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OVERVIEW
The Tourism Division of Collier County developed this one-year marketing plan utilizing extensive input from our tourism partners within the County. We gathered this input at quarterly planning meetings, an annual planning day in May and at presentations for the tourism industry held in the fall of the year. The plan is based on extensive market research from our contracted research team, secondary research sources in the tourism industry as well as in-house research derived from our customers and tourism industry partners.

OVERALL GOAL: We will use our destination marketing initiatives to answer a need in our customer’s mind to fulfill their travel dreams – to discover places they have only thought or dreamed about and longed to visit and experience. Destination Marketing Organizations (DMOs) like our Naples, Marco Island, Everglades Convention & Visitors Bureau (CVB), are in a unique position to deliver that dream by gaining a share of voice in the very noisy media universe.

Destination marketing drives economic development initiatives. Business relocation specialists are often influenced by travel to a destination. The decision to relocate, expand or start a business usually starts with a visit. Relocation specialists indicate that an important factor in a relocation decision starts with the visitors messaging and leisure travel experiences.

Due to the massive clutter in the media marketplace, potential visitors will most likely not discover our area on their own. We must seek out those potential visitors by identifying where they live and work. We must then grab their attention using captivating messaging to convince them to visit our area rather than choosing another competing destination.

Consumers are exposed to thousands of messages daily and are asked to make decisions every 2.1 seconds. To cut through this clutter of messages, we must deliver compelling reasons to those potential visitors and convince them to react to our brand promise and to decide to seek more information or to book travel to our area.
MISSION AND VALUE STATEMENTS

- Our Mission is to provide a quality, year-round vacation and group meeting experience that produces a positive benefit to our business community through jobs, visitor spending and economic vitality, resulting in a healthy local economy and tax savings to our residents.
- The value of our destination is communicated through highly targeted marketing tactics to show the sustainability of our natural resources and our quality of life.
- We target a select demographic of traveler who is attracted to our beautiful beaches, downtown areas, dining, arts, cultural and heritage experiences, natural wonders and world-class shopping.

DESTINATION MARKETING GOALS

- Communicate our unique brand to grow destination awareness, customer loyalty and desire to share their experiences with other potential customers.
- Anticipate where our customers will be in the buying decision spectrum and deliver a message to them in the various decision points in the decision funnel to choose our area.
- Grow the yield of our marketing efforts through increased tourism taxable sales and other visitor spending in our community.
- Engage our visitors and build relationships to encourage them to share their experiences.
- Deliver an ever-increasing return on our marketing investments.
- Influence potential visitors to extend their stay by at least one additional day.
- Attract sustainable visits that maximize visitor economic impact and encourage repeat visitation for many years into the future.

DESTINATION MARKETING OBJECTIVES

- Grow tourist tax revenue to $30 million by end of Fiscal Year 20.
- Increase inquiries to our tourism website by 2% by year-end 2020.
- Grow requests for our official visitor guide by 1%.
- Grow year-round occupancy levels by 1.5%.
- Grow our Return on Investment (ROI) of visitor spending to advertising dollars invested from a current base of $100 by an additional $10 each year.
CUSTOMER SEGMENTS AND TARGET MARKETS

LEISURE TRAVELERS

Primary Demographic: Adults 35 to 64, which includes Boomers and Generation X with a household income of $150,000+. While the target is adult-focused, the campaigns shall be skewed towards women, who make the majority of travel decisions.

- **Boomer Generation**
  - 54-72 age group – favoring women, families and couples
  - Affluent: $150,000+ household income $175k

- **Generation X**
  - The 38-53 age group makes up the largest portion of our primary demographic age bracket.
  - Travel as couples and families weighted toward women

Secondary Demographic target markets are Seniors 65+ and Millennials.

- **Seniors**
  - 65+ age bracket with time to travel
  - Seniors will often bring grandchildren on vacation
  - Household income may not be as high as other targets, but they do have net worth and love to travel especially off season and mid-week seeking lower rates

- **Millennials**
  - 22-37 age group
  - Tech savvy, utilizing that technology every day
  - Use pinpoint targeting for couples making $100,000+ HHI $150k

ACTIVITY TARGETS

- Interest in beach and water-based activities
- Seeking unique culinary experiences
- Destination weddings and honeymoons
- Golf vacationers
- Nature-based activity seekers
- Arts and Culture enthusiasts
GEOGRAPHIC TARGET MARKETS

- Summer Domestic Markets:
  - Established Markets: Miami, Fort Lauderdale, Palm Beach, Sarasota, St. Petersburg/Tampa, Orlando
  - Growth Markets: Minneapolis, Detroit, Cincinnati, Columbus, Atlanta
  - Emerging Markets: Asheville, Charlotte, Nashville

- Winter Domestic Markets:
  - Established Markets:
    - Midwest US: Chicago, Indianapolis, Columbus, Cleveland, Minneapolis
  - Growth Markets: St. Louis, Milwaukee
  - Emerging Markets: Charlotte, Dallas/Ft. Worth

- International Target Markets
  - Canada (Winter Season): Ontario, Quebec
  - Central Europe (Year-Round):
    - Primary: Germany, Switzerland, Netherlands, Belgium.
    - Secondary: France, Scandinavia
  - United Kingdom/Ireland (Year-Round)
  - South America (Year-Round)
    - Primary: Brazil, Argentina
    - Secondary: Colombia, Chile

GROUP MEETING PLANNERS & ATTENDEES

Overall Goal: Attract group meetings and conferences to our group meeting hotels, boutique hotels and offsite entertainment venues.

- Attend meeting planner shows for face-to-face selling opportunities.
- Advertise in selected meeting publications and on their websites.
- Sponsor events at trade shows to build group venue awareness.
- Plan sales missions to areas where planner prospects are located.
- Continue RFP enhancements to assist our hotels in booking more groups
- Support site visits and FAM tours for planners to learn about us.
SPORTS EVENT ATTENDEES AND ORGANIZERS

- Promote our current sports event venues to attract new and larger events
- Promote the new Paradise Coast Sportsplex to large regional and national tournament organizers in field spots and softball
- Increase hotel room nights from sports events and related meetings during the need times that our accommodations are interested in additional occupancy.
- Educate local and national entities on the timetable and types of events that the new sports complex will feature.
- Communicate frequently with event organizers/rights holders to keep our relationships fresh
- Implement improved post-event research tactics.
- Develop sports specific branding for marketing the new sports complex.
- Explore potential sponsors and entities for naming rights at Paradise Coast Sportsplex

TRAVEL MEDIA JOURNALISTS

Overall Goal: Pitch stories to and develop relationships with travel industry journalists, special market writers, bloggers and Influencers worldwide to experience our destination and to write and post stories to help promote our area through the eyes of a third party.

- Identify “pop-up” opportunities with local tourism partners for publicity on new properties, awards, special offers and expansions.
- Organize group and individual domestic and International press trips to our area.
- Organize, through National PR firm, at least one media mission to a major market.
- Generate new features and current events to publish to our partner base on a quarterly basis.
- Oversee quality of creative messaging in all communications.
- Manage Crisis Communications protocol.
COMMUNITY PARTNERS, CITIZENS, ELECTED OFFICIALS

Overall Goal: Continue positive community relations through a proactive Advocacy Program to educate our local media, residents, elected officials and tourism partners on the importance of attracting visitors to our community.

- Interface regularly with all local tourism industry partner businesses.
- Communicate with our residents why visitors are critical to the economic vitality of our community and to maintaining our citizens’ quality of life.
- Meet with and continually educate, elected officials at the local, State and Federal level to communicate and demonstrate the importance of tourism to our community. Stress jobs, tax savings, small business support and our CVB’s role as the marketing arm for many small businesses in our community.
DESTINATION MARKETING STRATEGIES

• Advocate for our Brand
  » Empower our visitors to share their vacation experience with us.
  » Instill in our visitors a passion for our destination experiences.
  » Support our brand:

  Florida’s Paradise Coast
  Naples, Marco Island and The Everglades.

  “Paradise” is the word our customers use to describe their experience here.
  That customer mind-set must be in every written, spoken and photographic image
  used to promote our community to the world.

• Grow Visitor Yield (Spending)
  » Our brand promise to customers will focus on increasing the yield that our tourism partners generate from
    our customers.
    • Continue to grow visitor spending in area businesses in balance with growing
      the volume of visitors.
    • Drive the demand through promotion for visitation resulting in higher rates
      in our accommodations.
    • Extend length of stay for visitors, resulting in incremental spending growth
    • Grow repeat visitation and attract new visitation from opportunity markets to grow
      off-season visitation.

• Audience Segmentation (Niche Markets)
  » Target the various visitors attracted to our community by communicating to them about
    their indicated activity interests.
    • Travel Enthusiasts: Love to travel and are looking for new and unique experiences.
    • Experiential Travelers: Seeking active tourism experiences, outdoor recreation, light adventure.
    • Nature Explorers: Look for locations that offer outdoor activities but are interested in
      sustainability.
    • Golf Enthusiasts: Travel specifically to play many different golf courses.
    • Wedding Lovers: Families and friends that travel together for destination weddings and
      honeymoons.
    • Reunion Gatherers: Travel to and plan for reunions or organizations that seek quality,
      affordable destinations.
Wellness Gurus: Seek out destinations that promote healthy lifestyles, wellness and fitness.

Gender Travelers: Small groups of girlfriends, guys, LGBT.

Romance Lovers: Seek romantic getaways for relaxing and reconnecting

Business Travelers: Individuals traveling for business and group meetings, conferences, incentive groups.

Anticipate Market Changes

Our community is considered a safe destination from several negative situations. However, threats to travel can occur at any time and without warning. Most recently:

» Travel disrupters will continue to emerge. AirBnB, VRBO, Uber, Lyft and others are captivating the interest of travelers and are becoming a growing way to experience new places and activities. We cannot ignore these trends in consumer behavior. Instead, we must find ways to include them in our many visitor experiences.

» Outbreaks like the Zika virus require us to have a good working relationship with Collier County Health Department and Mosquito Control authorities.

» Water quality issues such as Red Tide, Blue-Green Algae and toxic materials intrusion into coastal and inland waterways have disrupted travel and require good coordination with Environmental Authorities.

» Brexit in the UK market continues to threaten outbound travel.

» International currency exchange rates are less favorable for the Euro in Europe, the British Pound in the UK, the Real in Brazil and the Canadian Dollar.

» Political unrest including demonstrations and violent crime situations, travel boycotts related to “bathroom laws” and other societal issues all require immediate response from law enforcement and elected officials. They also require the CVB to be in a leadership position to manage local, regional, national and international press coverage and implement Crisis management tactics.

Market Trends

Be on the lookout for trends in the marketplace such as:

» E- Sports events are growing and venues need to be planned for to host them.

» Non-traditional sporting events and gatherings occur at a moment’s notice, such as large meet-up group events, social gaming/scavenger hunts, etc.

» We must be ready to give a quick response to assist our hotels, attraction and venue partners to implement a local promotion(s) to keep the emerging craze “buzz” going.

Destination Marketing Strategies
Coordinate all marketing efforts into one integrated message through paid media, earned and owned media promotions, special events, contests and other activities to educate the customer on all the reasons to select our area for their vacation or group activity.

» The 2020 media plan will lead with Public Relations, digital and social media in front of the actual run dates for paid media. These efforts will build awareness in the media marketplace to improve our efforts to break through and get the attention of our target customers.

» Using a combination of traditional media and the top on-line channels enables us to reach several different age and income demographics and strengthen the reach of our brand messaging.

» Before we develop creative messages, we utilize many research techniques and sources to better understand the needs and wants of our customer:

- Monthly visitor profiles, hotel occupancy and rate studies, competitive destinations analysis or occupancy, rate and demand as provided by our contracted research firm, Research Data Services, Inc.
- Google Analytics for website, digital and social media trends, current user statistics and user trends.
- Arrivalist Analytics will be used to indicate the path consumers take from the time they see our promotional message to the time they arrive here.
- Adara Analytics will be used to measure travel arrangements with air and hotel bookings to and nearby our destination. This technique captures travelers in their search for a vacation destination and continually exposes them to our brand message.
- Visit Florida quarterly research on out of state arrivals.
- Smith Travel Research (STR) monthly statistics on our occupancy and rates in comparison to our competitive destinations in Florida.
- US Travel Association Research on national travel trends, consumer demand for travel and political issues that threaten our visitation.
- Brand USA information on International travel trends and issues.
DESTINATION MARKETING TACTICS

• Media Exposure
  We will use a combination of paid, owned, and earned media to deliver our brand message to our target audiences. The contracted agency is Paradise Advertising.
    » **Paid Media** will be in the form of broadcast cable and print advertising, digital banners, e-newsletters; new content in targeted publications and broadcast channels; social media paid posts; search engine optimization using targeted search terms and out-of-home media such as real-time temperature boards in metro markets and mass transportation hubs.
    » **Owned Media** will be delivered through our tourism website, paradisecoast.com; our Facebook, Twitter, Instagram and YouTube channels; e-mail marketing and our printed and on-line digital visitor guide.
    » **Earned Media** includes the exposure we receive from our public and media relations efforts through third party endorsements from travel journalists, bloggers and influencers as well as television series celebrity hosts such as Samantha Brown on PBS, Emeril on Food Network, and other broadcast personalities.

• Experiential Videos
  » We will utilize video and story content on social media and digital channels to promote our targeted activities that can attract a variety of travelers such as Experiential Travelers, Nature Explorers, Wellness Seekers, Romance Travelers, etc. These videos will be used in social media, digital banners, and themed e-newsletters.

• Content Generation
  We will create new content for our website as well as our social and digital platforms to give new and updated reasons for potential or repeat visitors to choose our area.
    » Social media posts using recently generated photos and copy points from our marketing agency or from our visitors.
    » Brand message assets such as blog posts, influencer posts, resident or visitor uploaded images and videos to our website and social medial channels.
    » Video production from outside sources such as Visit Florida and Brand USA to promote our area to visitors worldwide, in support of paid media campaigns. Video is the fastest growing asset to promote travel, and research indicates that video reaches three times as many people and viewed more often than text only posts.
    » Our marketing agency will produce a series of 10 videos on various experiential activities including dining, spas, accommodations, eco adventures as well as arts and culture. These videos will
be paired with stories and photos to describe experiences that many travelers are not aware
are offered by our area.

- **Branded Events**
  We will promote existing signature events and work with event promoters to create new events to draw
new and repeat visitors to our area. We will use social media, sponsorships and grants to support the
promotion of these events.

**Signature Special Events:**

» Stone Crab Festival - October
» Swamp Buggy Races - October, December, March
» Everglades Seafood Festival - February
» Naples Art Festival - January
» SW Florida Sizzle Weeks – Held in both the Spring and the Fall

- **Sports Events:**
  » Football University (FBU) National Youth Football Championships
  » U.S. Open Pickleball Championships - April
  » CME Group Championship (Final stop on LPGA Tour) - November
  » QBE Shootout-PGA Challenge (Greg Norman Shark Shootout) - December
  » Chubb Classic- PGA Champions Tour - February
  » Powerboat Nationals- October
  » Watercross National Championship – November

- **Group Meetings and Group Travel**
  Attract meetings that fit our group hotel space and times of year when they need this business
to fill otherwise empty hotel rooms.

