and meetings industry has been under siege and most forecasters agree that recovery here will be challenged. These realities are causing meeting sponsors to re-evaluate, and sometimes renegotiate, contracts for meetings already on the books. On the other side of the table, hoteliers are facing declining occupancies, lower average rates and declining RevPAR from last year.

The US government's decision to restrict the use of Troubled Assed Relief Program (TARP) funds for meetings and events had a far-reaching impact on the meetings industry. Whether TARP recipients or not, businesses in all sectors are cancelling meetings, events and incentive programs – despite legitimate business purposes – out of fear of public scrutiny. This leads to an almost unprecedented level of competition for meetings and convention business.

The February 2010 *travelhorizons*TM study also reinforced that business travel intentions remain weak. The survey asked respondents if they planned to travel on business in the next six months. The chart below shows the responses.



Source: U.S. Travel Association/YPartnership *travelhorizons*TM

The USTA recently summarized the major trends that are impacting the group and convention industry. The organization coined these trends as potentially the “new normal” for the meetings industry:

- The intense focus on return on investment is likely to stick around
- Virtual travel options have made major in-roads
- Strict controls and efficiencies in corporate travel policies
- Hotel rates may continue to fall, but airlines and rental cars are likely to raise fares/rates in 2010
- Stronger U.S. and global economies will stimulate business travel
- Demand for transient business travel likely to pick up ahead of meetings/conventions

Opportunities may arise for Reno Tahoe in the short term during these challenging economic conditions. As a result of these trends the RSCVA has organized an extensive cooperative marketing effort based on extensive research targeted at the Greater San Francisco Bay Area. The region represents a large population of potential travelers who can access the region by car or air. The value represented by Reno Tahoe also fits trends where travelers are basing decisions on a tight budget. The one caveat to this trend, most consumers will find top-tier destinations are on sale and offer extremely competitive rates. This puts destinations once out of a price range, suddenly within reach of a vast audience of travelers. Public Relations efforts will be utilized

extensively by the RSCVA to promote travel to the destination in more distant fly-markets which cannot be reached effectively with current advertising budgets.

The emerging trend of the Internet and social media continue to take center stage in the travel industry. With Internet penetration past the 80% mark among U.S. adults, the reference to travelers with Internet access as “online travelers” has become redundant. At the same time the traditional news media industry has suffered closures and cutbacks decreasing both the sheer number and audience size of print and broadcast outlets. As traditional media shrinks the consumer voice has taken center stage as a respected source of information on online reviews and blogs.

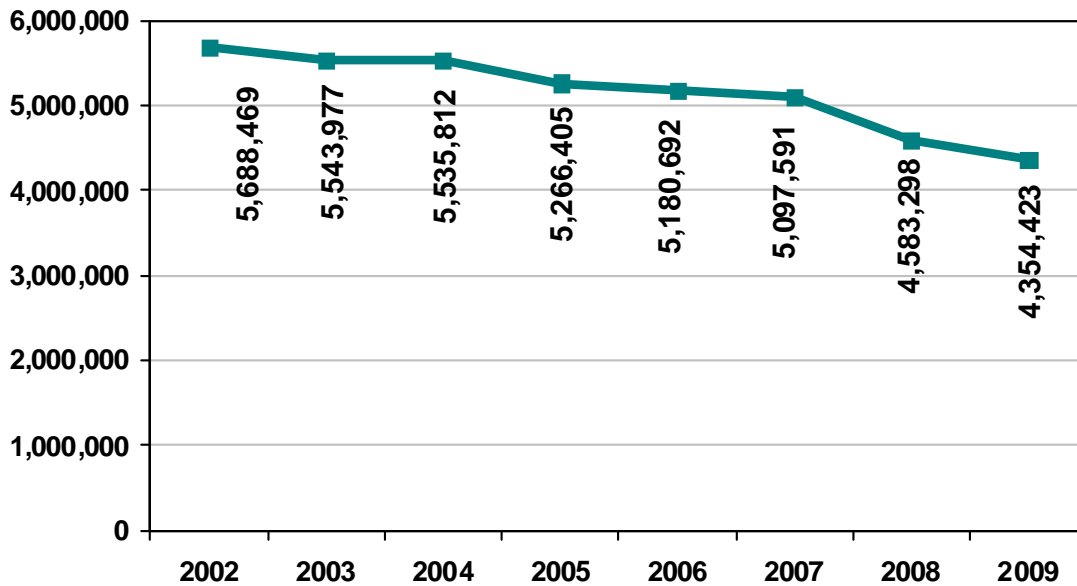
Travelers expect travel services to follow them as they become more and more mobile and connected at all times to the Internet. The Nielsen Company released comprehensive stats in their 2009 study illustrating these points:

- 23% of U.S. households now have only mobile phones
- There are now 223 million U.S. mobile phone users over the age of 13
- 18% of mobile devices are smartphones
 - 150 million smartphone users by mid-2011
- 60.7 million Mobile Web users
 - 120 million by mid-2011
- 80% of Internet users visited a social networking site in 2009
 - Accounts for 11% of time spend online
- Facebook now reaches 56% of active U.S. Internet universe (134 million)
- Twitter has approximately 20 million users, up 500% in one year

In the coming year the RSCVA public relations team will continue to explore alternative ways to deliver Reno Tahoe’s message through both new and emerging media channels. Moving forward, successful public relations efforts will depend on participating in, engaging with and meeting the needs of both traditional and social media outlets.

