



tempe
arizona
Convention & Visitors Bureau

2009 - 2010 Marketing Plan

Vision: To be the most trusted source of travel information for the City of Tempe.

Mission: To promote the City of Tempe as a desirable leisure and business travel destination.

About the Tempe CVB: The Tempe Convention & Visitors Bureau is a non-profit 501 c-6 organization and has been in operation since 1988. The Tempe CVB receives 2% of the City of Tempe's 3% bed tax. Other funding sources include membership dues, promotional participation, grant programs and in-kind donations. There is a staff of 12 full time employees and one intern per school semester.

Office & Visitors Center: 51 West Third Street, Suite 105 in Downtown Tempe.

Areas of Responsibility

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Margie Traylor
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House of Tricks

2009-2010 Projected Revenue:

City of Tempe Bed Tax:	\$1,523,194
Prop 302 Funding	\$ 460,198
Promotional Participation	\$ 45,209
Membership Dues:	\$ 35,000
Advertising Income:	\$ 50,639
Annual Luncheon:	\$ 4,900
In-Kind Donations:	\$ 42,900
Interest:	\$ <u>3,000</u>
TOTAL:	\$2,165,040

Overall Objectives

- *Develop a positive image of Tempe and utilize innovative ways to promote Tempe as a destination of choice.
- *Generate room nights and revenue for the hotels and businesses in the City of Tempe.
- *Provide value to our partners and customers, continue to be a relevant source of information and enhance Tempe's visibility with media and target markets.

2009-2010 Projected Expenses:

Marketing Programs:	\$ 941,354
Sales & Marketing Personnel:	\$ 678,409
Administrative Personnel	\$ 199,652
Operations:	\$ 302,725
In-Kind:	\$ <u>42,900</u>
TOTAL:	\$2,165,040

Tempe Market Conditions

The global economic conditions have taken a severe toll on the hospitality industry. The lingering effects include employment uncertainty, lack of access to credit, airline surcharges and the 'AIG Effect' that is causing corporate and government meeting planners to reduce spending on meetings and events.

Tempe is certainly not immune from these issues. Additionally, Tempe's hotels are facing increased competition in price as upper end properties in the Valley are lowering their rates to drive demand. These properties typically do not compete for the same customers; but with a drop in rates, it is increasingly difficult to maintain price integrity and fill rooms.

Tempe is, however, in somewhat of a unique and advantageous position since we are not considered a 'resort' destination. This enables Tempe to position itself as a practical and affordable alternative to meeting planners

Tempe's marketable assets continue to be

- Easy access
- Central location
- Variety of hotel properties
- ASU
- Tempe Town Lake / Mill Avenue area

The statistics show that the downturn began in late 2008 with a more severe drop in the first six months of 2009. During these difficult times, the Tempe CVB is committed to finding new ways to keep Tempe as a top-of-mind destination. Priorities will include

- Social media
- Online marketing
- Consumer direct promotions
- Mobile marketing
- Niche groups
- Youth and Amateur sports

Current status of Tempe's hotel industry (Source: STR)

	Occupancy		Average Daily Rate		Revenue Per Available Room	
	Year-end 08 vs 07	Y-T-D 09 vs. 08	Year-end 08 vs 07	Y-T-D 09 vs. 08	Year-end 08 vs. 07	Y-T-D 09 vs. 08
Tempe:	62.4% (-9.3%)	58% (-17.4%)	\$104.45 (4.1%)	\$ 99.25 (-14.9%)	\$65.15 (-5.6%)	\$57.61 (-29.7%)
Phx Metro:	59.4% (-11.2%)	57% (-15.2%)	\$124.80 (3.3%)	\$119.80 (-15.4%)	\$74.08 (-8.3%)	\$68.23 (-28.3%)

Total number of hotels in Tempe: 45
 Total number of rooms in Tempe: 5,502
 Y-T-D = Jan 2009 - June 2009 vs. Jan 2008 - June 2008
 Note: 2008 revenue reflected Super Bowl data.

Marketing

Develop a multi-layered marketing program including direct mail, print advertising, mobile marketing, online advertising and website marketing.

Objective: Brand the City of Tempe as a destination.

Strategy: Promote the consistent message 'Think Tempe First' in all marketing and communications. Create a tag that is memorable while providing a call to action that is uniquely Tempe.