» Attend group meeting planner trade shows.
» Advertise in group meetings industry publications and websites.
» Photograph and shoot video of our unique meeting spaces and amenities.
» Organize sales missions to areas where corporate headquarters are located to showcase
our area for meetings and professional development
» Organize and support familiarization trips and site visits of meeting planners to experience
the destination for themselves.

- **Collier Tourism Partner Resources**
  We represent all tourism industry businesses in Collier County that are involved in any way with attracting,
entertaining or housing visitors in the County.
» Free listing in annual visitor guide and on our official tourism website.
» Free listing on our events calendar for those events of interest to visitors.
» Free photo and video sharing on our website and social media channels.
» Access to destination research and other analytics data.
» Promote special packages for combining events with hotel stays, dining options and other attractions in the area.
» Exposure to travel writers, bloggers, Influencers and other media contributors to help promote their businesses.
» The ability to use, with permission, certain brand specific photo and video assets in their advertising and promotional efforts.
» Train frontline staff in hospitality best practices through on-line programs in person workshops and Webinars.
» Join destination sponsored “Instameets” with experiential bloggers and Influencers.
» Quarterly gatherings with tourism staff and marketing partners on the latest destination marketing efforts and to discuss strategic initiatives that are working in their businesses.
BRAND EVOLUTION STRATEGY

As the Paradise Coast brand continues to evolve, the marketing and communications will evolve in parallel in order to reflect accurate brand positioning across all customer touch points.

The Paradise Coast brand is positioned to inspire audiences with an approachable luxury destination message. The destination is a unique slice of tranquility, discovery, and harmony that provides rich, rewarding, and multisensory experiences for all on Florida’s Gulf Coast.

Only the Paradise Coast offers such a variety of experiences centered on exploring and enjoying diverse activities for families, couples, solo travelers, and meeting attendees, as well as sports participants, golfers, and fishermen.

The successful, “Love, Paradise” brand campaign will continue to evolve this coming year. Its evolution shall push boundaries to best reflect the accurate tonality, visuals, messaging, and ethos of today’s Paradise Coast. Most importantly, its evolution shall -- with intention -- reflect the growth and positive direction of where the Paradise Coast is headed as a community.

The Paradise Coast brand has evolved to further represent:

- An attainable luxurious vacation experience.
- An expansive, tranquil beach destination.
- A collection of offerings that address and enhance one’s personal, physical, emotional, psychological, mental, and spiritual well-being.
- A welcoming area that encourages and embraces diversity and acceptance.
- A home to one of the largest ecological wonders in the world -- The Everglades.
- An abundance of natural settings such as parks, trails, lakes, rivers, streams, waterways, and outdoor recreation areas.
- Diverse sports facilities which motivate individual and group participation and support for professional, amateur, and recreational activity.
- An expanding multi-cultural scene for arts, music, and shopping that attracts consumers of all ages and market segments.
- An inspiring, welcoming, comfortable area for resident and transplanted musicians, culinary professionals, artists, photographers, writers, and wanderlusts.
### PARADISE COAST BRAND

<table>
<thead>
<tr>
<th>Beach</th>
<th>Eco-Adventure</th>
<th>Sports</th>
<th>Wellness</th>
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<tr>
<td><img src="image1" alt="Beach Image" /></td>
<td><img src="image2" alt="Eco-Adventure Image" /></td>
<td><img src="image3" alt="Sports Image" /></td>
<td><img src="image4" alt="Wellness Image" /></td>
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- **Culinary**
- **Arts Culture**
- **Entertainment**
- **Shopping**
- **Film**
RESEARCH AND DATA-DRIVEN INSIGHTS

DATA THAT DRIVES BUSINESS DECISIONS

Arrivalist®

The Arrivalist Platform is a research tool that we implemented in 2017 to allow us to see the travel behavior of consumers who have been exposed to our advertising. It also shows us visitation from consumers that have not been exposed to our advertising so that we can see potential markets to target in the future as well as the effect our advertising is having on behavioral patterns once travelers are in the destination.

Our research indicates that we have a strong market in the Northeast, particularly in their winter months. We have been marketing to them heavily during the winter for years, so they know our destination, and they know it well. They are often repeat visitors.

High tech looking visual of actual origin markets overall during the winter.

Top 10 Winter Leisure Origin DMAs

<table>
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<th>Origin DMA</th>
<th>Share of Exposed Arrivals</th>
<th>Length of Stay in Collier County</th>
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<tr>
<td>Miami/Fort Lauderdale</td>
<td>19.9%</td>
<td>21 Hours</td>
</tr>
<tr>
<td>Tampa/St. Petersburg</td>
<td>12.8%</td>
<td>19 Hours</td>
</tr>
<tr>
<td>New York</td>
<td>6.4%</td>
<td>4 Days</td>
</tr>
<tr>
<td>Atlanta</td>
<td>6.4%</td>
<td>3 Days, 8 Hours</td>
</tr>
<tr>
<td>Detroit</td>
<td>5.7%</td>
<td>4 Days, 15 Hours</td>
</tr>
<tr>
<td>Cleveland</td>
<td>5.0%</td>
<td>5 Day, 1 Hour</td>
</tr>
<tr>
<td>Columbus-OH</td>
<td>5.0%</td>
<td>6 Days</td>
</tr>
<tr>
<td>West Palm Beach/Fort Pierce</td>
<td>3.5%</td>
<td>15 Hours</td>
</tr>
<tr>
<td>Chicago</td>
<td>3.5%</td>
<td>4 Days, 22 Hours</td>
</tr>
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We have a growing market in the Midwest currently traveling mostly in the fall, winter and in the spring months. We have added within the past two years some new cities in the Midwest such as Minneapolis, Cleveland and Columbus, and we have seen some nice growth from these markets.
Visitor from Ohio is exposed to the Winter Valassis campaign building frequency. Visitor flies from Chicago O’Hare and stays in market for seven days.

It is important to note that the longer the distance traveled, the longer the visitors seem to be staying in our destination. Midwest vacations for example, stays about five days compared to a drive-market visitor from Atlanta who stays on average 2.5 days.

We have also seen from reviewing the data from Smith Travel Research (STR), as well as Arrivalist that our Florida drive market is strong year-round. Florida travel decreases slightly in the winter, likely due to higher hotel rates, which Floridians would be aware of, and more congested highways. Florida travel increases significantly to our area in the summer months with a typical stay between two and three days on the weekend.
When researching the travelers coming to our destination through the Arrivalist platform, we also see some markets that we have not previously targeted with our advertising that is delivering visitors to our destination. We are seeing some pockets of interest coming from various parts of the country that we would like to explore in the coming year.

Visitor is exposed to winter leisure campaign and then sees Conversant arts and culture. Then stays three days in market.

**INDUSTRY RESEARCH AND ALLIANCE PARTNERS**

We are aligned with many industry partners on a local, state, national, and international level and we work collaboratively to garner and leverage resources, research and partnership opportunities.
FY 19/20 MARKETING GOALS

1. Increase Tourism Economic Impact For The Destination
2. Create, Deliver, and Sustain Tourism Value for Visitors, Partners and Residents
3. Evolve The Paradise Coast Brand
4. Maintain Brand Continuity Across All Marketing Communications Channels
5. Further Tether Marketing Attribution To Overall Tourism Impact

FY 19/20 MARKETING STRATEGIES & TACTICS

GOAL 1: Increase Tourism Economic Impact For The Destination

STRATEGIES & TACTICS

- Develop and implement a year round integrated marketing communications (IMC) plan to support sales efforts for the destination on a global level.
  - Implement a data-driven advertising media plan for leisure, group/meeting, sports, eco-adventure, international, film and various niche audience segments.
  - Maximize earned (PR, Social, WOM), leveraged (Partner) and owned (Web, Social, Email, Newsletter) marketing channels to supplement and/or complement paid marketing initiatives.
  - Utilize research and data to influence all plan executions and ongoing modifications.
- Align sales, marketing and communications initiatives to ensure strategy, brand and message continuity.
  - Review sales/business development plans (sports, group/meeting, trade, niche, etc.) to identify specific areas for alignment, offset, supplement and cross promotion.
  - Proactively communicate brand marketing plan execution components (source market focuses, timing/seasonality, customer segments, brand voice and messaging, creative themes, channel intentions) with domestic and international sales team members and sales channel partners.
  - Engage and explore ways to influence advance (pre-visit) Paradise Coast messaging to sports, groups, and meetings attendees.
- Implement tools to track results and IMC plan attribution against tourism impact.
  - Establish Data Depot as centralized hub to aggregate all IMC plan KPIs and PMs.
  - Lean on media partners for all paid advertising metrics and measurements.
  - Integrate Google Analytics for all digital platform analytics.
  - Utilize advertising tag manager tools in all relevant platforms for specific digital campaign and customer journey attribution.
  - Quantify and input other IMC plan data points (Public Relations, KPIs, Sales, etc.) into Data Depot for holistic integrated results review, analysis and attribution.
GOAL 2: Create, Deliver, and Sustain Tourism Value for Visitors, Partners and Residents

STRATEGIES & TACTICS

• Research and clearly define customer profile (demographic, psychographic, behavioral, contextual) across all sales channels.
  » Identify core leisure customer profile and personas.
  » Identify core sports event organizer customer profile and persona.
  » Identify core group/meeting customer profile and persona.
  » Identify core niche customer profile and personas.

• Manage prospective, current and past visitors and sales leads contacts and facilitate meaningful communications in an ongoing way.
  » Assess and maintain the health of all existing databases.
  » Acquire new qualified visitor and sales leads contact information (input into CRM.)
  » Create and deploy direct nurturing communications with contacts via email, direct mail, newsletters, social posts, etc.

• Effectively communicate breadth and depth of Paradise Coast tourism offerings to all customer segments.
  » Identify tourism offerings to strategically showcase in IMC plan initiatives.
  » Ensure content is relevant and refreshed often to maintain relevance.
  » Intentionally align offerings with seasonality, message intention, consumer groups interest, market segments relevance, stage in customer journey, etc.

• Incorporate relevant partner information in advertising, marketing and communications efforts (hotels, resorts, beaches, attractions, venues, events, airports, facilities, restaurants, parks, etc.) as applicable and available.
  » Routinely solicit partners for information and content (images, video) submissions for IMC plan inclusion.
  » Maintain two-way open lines of communication among all partners.

• Proactively communicate value of Paradise Coast tourism to partners and residents.
  » Develop and deploy communications components containing tourism KPIs and PMs for stakeholder groups (press releases, social posts, highlight video, emails, newsletters, monthly/quarterly/annual report, etc.)
  » Solicit feedback from partners to better address ways to communicate tourism value to stakeholders.
GOAL 3: Evolve The Paradise Coast Brand

STRATEGIES & TACTICS

- Develop new brand messaging and thematics for use within annual advertising campaigns across all customer group segments.
  - Research and establish a new campaign concept, evolving the “Love, Paradise” prior years’ campaign.
  - Utilize focus groups in selected source markets for campaign message, tone, and visual feedback.
  - Extend final campaign selection throughout annual IMC plans across all channels and mediums.
- Continuously acquire, refresh and curate destination content.
  - Curate, compile and complete creative components for IMC plan needs.
  - Identify priority content needs for new IMC plan executions (sports complex, golf, niche, etc.)
  - Develop content shoot calendar to secure ongoing content needs and gaps.
  - Proactively set aside budget for new content development as needs arise.
- Identify and incorporate travel trends and visitor insights to influence relevant campaign extensions.
  - Explore sports, sports events and sports complex tourism components into campaigns such as venue technical specifications, area amenities, event information, team/athlete leisure activities, restaurant suggestions, etc.
  - Explore wellness tourism components into campaigns such as Blue Zones, healthy eating, activities, fitness, spa, yoga, meditation, etc.
  - Explore eco/outdoor/adventure tourism components into relevant campaigns such as The Everglades, national and state parks, fishing, boating, kayaking, paddleboarding, hiking, jetskiing, etc.
  - Explore culinary components into campaigns such as exclusive/cornerstone offerings (custom beverages, chefs, mixologists, bartenders, stone crab and other food), fish to fork/cook your catch, etc.
  - Explore integration of arts and entertainment tourism components into campaigns such as visual arts, performing arts, events, festivals, attractions, museums, etc.
  - Explore integration of relevant audience components into campaigns such as LGBTQ couples, solo travelers, couples, families, multi-generational travelers, active boomers, girls trips, guys trips, golfers, destination wedding groups, authentic body types, international visitors, etc.
- Harness key data sources as a primary basis to craft custom messaging for consumer segments, channels and markets.
  - Create and deploy A/B testing for campaigns to garner specific consumer insights.
  - Review consumer behaviors and reactions to creative and messaging across all channels (earned, paid, owned, leveraged).
  - Assess digital and social customer journey trends (VCR, CTR, digital source sites, social engagements) to further establish strategic creative and message executions.
» Utilize focus groups as needed for campaign concept insights.

GOAL 4: Maintain Brand Continuity Across All Marketing Communications Channels

STRATEGIES & TACTICS

• Identify brand campaign asset distribution opportunities for all internal and external stakeholders.
  » Create internal and external stakeholder lists requiring brand assets (such as Website, Advertising Media, Public Relations, Social Media, Sales, Sports, Events, Film, Community Partners, Visitor Centers, Collateral, etc.)
  » Identify and satisfy specific stakeholder campaign asset needs associated by IMC plan component (advertisement, video, image, collateral, etc.)
  » Develop turn-key brand campaign asset distribution plan (Digital Asset Management system portal, marketing tool kits, etc.)

• Ensure brand asset usage across non-advertising campaign customer journey channels.
  » Deploy brand assets and aligned messaging throughout Paradise Coast websites, including header images, primary videos, UGC, messaging, key words, etc.
  » Deploy brand assets and aligned messaging throughout Paradise Coast social media pages including header images, primary videos, messaging, key words, etc.

• Design opportunities to engage internal and external stakeholders.
  » Assemble and facilitate annual community workshop(s).
  » Hold marketing partner workshop(s) and marketing summit(s).

• Consider additional opportunities to engage stakeholders with relevant tools and resources.
  » Develop and facilitate social media (organic) workshops for partners.
  » Develop and facilitate social advertising workshops for partners.
  » Develop and facilitate public relations workshops for partners.
GOAL 5: Further Tether Marketing Attribution To Overall Tourism Impact

STRATEGIES & TACTICS

- Utilize research, data and technology to indicate marketing attribution towards Return on Investment (ROI) and Return on Business Objectives (ROBO).
  » Secure Key Performance Indicator (KPI) data through various County resources, technology and data platforms, and research partners.
  » Quantify and analyze data to measure results and report overall ROI and ROBO.

- Utilize research, data and technology to indicate marketing attribution towards Return on Ad Spend (ROAS).
  » Secure Performance Metrics (PM) data through marketing technology partners.
  » Quantify and analyze data platforms to measure results and report ROAS.