The 2009 RSCVA Visitor Count showed visitation declined to the Washoe County area by approximately 4.9%. The decline is attributed in large part to the economic slowdown. While a comprehensive Visitor Profile Study was not conducted in lieu of the new research mentioned later in this report the RSCVA estimates that approximately 4.35 million people visited Washoe County in 2009.

RSCVA Visitor Counts



In an effort to reverse the trend of declining visitation to the region, the RSCVA conducted and analyzed significant new research aimed at improving the marketing and sales efforts of the organization. In 2008 Market potential research studies were conducted in both the core drive markets of Northern California (I-80 Corridor) and in select fly markets for Reno Tahoe via the RMC. The goal of the research was to measure what would encourage visitation among new or lapsed visitors.

With the findings of this new research a comprehensive Marketing Segmentation Study was launched in January 2009. The firm hired the Mortar Agency to conduct the study further, to interpret the research of the market segments identified in both the core drive- and fly-market research projects, to identify updated target segments and an updated tourism brand promise for the destination.

Target Segments

- First-Timers are younger, ethnically diverse who look for fun and excitement in a getaway. These consumers tend to be attracted to places like Las Vegas and Tahoe.
- Needs re-introduction are older, white, often retired, with the time and income to explore a wide variety of getaways for relaxation and interest.

As the research indicated, neither segment books their trip specifically to gamble, but the vast majority will gamble while in the destination. Both are more defined by what they don't know about Reno than what they do, and both generally have a positive perception. This mindset opens up an opportunity for Reno Tahoe to influence these segments by capitalizing on experiences based on their values and behaviors as they are moved by fun, good value, and easy to get to destinations.

Target Mindset

Mortar then analyzed the target mindset and motivations of both segments to create a target archetype. This archetype embraces “who” these segments are, what their values are, their behaviors, motivations and preferences. Below is the archetype that encompasses both target segments mindsets.

- **“Real Hunters”**
 - **Values** – Positive and optimistic, open-minded, comfortable in their skin
 - **Behaviors** – Deal seekers, bargain hunters, research before traveling, web savvy
 - **Motivations** – Need to getaway, Need to have some fun, Want to explore surroundings
 - **Preferences** – Independent (vs. Big box), Handmade (vs. Manufactured), Peer reviews (vs. Expert reviews)

Brand Platform Summary

Brand Positioning	For “Real” Hunters searching for the authentic in a pre-packaged world, Reno Tahoe USA is the only place in America that delivers the refreshingly offbeat - because Reno-Tahoe has always celebrated the original, the eccentric and unconventional.
Brand Personality	Proudly unapologetic Confident Energetic Big sense of humor Embracing of the quirky and funky
Brand Promise	A refreshingly offbeat experience - every time.
Brand DNA	Refreshingly offbeat

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

Objectives for Marketing Department

- 1) Create new sales tools, marketing collateral and creative elements to target group and convention business that reflect the updated Reno Tahoe USA brand.
 - a) Update all marketing and sales materials to reinforce aspects of the new brand positioning that are motivating to group and convention prospects
 - b) Focus marketing efforts dominantly on citywide business
 - c) Develop meaningful case studies and testimonials from the most successful meetings that have taken place in Reno Tahoe

Measurements

- Provide updated sales tools to Convention Sales team by end of the first quarter of FY 10-11, develop new marketing and lead generation campaigns to launch in second quarter of FY 10-11.
- 2) Develop more leads and increase conversion rates from meeting and convention marketing initiatives.
 - a) Focus marketing and lead generation programs on the most productive market segments (e.g. sports, government, military, etc.)
 - b) Develop formal sales cycle for direct marketing efforts via advertising and Website
 - i) Execute and track the effectiveness of media buys in increasing exposure for sales team
 - c) Develop a direct mail/email campaign highlighting the key selling points for the destination

Measurements

- Increase traffic to Meetings and Convention pages on VisitRenoTahoe.com, grow leads sourced to RSCVA marketing and public relations efforts, establish a benchmark for lead generation programs focused on new target markets.
- 3) Improve Reno Tahoe's image within the group and convention industry and further establish the region as a competitive western meeting destination.
 - a) Develop specific and well defined key messages targeted at meeting planners that reinforce the destination's new positioning
 - b) Communicate key messages and campaigns in an integrated effort utilizing advertising, Internet marketing, social media and public relations
 - c) Generate positive media coverage about Reno Tahoe in news outlets targeted at meeting planners and news outlets by communicating convention wins, news from conventions taking place in Reno Tahoe and significant milestones of the regional renaissance
 - d) Support destination convention clients to drive attendance and overall attendee satisfaction through collateral, custom micro websites, city welcome programs and public relations efforts

Measurements

- Track the total number of stories generated specific to Meetings and Conventions outlets, increase leads attributed to marketing and public relations programs.

Objectives for Convention Sales

- 1) Achieve Convention Sales Team Goal in the 2010-2011 fiscal year.
 - a) Deliver leads to stakeholders sufficient to achieve room night goal
 - b) Host one or two FAMs targeting site visits for convention business

Measurement

- Achieve goal to book 285,600 definite room nights in FY 2010-2011.