Strategy: Select media outlets which offer Tempe the greatest coverage possible.

Objective: Increase requests for information.

Strategy: Provide a call to action in all materials, driving requests through our Web site, business replay cards, e-mail or toll-free calls.

Strategy: Extend our reach by participating in coop advertising programs with other Arizona destinations.

Objective: Increase visitation to the TCVB Web sites.

Strategy: Implement online marketing strategies such as search engine marketing, pay-per-click advertising and optimized press releases. These tactics play a vital role in our site's ability to gain high, first-place rankings in the major search engines, driving traffic to our Web site.

Strategy: Evaluate consumer usage of our Web site through Web site analytics.

Analytics provide insight into which pages are being used, what the most popular downloads are and where people are entering or exiting our site.

Strategy: Introduce a mobile version of our Web site that can be accessed by those who use a PDA for their information access.

Strategy: Launch a behavioral and geo-targeted banner ad campaign utilizing a 3rd party network provider with access to more than 250 top Web sites. More than 4 million impressions will be delivered from October 09 - March 10 with links back to our sites.

Objective: Extend Tempe's message by leveraging marketing dollars with industry partners.

Strategy: Create a co-op campaign with Valley CVBs and Southwest Airlines. Include on-board promotions and advertising, utilizing the airline's database of customers. Infuse fun and unusual promotions that match the brand image of Southwest.

Strategy: Continue the Sunny Arizona AAA promotion (7th year) in cooperation with Mesa, Chandler and the Arizona Office of Tourism.

The AAA market has a built-in outreach to their members through the travel agencies and club publications.

Objective: Market Tempe in a cost effective manner.

Strategy: Select online and cooperative advertising opportunities which will provide maximum exposure at minimal cost.

Tourism - Leisure Marketing

Our tourism promotions target consumers, travel agents and tour operators. Tempe's central location, mix of attractions, variety of dining, shopping, and great weather all play a role in our ability to attract visitors from the US, Canada and Mexico. Also, given the current economic conditions, Tempe is a viable destination for those seeking more value in stretching their dollars further while on vacation.

Objective: Generate interest in Tempe as a leisure destination.

Strategy: Continue the AAA and CAA Sunny Arizona promotion, targeting consumers in the Midwest and Western Canada. Methods include direct mail and advertising in eight publications.

Strategy: Update hotel rate information regularly on the CVB Web site.

This will provide consumers with immediate information on the rates available in Tempe and allow hotels to make modifications to their rates throughout the year.

Strategy: Target the drive market from Northern Mexico. This market is loyal and seeks shopping as their number one purpose for travel. Outreach will include Showcase Arizona, Descubre Phoenix visitor center in Hermosillo, the Descubre Phoenix Golf Tournament and various consumer direct promotions.

Strategy: Attend consumer travel shows in target markets.

Objective: Educate members of the travel trade to encourage them to utilize Tempe product for their clients' needs.

Strategy: Conduct personal sales calls to AAA and CAA travel agents in support of the Sunny Arizona promotion. Share responsibility in educating agents in markets that match our consumer ad campaign.

Strategy: Offer a FAM trip for the AAA and CAA travel agents in the US and Canada.

Invite 15 agents to experience Tempe, Mesa and Chandler for a three night / four day tour to learn what our cities have to offer their clients.

Strategy: Partner with the Arizona Office of Tourism in additional FAM programs, gaining access to a larger group of the travel trade.

Strategy: Distribute the Park 'n' Fly brochure to Arizona travel agents. The program allows customers to stay in a Tempe hotel and leave their car for a period of time when they fly out of Phoenix Sky Harbor International Airport.

Strategy: Conduct Tempe destination product training at the AOT and AAA call centers to educate staff members about Tempe.

Strategy: Distribute quarterly newsletters to travel agent database and provide updates on the Sunny Arizona partnership of Tempe, Mesa and Chandler.

Tourism Development - Niche Marketing

The Tempe Convention & Visitors Bureau believes that we need to continually seek out new opportunities for business. Through niche marketing, we can identify potential groups that hold promise for future growth. Areas of focus include the LGBT market, travelers with disabilities, concierge network, receptive operators and the arts and culture market.

Objective: Maximize Tempe's cultural products to encourage more travel to Tempe by those seeking cultural experiences.