- Utilize marketing technology platforms to analyze and compare advertising campaign performance and overall website/digital performance.
  » Secure campaign and website data through marketing technology partners.
  » Quantify and analyze data to measure results and report campaign attribution contribution to overall website/digital performance.
FY19/20 MARKETING RESULTS MEASUREMENT

Our marketing communications efforts will be tracked and measured in an ongoing basis throughout the year as follows:

- **Tourism Key Performance Indicators (KPIs)**
- **Integrated Marketing Communications Performance Metrics (PMs)**

### KPIS

<table>
<thead>
<tr>
<th>Description</th>
<th>ANNUAL 2018</th>
<th>JAN - AUGUST 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Direct Visitor Expenditure</td>
<td></td>
<td>$1.44M</td>
</tr>
<tr>
<td>Increase Overall Economic Impact</td>
<td></td>
<td>$2.14B</td>
</tr>
<tr>
<td>Increase Annual Hotel Occupancy</td>
<td></td>
<td>75.2%</td>
</tr>
<tr>
<td>Increase Average Daily Room Rate (ADR)</td>
<td></td>
<td>$232</td>
</tr>
<tr>
<td>Increase Average Length of Stay</td>
<td></td>
<td>3 Days 6 Hours</td>
</tr>
<tr>
<td>Increase Industry Supported Jobs</td>
<td></td>
<td>39,000</td>
</tr>
<tr>
<td>Increase Sports Business Impact (room nights?)</td>
<td></td>
<td>James to provide</td>
</tr>
<tr>
<td>Increase Group/Meeting Impact (room nights?)</td>
<td></td>
<td>Debi to provide</td>
</tr>
</tbody>
</table>

### PMS

<table>
<thead>
<tr>
<th>Description</th>
<th>ANNUAL 2018</th>
<th>JAN - AUGUST 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Overall Website Impressions</td>
<td>1,173,522</td>
<td>903,272</td>
</tr>
<tr>
<td>Increase Website Page Views</td>
<td>2,045,915</td>
<td>1,605,132</td>
</tr>
<tr>
<td>Increase Video Completion Rate</td>
<td>66.5%</td>
<td>71.2%</td>
</tr>
<tr>
<td>Increase Visitor Guide Downloads</td>
<td>1,644</td>
<td>1,796</td>
</tr>
<tr>
<td>Increase Online RFP Inquiries (Group/Meeting)</td>
<td></td>
<td>Debi to fill in</td>
</tr>
<tr>
<td>Increase Online RFP Inquiries (Sports)</td>
<td></td>
<td>James to fill in</td>
</tr>
<tr>
<td>Increase Online RFP Inquiries (Weddings)</td>
<td></td>
<td>Michelle to fill in</td>
</tr>
<tr>
<td>Increase ROAS: Visitor Spending to Advertising Dollars Ratio (min of 10:1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase Database with Qualified Visitor Emails</td>
<td>25,710</td>
<td>34,459</td>
</tr>
<tr>
<td>Increase Qualified Social Channel Followers</td>
<td>73,529</td>
<td>80,693</td>
</tr>
<tr>
<td>Increase Qualified Social Channel Impressions</td>
<td>15,655,562</td>
<td>15,228,281</td>
</tr>
<tr>
<td>Increase Public Relations Audience Impressions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase Public Relations Advertising Equivalency Value</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase Total Audience Reach for the Paradise Coast Brand (total of impressions: advertising + PR + social + website)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
TARGET AUDIENCE

PARADISE COAST CUSTOMER PERSONAS

• **Travel Enthusiasts**: Love to travel, do so often, and are always looking for their next new and unique experience

• **Experiential Travelers**: Seek out the authentic experiences in a destination, strive to connect with the local people and culture

• **Luxury Travelers**: Unique from the overall affluent traveler, the luxury traveler seeks exclusive experiences that can’t be easily attained by the general consumer. They have high standards in service and quality and enjoy treating themselves.

• **Millennial Influencer**: Always looking for their next great trip, and are seen as experts on travel to their friends and family. From authentic cuisine to craft beer, they want to immerse themselves in the local culture of the destination and share socially throughout the trip.

• **Nature Explorers**: Look for locations that offer a myriad of outdoor activities, and are interested in sustainability and building environmental and cultural respect for the destinations they visit.

• **Golf Enthusiasts**: Travel specifically to play many different golf courses in the destination.

• **Wedding Audiences**: Families and friends that travel together for destination weddings and honeymoons

• **Wellness Gurus**: Seek out destinations that promote healthy lifestyles, wellness and fitness, and find allure in pampering themselves along the way

• **LGBTQ Travelers**: While diverse in experiences they seek, from luxury to eco-tourism, they look for destinations where they feel natural inclusion and welcoming

• **Romance Lovers**: From millennial couples to empty nesters, they seek romantic getaways for relaxation and reconnecting

• **Business Travelers**: Individuals traveling for business and group meetings, conferences, incentive groups

• **Bleisure** – Individuals interested in adding extra days to their business trips for leisure vacation

CUSTOMER SEGMENTS

• Leisure
  » Domestic
  » International
  » Sports Event Attendees

• Sports Event Planners

• Meetings/Groups
LEISURE TARGET MARKET SEGMENTS

In Fiscal Year 2019, we adopted the strategy of segmenting DMAs into 3 core tiers that reflect their familiarity with and affinity to Naples, Marco Island & The Everglades.

Based on our learnings from a full year of digital campaigns, we have refined our list to focus on the markets that showed the most interest and performed the best.

The Established Market consumers know our destination, as we have been targeting for many years with our message. They are deeply familiar with our destination. The northern markets enjoy visiting in the winter months, while residents in the Florida markets visit primarily in Spring and Summer. They are often repeat visitors. We have an opportunity to increase their stays, encourage multiple visits in one calendar year and entice them with new events.

**Established Markets for FY20**

- Fort Lauderdale
- Miami
- West Palm Beach
- Tampa/St.Petersburg
- Orlando
- New York City
- Boston
- Philadelphia
- Chicago
The **Growth Market** consumers consistently show a growing interest in our destination. As we see from our Arrivals data, the further these customers travel, the longer they will stay in our destination. We began to target and “invite” these consumers to our destination in FY19, and saw high interest based on their response to our marketing and their visitation to our website. As such, we see great opportunity in this segment. A continual and strategic presence here will build upon length of stay and increase overall spend in the destination.

**Growth Markets for FY20**

- Atlanta
- Cleveland
- Minneapolis
- Columbus
- Detroit
- St. Louis
- Washington, DC

The **Emerging Market** consumers have a growing interest in our destination but have not been targeted before FY19. The data indicates these markets have future potential to become visitors to our destination. As with all other market segments, the farther customers travel, the longer they will stay in our destination. Data indicates affluent couples/groups, affluent LGBT consumers, and high net worth families are key customer groups for the long-term success for these markets. Because we always want to pull in new opportunity markets to continue to build awareness of the destination, we have added two new markets based on our data: Jacksonville and Grand Rapids, MI.

**Emerging Markets for FY20**

- Baltimore
- Charlotte
- Houston
- Dallas
- Jacksonville
- Grand Rapids
OUR TARGET CUSTOMERS

For FY20 we are focusing on two distinct target audiences; to continue to message to our primary customer, but to introduce the destination to a new younger affluent audience.

**PRIMARY**

Our primary target is between 35 – 64 years of age with a minimum annual HHI of $175,000. We have increased the household income from $150K to better reflect the destination’s typical visitor, and to influence the ADR and Economic Impact in a positive way. Our primary customer skews female, and is the decision maker and travel planner in the household. She’s educated, philanthropic and most often a caretaker, but she understands the importance of self-care and relaxation. She loves to travel with her spouse/significant other or with her family and enjoys trying out new dining spots and experiencing the culture in the destination.

- Primary 35-64 HHI 175K+
- Skewed female and head of household

**SECONDARY**

Our secondary target is the Affluent Millennial. This is a female skewing target as well, but is in the 25-40 age range, with a healthy household income of $150,000+. She might be traveling with a friend, significant other or with her children. She spends more money on experiences than on products. Travel is of high importance to her. The millennial audience is willing to spend the most on vacation of any age group, and a majority of them plan to travel more in the coming year, making them a prime target to reach.

- Affluent Millennials: 25-40 and $150k+ HHI
- Skewed female and head of household
MEDIA STRATEGY

We know that the consumer’s travel planning journey has changed, and we must be present throughout the process to inspire them and invite them to dream about visiting our destination. Travel planning is no longer a linear process from Inspiration to Planning to Booking. With the dominance of social media and so many media touchpoints bombarding our target audience every day, the typical consumer now bounces back and forth between dreaming and actually researching and planning their next vacation. It is more important than ever to embrace and employ a media strategy that reaches them from Inspiration to Dreaming to Planning and holds their hand throughout the journey to Booking.

Because we want to invite the consumer to start their journey towards our destination by inspiring them, we will employ more visual media. Showing them beautiful video and pictures will become more important than ever. We also know that today’s consumer needs to engage with content and learn more about our destination in order to develop an affinity, trust, and desire to visit us. Our digital strategy will shift to being more about giving them that content and showing them the beautiful visuals, with less direct ask to click on an ad and go directly to our site. In other words, we will give more before we ask something from them. The result will be that when they do visit our website, they will stay longer on the site, engage more, and become high intenders to visit our destination.

PLANNING JOURNEY EVOLUTION

From: Dream & Discover, Plan & Research, Book
To: Inspiration, Dreaming & Discussing, Planning, Researching & Observing, Booking

Additionally, our analytics show us that visitors to our website who arrived there via paid social media ads on Facebook and Instagram, or through a Google search, were more engaged with the site. Those visitors have a lower bounce rate, spend more time on the site, and visited more pages to learn more about the destination. Armed with those insights, our digital strategy in FY20 will include more paid social media...
advertising targeted to our core and niche audiences as well as an increase in paid search, creating a strong presence when people are actively searching for information on Florida vacations.

In addition, we will be putting an increased focus on what we know to be key consideration factors in travel today; culinary, wellness, and eco-tourism. We are also increasing our marketing to the LGBTQ market with their high propensity for travel and strong disposable income. And with 90 golf courses, year-round excellent weather, and three annual pro tournaments, we feel this is a perfect time to initiate a specific media campaign to reach out to the leisure golfer.

**MEDIA TACTICS**

- Three main marketing campaigns to extend visibility in our markets throughout the year
- Employ an always-on strategy for paid search and social media to provide a solid base to support all campaigns

**EVERGREEN / ALWAYS-ON**

- Paid Social Media including Facebook, Instagram and Pinterest
- Paid Search (PPC) to be present when consumers are looking for information on our destination

**WINTER CAMPAIGN**

Mid-November through February

Focus on out-of-state markets in all market segments

- Digital advertising across all platforms with emphasis on video, leveraging media partners who can reach our target consumers when they are in-market for travel
- Employ conquest targeting to be present when our consumer is considering a competitive destination
- Retargeting the consumer showing interest as a part of all digital tactics
- Brand engagement digital advertising that allows the consumer to spend time with the destination’s brand through interactive and rich media ad units
- Content and native marketing that provides compelling information and story-telling
- Email marketing targeted to key interests of culinary and wellness
- Streaming video and audio platforms to capture the modern viewer not reached through traditional broadcast television
- Out-of-home advertising to drive general awareness in key out-of-state city(ies)
- Influencer campaigns with integrated, multi-platform advertising overlays
- Instagram Stories campaigns
• Print to inspire and drive awareness to destination with focus on culinary and travel
• Television advertising in our targets’ favorite Morning News shows
• Stronger focus on Eco-tourism messaging during Winter Campaign

**SPRING CAMPAIGN**
Mid-March through April
Focus on Growth, Emerging and Florida markets

• Geo-targeted digital advertising that builds on the momentum of the Winter campaign, utilizing conquest targeting, retargeting, and reaching consumers in-market for travel
• Continue email marketing to culinary, and include LGBTQ and Leisure Golf focused audiences with relevant content
• Content marketing through platforms with strong following from affluent millennials to drive spring and seed summer visitation
• Continue presence on streaming platforms including video, audio, and the emerging platform of podcasts
• Provide content promoting fun week-long vacation itineraries targeted to key interests such as culinary and golf travel in online content and social platforms

**SUMMER CAMPAIGN**
Mid-May through August
Focus on Florida markets and Atlanta

• Email marketing targeted to wellness and LGBTQ audiences
• Focus on leisure golf through various media to drive off-season play
• Digitally offer multiple messages and niche offerings to test and learn what works best for this consumer segment
• Brand engagement digital with high focus on video
• Instagram Stories campaign targeted to millennial audience to drive inspiration and awareness
• Streaming audio to reach targets while they are more mobile during the summer months
• Higher focus on mobile ad platforms during this time including mobile gaming and music platform
CREATIVE STRATEGY

Florida’s Paradise Coast is truly Paradise in every sense. Our creative must reflect that at every opportunity, at every touchpoint, and in every medium. Whether it’s a full page print ad designed to build awareness for our brand; digital content that reinforces the breadth of our offerings; or a social post designed to drive website traffic or spur engagement, our creative materials must promise the true definition of the term “Paradise:”

“An ideal or idyllic place or state.”

This is a promise we can back (and will) up. Because unlike other Florida beach destinations, the Paradise Coast delivers the approachable luxury and impeccable service a visitor needs to feel pampered, special, and catered to every minute they’re in our destination – enabling them to experience that “idyllic state.”

- Our creative product is as much a part of our brand as our beaches and our blue skies. As a result, we must be very purposeful with the assets we create for our communications. The images we use must be elegant, luxurious, and timeless. Our copy must be believable, approachable, and from the heart. And together, they must tell stories that connect with our audiences on a powerful, emotional level.
NEW CAMPAIGN – BRAND CONCEPT: “VACATION WELL”

Our beaches are uncrowded, spacious, and serene. Our downtown is elegant, beautiful, and luxurious. Our dining is exclusive, out of the ordinary, and even dramatic. And our accommodations rank alongside the finest hotels and resorts in the world.

So when it’s time to plan your vacation, why settle for the same experiences, the same look, and the same touristy vibe you’ll find in Any Beach Town, USA?

Elevate every single moment of every single day.

**Visit America’s Healthiest, Happiest City.**
**And Vacation Well.**

This new brand campaign, tested with and praised by focus groups, works on two levels:

**First,** it suggests a superior visitation experience. When you come to Florida’s Paradise Coast, you will enjoy the best of everything!

**Second,** it helps reinforce our destination’s commitment to a wellness lifestyle -- perfect for today's hottest travel trend: Wellness Vacations.

The campaign makes a promise that only we can deliver, a promise we will continue to build on with each and every creative execution.

PRINT ADS
DIGITAL BANNERS
MEASUREMENT, METRICS & REPORTING

KEY PERFORMANCE INDICATORS
The ‘Bottom Line’ KPIs used to measure the overall success of our marketing efforts are:

- Visitation
- Tourist Development Tax, aka Bed Tax Collections – Total amount received from 5% tax on transient rentals.
- Tourism Jobs
- Occupancy - Rooms sold divided by rooms available multiplied by 100. Occupancy is always expressed as a percentage of rooms occupied.
- Average Daily Rate (ADR) - Room revenue divided by rooms sold, displayed as the average rental rate for a single room.
- Length of Stay
- Revenue Per Available Room (RevPAR) - Room revenue divided by rooms available.
- Revenue - Total room revenue generated from the sale or rental of rooms.