- 2) Achieve prospecting calls and solicitation calls for group and convention business segments for the 2010-2011 fiscal year.
 - a) Attendance at key industry trade shows (e.g., ASAE, IAEE, MPI, PCMA, etc.)

Measurements

- Achieve or exceed the Convention Sales team goal of 2,944 prospecting calls and 3,434 solicitation calls.

- 3) Increase convention citywide business and Convention Center Occupancy for the 2010-2011 fiscal year
 - a) Rebook repeat groups
 - b) Identify and prospect top accounts that are citywide business for either the RSCC or REC
 - c) Target site selection companies including but not limited to Helms Briscoe and Conference Direct

Measurements

- Achieve the Convention Sales goals for year four of the strategic plan to have at least four citywides¹ in 2010-2011 and at least eight mid-size conventions² during 2010-2011
- Build convention and tradeshow occupancy of convention center to not more than 4.5 points below the national average of facilities of comparable size
- Establish a convention center exhibit hall booking goal

- 4) *Reduce definite group room night pace deficit and increase definite group bookings in calendar years 2012 and 2014.*

- a) *As of April 30, 2010 and reported by Trends Analysis Projections, LLC. (The Tap Report) the RSCVA is ahead of the definite booking pace in six of the next eight calendar years with 2012 (84 percent of goal) and 2014 (22 percent of goal) being exceptions.*
- b) *For calendar year 2012, targeted solicitation efforts will be performed focusing on large in house group meetings and other business opportunities to support stakeholder hotels and resorts.*

¹ A citywide convention is defined by the RSCVA as "a group utilizing a minimum of 2,000 peak room nights that requires two or more hotels and utilizes an RSCVA facility."

² A mid-size convention is defined by the RSCVA as "a group utilizing a minimum of 850 peak room nights that requires two or more hotels and utilizes an RSCVA facility."

- c) For calendar year 2014, targeted solicitation efforts will be performed focusing on citywide conventions, other large group meetings and other meeting opportunities that have open dates.*
- d) Execute strategic Sales Missions to Chicago and Washington, D.C. as detailed in the Convention Sales Travel Schedule to include local hotel stakeholders.*

Measurements

- Achieve 92 percent of 2012 pace goal by June 30, 2011.*
- Substantially reduce the group booking pace deficit for 2014.*

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

Objectives for Marketing Department

- 1) Execute the Reno Tahoe USA campaign based on the updated tourism brand promise and integrate across all marketing efforts throughout the 2010-2011 fiscal year.
 - a) Reinforce the key messages developed through extensive research to increase overall visitation to Reno Tahoe
 - b) Measure the effectiveness of marketing efforts that have been focused on the greater San Francisco Bay Area
 - c) Execute an integrated communications strategy to reach new target markets of first-timers and needs reintroduction travelers
 - d) Release a brand identity guidelines booklet
 - e) Continue to build buy-in from the local community for the updated tourism brand promise
 - f) As budget permits update existing collateral and corporate identity to Reno Tahoe USA

Measurements

- Achieve annual marketing department goals as approved by Board, present quarterly measurement reports that detail how RSCVA marketing efforts are impacting awareness, engagement and action, conduct and analyze semi-annual brand awareness studies in the greater San Francisco Bay Area conducted by research vendor.

- 2) Implement the extensive cooperative marketing efforts with regional stakeholders for calendar year 2010-11 and grow both the number of participants and the financial contribution in co-op programs scheduled for 2011-12.
 - a) Execute the elements of the co-op advertising campaign utilizing outdoor, broadcast and online mediums
 - b) Maintain the financial participation from stakeholders through demonstrating the effectiveness of marketing programs
 - c) Ensure that co-op campaigns are inclusive of both destination branding and individual stakeholder identity to enable financial participation

Measurements:

- Increased financial participation from stakeholders, expanded overall budget for co-op advertising programs, tracking performance metrics specific to individual marketing programs in FY 2010-11.
- 3) Increase national and regional Public Relations efforts focusing on both traditional outlets and non-traditional (online news, social media) to grow overall coverage thereby increasing awareness of the destination and reinforcing the updated destination brand promise in the 2010-11 fiscal year.
 - a) Launch aggressive national public relations initiatives as recommended by research findings to align to the media consumption preferences of new target audiences

- b) Increase new brand recognition of Reno Tahoe through editorial that communicates Reno Tahoe as an authentic, fun, easy to get to year-round destination with unique outdoor activities and world-class special events
- c) Conduct proactive media relations with news and social media outlets that reach target audiences in key fly and drive geographic markets
 - i) Host journalists and social media contributors in the destination allowing them to experience what's new and/or reintroduce them to the destination
 - ii) Conduct proactive deskside media visits in prioritized fly-markets
- d) Generate awareness of and engagement with the destination through social media (blogs, Facebook, twitter and partnerships)
 - i) Stimulate more peer-to-peer reviews and posts about the destination on the most popular consumer sites (e.g. Yelp, TripAdvisor, TravelPost)
- e) Continue to develop relationships with media outlets targeted at tour operators and wholesalers

Measurements:

- Monthly tracking of PR efforts while providing semi-annual reports to the RSCVA Board. Achieving the goals established for social media metrics contained in monthly marketing reports.
- 4) Continue development and improve effectiveness of RSCVA Web-based strategies with the goal to increase awareness and drive demand for leisure travel.
- a) Provide additional marketing support to stakeholders, tourism partners and social media sites
 - b) Track the utilization of and improve the effectiveness of the new mobile website for Reno Tahoe
 - c) Continue to focus on existing and new content to increase natural search rankings.
 - i) Create a greater depth of photography and video on the Website
 - d) Enhance and grow the current strategy utilizing social media to introduce the updated brand promise to those in targeted markets and targeted groups.
 - i) Develop more brand focused Reno Tahoe content on leading social media sites (e.g. Facebook, flickr, Twitter, etc*) to increase engagement among leisure travelers

Measurements:

- Increased unique visitors and greater session length for VisitRenoTahoe.com, improve overall search engine rankings, increased engagement with social media sites and develop benchmarks for the mobile website traffic.