Strategy: Educate the local concierge network to increase their knowledge of Tempe so that they may refer Tempe to their hotel guests. Partner with local cultural facilities to host Concierge Events in Tempe.

Strategy: Enhance promotion of cultural amenities through the Tempe Scene ad campaign and Web site.

TempeScene.com is continually updated with a calendar featuring a full range of events from art exhibits to concerts.

Strategy: Partner with cultural facilities to feature them in media and travel trade FAMS.

Strategy: Identify and participate in blog opportunities on sites which enhance Tempe's visibility to arts and cultural enthusiasts.

Objective: Establish Tempe as a welcoming destination for diverse cross sections of society.

Strategy: Continue to build Tempe's reputation as a LGBT friendly and welcoming place to visit.

Through building a solid reputation locally, we will have more opportunity to attract LGBT travelers from outside of Arizona. The Tempe CVB will continue to attend Pride Events and support the local LGBT Chamber.

Strategy: Expand our message on a regional basis by placing ads in publications that target the Southwest.

Strategy: Continue to research ways to work within the disabilities market to encourage a more user friendly experience by providing information on-line and meeting with local groups.

Objective: Increase international travel to Tempe.

Strategy: Market Tempe as a viable destination for Receptive Tour Operators who provide extensive services to international tour operators and influence where international travelers stay.

Strategy: Capitalize on the Arizona Office of Tourism's international efforts in the UK, Germany, France, Mexico, Canada and Japan to further Tempe's message in these markets.

Communications

The world is changing at an ever increasing speed. Technology is pushing the envelope of how we access information. Because of these changes, we are continually modifying the way we communicate to ensure that the Tempe message is heard.

Objective: Provide a clear message of who we are and what services we provide.

Strategy: Develop collateral pieces that speak to the needs of the intended target market. The TCVB will produce a new Visitor's Guide, Group & Sports Planning Guide, ASU sports brochure and direct mail for key target markets.

Objective: Keep pace with advances in online marketing technologies to ensure we are providing information where people expect to find it.

Strategy: Continue use of search engine marketing, pay-per-click, blogs, optimized press releases, podcasts, video, and RSS feeds on our Web site.

These tools are considered standard features for Web site marketing and we will continue to seek out new features that should be included in our online marketing mix.

Strategy: Work with our membership to ensure that we provide them with the tools they need to stay in touch with us and learn about what is new and upcoming in Tempe.

Strategy: Update Web site data regularly to ensure information is always current and accurate.

Strategy: Research a possible change of our public name to something that fits the public vernacular more clearly. The term 'CVB' is not as common, for example, as 'tourism office'.

Objective: Incorporate social media as an integral part of our marketing strategy.

As more consumers seek to gain their information through trusted sites and word-of-mouth recommendations, we must respond by providing positive messages on Tempe.

Strategy: Build Tempe's fan base on Facebook by providing interesting event information highlighting Tempe's uniqueness.

Strategy: Create relevant, timely messages on Twitter to create word-of-mouth exposure for Tempe.

Strategy: Upload blog entries which reflect a positive image of Tempe while providing new content in order to achieve higher search engine rankings.

Strategy: Seek out and participate in blogs to share Tempe's events, vacation deals, arts, outdoor activities and other topics.

Strategy: Encourage local hospitality and civic partners to use social media to promote themselves as businesses located in Tempe.

Objective: Provide information in a format that is consistent with new media technologies.

Strategy: Meet with travel writers to identify their preferences for receiving information.

Strategy: Research travelers' interests and issue optimized press releases that speak to those interests.

Group Sales

The group market continues to be an integral part of our promotional efforts. The industry itself is facing very difficult challenges. The keys to success for Tempe will be to focus efforts on sports, emerging markets and associations which are most likely to continue holding meetings.

Objective: Increase the number of qualified leads for meetings business.

Strategy: Research emerging markets (ie. medical, biotech) and develop integrated strategy to reach those markets.

Strategy: Attend tradeshows that have the greatest amount of potential for generating leads and new contacts.

Strategy: Produce a pre-tradeshow mailer that is both eye catching and communicates Tempe as a good value for meeting planners.

Strategy: Utilize the assistance from 3rd party lead producers to qualify meetings business.

3rd party lead sources provide the opportunity for staff to be more targeted in their approach in lead generation.