PERFORMANCE METRICS
The ‘Bottom Line’ KPIs used to measure the overall success of our marketing efforts are:

On an ongoing basis, we will review data from Arrivalist after our campaigns run to determine if a longer length of stay occurred. In addition, we will see if a lift occurs in Midwest arrivals in the summer months and an increase in visitation from the emerging markets.
ANALYTICS AND REPORTING

To measure marketing activities in a most effective manner, we deployed a custom, real time Dashboard Analytics System (DASH) to encapsulate all results and attributions. With real time access across all marketing channels, we will be able to view holistic marketing efforts including paid media performance, social media metrics, website performance, STR data as well as tax collections.
# MARKETING DISCIPLINE PLANS

## GROUP SALES PLAN FOR 2020

<table>
<thead>
<tr>
<th>GOALS</th>
<th>OBJECTIVES</th>
<th>STRATEGIES</th>
<th>TACTICS</th>
<th>MEASURING RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Wellness Tourism Initiatives</td>
<td>Complete wellness website with regular active listings, keep it up to date and feature 3 annual events.</td>
<td>Continue the quarterly wellness newsletter and attend at least one wellness focused show per year. Stay involved with the local strategic movement. Request more PR assist.</td>
<td>Target copy to attract more wellness prospects for meetings in our destination</td>
<td>Growth in number of meetings and room nights</td>
</tr>
<tr>
<td>Grow Partner Engagement</td>
<td>Solicit hotel partners quarterly to join our tradeshows and grow participation by 3 hotels per quarter and 3 hotels per sales mission by year end.</td>
<td>Encourage group hotels to participate in CVB programs</td>
<td>Reach out to sales staff of each hotel and determine what shows they want to participate in with the CVB</td>
<td>New tools to share with planners at shows and on sales missions</td>
</tr>
<tr>
<td>Grow Group Visitation</td>
<td>Use trade shows and sales missions to grow our database of planners in new and existing target markets to increase market share by 5% by September 2020</td>
<td>Add new target feeder markets for trade shows and sales missions including Florida Affordable Meetings</td>
<td>Strategically pick market segments and include planners in a marketing survey in new feeder cities like DC &amp; Atlanta</td>
<td>Be recognized by media and planners as a preferred Wellness Destination</td>
</tr>
</tbody>
</table>

### STRATEGIES
- Continue to focus on growth markets for new meetings
- Increase RFPs to 55 per month, booked business by 9 per month and room nights by 2%
- Attend at least two new group meeting trade shows and eliminate two that are not producing to grow this segment
- Complete new promotional tools and implement them. (i.e. “Show your Badge”, Wellness solicitation letter, and new group video.
- Remake the Welcome and Meeting Services postcards using new photography by November 2019.
- Expand “Show your badge” program to new planners and attendee and increase restaurant business in slower months of year
- Review RFPE policy changes to limit to two years out from budget year and limit individual hotel funds to $49K each year
- Strategically pick market segments and include planners in a marketing survey in new feeder cities like DC & Atlanta
- Distribute Themed monthly e-newsletters to group planners
- Include wellness/medical, incentives, financial and insurance prospects
- Develop LinkedIn posts to engage new planners
- Develop new Promotion Tools
- Use new meetings photos and videos and postcards in marketing materials. Encourage group hotels to share their meeting photos and video footage to enhance our destination message
- Purchase locally sourced promo items soap, popcorn, dolphins, gratitude stones, wellness journals
- Create Wellness brochure featuring businesses, restaurants, spas, etc.
- Solicit and share show list with partners to join us at tradeshows
- Continue webinars and Sales Missions that target planner consortia
- Promote Group Attendance Push program to planners to grow their attendance
- Focus on new group product and services to attract new and repeat planners

### MEASURING RESULTS
- Be recognized by media and planners as a preferred Wellness Destination
- Develop and implement new co-op opportunities
- Attract more RFPE’s & grow leads turned definite
MIDWEST SALES PLAN FOR 2020

GOALS

- Grow Maritz/Experient account leads: 8 RFPs per month
- Educate planners on the destination’s updates and hotel renovations
- Plan and attend sales missions and trade shows assigned in Midwest
- Grow Group Visitation by minimum 10%

OBJECTIVES

- Strengthen the relationship and increase our lead and booked business production from this key account in the meetings and incentive market
- Meet or exceed our monthly 8 RFP goal and generate booked business for the destination
- To inform midwest planners on the changes in our destination and generate a new buzz and interest in the destination
- Seek the most effective shows and create sales missions that will be relevant to the destination partners
- Increase site visits and FAM participation from midwest clients

STRATEGIES

- New Maritz Marketing Partnership agreement will allow the CVB the opportunity to present to this Key incentive account at their Fenton, MO headquarters.
- Generate 8 RFP’s minimum per month
- Participate in smaller regional shows with a more targeted audience
- Assist Debi recruiting Midwest buyers for FAMs and grow midwest attendance by 10%
- Maximize presence and leads generated from Maritz/Experient partnership
- Leverage membership in SITE, MPI and FICP to generate leads
- Educate planners on activities, wellness and sustainability options available for groups
- Attend the signature events for the Midwest and Incentive market
- Strategically pick market segments (under new group demand)
- 2 leads per month
- Generate more leads from tradeshows
- Host 2 sales missions
- Attend Midwest industry events for SITE, MPI, FICP, PCMA, ASAE, IRF and more
- Attend designated trade shows and events in the Midwest (see travel calendar)

TACTICS

- We will also be allowed to attend their annual events with access to their key corporate and incentive buyers and sourcing team. A visit to the Maritz team will be scheduled for 2020, as their calendar is full for 2019, and we will travel to their Fenton headquarters for a presentation.
- Secure leads from Maritz/Experient account managers and follow up for total account management
- Host education and updates webinar for Maritz/Experient account managers to increase those leads and maximize benefits from our partnership
- Chicago rep will be available for in-office presentations and client visits in Chicago, as needed
- Inquire about client plans for site visits during prospecting and RFP process
In 2020, we will also attend the Experient Envision appointment show in March. Partners may be able to join. Send eblasts with news and updates on the destinations to Midwest database and via LinkedIn. Host individual target key account webinars (i.e. BI, Meetings & Incentives Worldwide, Motivation). Host Sales Missions and Events with destination partners in key feeder markets (Lunch & Learn and Reception/Dinner): Q1: St. Louis / Kansas City (combined with Maritz visit), Q2: Ohio (roadshow to include at least 2 cities: Cleveland, Cincinnati, Columbus). Foster relationships with memberships like Maritz, Experient, HelmsBriscoe, ConferenceDirect, BI Worldwide, through trainings, presentations and webinars.

Continue webinars and eblasts to Experient. We have made significant headway with Experient with webinars, eblasts and attending the Experient Envision show in 2019. Secure leads with detailed information at events and tradeshows. Invite hotels and DMCs to participate on webinars when appropriate. Result in more Rfp’s and booked business.

Monthly follow up with contacts made at trade shows and events to secure RFPs for the destination. Follow up with those who do not attend the webinars with Video presentation.

Chicago rep will attend local industry events in the Chicago area to generate leads. Monthly prospecting of midwest rep’s robust database of corporate, incentive and association planners. Each month targeting a specific location and market.

MEASURING RESULTS

Growth in number of meetings and room nights. Number of RFP’s sent from the Midwest. Number of planners reached or number of webinars conducted. Tradeshows attended. Number of site visits and FAM attendees from midwest.
WELLNESS TOURISM VISIONARY TASK FORCE – STRATEGIC PLAN

MISSION STATEMENT
Our mission is to develop effective ways to integrate quality “wellness” businesses and facilitators in Naples, Marco Island and Everglades. The intention is to establish a cooperative and collaborative initiative to create healthful and life-changing opportunities that attract wellness travelers from around the world. The ultimate purpose is to establish Florida’s Paradise Coast – with all its innate treasures – as a wellness destination and capitalize on the fast-growing multi-billion-dollar Wellness Tourism Industry.

VISION STATEMENT
To be recognized globally as a Happy Healthy Wellness destination for Group and leisure visitors to come to the Paradise Coast to recover and “Be Well.”

GOALS
- To be an Internationally known wellness vacation destination.
- To be on a list of Wellness Destinations (when one searches wellness destinations online and get on top 10 listing).
- To maintain Happiest Healthiest designation by Gallup polls.
- Long-term goal to have CVB hire/appoint/contract a staff person dedicated to wellness tourism sales.
- To get all Collier County wellness tourism listings linked to CVB website Paradise. Coast.com including events, nature, sports, fitness, healing/health/medical, Blue Zones Project, hotels, restaurants, spa/beauty.

STRATEGIES
- Gather all wellness entities in Collier County through solicitation to CVB data base.
- Input all wellness information as a tagged event or criteria to CVB website.
- Use key adjective words so destination comes up in wellness vacation/tourism searches and wellness is easier to find on CVB website.
- Develop a logo and tag line for our wellness tourism to use on promotions, website, partner links and press releases.
- Google “wellness” and follow guidelines.
TACTICS

- Get endorsements from City and County officials that the destination is a “Wellness Destination.”
- Get endorsements from other Collier entities like all city Chambers of Commerce, Hotel & Lodging Association, Restaurant & Lodging Association, Blue Zones, The Fifth Avenue Business District, etc. Have them promote and use logo.
- To create Wellness Destination press releases to distribute to meetings publications, destination publications, wellness associations, local publications and other media.
- Encourage task force members to get their listings in first and show an example.
- Encourage major resorts on board with packages and events JW, La Playa, Edgewater, Ritz-Carlton and Naples Grande, NBH, etc.
- Develop criteria for listings on the website – restaurants/food, hotel/resort, spa/beauty/nature, Blue Zone, medical, sports/water land, events.
- CVB to join Wellness Tourism Association as soon as possible.
- Add wellness to CVB consumer newsletters categories of interest so consumers can sign up to receive destination wellness information.
- Utilize logo and tag line on all correspondence and collateral when promoting destination wellness tourism.
- Get approval from CVB to use Paradise Coast in wellness promotions, tag line etc.
- Solicit directory of Awakenings and other publications for wellness members to list on our site.
- Declare an annual Naples/Destination Wellness Day – possibly early January (strategy is that people are thinking of wellness and health with New Year’s resolutions) good time of year for event.
- Send to partners Wellness Tourism Association guidelines.
- Simplify solicitation form for partners to sign up or tag existing listings under “wellness” categories.

BRAND NAME UMBRELLA

- Paradise Coast/Wellness – website.
- “Be well Paradise Coast” adopt as a tag line.
- Secure hashtags and slogan and tag line for exclusive use to destination.
- Inquire if Paradise Agency can create a wellness destination logo (blue magenta colors).
- Press Releases to go out on a regular basis.
- CVB to create a Wellness Tourism Quarterly Newsletter for consumers and meeting planners under this branding.
TIMELINE

- Speed is of the essence as competition is using Wellness to promote.
- Website listings fulfillment should be complete by October 1, 2018 with wellness links to partners.
- CVB website landing page is complete and revisions or additions due by October 1, 2018.
- CVB contracted staff person to promote Wellness Tourism by 2020.
LEISURE AND TRAVEL INDUSTRY SALES

GOALS

Increase brand awareness and grow database from Latin American Markets
Help tour operators and travel agents become more confident in selling the Paradise Coast.
Grow Southwest FL as a destination by combining efforts with Tampa, St. Pete/Clearwater and Fort Myers.
Increase Canadian visitation

OBJECTIVES

Train at least 1000 travel agents in Latin America
Coordinate sales missions and FAM’s. 7 events
5 West Coast of FL Coalition Sales Mission
Train 200 travel agents in Canada

STRATEGIES

Educate agents and TO in Latin America re: location and key selling features of Naples/Marco/Everglades
Host 2 FAMs with tour operators/travel agents and at least 5 Sales Missions to showcase the destination
Work together with shared contacts and budgets to promote awareness to the entire West Coast of FL
Educate Canadian travelers on differences between FLL and Naples. Take vacation from Orlando vacation.

TACTICS

Become Virtuoso with a Latin American buy
Participate in Latam tradeshows
1 Sales Mission per quarter
work with tour operators that we know are selling the destination and create events or FAMs with the travel agents that use them.
Target cities we are all interested in for our respective destinations.
Push SWFL itinerary in through Tampa out of Miami or vice versa route
Fall eblast to database re: east coast vs west coast
Spring eblast to database re: vacation from your Orlando vacation

Host La Cita
Participate in coop campaings where trainings or webinars are part of the buy.
Take advantage of shows at which we are all in attendance to train TO's and TA's on the west coast of FL
Attend one show/mission

2 Latam coops
OTA's - Hotelbeds, Booking, Expedia
Tour operators selling destination.
Participate in walking the trade show at Fitur followed by sales mission.
Work together to create a small Southwest FL brochure.

Q1 - train 300 agents
Q1 - 1 Mission, 1 FAM
Q1 - 1 Mission
Q 1 - 100
Q2 - train 300 agents
Q2 - 1 Mission
Q2 - 2 Missions
Q3 train 200 agents
Q3 - 1 Mission
Q3 - 1 Missions
Q3 - 100
Q4 - train 100 agents
Q4 - 1 Mission, 1 FAM
Q4 - 1 Mission

STRATEGIC RESULTS

1000 Agents Trained 7 events
200 Agents Trained
200 Travel Agents trained
SPECIALTY MARKETS SALES

OBJECTIVES

Continue to grow database

Continue to increase destination exposure

Increase Partner engagement

KEY PERFORMANCE INDICATORS

Increase contacts for Weddings, LGBT and Adventure Travel

Increase Exposure LGBTQ Friendly, Destination Weddings, and Adventure

Increase partner contacts and attendance

STRATEGIES

Set Monthly, Quarterly, Annual Goals

10 contacts per mth

4 per quarter

160 per year

Content

Find at least 2 new pieces of content for webpage and social media per month per segment

8 per each

24 per each

Partner Engagement

Continue encouraging partners to attend tradeshows with CVB. 1 per tradeshow min.

6 total for year

TACTICS

Events & Research

Collect and meet at tradeshows and events

Host virtual tradeshows and webinars

Get the word out

Continue enhancing website content

Continue Social Media presence

Have agency do a newsletter or at least segments in the leisure newsletter, eg. pre pride plans, adventure in the everglades, destination weddings, possibly in the meeting newsletter for LGBTQ

Engagement

Keep partner info up to date in iDSS for all markets

Continue to encourage partners to host and grow events for weddings, lgbtq and adventure

STRATEGIC RESULTS

1037 Wedding/Romance Travel Agents added to database

93 LGBTQ travel Agents

Featured in two Blogs one for Weddings and One for LGBTQ

Hosted 2 Weddings site visits

Hosted one LGBTQ Site

Encouraged partners to vendor at Naples Pride including two Sponsors 8 total

2 partners attended tradeshows for both leisure and weddings

30 partners participated in weddings and LGBTQ site visits

11 RFP’s from tradeshows and networking with potential $1,339,913.65 Estimated Economic Impact. 2 weddings and one Women’s retreat booked with estimated economic impact of $87,188.89 to date

VISIT PARADISECOAST.COM

NA P LES· MA R CO I SLAND

EVER GLA D ES

FLORIDA’S PARADISE COAST

VISIT PARADISECOAST.COM

NA P LES· MA R CO I SLAND

EVER GLA D ES

FLORIDA’S PARADISE COAST
PR & COMMUNICATIONS PLAN

Insert one-page summary here
## DIGITAL & SOCIAL MEDIA MARKETING PLAN FOR 2019-2020

### GOALS

<table>
<thead>
<tr>
<th>Grow social media engagement with present and future visitors</th>
<th>Construct Spanish website.</th>
<th>Continue to grow our capability to encourage and capture new user generated content for our website including photos, videos and blog posts</th>
<th>Increase traffic to our consumer website and improve analytics for time on site, bounce rate and traffic to Book Direct</th>
<th>Build Chat-Bots for our Facebook page.</th>
</tr>
</thead>
</table>

### OBJECTIVES

<table>
<thead>
<tr>
<th>Increase social media link clicks to 150k by the end of 2020</th>
<th>Increase social media engagements to 500k ,000 by the end of 2020</th>
<th>Increase Social Media Impressions to at least 30m for 2020.</th>
<th>Host two social media/partner workshops in quarters two and four in 2019</th>
<th>Minimum of 12 Facebook live sessions by the end of 2020.</th>
</tr>
</thead>
</table>

### STRATEGIES

<table>
<thead>
<tr>
<th>Engage more of our partners in social media and digital implementations</th>
<th>Create more compelling content for the website</th>
<th>Increase usage user generated content and engage in more conversations</th>
<th>Increase frequency of boosted posts</th>
<th>Increase usage millennial targeted content</th>
</tr>
</thead>
</table>

### TACTICS

<table>
<thead>
<tr>
<th>Host more influencers in the destination with large followings</th>
<th>Utilize influencers and visiting journalists in creating new engaging website content</th>
<th>Utilize CrowdRiff enhancements to attract more user generated content photos</th>
<th>Evaluate top trending social media for boosting posts on our channels</th>
<th>Utilize existing technology platforms</th>
</tr>
</thead>
</table>
SPORTS MARKETING PLAN 2020

**OBJECTIVES**

- Partner with Paradise Coast SportsPlex Operating Agency (Sports Force Inc.) to market, attract, and book national and/or international events.
- Communicate quarterly with event organizers/rights holders to keep relationships fresh.
- Increase social media exposure of all the sporting events.
- Focus on leveraging Sugden and East Naples parks more tournaments/events.
- Develop intern program with FGCU.