Objectives for Tourism Sales

- 1) Achieve Tourism Sales (TS) team goal of 543,304 room nights, 105 new leads, 420 prospecting and 578 solicitation calls in 2010-2011.
 - a) Use existing databases to solicit incremental business from current accounts and new additions collected through trade show and conference attendance
 - b) Organize FAM trips and social networking to prospect new business
 - c) Attendance at key industry trade shows and wholesale product launches (e.g. American Society of Travel Agents, POW WOW, Mountain Travel Symposium, etc.)
 - d) Active participation in social networking distribution channels to discover previously untapped ski and golf group potential for distribution to strategic wholesale partners and area stakeholders
 - e) Attract tourism industry events such as Mountain Travel Symposium, Go West, etc. to hold their annual meetings in Reno
 - f) Create new and exciting itineraries to promote, highlight and showcase Reno Tahoe
 - g) Continue to partner and be pro-active with Nevada Commission on Tourism, U.S. Travel Association, U.S. Tour Operators Association and other entities to promote our area
 - h) Identify new and emerging domestic and international markets with new potential air service that would bring new visitation to our area
 - i) Organize and participate in sales calls, blitzes and Reno Tahoe nights educating and promoting travel agencies and wholesalers on the destination
 - j) Plan and fulfill pre/post FAMS to Reno Tahoe around International Pow Wow in May, 2011
 - k) Develop WebEx Reno Tahoe presentations for call centers and travel agencies to educate and promote the region to increase incremental visitation

Measurements

- Achieve sales goals, prospecting calls and solicitation calls for wholesale, ski/golf group, travel agency and international market segments for FY 10-11.

- 2) Manage and enhance Travel Agent Certification Program
 - a) Develop relationship with Outside Sales Support Network (OSSN) to promote Reno Tahoe to home based travel agents
 - b) Utilize Travel Agent Certification Program to introduce Reno Tahoe USA, Far From Expected branding to agency segment
 - c) Develop room night tracking system from hotels and solicitation to program graduates to participate in room night and ADR tracking program
 - d) Promote program at every travel agent event (ASTA, Addison, traditional wholesalers product launches, etc.
 - e) Leverage partnerships with Travel Agent media distribution channels to promote program
 - f) Organize Super Travel Agent Appreciation FAM for graduates to showcase area

Measurements

- Increase graduates' data base by at least 15% from last year's final production, develop room night tracking system, and host 30 people in conjunction with Travel Agent University FAM

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

Objectives for Marketing Department

1. Achieve the Key Measurements of Plank 3 of the Strategic plan, Special Event Philosophy and Funding during the 2010-11 fiscal year.
 - a. Achieve room night goals associated with Special Events.
 - b. Produce a satisfactory return on investment (ROI) for RSCVA-funded special events.
 - c. Utilize special events funding and in-kind benefits to attract new special events in the shoulder season to extend the special event season.
 - d. Work with regional entities (i.e. Cities of Reno and Sparks, Washoe County, Incline Village) to attract new events to the Reno Tahoe area.

Measurements:

- Achieve room night goal of 110,000 associated with special events, achieve a minimum ROI of 250% for RSCVA-funded events.
2. Work to improve current tools for special event organizers (e.g. in-kind, networking and education programs) and develop new tools to assist special event producers in addition to the cash funding portion of the Special Events Program.
 - a. Continue working with special events on a one-on-one basis to find opportunities to provide assistance with programs and support that compliment the grant process
 - b. Continue to develop the special event networking and education programs to benefit all special events in the region
 - c. Work with local event producers and hotel-casino properties to establish a consistent methodology for tracking room nights associated with special events

Measurements:

- Conduct at least six networking meetings and education events for the Reno Tahoe special events community during FY 2010-11, Creation of a special event room night tracking system to be utilized by events occurring in calendar year 2011.
3. Implement the changes approved to the Special Events Program adopted in March 2010.
 - a. Develop and implement new application for events occurring in calendar year 2011
 - b. Develop system to gain feedback from Board of Directors to determine funding priorities prior to funding cycle for events occurring in calendar year 2011
 - c. Develop Vendor/Buyer's Guide program
 - d. Develop tracking and valuation process for social media to be included in application process

Measurements:

- Complete implementation of new components and application process by the end of the second quarter of FY 10-11

- 4. Oversee production of RSCVA-partnered special events.
 - a. Work with Interkultur and Artown in advance of the American International Choral Festival (AICF) to be held in Reno, NV in May of 2011.
 - i. Develop and implement fundraising program to be executed in FY 10-11.
 - ii. Partner with Artown to develop production program for the planning of the 2011 event.