Strategy: Produce a quarterly, electronic Meeting Planner Newsletter to update our database of planners on new developments in Tempe.

Strategy: Meet with our membership on a regular basis to discuss the issues they are facing and find ways to leverage our message with their marketing efforts.

Strategy: Develop a local business leader strategy. Encourage selection of Tempe for their next meeting or event.

Strategy: Develop the use of social media, specifically LinkedIn, as a portal to extend the Tempe message to the business community.

Strategy: Utilize the internal database system to trace and track clients throughout the year.

Strategy: Provide partnership opportunities to our members for sales calls, tradeshows and other industry events.

Strategy: Network on a local and national basis to keep the Tempe message out and in front of our target markets. Groups include MPI, HSMIA and ASAE.

Objective: Provide services to groups coming to Tempe.

Strategy: Obtain promotional items that help brand Tempe and distribute them to groups utilizing Tempe facilities. Research items that are environmentally friendly.

Strategy: Provide referrals for items such as dining, florists, off-site venues and other amenities that groups may need.

Sports Marketing

A number of years ago, the economy was suffering and we made the decision to seek out a new niche for Tempe. The sports market grew out of that need for new business opportunities and has become one of our mainstays for room night generation.

Objective: Support existing sports events that are in Tempe.

Strategy: Renew sponsorship of annual sporting events such as the PF Chang's Rock 'n Roll Arizona Marathon & ½ Marathon and The Ford Ironman Arizona competition.

Strategy: Encourage competitors to book their room nights through the Tempe CVB Meeting Max booking engine.

This will allow Tempe to capture a greater share of room nights and provide easier tracking of booked rooms.

Strategy: Continue partnership with the City of Tempe through the Sponsorship Review Committee. This will allow funds to support those events that continue to position Tempe as an event destination.

Strategy: Manage the ASU sports booking program to ensure maximum number of room nights.

Objective: Increase the number of leads for new sporting events.

Strategy: Partner with the Greater Phoenix Sports Commission and other cities to bring large sporting events to the area.

Strategy: Develop and distribute the Intercollegiate Planning Guide for the colleges and universities on a national level.

Strategy: Meet with local club representatives to identify more opportunities for regional and national events.

Identify new events for Tempe by attending industry trade events to meet with sports rights holders and promote the value of hosting events in Tempe.

Membership

Now more than ever, the business community is focused on finding new business. Our members are no different and are looking to the Tempe CVB as a conduit to new business opportunities. The Tempe CVB will continue to provide leads, with a greater emphasis on communicating with the members directly.

Objective: Ensure that all member information is accurate.

Strategy: Provide annual review of Visitor Guide and Web site listings with the opportunity to provide updates.

Strategy: Encourage members to provide 'special offers' on the Tempe CVB main Web site and review their listings often to ensure accuracy.

Strategy: Gather logos and updated photos from membership for use in printed publications and online portals.

Provide statistics on the visitation to our Tempe CVB Web site to demonstrate the visibility of our membership to consumers.

Objective: Provide the opportunity to network with other members and the Tempe CVB staff.

Strategy: Host a quarterly networking event including our Annual Breakfast event for members.

Strategy: Schedule time for Tempe CVB staff to attend member staff meetings so that both parties can become more educated about the issues facing our industry.

Strategy: Schedule member presentations during the Tempe CVB weekly staff meeting.

Strategy: Distribute the Tempe CVB Membership Newsletter on a quarterly basis to provide updates to our members.

Administration & Visitor Center

The Tempe CVB has and will continue to be good stewards of our funding sources. We maintain accurate records of all spending and continually ensure that all funds are distributed for the good of our mission. As the primary marketing source for the city of Tempe, we take great pride in providing quality, professional customer service.

- Objective:** Maintain sound business practices and manage the budget responsibly.
- Strategy:** Conduct annual audit or financial review with outside auditor.
- Strategy:** Review monthly monthly financial statements with board of directors.
- Strategy:** Monitor all receivable and payables to maintain a positive cash flow for the organization.
- Strategy:** Monitor the economy and the monthly income to determine necessary spending adjustments.
- Strategy:** Research possible new partnerships to leverage Tempe CVB funding for maximum effectiveness.
- Strategy:** Provide updates and annual reports to the City Council, staff, membership and the board of directors.
- Objective:** Operate visitor center to provide local and statewide information to visitors.
- Strategy:** Maintain current collateral on Tempe, members and Arizona attractions.
- Strategy:** Provide personal, friendly customer service on the phone and at the visitor center.