**KEY PERFORMANCE INDICATORS**

- 1-2 new national/international tournaments booked. Maintain 80% weekend tournament booking rate.
- Improve overall satisfaction and communication with the promoter.
- Increase social media followers on all platforms, and increase traffic to the sportsinparadise.com website.
- Book 1-2 new events.
- Internship program developed and initiated.

**STRATEGIES**

- Capitalize on NCRP's new turf fields and the first phase fields at the Paradise Coast SportsPlex in activating larger events and new summer events.
- Conduct Quarterly meetings with promoters.
- Ensure Sports are on all social media platforms.
- Host 3-6 promoters for site tours.
- Partner with FGCU Sports Marketing Department.

**TACTICS**

- Strategic ad placement, rendering video of SportsPlex, and increase print, digital, email content campaign.
- Negotiate Connect 2020 sponsorship buy featuring the Paradise Coast SportsPlex.
- Attend conferences/tradeshows with SFI.
- Scheduled conference calls and emails.
- Create events within our Facebook page/Facebook live.
- Research and connect to promoters who have these type of events.
- Attend internship fairs at FGCU to recruit interns.
- Face to Face meetings when possible.
- Create an Instagram page.
- Setup visits that include Pickleball and water sports/beach promoters.
- In class presentations at FGCU.
- Actively posting relevant contact on all platforms.

**STRATEGIC RESULTS**

- Room Night Growth at year end.
- Increase overall satisfaction survey results with the CVB.
- Increased Total Engagements by Year-end.
- Room Night Growth at year end.
- Increase economic impact to the County.
- Promote overall customer service and support to the promoter and their event.
FILM OFFICE MARKETING PLAN 2020

OBJECTIVES

Expand current location library
Increase Leads/Inquiries
Increase Production/ Spend
Grow Client Social Media Engagement
Increase in website activity

KEY PERFORMANCE INDICATORS

Increase files to Reel-Scout®
Inquiry/Lead Increase Goals
Production Spending Increases
Increase New Engagements/Followers

STRATEGIES

With new insights from Reel-Scout training, revamping our opening page and the selection of "hero" shots for each Location. Refresh current locations; Delete defunct locations; Expand current library or images
Follow-up on new business and cultivate repeat clients
Encourage productions to hire local production/support crew (although our #s are waning)
Increase two-way engagement with social media followers, pick up on Instagram and LinkedIn, which we have not done before

STRATEGIES

Create 2 new locations files each month
Work with vendors for best local rates
Fast, efficient permit processing
Make sure all Comments are addressed

TACTICS

Attend/Participate in national and international tradeshows, conferences and events - only if their emphasis is on locations (not incentives)
W/Keys & Miami Film Comms for continued market presence in U.K./W. Euro.FOCUS
Participate inAFCI B2B Los Angeles
Attend Produced By NYC. AFCI Week in L.A.

Become involved through Artis-Naples with current film festival to meet filmmakers & introduce them to the possibilities/opportunities of filming in Collier County. Develop a mini-tour of "highlights"
Continue Hurricane Preparedness Production Guide
Continue support of FL State Film Commission
Continue support/promotion of FL State Los Angeles Liaison

STRATEGIC RESULTS

Number of new Reel-Scout® files
Percentage of Production Rise/Fall
Production Spending
Year-End Total Engagements
**EUROPEAN MARKETING PLAN – DIAMONDE**

<table>
<thead>
<tr>
<th>Grow the number of hotel room nights (RNs) generated from TO’s - traditional and specialists (DACH &amp; Benelux)</th>
<th><strong>GOALS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase RN production</td>
<td>Grow brand awareness</td>
</tr>
<tr>
<td>Define strong sales messages for distribution to travel trade</td>
<td>Continue dedicated Travel Industry educational activities</td>
</tr>
<tr>
<td>Strengthen relationship with key identified travel industry partners in order for us to maintain a good understanding and knowledge of the market, and as a result for us to be in a position to react quicker and more effective on changing market trends</td>
<td>Drive demand and keep NAP destination at top of mind among defined target groups.</td>
</tr>
<tr>
<td>Intensify partnerships with key market players who have the capability of growing business for the destination</td>
<td>Create an increased interest for NAP as a destination among journalists and bloggers</td>
</tr>
<tr>
<td>Select targeted promotions and marketing campaigns with the aim of reaching our goals for FY19/20</td>
<td>Source and implement methods of how one can intensify social media presence &amp; increase frequency with a more consolidated message</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>OBJECTIVES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The further education of travel trade</td>
</tr>
<tr>
<td>Continues educational of the travel trade with the aim of increasing brand awareness and expertise, in order to grow confidence for the proactive promotion and succesful selling of the destination to their clients (Travel Agent education)</td>
</tr>
<tr>
<td>Stronger cooperation with TOs, Specialists and OTA’s in reach of their audience (B2B2C)</td>
</tr>
<tr>
<td>Travel Agent and/or call center trainings</td>
</tr>
<tr>
<td>Regular Familiarization trips</td>
</tr>
<tr>
<td>Travel trade educational events, workshops and seminars (reach through TOs or Visit USA / Visit FL)</td>
</tr>
<tr>
<td>Personal sales calls visits</td>
</tr>
<tr>
<td>Collateral material supporting agents at the point of sale</td>
</tr>
<tr>
<td>Enhance exposure for NAP</td>
</tr>
<tr>
<td>Increase targeted advertisements with trade publications (online/offline)</td>
</tr>
<tr>
<td>Increase exposure in key media channels / platforms</td>
</tr>
<tr>
<td>Video usage and the succesful distribution thereof</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>STRATEGIES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>To adopt to a more proactive rather than reactive approach in sourcing and securing PR activities</td>
</tr>
<tr>
<td>Continue strong emphasis for social media activities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>TACTICS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of agents visited per month</td>
</tr>
<tr>
<td>Number or agents educated at the end of FY19/20</td>
</tr>
<tr>
<td>Number of clippings of destination NAP</td>
</tr>
<tr>
<td>Number of Facebook followers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>STRATEGIC RESULTS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of interactions with journalist and publishers</td>
</tr>
<tr>
<td>Campaign results</td>
</tr>
</tbody>
</table>
# UK & IRELAND MARKETING PLAN

<table>
<thead>
<tr>
<th><strong>OBJECTIVES</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase visitor numbers</td>
<td>Increase length of stay (room nights) and local spend</td>
</tr>
<tr>
<td>Track visitor numbers goals</td>
<td>Track room nights and spending Increase Goals</td>
</tr>
<tr>
<td>Continue to raise awareness of Florida’s Paradise Coast amongst trade &amp; consumers</td>
<td>Focused communication on diversity &amp; reasons to visit - experiential travel</td>
</tr>
<tr>
<td>Maximise our partnerships with trade bodies e.g.: Visit Florida /Brand USA</td>
<td>Raise awareness of local partners to encourage local spend</td>
</tr>
<tr>
<td>Target consumer &amp; trade reach via PR</td>
<td>Highlight value within the destination to increased length of stay</td>
</tr>
<tr>
<td>Increase Social Media engagement and influencers</td>
<td>Encourage Industry partners to offer value for longer stay</td>
</tr>
<tr>
<td>Generate new, fresh and innovative content for Florida’s Paradise Coast - social media reach</td>
<td>Generate new, fresh and innovative content for Florida’s Paradise Coast - social media</td>
</tr>
<tr>
<td>Trade co-op marketing campaigns with industry partners as call-to-action</td>
<td>Trade co-op marketing campaigns with Industry partners as call-to-action</td>
</tr>
<tr>
<td>Include tour operator partners on all activity to convert bookings</td>
<td>Offer interactive activity for trade to experience destination</td>
</tr>
</tbody>
</table>

## KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th><strong>KEY PERFORMANCE INDICATORS</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Room nights goals &amp; during low season</td>
<td>Number of discussions with key airline partners</td>
</tr>
<tr>
<td>Meetings and networking to ensure conversations are fluid</td>
<td>Product goals amongst trade - ensure multi/twin centre visits include Paradise Coast</td>
</tr>
</tbody>
</table>

## STRATEGIES

<table>
<thead>
<tr>
<th><strong>STRATEGIES</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage low season travel May - December</td>
<td>Solicit direct flights into destination</td>
</tr>
<tr>
<td>Communicate value for money and added benefits during low season</td>
<td>Ensure and increase product, where possible featured by UK &amp; Ireland trade to consumer</td>
</tr>
<tr>
<td>Highlight events for engaging visitors during low season</td>
<td></td>
</tr>
<tr>
<td>Add activity to Tour operator itineraries</td>
<td></td>
</tr>
<tr>
<td>Additional reasons to travel in low season - target family during UK &amp; Ireland school holidays</td>
<td></td>
</tr>
<tr>
<td>Co-op marketing campaigns will target reasons to travel in low season</td>
<td>Meetings and networking to ensure conversations are fluid</td>
</tr>
<tr>
<td>Encourage local partners to issue low season offers to encourage visitation</td>
<td>Encourage trade partner events to include airlines</td>
</tr>
<tr>
<td>Increase use of video content</td>
<td>Continue to ensure airlines know we are a high-end destination</td>
</tr>
<tr>
<td>Ensure meetings with key airline stakeholders during WTM and other key events during the year</td>
<td>Ensure Airlines/ tour operators know the connectivity from RSW</td>
</tr>
<tr>
<td>Ensure the ‘brand’ of Florida’s Paradise Coast is top of mind and always at the highest/best level</td>
<td>One to one training with tour operator/ travel agents partners</td>
</tr>
<tr>
<td>Feature activities within the destination e.g. Nature &amp; Everglades</td>
<td>Highlight online training to trade with incentives - targeting activity &amp; events</td>
</tr>
<tr>
<td>Feature events within the destination e.g. sports and food events</td>
<td>Support FAM Trip for agents/product managers to experience as their clients would - immersive experience</td>
</tr>
<tr>
<td>Capture the luxury market with ‘High-life &amp; Wild-life’</td>
<td>Senior level meetings with product managers</td>
</tr>
</tbody>
</table>

## TACTICS

<table>
<thead>
<tr>
<th><strong>TACTICS</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Media outreach program to generate positive news coverage</td>
<td>Work with an Airline on a high-end sporting/cultural event - where they can host their customers</td>
</tr>
<tr>
<td>Raise social media engagement with advertising campaign</td>
<td>Work closely with Ft Myers UK office on all Airline discussions/events</td>
</tr>
<tr>
<td>Brand Partnerships high-end consumer promotions</td>
<td>Target luxury market for high-end experience - promotion of activities and events</td>
</tr>
<tr>
<td>Offer interactive activity for consumers to experience destination</td>
<td>Continue to ensure airlines know we are a high-end destination</td>
</tr>
<tr>
<td>Select an event to work with and promote an immersive experience</td>
<td></td>
</tr>
<tr>
<td>Maximise use of destination imagery for inspirational creative</td>
<td></td>
</tr>
<tr>
<td>Continue to highlight all the activity in the destination at very low cost or free – e.g.: iconic event ‘Sunset on the Pier’</td>
<td></td>
</tr>
<tr>
<td>Room nights growth at year end</td>
<td></td>
</tr>
<tr>
<td>Track tour operators featuring twin centres/longer itineraries</td>
<td></td>
</tr>
<tr>
<td>Percentage of Visitor increase during May - December</td>
<td></td>
</tr>
<tr>
<td>Track events including key airline partner engagement</td>
<td></td>
</tr>
<tr>
<td>Interest from number of airlines/tour operators and Agents into our region</td>
<td></td>
</tr>
<tr>
<td>New product and tour operators featuring Paradise Coast</td>
<td></td>
</tr>
<tr>
<td>Engagements of agents &amp; tour operators over the year</td>
<td></td>
</tr>
</tbody>
</table>

# Convention & Visitors Bureau Destination Marketing Plan 2019 - 2020
### ANNUAL OBJECTIVES

<table>
<thead>
<tr>
<th>Increase Room Nights</th>
<th>Increase Destination Awareness</th>
<th>Project development on niche segments: luxury, LGBTQ and families</th>
<th>Improve agreements with key partners to maximize Paradise Coast budget and ROI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of new traditional and niche products</td>
<td>Visitation Increase</td>
<td>Growth on specific coverage on both press and social media, in the pre-defined niche segments</td>
<td>Smart use of budget and number of projects developed through partnerships and stakeholders</td>
</tr>
</tbody>
</table>

### KEY PERFORMANCE INDICATORS

| Development of new traditional and niche products | Visitation Increase | Growth on specific coverage on both press and social media, in the pre-defined niche segments | Smart use of budget and number of projects developed through partnerships and stakeholders |

### STRATEGIES

<table>
<thead>
<tr>
<th>Identify key factors for each tourists’ segment or profile</th>
<th>Create campaigns and action plans to boost digital channels performance (Social Media and website)</th>
<th>Target families and year round travel throughout promotion of the good weather</th>
<th>Grow the number of media visits and, consequently, the positive coverage for the destination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying products for pursuing regular Florida visitors</td>
<td>Production of new promotional videos to be used on B2B and B2C events, presentations, meetings and social media</td>
<td>Increase exposure on other thematic besides beaches and wellness, such as adventure, breweries, and festivals.</td>
<td>Strengthen the relationship with local network of partners and suppliers</td>
</tr>
<tr>
<td>Developing products for new Florida visitors – Family groups, Luxury, LGBT and sports fans</td>
<td>Highlight what is new in the area through Trade and PR tools</td>
<td>Promote various events as Naples Restaurant Week, Naples Pride, Stone crab Festival,</td>
<td>Provide value to partners through communicating key messages in order to create knowledge of the destination and intent to partner with the CVB</td>
</tr>
<tr>
<td>Promote training sessions for the Leisure trade market</td>
<td>Promote familiarization trips in order to produce B2B and B2C products and contents</td>
<td>Develop a seasonal calendar according to specific messages to be used on Trade and PR efforts covering all partners of the County in a same voice</td>
<td>Identify media and other opportunities that have interest in nature and tourism</td>
</tr>
<tr>
<td>Develop training sessions for Luxury and LGBTQ oriented trade market professionals</td>
<td>Promote events in Brazil to be connected with people engaged on the tourism sector</td>
<td>Influencer and bloggers visit supports</td>
<td>Conduct studies on events opportunities for the tourism market</td>
</tr>
<tr>
<td>Identify events or similar occasions that could provide a valuable insertion space for Paradise Coast’s brand exposure to both B2B and B2C</td>
<td>Highlight what Brazilians can find at the destination according to their preferences when traveling (examples: shopping, gastronomy, relax)</td>
<td>Organize familiarization visits during those events/festivals</td>
<td>Identify opportunities with the B2C sector for assembling proposals that could generate higher partners’ interest</td>
</tr>
</tbody>
</table>