Measurements:

- Execution of a successful fundraising program for 2011 AICF event that meets the RSCVA's fiscal responsibilities in FY 10-11 and execution of a production plan for the 2011 AICF event.

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

Objectives for Marketing Department

1. Provide marketing support at both the national and regional level for RSCVA-managed and/or operated facilities to increase bookings and achieve revenue goals for the 2010-2011 fiscal year.
 - a. Provide individual marketing materials and staff support to all facilities that align with overall facility sales and marketing goals
 - i. Reno-Sparks Convention Center
 - ii. Reno-Sparks Livestock Events Center
 - iii. Reno Events Center
 - iv. National Bowling Stadium
 - v. Wildcreek Golf Course
 - b. Develop marketing tools that support all facilities and reduce overall marketing expenses
 - i. Assist in the development of improved Web pages for each facility
 - ii. Public Relations support

Measurement:

- Increased Web traffic specific to RSCVA-managed and/or operated facilities and other metrics supporting lead generation and sales goals for each facility.

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

Objectives for All Departments

- 1) Continue to convey the RSCVA revenue management message and utilize tools that assist Reno Tahoe stakeholders in making more intelligent revenue management decisions.
 - a) Provide tools to analyze Reno Tahoe performance against other competitive destinations (e.g. ADR, RevPAR, etc.)
 - b) Deliver key messages about the effectiveness of increasing group, convention, and special event business to drive predictability and effective revenue management
 - i) Educate stakeholders on the importance of increasing group and convention business from the historical levels of approximately 15-20 percent of total cash occupied room nights
 - c) Utilize and measure progress on the Trends, Analysis, Projections (TAP) Report
 - d) Conduct quarterly Best Rates Audits

Measurement:

- Sustain ADR at \$69.94 or better to compare against historic Reno Tahoe numbers and better align with other competitive markets.

Appendixes

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

Summary of Advertising Plan

2010-2011 RSCVA Consumer Media Buy

RSCVA contribution towards Greater San Francisco Bay Area Cooperative Campaign in FY 10-11 (See detailed breakdown on page 27), campaign runs from March 2010 through April 2011.

Internet - \$356,497

- Display and Banner Advertising
- Search Engine Marketing (SEM)
- Other consumer online efforts

Outdoor - \$242,585

- LED Billboards
- Twitter Feed Billboards

Broadcast - \$208,844

- Radio

Placeholder funds for future 2010-11 Co-Op - \$367,000

Regional Co-Ops/Consumer Niche Efforts - \$180,000

- Regional Marketing Committee (RMC)
 - Maintain existing and support the development of new regional air service
- Ski
 - Participation in Sierra Ski Marketing Council Co-Op
- Golf
 - Participation in Golf the High Sierra Co-Op

Miscellaneous - \$20,074

- Other programs

Convention Sales Advertising

Meeting, Conventions and Tradeshows Media Buy- \$126,000

- Top Trade Publications Insertions and email newsletter campaigns
- Reno Tahoe Group Co-Op Contribution
- Direct mail/email campaigns