2009 - 2010 Advertising Plan

The Tempe CVB selects a variety of print, on-line and direct mail options as vehicles to promote our city to consumers, meeting planners, sports rights holders and travel agents.

Consumer Direct

- About Phoenix Fall Insert
- About Phoenix Spring Insert
- Angels' Spring Training Cooperative Marketing
- Arizona Official Visitor Guide
- Arizona Pride Guide
- Consumer Marketing Group - Domestic Newspaper Insert
- Consumer Marketing Group - Canada Newspaper Insert
- El Imparcial Newspaper
- LGBT Travel Trade Directory
- PF Changs Rock N' Roll AZ Marathon & 1/2 Marathon Direct Mail
- Showup.com
- Specific Media - 3rd Party Online Banner Advertising
- Sunset Magazine
- TAG Accommodations Directory

AAA/CAA Sunny Arizona Campaign

- AAA Living
- AAA Go
- AAA Midwest Traveler
- AAA Journeys
- AAA Home & Away
- CAA Westworld Alberta
- CAA Westworld British Columbia
- CAA Westworld Saskatchewan
- Canadian Traveler (travel trade)

Group & Sports

- Arizona Meetings & Events
- Convention PlanIT - Meeting Planner Web site
- Intercollegiate Sports Direct Mail
- Meeting Planner Direct Mail
- Meeting Planner Newsletter - Constant Contact
- PF Changs Rock N' Roll AZ Marathon & 1/2 Marathon Guide
- TEAMS Magazine

Calendar 2009-2010 - Program of Work		October	February
		TBD	TBD
		Buy MPI Tradeshow - Tempe	Receptive Sales Calls - LA
Key:		8 - 10	1 - 4
Group Sales		National Panhellenic - Tampa	Go West Summit - Sacramento
Communications		12 - 17	8 - 12
Sports Marketing		Sunny AZ Sales Mission -Carolinas	California Sales Mission - LA
Tourism Marketing		13 - 17	13 - 14
Tourism Development		TEAMS Conference - New Orleans	L.A. Times Travel Show - LA
		15	19 - 20
		Arizona Media Marketplace - Phoenix	Descubre Phoenix Golf Tourney - Hermosillo
July		27 - 30	25
20 - 23	Southwest Sales Mission - Dallas	Rejuvenate - Birmingham	Destination Showcase - Washington DC
		4 - 5	
		Rainbows Festival - Phoenix	
August			March
10 - 12	Arizona Statewide Sales Mission	7 - 9	TBD
		Showcase Arizona - Hermosillo	Canada Media Mission - Vancouver & Calgary
16 - 21	Sunny AZ Mission - Calgary, Regina, Saskatoon, Winnipeg	10	TBD
		Pride in the Desert - Tucson	SMERF Market Sales Mission - Ohio, Kentucky, Indiana
27 - 30	The Connection Marketplace - Las Vegas	18 - 24	15 - 19
		Canada Sales Mission - Toronto, Edmonton, Vancouver	Arizona Road Show - Mexico City & Guadalajara
		November	
31 - Sept 4	Mexico Sales Mission - 4 cities	TBD	April
		Sunny AZ Sales Mission - Missouri	4 - 5
		Sales Mission - AZ & L.A.	Affordable Meetings Mid America - Chicago
September			
TBD	Sunny AZ Sales Mission - Ohio	December	
		TBD	10 - 11
		US Airways Product Launch-Tempe	Phoenix Pride - Phoenix
TBD	AAA Call Center - Phoenix	9	13 - 15
		US Sports Congress - Las Vegas	NASC - Columbus
9	Destination Showcase - Washington DC	15	May
		Holiday Showcase - Chicago	TBD
			Corporate & Association Sales Mission - Washington DC
10	New York Media Mission - New York City	January	
		TBD	June
		AOT Call Center Training - Tucson	TBD
21 - 23	NASC Small Markets Meeting - Indianapolis	22 - 24	Receptive Operator Reception - L.A
		AAA Ohio Travel Show - Columbus	
			16 - 17
			Affordable Meetings West - Long Beach
			TBD
			Destination Showcase Mid America -Chicago