### TACTICS

<table>
<thead>
<tr>
<th>Promote training sessions for the Leisure trade market</th>
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<tbody>
<tr>
<td>Develop training sessions for Luxury and LGBTQ oriented trade market professionals</td>
<td>Promote events in Brazil to be connected with people engaged on the tourism sector</td>
<td>Influencer and bloggers visit supports</td>
<td>Conduct studies on events opportunities for the tourism market</td>
</tr>
<tr>
<td>Identify events or similar occasions that could provide a valuable insertion space for Paradise Coast’s brand exposure to both B2B and B2C</td>
<td>Highlight what Brazilians can find at the destination according to their preferences when traveling (examples: shopping, gastronomy, relax)</td>
<td>Organize familiarization visits during those events/festivals</td>
<td>Identify opportunities with the B2C sector for assembling proposals that could generate higher partners’ interest</td>
</tr>
</tbody>
</table>

### STRATEGIC RESULTS

| Increase on the number of travel packages and separate product sales | More people learning about the west coast region where Paradise Coast is located and its offers as an attractive destination | Get seasonal coverage on niches platform such as travel websites and magazines according to events and activities in a constant method | Number of tourism related occasions in which Paradise Coast is inserted on – leisure or niche oriented. |

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Convention & Visitors Bureau Destination Marketing Plan 2019 - 2020
ARTS, CULTURE & HERITAGE MARKETING

OVERVIEW
Recent national research indicates that the impact on a community from arts and cultural activities can be significant. The Arts & Economic Prosperity 5 national economic impact study found that the nonprofit arts and culture industry generates $107.7 million in annual economic activity in Collier County, supporting 2,923 full-time equivalent jobs and generating $10.8 million in local and state government revenues. Arts and culture is both a tourism and an economic generator for our community. Visit Florida has also reported that 65% of visitors to Florida participate in culturally based activities during their visit.

Collier County with the assistance of the CVB, Artis- Naples, The Community Foundation of Collier County, United Arts Council of Collier County and The Cultural Planning Group will launch a new Long-Range strategic plan for the arts, cultural and heritage market in early 2020. That plan will provide our community with a road map to enhance our reputation as an arts and cultural destination. This plan will include the arts and culture organizations in Collier County that are in various stages of developing new facilities and/or considering expansion plans to existing facilities.

GOALS
• Implement and manage the new Strategic Plan for Arts Culture and Heritage in 2020 and beyond.
• Expand the awareness of the many arts and culture offerings in Collier County to new and repeat visitors
• Encourage the creation of new events during the shoulder and slower seasons of the year to bring more visitors to the area.
• Promote the tourism marketing grant opportunities for non-profits to promote their events and grow attendance in the slower times of the year
• Work with the County-owned and operated museums to build attendance for their exhibits and special events

OBJECTIVES
• Add two new arts & culture events to the calendar in 2020
• Grow the number of new non-County owned museum grants by three
• Grow attendance at County-owned museum events by 3% in 2020
• Implement the new strategic plan for arts and culture by the end of second quarter of 2020
STRATEGIES & TACTICS

- **Arts & Culture section of the CVB website:**
  - Publish the Strategic Plan with download capabilities for all major sections of the Plan
  - Expand partner listings, descriptive information, images, hyperlinks and special offers.
  - Develop dropdown menu to access arts & culture related web videos and articles on the website.

- **E - Newsletters:** Distribute a consumer e-newsletter to promote the “Celebrate the Arts Month” in November and feature arts and cultural activities again in two other months of the year. Center content on arts, culture and history events with hyperlinks to that content on other parts of the website.

- **Arts, Culture & Museum Grants:** Encourages these organizations to plan and submit grant applications for special events and promotions that will attract visitors to their facilities and encourage overnight stays in our hotels. The grant guidelines encourage special event advertising and promotion of their events in our visitor feeder markets and to link to our CVB events web pages for destination information. Encourage packages that include hotels with event tickets, dining and shopping discounts to attract out of market visitors.

- **United Arts Council:** Increase distribution of the UAC’s printed and digital Cultural Arts Calendar of Events to expand the reach for wider awareness of the arts and cultural events in our community and develop an on-line ability to sell event tickets to area performances.

- **Organized Tours:** Solicit for one or more Collier area transportation partners to assist the CVB staff to actively offer new experiences in our performing arts and museums developed for tour partners by an outside consultant. Offer these tours on our tourism website and at our area Chamber Visitor Information Centers.

- **Public Relations Programs:** Identify cultural publications that will provide an opportunity to increase the branding message via use of half page full color arts and culture advertisements in cooperation with area arts and culture organizations.

HERITAGE MARKETING

- **Paid Media:** Identify heritage market advertising and promotional support of area historical events that will drive more visitation to our County and non-profit museums
  - Support the Collier County Museums major events with social and digital media placement on heritage websites and other websites and publications with followers interested in history.

- **Earned Media**
  - Work with our PR team to grow the coverage of museum events in our area by 10% in 2020
  - Encourage museum facilities and event attendees to post on social media their experiences in our museums
  - **Naples Depot Visitor Center:** Promote this new location at the Naples Depot Museum to inform visitors of the many visitor activities available in the County. This new location will be in the lobby of the Naples Depot. Volunteers will be cross-trained as museum docents and as Visitor Information Specialists.
AIR SERVICE MARKETING SUPPORT

OVERVIEW

Air service is the most commonly used transportation mode by our visitors. So, it is imperative that we continue to foster partnerships with our local and regional airports and regional destination partners to identify and attract new or expanded air service to our area.

- Of the visitors arriving by air, over 60% fly into Southwest Florida International Airport (RSW), followed by Miami International Airport (MIA), Fort Lauderdale Airport (FLL), Tampa International (TPA) and Orlando International Airport (MCO) and Punta Gorda (PDA).
- RSW is the largest commercial airport serving the Southwest Florida region, and is the primary focus of our commercial air service marketing efforts.
- Naples Municipal Airport is our secondary focus for commercial air service, although we currently only have General Aviation flights to and from this airport. We work closely with the Fly Naples team to attract interested commercial carriers to consider Naples for regional service. We have been successful in attracting several regional carriers in the past few years, but they have not been adequately financed to sustain the service. We will continue to meet regularly with the Naples Airport Authority staff to identify other air service opportunities for the future.
- We have developed promotional campaigns with the Punta Gorda Airport Authority and our regional tourism destination partners in Lee and Charlotte to support the Frontier and Allegiant Airlines flights. These efforts have focused on selling more tickets from our primary feeder markets and have proved very successful. We will also work this next year with the Allegiant Vacations group to expand and grow their network of contracted hotels in Collier County and to build room night production from Allegiant customers.
- In addition to Naples Municipal Airport, our area is also served by three other General Aviation airports including Marco Island Executive, Everglades City Airpark, and Immokalee Regional.
- Each General Aviation Airport in our area serves the private aviation needs of their communities and offers additional economic development opportunities and to serve as ports of entry for executive jet travelers to our area.

GOALS

- Attract more direct flights to RSW in Fort Myers from both domestic west coast US areas, and International markets in Europe, the UK and South America.
- Develop co-op marketing tactics with airlines to grow traffic from top markets.
- Continue to work with our regional partners in Fort Myers to support the German airline flights and to attract new carriers from the UK.
- Meet with our federal delegation in Washington to expand the Passenger Facility Charges for future.
OBJECTIVES

• Attract at least one new carrier with direct flights from the US West Coast to RSW.
• Attract at least one new International carrier with emphasis on the UK market.
• Get agreement with our Federal delegation to increase the PFC by $2 in the next legislative session.
• Target two seasonal co-op promotions with the German market air carrier in the spring and fall of 2019.

STRATEGIES AND TACTICS

• Attract new domestic scheduled and chartered flights from the western US markets of Los Angeles, San Francisco, Portland and Seattle.
• Attract new International service from UK, Europe, Scandinavia and South and Central America.
• Encourage expanded air service from our primary fly-drive markets, including Miami, Ft. Lauderdale, Palm Beach, Tampa, and Orlando, Punta Gorda and Sarasota.
• Work with receptive tour operators in Miami and Orlando that represent the major air carriers into Southwest Florida to expand the number of Collier County hotels featured in their travel programs (i.e. US Air Vacations, Allegiant Vacations, Delta Vacations)
• Distribute our Official Visitor Guides and maps at RSW, Punta Gorda, Naples Municipal Airport and Collier County Airports.
• Include mentions of the Miami, Fort Lauderdale and Punta Gorda airports in marketing materials to show their proximity to Collier County.
• Maintain the current co-op programs and create new co-op programs with Lee VCB, RSW Airport and VISIT FLORIDA marketing teams in support of current, new and expanded air service to our area.
• Attend air service trade shows such as Routes with the RSW airport, Lee VCB, VISIT FLORIDA and Brand USA marketing teams.
• Apply for air service grants through VISIT FLORIDA and Brand USA.
• Budget: $300,000 for FY 20 in marketing support for new or expanded air service to our area.
TWO YEAR STRATEGIC PLAN 2020-2021

OVERVIEW

• The long-range plan for the Naples, Marco Island, Everglades Convention & Visitors Bureau (CVB) is a 2-year look at where we plan our destination to be within that time frame. We will drop the 2020 plan next year and add 2022 as year #2 in next year’s Strategic Plan. A detailed one-year Marketing Plan for 2019-20 is the balance of this document.

• This Two-Year Strategic Plan outlines our long-range destination goals and major initiatives through 2021. The 2019-20 Marketing Plan explains, in greater detail, the strategies and tactics we will use to increase both leisure and group travel over the coming year. The Marketing Plan is designed to be flexible so that we can react to changes in the fast-paced, ever-changing worldwide tourism marketplace and in our community when crisis situations arise.

• This Plan will be available to our tourism partners for downloading from our tourism website (www.paradisecoast.com). We will also print a limited number of copies for our Board of County Commissioners and the Tourist Development Council and other partners upon request. We encourage our hotels, attractions, shopping venues, restaurants and other tourism-related businesses to use our brand elements in their marketing efforts, and to use segments of our plan for their own marketing plans, which will help to extend the reach of the Florida’s Paradise Coast brand.

We encourage our partners to contact any of our management staff with questions or suggestions.

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INTRODUCTION

This strategic two-year plan is the Naples, Marco Island, Everglades Convention & Visitors Bureau (CVB) roadmap to guide our organization and our marketing efforts for the next two years. The integral parts of this Strategic Plan include long-range goals, objectives and strategies and a one-year marketing plan.

The CVB is staffed and operated by the Collier County Tourism Division and is responsible for the promotion of the entire County as a destination of choice for visitors worldwide. We advertise, promote and attend trade shows to showcase our destination to new and repeat visitors. We represent all hotels, attractions, restaurants and shopping venues in Naples, Marco Island, Everglades City and the western portion of the Everglades.

We administer the operation of the Board of County Commission (BCC) appointed Tourist Development Council (TDC), a nine-member board that advises the BCC on the expenditures of the local option tourist development tax.

Although we do not administer the operation of the BCC appointed Coastal Advisory Committee (CAC), or the Parks & recreation Advisory Board (PARAB), we do coordinate their Tourist Development Tax (TDT) expenditure recommendations to the Tourist Development Council. These recommendations include beach and inlet projects and beach park facilities capital projects funded by TDT revenues.

We represent Collier County’s tourism interests in the community through partnerships with the area Chambers of Commerce, Office of Business and Economic Development, Airport Authorities, United Arts Council, Sports Council of Collier County, Fifth Avenue Business Improvement District (BID), Third Street South Association, Collier Chapter Florida Restaurant & Lodging Association, State and National Parks and Preserves, Collier County Museums and Collier County Parks and Recreation.

We create and distribute paid advertising, printed materials, public relations, digital and social media and promotional items to the traveling public, news media, and tourism industry professionals and travel influencers including tour operators, travel agents, meeting planners, group tour operators, sports event organizers and rights holders, and group tour leaders.

We partner with all areas of the local tourism industry in advertising, trade show attendance and the news media industry. We also work with regional tourism partners to promote specific aspects of a Southwest Florida vacation, holiday or meeting and activities such as golf, ecotourism, education, wellness, arts and culture and airline service.
ASSETS AND RESOURCES

Collier County is blessed with vast natural resources that offer visitors and residents alike unique recreation experiences. We do not have a dedicated large box meeting facility. We do have world-class conference and meeting space in several area resorts and hotels to accommodate up to about 2,000 group attendees.

We are the western entry to the world-famous Everglades, home to several National Parks and Preserves, the largest artificial reef project in North America and world class arts and culture offerings.

LONG-TERM CHALLENGES FACING OUR DESTINATION 2020- 2021

1. We are in one of the most challenging and dynamic eras in our history. Destination Marketing Organizations like ours are facing a constantly evolving marketplace.

2. Consumer confidence is lagging and although vacation and group meeting travel has improved, it is very vulnerable to economic downturns, currency exchange rates, political issues and unrest, civil disturbances, weather challenges and disease outbreaks.

3. The US Travel Association forecasts domestic person trips will increase 2.5% in 2020 and 3.0% in 2021. Total travel expenditures are expected to grow at 3% per year through 2021.

4. The competition for funding, visitors and share of mind is constantly escalating. Most our competing destinations spend 50% or more of their tourist tax revenue on destination marketing, while Collier currently spends less than 50%.

5. We must constantly predict where our potential customers will be in the travel decision funnel, and how best to reach them in all the clutter and noise in the media marketplace.

6. Natural disasters such as hurricanes, red tide and other algae blooms, oil spills and wildfires can discourage visitors to return to our destination. The long-term result could be a reduction in our funding to promote our destination, support of the debt service on our Paradise Coast Sportsplex, and to adequately compete with other destinations for visitor business.

7. Recent moves by the State of Florida and the Federal Government to limit or eliminate the funds for Visit Florida and for Brand USA continue to challenge our ability to compete in the International tourism marketplace. State & Federal funding assistance in the cost of beach and coastal re-nourishment continues to limit our ability to obtain co-op marketing opportunities or reimbursements from these agencies – and will put more pressure on our funding resources.

8. Non-destination marketing funding requests threaten to further reduce our promotional funds to sustain the visitation our community currently enjoys.

9. Community sentiment that tourism has a negative impact on the quality of life in Collier County diverts our staff time and resources to overcome these misconceptions.
10. Homeland Security Administration’s approaches to changes in the Visa Waiver Program and Passport Policy are a potential threat to our International visitor numbers. As it becomes more difficult to travel to the US, these visitors will choose other less restrictive destinations.