Total Advertising Budget: \$1,501,000



RSCVA Cooperative Campaign
Media Campaign Flowchart
March 30, 2010

Key Events	March	April	May	June	July	August	September	October	November	December	January	February	March	April-June	Total
I. Outdoor															
RSCVA Outdoor															
1. Hwy 101 Just north of SFO-LED billboard	\$30,323	\$30,323	\$60,646	\$30,323	\$30,323	\$30,323	\$30,323	\$30,323	\$30,323	\$30,323	\$30,323	\$30,324		\$394,200	
2. I-80 Gilman Exit: Berkeley: Digital															
3. I-80 Bay Bridge by the toll plaza: Digital															
Total RSCVA	\$30,323	\$30,323	\$60,646	\$30,323	\$30,323	\$30,323	\$30,323	\$30,323	\$30,323	\$30,323	\$30,323	\$30,324		\$394,200	
Coop Partners Outdoor															
Rotating bulletins															
Atlantis	\$4,231	\$4,231	\$8,460	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,230		\$55,000	
Cirrus Circus	\$4,231	\$4,231	\$8,460	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,230		\$55,000	
Harrhats	\$4,231	\$4,231	\$8,460	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,230		\$55,000	
J.A. Mugglet	\$4,231	\$4,231	\$8,460	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,231	\$4,230		\$55,000	
Total Coop Partners	\$16,924	\$16,924	\$33,840	\$16,924	\$16,924	\$16,924	\$16,924	\$16,924	\$16,924	\$16,924	\$16,924	\$16,920		\$220,000	
Total Outdoor	\$47,247	\$47,247	\$94,486	\$47,247	\$47,247	\$47,247	\$47,247	\$47,247	\$47,247	\$47,247	\$47,247	\$47,244		\$614,200	
II. RADIO															
RSCVA Radio															
4/26-5/02 and 5/17-5/30	4/12-4/25	2 weeks	3 weeks	3 weeks	2 weeks	3 weeks	3 weeks	3 weeks	3 weeks	3 weeks	3 weeks	3 weeks	3 weeks	3 weeks	24 weeks
	150	150	225	225	150	225	225	225	225	225	225	225	225	1,800	1,800
Grps	\$26,588	\$26,588	\$39,884	\$39,884	\$26,588	\$39,884	\$39,884	\$26,588	\$13,294	\$26,588	\$13,294	\$38,172	\$24,436		\$315,200
Coop Partners Radio															
Atlantis	\$6,313	\$6,313	\$9,470	\$9,470	\$6,313	\$9,470	\$9,470	\$6,313	\$3,156	\$6,313	\$3,156	\$9,026	\$6,000	\$75,000	
Cirrus Circus	\$6,313	\$6,313	\$9,470	\$9,470	\$6,313	\$9,470	\$9,470	\$6,313	\$3,156	\$6,313	\$3,156	\$9,026	\$6,000	\$75,000	
J.A. Mugglet	\$6,313	\$6,313	\$9,470	\$9,470	\$6,313	\$9,470	\$9,470	\$6,313	\$3,156	\$6,313	\$3,156	\$9,026	\$6,000	\$75,000	
Total Coop Partners	\$18,939	\$18,939	\$28,410	\$28,410	\$18,939	\$28,410	\$28,410	\$18,939	\$9,468	\$18,939	\$9,468	\$27,078	\$18,000	\$225,000	
Total Radio	\$45,527	\$45,527	\$68,294	\$68,294	\$45,527	\$68,294	\$68,294	\$45,527	\$22,762	\$45,527	\$22,762	\$65,250	\$42,436	\$540,200	
III. Internet															
RSCVA Internet															
April-June Media Buys: see second tab	\$3,500	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$99,000	
Total RSCVA	\$3,500	\$45,837	\$45,833	\$45,833	\$30,833	\$30,833	\$30,833	\$35,833	\$30,833	\$30,833	\$35,833	\$35,833	\$27,333	\$15,000	\$445,000
Coop Partners Internet															
Atlantis	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$60,000	
Cirrus Circus	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$60,000	
J.A. Mugglet	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$60,000	
Total Coop Partners	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$180,000	
Total Internet	\$3,500	\$60,837	\$60,833	\$60,833	\$45,833	\$45,833	\$45,833	\$50,833	\$45,833	\$45,833	\$50,833	\$50,833	\$42,333	\$15,000	\$625,000
IV. Paid Search (RSCVA Only)															
Paid Search	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$105,000	
Google															
Yahoo															
MISW/BING/LIVE															
Total Paid Search	\$33,823	\$107,748	\$151,363	\$121,040	\$95,244	\$108,540	\$81,950	\$100,244	\$81,950	\$95,244	\$73,656	\$111,829	\$59,269	\$37,500	\$1,259,400
Total RSCVA Media	\$4,231	\$15,544	\$22,930	\$18,701	\$15,544	\$18,701	\$12,387	\$15,544	\$12,387	\$15,544	\$9,231	\$18,256	\$11,000	\$190,000	
Atlantis	\$4,231	\$15,544	\$22,930	\$18,701	\$15,544	\$18,701	\$12,387	\$15,544	\$12,387	\$15,544	\$9,231	\$18,256	\$11,000	\$190,000	
Cirrus Circus	\$4,231	\$15,544	\$22,930	\$18,701	\$15,544	\$18,701	\$12,387	\$15,544	\$12,387	\$15,544	\$9,231	\$18,256	\$11,000	\$190,000	
J.A. Mugglet	\$4,231	\$15,544	\$22,930	\$18,701	\$15,544	\$18,701	\$12,387	\$15,544	\$12,387	\$15,544	\$9,231	\$18,256	\$11,000	\$190,000	
Total Coop Partners Media	\$12,693	\$46,632	\$68,790	\$56,103	\$46,632	\$56,103	\$37,161	\$46,632	\$37,161	\$46,632	\$27,693	\$54,768	\$33,000	\$570,000	
Total Media Campaign	\$46,516	\$154,380	\$220,153	\$177,143	\$141,876	\$164,643	\$119,111	\$146,876	\$119,111	\$141,876	\$101,349	\$166,597	\$92,269	\$37,500	\$1,829,400
Fiscal Total															\$1,231,208

RSCVA 09-10 Budget
RSCVA 09-10 Actual

**Reno-Sparks Convention and Visitors Authority
Fiscal 2010-2011 Travel Schedule
Convention Sales**

Date	City	Events
JULY 2010		
July 7-10	Bellevue, WA	Fraternity Executives Association
July 24-27	Vancouver, BC, Canada	MPI WEC
AUGUST 2010		
August 4-6	Atlanta, GA	Kellen Annual Meeting
August 21-24	Los Angeles, CA	American Society for Association Executives Annual Meeting and Exposition (ASAE)
TBD	Chicago, IL	Sales Mission
TBD	Midwest	Sales Calls
SEPTEMBER 2010		
September 8-9	Washington, DC	Hospitality Sales & Marketing Association International's (HSMIAI) Affordable Meetings-National
September 10-12	Reno Tahoe, NV	Balloon Races FAM
TBD	Northeast	Sales Calls
TBD	Denver, CO	Sales Calls
OCTOBER 2010		
October 19-23	Charlotte, NC	TEAMS Expo
TBD	Southeast	Sales Calls
TBD	Southern California	Sales Calls
TBD	Northern California	Sales Calls
NOVEMBER 2010		
TBD	Washington, DC	Sales Mission
TBD	Dallas, TX	Sales Calls
TBD	SMERF	Sales Calls
TBD	Pacific Northwest	Sales Calls
DECEMBER 2010		
December 7-9	New Orleans, LA	International Association of Exhibitions & Events Expo! (IAEE Expo! Expo!)
December 9	Sacramento, CA	California Society for Association Executives (CalSAE) Seasonal Spectacular
December 14	Chicago, IL	Holiday Showcase
TBD	Washington DC	Washington Area Convention Bureau Satellite Offices Holiday Event (WACBSO)

JANUARY 2011		
January 5-7	Washington, DC	HelmsBriscoe Annual Meeting
January 9-12	Las Vegas, NV	Professional Convention Management Association (PCMA) Annual Conference
TBD	Southern California	Sales Calls
FEBRUARY 2011		
February 24	Washington, DC	Destination Showcase
TBD	San Francisco, CA	Northern California Chapter MPI (NCCMPI) Annual Trade Show
TBD	Wisconsin/Michigan	Sales Calls
MARCH 2011		
March 1-3	Cincinnati, OH	Experient EnVision
TBD	Denver, CO	Sales Mission
TBD	Washington, DC	ConferenceDirect Annual Partner Meeting
TBD	Midwest	Sales Calls
TBD	SMERF	Sales Calls
APRIL 2011		
April 13-14	Chicago, IL	Hospitality Sales & Marketing Association International's (HSMIA) Affordable Meetings – Mid America
April 28	Washington, DC	Springtime
TBD	San Jose, CA	California Society for Association Executives (CalSAE) Annual Meeting & Tradeshow
TBD	Southeast	Sales Calls
TBD	Northeast	Sales Calls
MAY 2011		
TBD	TBD	MILO
JUNE 2011		

Reno-Sparks Convention & Visitors Authority		
Fiscal 2010 - 2011 Travel Schedule		
Tourism Department		
JULY 2010		
July 17-19	Reno Tahoe, NV	Biggest Little City 26 th Annual Golf FAM
AUGUST 2010		
August 8-10	Savannah, GA	ESTO - US Travel Assoc. Educational Seminar for Tourism
August 16 – 19	Telluride, CO	Ski Tops Summer Meeting
SEPTEMBER 2010		
September 12-14	St. Paul, MN	MLT University Seminar Series – Trade Show
September 16-19	Snowmass, CO	National Ski Council Annual Meeting
OCTOBER 2010		
October 15-17	Seattle, WA	Seattle Ski Fever & Snowboard Show
NOVEMBER 2010		
November 2-4	Atlanta, GA	Active America Japan
November 6-7	San Francisco, CA	San Francisco Ski Fest
November 12-14	San Jose, CA	San Jose Ski & Snowboard Fest
November 13-17	Montreal , Quebec Canada	National Tour Association Travel Exchange
DECEMBER 2010		
December 2-5	Los Angeles, CA	LA Ski Dazzle Ski & Snowboard Fest
December 6-7	Reno, NV	Nevada Governor's Conference on Tourism
December 10-12	New Orleans, LA	USTOA Annual Conference
JANUARY 2011		
January 8-12	Philadelphia, PA	American Bus Association Market Place
January 29-30	Phoenix, AZ	AAA Arizona Travel Show
FEBRUARY 2011		
February 7-10	Boise, ID	Go West Summit
February 17-19	Los Angeles, CA	North American Journeys Tour Operator Summit – West

February 11-13	Seattle, WA	Seattle Golf Show
February 20-21	New York City, NY	Receptive Services Association of America Summit
February 23-25	Reno, NV	Ski Reno Tahoe FAM
TBD	Las Vegas, NV	Las Vegas Golf Fest
MARCH 2011		
March 11-13	Santa Clara, CA	Bay Area Golf Show
March 12-13	Portland, OR	Portland Golf Show
March 18-20	Dallas, TX	North Texas Golf Expo
APRIL 2011		
April 3-9	Beaver Creek, CO	Mountain Travel Symposium
TBD	Vail, CO	Ski Tops Network
TBD	Sacramento, CA	Haggin Oaks Golf Expo
MAY 2011		
May 21-25	San Francisco, CA	International Pow Wow
JUNE 2011		
June 16-17	New York, NY	North American Journeys Tour Operator Summit – East

Reno-Sparks Convention and Visitors Authority		
Fiscal 2010-2011 Travel Schedule		
Marketing Department		
Date	City	Events
JULY 2010		
AUGUST 2010		
SEPTEMBER 2010		
OCTOBER 2010		
October 14-20	Washington D.C.	PRSA International Conference
October 26-27	Las Vegas, NV	USTA Marketing Outlook Forum
NOVEMBER 2010		
November 8-12	San Diego, CA and Los Angeles, CA	Southern California Media Desksides
DECEMBER 2010		
JANUARY 2011		
FEBRUARY 2011		
February 23-25	Reno Tahoe USA	Winter Ski FAM
MARCH 2011		
March 21-23	Sacramento, CA	Central California Media Desksides
APRIL 2011		
April 11-13	Phoenix, AZ	Southwest U.S. Media Desksides
TBD	San Francisco, CA	Chirp, The Official Twitter Developer Conference
MAY 2011		
May 9-13	Portland, OR and Seattle, WA	Pacific Northwest Media Desksides
JUNE 2011		
June 13-17	New York, NY	New York Media Desksides
TBD	Washington D.C.	VOCUS Users Conference
TBD	TBD	SMG Tourism Conference