11. Workforce issues are a constant challenge to our tourism industry. The lack of skilled labor, affordable housing, public transportation and a high cost of living is a constant challenge to our hotels and other private sector tourism businesses to find and retain quality employees.

CVB & COLLIER COUNTY GUIDING PRINCIPLES
The following are the principles under which Collier County operates. Our CVB, which is the official tourism promotion division for the County, is dedicated to upholding these important principles in everything we do:

- Honesty & Integrity
- Service
- Teamwork
- Accountability
- Quality
- Collaboration
- Respect
- Knowledge
- Stewardship
MISSION, VISSION, VALUES, COMMITMENT

OUR CVB MISSION STATEMENT
To promote year-round distinctive, world-class vacation and group meeting experiences, which result in positive economic growth and stability to our residents and Collier County businesses.

OUR CUSTOMER MISSION STATEMENT
To be the trusted source of visitor information, destination amenities and activities to vacationers, meeting attendees, sports event participants and news media.

CVB VISION STATEMENT
To be recognized as the most desirable year-round tourism destination in the world.

VALUES
We ascribe to Collier County’s Values and Guiding Principles as a Division and as the official Destination Marketing Organization for Collier County.

OUR COMMITMENT
We are dedicated to attracting high value visitors to our area, and to encourage them to spend their travel dollars in our area businesses. By promoting year-round visitation, we support permanent, year-round employment that levels out the peaks and valleys in the annual business cycle in Collier County.
DESTINATION BRANDING

BRAND STATEMENT
Our area will be known worldwide as:

“Naples, Marco Island and the Everglades, Florida’s Paradise Coast”

BRAND PROMISE
We promise our visitors that they will “Love what they discover in Paradise”. That promise is embodied in our brand amplifying phrase:

“Love, Paradise”
SERVING THE CUSTOMER

CUSTOMER PROFILE
The typical visitor to our area is between the ages of 35-54, married with children at home and an annual household income of over $150,000. We find that women in that profile are the primary decision makers for leisure travel.

SERVICES PROVIDED
The Naples, Marco Island, Everglades CVB serves as the marketing arm of Collier County for attracting new and repeat visitors year-round to our area. We use a variety of tools to market the destination including paid advertising, digital media, public and media relations, promotional materials, attendance at trade shows, direct marketing, social media and direct sales.

KEY CUSTOMERS

POTENTIAL VISITORS:
- Leisure Travelers
- Group Meeting Attendees
- Business and Corporate Travelers
- Sports Event Participants and Organizers
- Niche Travelers seeking activities such as fishing, diving, water-based activities, bird watching, wellness, arts and culture, weddings, honeymoons and reunions
- Special event attendees
- Tourism Industry Stakeholders
  » Collier County, City, Village, State and National elected officials
  » Hotels, attractions, restaurants, shopping venue and other tourism industry partners
- Travel Influencers
  » Journalists/writers/bloggers/influencers
  » Meeting planners and Corporate CEO’s
  » Third-party meeting planners
  » Group hotel sales persons
  » Travel publishers
  » Travel Agents; Tour Operators; Receptive Tour Operators

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Sports and special event promoters
- Film location scouts and producers
- VISIT FLORIDA
- Brand USA

MANAGING FINANCIAL RESOURCES
Tourism Promotion in Collier County encompasses all the operations and marketing performed by the CVB. These functions are totally funded by a 5% countywide Tourist Development Tax (TDT). This tax was originally approved by voter referendum in 1992 and is governed by Florida Statute 125.0104 and the 2017 Collier County Tourist Tax Ordinance. No other public dollars are used to promote the destination or administer the CVB or the Tourism Division.

Using qualitative and quantitative research, we have developed both the two-year Strategic Plan and the one-year Marketing Plan to promote Collier County as a visitor destination of choice using the TDT revenue derived from short-term stays in paid lodging and other accommodations of six months or less.

The annual budget cycle begins in January and ends with the adoption of the entire County budget in late September. Our fiscal year runs October 1 - September 30. The Tourist Development Council (TDC) reviews the budget in May and the County Commission reviews the proposed budget in June and adopts the budget as of October 1.

The CVB budget for FY 20 is a part of this Marketing Plan. Each marketing discipline within the CVB has a separate plan and supporting budget in support of the annual marketing plan and the annual tourism budget with specific expenditures tied to our strategic goals and marketing objectives. Dollars are budgeted to each marketing discipline strategies and tactics in the Division’s annual budget.

The Tourism Division staff monitors the entire CVB budget and audits each Purchase Order, marketing expenditure, Purchasing Card transactions and vendor invoice before submittal to the County Finance Department.

The Clerk of the Circuit Court’s Finance Department audits each item submitted by our Division before authorizing payment. They also perform an annual audit for compliance with County Ordinances and conduct unannounced spot audits when warranted.
STRATEGIC LONG-TERM GOALS - 2020-2021

- Provide tourism industry leadership to ensure the destination remains competitive.
- Be recognized as the trusted source for travel information and planning services for Collier County, including Naples, Marco Island, Everglades City, Immokalee and the western part of the Everglades.
- Maintain and grow the market share of Florida visitors to Florida’s Paradise Coast of Naples, Marco Island and the Everglades.
- Utilize the financial and staff resources of the CVB to their highest and best use.
- Continue to build trust and engagement with our local and regional stakeholders and tourism industry partners.
- Create, support and implement year-round destination marketing initiatives to level out the seasonality in visitation to our area.
- Create and implement destination marketing strategies that encourage our tourism partners to participate in those strategies and support our destination brand in their own advertising and marketing efforts.
STRATEGIC LONG-TERM OBJECTIVES 2020-2021

• Increase the percentage of group meeting attendee visitors to exceed 48% of total destination visitation by calendar year-end 2020

• Grow the return on investment of visitor spending from each dollar of advertising invested by $10 each year to reach $135 by the end of 2021

• Grow our visitor satisfaction level to 97% by the end of 2020

• Grow the economic impact to our community from visitor expenditures by 5% per year

• Grow the number of annual visitors by 1% in 2020 and 2% in 2021

• Grow the number of hotel room nights consumed by 1% each year through 2021
CHALLENGES TO RUNNING THE BUSINESS

INTERNAL & EXTERNAL DYNAMICS

1. Weather and other natural occurring situations discourage visitors from choosing our area. Once lost to other destinations, it is very difficult and expensive to lure those visitors back.

2. Qualitative and quantitative research continues to confirm that the branding of our destination as Florida’s Paradise Coast is the correct positioning. Current customer research and customer testing has clearly verified that the new amplifying line of “Paradise Senses” resonates very well with our customers.

3. Through qualitative research, we continuously track our digital advertising and broadcast analytics to ensure our executions are delivering the correct message to attract our targeted customers to our destination.

4. Tourism in Collier County contributes a positive economic impact and provides a tax savings to each resident of nearly $1,100 in 2019. Continuing to grow this level of savings will be challenging with economic conditions slowing.

5. Our full-time contracted international representation in the UK, Europe and South America has enhanced our efforts to reach potential International visitors and travel trade. However, limited funding for international marketing, continuously changing foreign exchange rates and changing political situations will challenge future visitation.

6. Real time booking of accommodations on our website has proven very successful in luring more visitors. This technology is constantly evolving, and investment in annual enhancements is necessary to enable our destination to remain competitive.

EMPLOYEE REQUIREMENTS:

1. As revenue and additional visitation rise due to positive results of our destination marketing efforts, we must be able to add full and part-time staff to support our sales, public relations, sports and administrative personnel to support new staff members. With the County currently in a no-growth mode we are not able to meet those needs. We have used Job Bank part time staff, but that is not a long-term solution.

2. We must keep our salaries and benefits competitive with the tourism industry organizations we compete against for visitors. We do not compete with other government agencies for tourism industry talent, so we must always compare our salaries and benefits with the private sector.

3. We need to evolve our tourism staff’s job titles into ones that accurately describe their daily work and portray to our customers the jobs they perform. Classifying our tourism staff into general countywide classifications is a disservice to these highly talented marketing professionals who interact with their peers in other destinations and the job titles do not match up. This confuses our customers as to who they are dealing with.

4. Incentive pay for sales staff for meeting or exceeding goals must be considered to remain competitive to other destination’s compensation plans. We compete with sales and marketing professionals who earn bonus pay
to recognize when they exceed annual goals. To retain our staff, we need to compensate our professionals in a similar manner.

5. Outsourcing of certain sales, PR and other marketing tasks must be continually considered to achieve our mission.

TECHNOLOGY FACTORS:

1. Our current database management program has served us well, but our hotels do not consistently use this tool to keep us informed of the progress of new group meeting leads. Also, with our heavy work load, our staff is challenged in finding enough time to adequately train and use all this database management took provides.

2. We have seen some improvement, but we still experience challenges with technical services. Because we are on the County server for all our e-mail and other office data platforms, we are very limited in bandwidth. We cannot access many digital platforms because of Z-scaler the slowness of the County network. We have permission to access social media channels, but updates tend to erase those permissions. The slowness of the network is compounded when traveling to meet with travel influencers because the VPN network causes further slowness and continual service interruptions.

GROWTH/SEASONAL FACTORS

1. The high season for tourism is mid-January – Easter each year. However, the vacation planning process has lengthened in the past few years. For spring, summer and fall vacations, planning currently begins in November and runs through early spring. This means that we must promote the slower months during the high season months.

2. We have now filled the excess hotel room capacity that the destination experienced in the early 2000s. Occupancy ranges from a high in-season of 96% to 50% in the summer and early fall. The annual occupancy is at 75%. This suggests an excellent opportunity to grow occupancy in the future.

3. Older hotels will continue to close and be replaced by condominiums that will probably be resident-only developments and tourist tax revenue could be negatively impacted.

4. On-going coastal development will restrict public access to our beaches and eventually discourage some future visitors to come to this destination.

5. We are experiencing a renewed demand for new hotels. Currently there are about 10 new hotels in various stages of development which will add about 1,000 new lodging units in the next 18-24 months.

LEGISLATIVE/REGULATORY FACTORS

1. 2020 will pose numerous state legislative challenges. The same representatives and Senators will be in place, and committee appointments will remain the same as last year. So, we will see a repeat of the fight to retain funding and the sheer existence of Visit Florida. We will need to stay in touch with our delegations in both the
House and Senate to keep our state marketing organization VISIT FLORIDA in place and adequately funded. This situation intensifies our advocacy work in educating our legislators on the importance of tourism to our state and local economy.

2. The annual 60-day legislative session will also pose new threats to our dedicated funding source as legislators look to non-traditional funds for general revenue needs. This could seriously reduce the amount of money available for tourism promotion and debt service for the Paradise Coast Sportsplex.

3. Increased Federal regulations on visas and passports will negatively affect our international visitation.

4. Shared economy suppliers such as AirBnB and VRBO will continue to challenge us to collect the proper amounts of tourist tax and sales tax on overnight accommodations to the tax collectors and to adequately regulate this growing phenomenon.

5. Offshore drilling sites too close to Florida’s Gulf Coast continue to be discussed at the State and Federal level and we must be diligent to stop this threat of a spill occurring.
BEST PRACTICES OF OTHER TOURISM DESTINATIONS

1. Most Florida coastal destinations use 50% or more of their tourist tax to promote and administer tourism marketing in their area. Collier County uses 43% of the tax for this purpose. This puts our destination at a disadvantage with regards to competing with other Florida coastal areas to attract visitors.

2. Most Florida coastal destinations fund only a portion of their beach and coastal renourishment projects from local tourist development tax funds. They rely heavily on State and Federal matching funds and local special taxing districts. We have traditionally used our local tourist tax funds to pay for all or most of this cost.

3. This situation may improve if we are approved for future reimbursements from Florida DEP and from FEMA and perhaps Federal beach renourishment funding.

4. Most Florida coastal areas do not use local tourist tax to fund beach park facilities capital and major maintenance projects as we do in Collier County. This practice limits our funding available for beach renourishment projects, and promotion.

5. Most Florida tourist destinations fund the operation of their County-owned museums from General Revenue, not tourist development taxes, so their tourist tax revenue can be used for promotion of their destination.

6. Most Florida counties support private sector museums through capital or marketing grants using both General Revenue and tourist tax funds. Most museums in Florida, both County-owned and privately funded, charge admission to their facilities, especially for special events and exhibits.
BUILDING THE TEAM

WORKFORCE PROFILE

For the foreseeable future, we will see people within the tourism industry stay in their current positions, making it difficult to find new staff as our needs increase, partially due to expensive housing challenges. Attracting people to live and work in Collier County will also be a challenge due to housing costs. We also foresee staffing challenges in our hotels, restaurants, retail and attraction businesses without affordable housing options. Quality of service to our guests and in turn the quality of the visitor experience will be challenged.
MARKET INTELLIGENCE SWOT ANALYSIS

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

STRENGTHS

- 30-miles of white sand beaches unlike east coast Florida beaches with no entry fee
- Legendary sunsets and nightly celebrations
- Small town charm offering a slower pace, with a walkable downtown environment
- Year-round great weather with sunshine virtually every day.
- Family friendly destination with growing activities for children.
- Wide choice of accommodations from Five Star to Budget
- Diverse multicultural events and activities including native American heritage.
- Strong food culture with many locally owned, unique restaurants and well know chefs.
- Welcoming community with friendly residents; customer service-oriented employees.
- Diverse shopping opportunities from outlets to boutique to malls and luxury collections
- Well maintained boulevards, medians and cleanliness of our community.
- International airport with direct service to/from 54 destinations and 16 air carriers.
- A strong part of the Florida brand in both international and domestic travel preference.
- Year-round employment opportunities supported by increasing visitor spending.
- Strong brand recognition and pride with our community and marketing partners.
- Artificial reef offers fishing and diving opportunities.
- A safe, low crime rate with Marco # 1 and Naples # 11 in Florida.
- 80% of county is in preserved land with abundant green space in community, neighborhood and regional and State parks to enjoy our eco-experiences.
- Visitor transportation companies offer unique trolleys, trikes and complimentary shuttles
- Close to Miami, Fort Lauderdale, Palm Beach, Orlando and Sarasota, making day trips easy for visitors.
- A wellness destination featuring recreation, healthy choice dining for all ages.