Marketing Plan Definitions		
<u>Convention Sales</u>		
	<i>Definition</i>	<i>Source</i>
<ul style="list-style-type: none"> • Citywide 	A citywide is defined as a group utilizing a minimum of 2,000 peak room nights that requires two or more hotels and utilizes an RSCVA facility.	RSCVA
<ul style="list-style-type: none"> • Familiarization Trip (FAM) 	A free or reduced-rate trip offered to travel professionals meeting planners, or qualified media professionals to acquaint them with what a destination, attraction or supplier has to offer.	National Tour Association (NTA)
<ul style="list-style-type: none"> • Mid-size 	A mid-size group is defined as a group utilizing a minimum of 850 peak room nights that requires two or more hotels and utilizes an RSCVA facility.	RSCVA
<ul style="list-style-type: none"> • Prospecting Call 	Prospecting calls are initial calls made to new customers with potential to meet in the destination.	RSCVA
<ul style="list-style-type: none"> • Qualified Leads 	An inquiry by a corporation/association/organization/ independent event organizer that includes a request for a minimum of 10 sleeping rooms over a specific set/range of dates and is forwarded by the CVB sales staff only to those hotels that meet the event organizer's event criteria.	Destination Marketing Association International (DMAI)
<ul style="list-style-type: none"> • Site Selection Companies 	These are companies that represent either corporations or associations and aid said organizations in locating either cities or hotel locations to book their convention or event.	(DMAI)
<ul style="list-style-type: none"> • Solicitation Call 	Solicitation calls are calls made to existing customers with potential for a specific prospective or tentative future meeting in the destination.	RSCVA

	<i>Definition</i>	<i>Source</i>
<ul style="list-style-type: none"> Trends Analysis Projections (TAP) Report 	Trends Analysis Projections LLC is a data service provider to over 45 convention bureaus in the U.S. and Canada. TAP Peer Set Reports allow destinations to measure their performance against competing markets for market share, pace and conversion performance.	
<u>Tourism Sales</u>		
<ul style="list-style-type: none"> Motor Coach 	A company that provides local travel services, including transportation or guide services as part of a tour or sightseeing trip within a single or multi-destination itinerary.	NTA
<ul style="list-style-type: none"> Online Travel Agent (OTA) 	Online companies that sell travel services, issues tickets and provide other travel services to the traveler at the retail level (e.g. Expedia, Travelocity, Orbitz, etc.)	NTA
<ul style="list-style-type: none"> Tour Operator 	A company that creates and/or markets inclusive tours and/or performs tour services.	NTA
<ul style="list-style-type: none"> Wholesaler 	A company that usually creates and markets inclusive tours for sale through travel agents. Usually sells nothing at retail, but also does not always create his/her own product; also less likely to perform local services.	NTA
<u>Marketing</u>		
<ul style="list-style-type: none"> Average Daily Rate (ADR) 	Hotel revenue divided by the number of rooms sold. Hotels use this measure to calculate the average price at which they are booking hotels each night.	
<ul style="list-style-type: none"> Blogs 	Generic name for any Website featuring regular posts arranged chronologically, typically inviting public comments from readers. Blog postings are generally short and informal, and blog software is generally free and very easy for individual users, making it a popular tool for online diaries as well as more professional publications.	Interactive Advertising Bureau (IAB)

	<i>Definition</i>	<i>Source</i>
<ul style="list-style-type: none"> • Circulation 	The number of those who might have had the opportunity to be exposed to a story that appeared in the media. Sometimes referred to as "opportunity to see". An "impression" usually refers to the total audited circulation of a publication or the audience reach of a broadcast.	Institute for Public Relations
<ul style="list-style-type: none"> • Inquiry 	An individual responding to an RSCVA marketing initiative requesting information or other fulfillment.	DMAI
<ul style="list-style-type: none"> • Revenue Per Available Room (RevPAR) 	A performance metric in the hotel industry, which is calculated by multiplying a hotel's average daily room rate (ADR) by its occupancy rate. It may also be calculated by dividing a hotel's total guestroom revenue by the room count and the number of days in the period being measured.	
<ul style="list-style-type: none"> • Social Media 	Consumer-Generated Media (CGM) or User-Generated Content (UGC) or Social Media is online content created by Internet users posted in publicly available online sources. The most popular sites include Facebook, Twitter, MySpace, Yelp, TripAdvisor and TravelPost.	
<ul style="list-style-type: none"> • Time on Site (Session Length) 	A period of interaction between a visitor's browser and a particular Website, ending when the browser is closed or shut down, or when the user has been inactive on that site for a specified period of time. Most analytics software (including Google) consider a session to end if the user has been inactive on the site for 30 minutes.	
<ul style="list-style-type: none"> • Unique Visitors 	Unique Visitors represents the number (filtered for spiders and robots) of unduplicated (counted only once) visitors to a Website over the course of a specified time period. A Unique Visitor is determined in the RSCVA Web analytics software by Internet Protocol (IP) which in simpler terms is an individual computer or network address.	

	<i>Definition</i>	<i>Source</i>
<ul style="list-style-type: none"> • Web Widgets (Dynamic Content) 	A small application designed to reside within a Web-based portal or social network site (e.g., MySpace or Facebook) offering useful or entertaining functionality to the end user.	IAB