WEAKNESSES

- Higher than average airfares into Southwest Florida International Airport (RSW).
- Limited direct flights reduce potential visitor growth, especially from the U.S. West Coast and the UK.
• Higher than average transportation cost and distance from RSW.
• Higher than expected accommodation rates in high season.
• Summer heat and rain discourages new visitors from experiencing our area
• Perception that our area is only a retirement community with limited activity for families.
• Limited entertainment and nightlife options that discourages couples and Millennials.
• Limited late-night dining options, especially for International visitors.
• Limited beachfront dining options expected by visitors to a water-based destination
• Very limited dining and entertainment options in the Everglades with many closed for the summer season.
• Limited public transportation from nighttime activities to hotels.
• Traffic in high season perceived as a negative to visitors.
• Limited number of Tourism Division staff to manage record growth in visitation
• Afternoon summer showers limit outdoor activities.
• Limited beach access in Unincorporated areas of the County
• No all-inclusive offerings that discourages some International visitors.
• Summer Water Conditions discourage visitation to the beach and Gulf waters

**OPPORTUNITIES**

• New direct commercial air service to RSW increases visitor accessibility.
• Promote our closeness to Punta Gorda, Miami and Fort Lauderdale airports.
• Transportation providers offer good airport and area transportation options to visitors
• Slidr, Uber and Lyft, bicycle rentals and CAT Beach Trolley as added transportation opportunities.
• New expanded group meeting space offers is attractive to new and larger groups.
• New hotel developments in Downtown Naples and around the new sports complex will attract additional commercial development.
• Promote the diversity of our community by promoting Naples, Marco Island, Everglades City and Immokalee in separate advertising and social media posts, as part of Florida’s Paradise Coast brand messaging.
• Develop all-inclusive packages to offer visitors one stop shopping for a vacation
• Value Season in spring, summer and fall offers great values for visitors
• Enhanced community relations/advocacy program will deliver the correct tourism message to our tourism partners, elected officials and residents alike.
• The new sports complex will bring new and expanded sports and special events to the business and hotel community.
• Promote the west entrance to the Everglades via the Ten Thousand Islands to encourage visitors to explore and to extend their stay.
• Promote our growing offerings for families and Millennials.
• Promote to the growing the Argentina, Chile, Colombia markets in South America.
• Promote our growing reputation as an LGBTQ friendly community and promote these events and infrastructure to this affluent market segment
• Promote our ever-expanding craft beer breweries and signature cocktail offerings.
• Promote our unique events like Swamp Buggy Races, Chokoloskee and Isle of Capri.
• Communicate our affordable beach parking fees- $8 vs. $20 per day in competing markets
• Enhance our promotion of sunsets, beautiful skies and pleasant evenings.
• Create more suggested itineraries to post on our website to encourage longer stays.

THREATS

• Weather, climate change, natural and man-made disasters that discourage visitation.
• Water pollution algae blooms, land run off result in a very negative impact on our ecosystem and visitation.
• Climate change and Epidemics and threats of disease continually challenge visitation growth.
• Homeland Security mandates can discourage International visitation.
• Lack of Federal disaster funding limits numerous businesses from full recovery from Hurricane Irma.
• International currency exchange rate fluctuations affect current and future visitation.
• Lodging offered by VRBO, Airbnb and others grow in popularity posing life style challenges to neighborhoods with limited resources to enforce and control of those challenges
• Environmental regulations protecting Turtle nesting, sea grasses and beach erosion methods limit our year-round visitor activities.
• Workforce and affordable housing shortages limit our employment needs in hospitality and tourism sector
COMPETITIVE DESTINATIONS

- Fort Myers
- Sarasota
- Clearwater/St. Pete
- Palm Beach
- Fort Lauderdale
- Miami
- Florida Keys

**LEE COUNTY:**
Tourist Tax Collection: $36,283,578
Visitation: 4.8 million
Visitor Spending: $3.1 billion
Marketing Budget: $18 million
Economic Impact: $3+ billion
Messaging: From Lively to Luxurious to Laidback

**SARASOTA:**
Tourist Tax Collection: $21+ million
Visitation: 2,726,600
Visitor Spending: $1.8 billion
Marketing Budget: $6 million
Economic Impact: $3+ billion
Messaging: Where Drifting Away Actually Brings You Closer

**CLEARWATER/ST. PETE:**
Tourist Tax Collection: $59+ million
Visitation: 116.5 million
Visitor Spending: 5+ billion
Marketing Budget: 27 million
Economic Impact: 10 billion
Messaging: Sugary Sands and Fiery Sunsets
**Palm Beach:**
Tourist Tax Collection: $53+ million
Visitation: $8+ million
Visitor Spending: $4.8 billion
Marketing Budget: $4.4 million
Economic Impact: $6+ billion
Messaging: You’ve arrived

**Fort Lauderdale:**
Tourist Tax Collection: $86.9 million
Visitation: Q1 33.2 million
Visitor Spending: 14+billion
Marketing Budget: $5 million+
Economic Impact: $10.78 billion
Messaging: Hello Sunny

**Miami:**
Tourist Tax Collection: $26+ million
Visitation: 15+ million
Visitor Spending: $26+ billion
Economic Impact: $25+ billion
Messaging: Meet In Miami a Destination that Dazzles

**Florida Keys:**
Tourist Tax Collection: $120 million
Visitation: 2+ million
Visitor Spending: $2.7 billion
Marketing Budget: $9.1 million
Economic Impact:
Messaging: Come as You Are
### IMPLEMENTATION SCHEDULES

<table>
<thead>
<tr>
<th>NAME OF SHOW</th>
<th>DATES</th>
<th>LOCATION</th>
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<tr>
<td>Virtuoso Latin America</td>
<td>Sept 30 – October 3, 2019</td>
<td>Buenos Aires, Santiago, Rio de Janeiro, Sao Paulo</td>
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<td>ONY Events</td>
<td>October 10 – 11, 2019</td>
<td>Santiago</td>
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<td>October 9 or 11, 2019</td>
<td>Santiago</td>
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<td>RTO Summit</td>
<td>October 23 – 24, 2019</td>
<td>Orlando</td>
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<td>Festuris</td>
<td>November 7 – 10, 2019</td>
<td>Gramado</td>
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<td>Virtuoso México</td>
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<td>México City, Guadalajara, Monterrey</td>
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<td>January 2020</td>
<td>Madrid, Palma de Mallorca, Barcelona</td>
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<td>Connect Travel Marketplace</td>
<td>Feb 20 – 22, 2020</td>
<td>Orlando</td>
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<td>West Coast Coalition Colombia</td>
<td>Week of February 10</td>
<td>Bogota, Medellin, Cali</td>
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<td>West Coast Coalition Argentina</td>
<td>Week of March 16 or 23</td>
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<td>ILTM</td>
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<td>and Sales Mission</td>
<td>May 30 – June 3, 2020</td>
<td>Las Vegas</td>
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<td>IPW</td>
<td>September 9 – 11, 2020</td>
<td>Marco Island</td>
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<tr>
<td>La Cita</td>
<td>September 2020 – TBD</td>
<td>Cancun, Mexico</td>
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VISIT PARADISECOAST.COM
~
FLORIDA'S PARADISE COAST

Convention & Visitors Bureau Destination Marketing Plan 2019 - 2020 80
# MEETINGS TRADESHOWS 2020

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<thead>
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<td>Destination SE</td>
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<td>Orlando</td>
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<td>November 17-20</td>
<td>Clearwater Beach</td>
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<td>Florida Encounter</td>
<td>Nov. 20-22</td>
<td>Destin</td>
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<td>Conference Direct</td>
<td>Nov. 21-22</td>
<td>JW Marriott Marco Island</td>
<td>CVB sponsorship</td>
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<tr>
<td>One wellness conference</td>
<td>TBD</td>
<td>TBD</td>
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<td>IPEC</td>
<td>Jan. 26-29</td>
<td>Don Cesar St. Pete</td>
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<td>Destination SE</td>
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<td>JW Marriott MI</td>
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**TOTAL Sales Missions**  
Replacement shows or add in  

Atlanta  
Florida  

**TOTAL Sales Missions**  
$6,000.00
## LOCAL SPONSOR SHOWS 2020

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<td>Meet Well</td>
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<td>Destination SE</td>
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<td>HB Top producers</td>
<td>Hilton Marco Island</td>
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# MIDWEST TRADESHOWS

## 2019

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<td>Prestige Show</td>
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<td>OPPORTUNITY SHOW</td>
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<td>Impact Events</td>
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<td>Impact Events</td>
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<td>St. Louis</td>
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## 2020

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<th>LOCATION</th>
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<tbody>
<tr>
<td>Experient Envision</td>
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<td>Los Angeles</td>
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<td>IMEX America</td>
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<td>Las Vegas</td>
<td>$6,000.00</td>
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<tr>
<td>Opportunity Show</td>
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</table>
# CONSUMER E-SCAPES SCHEDULE

## OCTOBER 2019

**Celebrate the Holidays in Paradise**  
Focus - Families  

- Stone Crab Season launched: October 15th  
- Stone Crab Festival: October 25th – 27th  
- SWFL Food and Wine Experience: Nov 23rd  
- Events: Winter Sizzle SWFL Restaurant Week: Dec 5th – 18th  
- Baconfest: Nov 2nd and 3rd  
- Celebration of Lights: Nov 24th  
- Snow Falling Nightly: Every 3rd Thursday through December  
- Santa Paws at The Venetian Village: Dec 14th 5 – 8pm  
- Christmas Boat Parade on Naples Bay: Dec 14  
- Marco Island Holiday Boat Parade: Dec 21st  
- November is Celebrate the Arts Month: Oct. 24-27  
- Lots of events plus Naples Intl Film Festival  
- A great kickoff to Celebrate the Arts month is: Artis-Naples Free Community Concert on: Nov. 2

## NOVEMBER 2019

**Focus – Bird watching, Wildlife, Nature**  

- Festival of Birds: Jan 17th – 20th (8am-4pm)  
- Night Lights in the Garden: Dec 26th – Dec 30th, Jan 1 – 5th  
- Zoolibee at Naples Zoo – Feasts with the Beasts – fundraiser: Feb 8th  
- Corkscrew Swamp Meditation: Dec 7th

## DECEMBER 2019

**Focus - Culinary Focus**  
**Food Festival season**  

- Events: Everglades Seafood Festival: Feb. 7th - 8th  
- Comment – not so much a food fest as a drinking fest Mullet Festival: Jan 24th – 26th  
- Naples Craft Beer Festival: Mar 7th  
- Marco Island Seafood & Music Festival: March 20-22
Wellness weekend event  

JANUARY 2020

Focus – Arts and Culture in Paradise
Sugden Theatre, Marco Island Center for the Arts, Artis Naples, Naples Art Association

Events:
- The 40th Annual Naples National Art Festival
  Jan 22nd – 23rd
- 32 Annual Naples Downtown Art Show on Naples 5th Ave South
  Mar 21st – 22nd
- For the Love of Art Celebration
  March 28th

FEBRUARY 2020

Focus - Fishing
Fishing in the Everglades, the Ten Thousand Islands

Events:
- Marco Island Seafood & Music Festival
  March 22nd – 24th

MARCH 2020

Health and Wellness in Paradise
Talk about Paddle boarding, beach yoga, golf, spas, hotel wellness offerings and healthy eats

Events:
- 2020 Minto US OPEN Pickleball Championships
  April 18th -25th
- Possible Triathlon or other 5k event
- Happiest and Healthiest Community, Blue Zones Project
- US Open Pickleball Championships
  April

APRIL 2020

A Taste of Paradise
Great summer specials coming to Paradise

Events:
- Summer Sizzle SWFL Restaurant Week
- Food festival – Taste of Naples
- Summer golf- great deals, tee time availability, etc.
MAY
Summer fun for Families – Talk about value season and activities for kids in the summer
Marco Island Center for the Arts Art Classes, Golisano Children’s Museum, Naples Zoo
also check Rookery Bay, the Conservancy for classes and activities
Events: Annual Sand Castle Sculpting contest August
at Golisano Children’s Museum –
July 4th celebration at the new sports complex July 4th

JUNE
Pets in Paradise – Pet friendly hotels, pet friendly dining options, shopping, boating
Events: Dogs in the Garden in August– Naples Botanical Gardens

JULY
Watersports in Paradise – Activities on the water – boating, jet skis, kayaking
Events: Marco Island Boat Show
    Pro Watercross event
    Powerboat Nationals Event

AUGUST
Heritage – Collier County Museums and the Smallwood store in the Everglades - Key Marco Cat
in Marco Island Historical Museum
Events: Cattle Drive – March
    SummerJazz

SEPTEMBER
Dining in the destination – Food festivals
Events: The Stone Crab Festival
    The Food and Wine Experience
Romantic getaways
MEETINGS E-SCAPES SCHEDULE

October – Medical Pharmaceutical planners
Markets: NY, Chicago, Dallas, Philadelphia, Houston, Atlanta, Miami, Washington DC, Minneapolis, Boston

November – Insurance Planners
Markets: Insurance cities: Connecticut, Boston, Omaha

December – Association Planners
Markets: Florida, Washington DC, Chicago, NY, Philadelphia

January – Financial Planners
Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Charlotte, Raleigh-Durham, Minneapolis
Focus on 5th Ave area, millionaire population, upscale, resorts, low-key, dining, gold

February – Large Corporation/Business Owners
Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Charlotte, Raleigh-Durham, Minneapolis, Toronto, Milwaukee, St. Louis, Kansas, Columbus and Cincinnati

March – Incentive Planners
Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Minneapolis, Milwaukee, Pittsburg, Columbus, Cincinnati

April – Medical Planners
Markets: NY, Chicago, Boston, Atlanta, Florida, Texas, Washington DC, Milwaukee, Minneapolis, Indianapolis and Ann Arbor

May – Corporate Meeting Planners
Markets: Corporate meeting planners in the U.S.

June – Incentive Planners
Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Minneapolis, Milwaukee, Pittsburg, Columbus, Cincinnati

July – Insurance Planners
Markets: Insurance cities: Connecticut, Boston, Omaha

August – Large Corporation Board/ Business Owners
Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Charlotte, Raleigh-Durham, Minneapolis, Toronto, Milwaukee, St. Louis, Kansas, Columbus and Cincinnati

September – Financial Planners
Markets: NY, Chicago, Boston, Philadelphia, Atlanta, Dallas, Charlotte, Raleigh-Durham, Minneapolis
# Advertising and Marketing Budget

## Estimated Budget Breakout

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<td>Creative Production</td>
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<td><strong>Total Budget</strong></td>
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## BUDGETS GROUP SALES DEPT. BUDGET

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<tr>
<th></th>
<th>FY 20 FUND 184/194*</th>
<th>FY 19 FUND 184/194*</th>
<th>FY 18 FUND 184/194*</th>
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Total Operating Expenses - Sales: $661,030
# LEISURE/TRAVEL INDUSTRY SALES

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**TOTAL SALES & MARKETING BUDGET**

- **REGISTER - SHOWS & CONF**: $105,000
- **TRAVEL - SHOWS & CONF**: $103,000
- **SPONSOR/PROMO**: $15,000
- **FAM’S & MISSIONS**: $37,000
- **OPERATING**: $58,200
- **TOTAL**: $318,200
## SPECIALTY MARKET SALES

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### Specialty Markets Budget

- Register - Shows & Conf: $14,600
- Travel - Shows & Conf: $12,500
- Sponsor/Promo: $5,000
- Fam’s & Missions: $4,000
- Operating: $9,200
- **Total**: $45,300
## SPORTS MARKETING

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### ADVERTISING/PROD
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### REGISTRATIONS
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### Sports Marketing Budget

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![Pie Chart](image-url)
## PUBLIC RELATIONS

### PUBLIC RELATIONS & COMM. BUDGET

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**PR & COMMUNICATIONS BUDGET**

- **CONTRACTUAL**: $252,800
- **PROMOTIONAL & TRAVEL**: $258,025
- **MEMBERSHIPS**: $4,224
- **MISC EXPENSES**: $11,000

\[ \text{TOTAL} = 526,049 \]
# FILM OFFICE

## FILM OFFICE BUDGET

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<thead>
<tr>
<th></th>
<th>FY 20</th>
<th>FY 19</th>
<th>FY 18</th>
<th>FY 17</th>
<th>FY 16</th>
<th>FY 15</th>
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## FILM OFFICE TOTALS

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<tr>
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<tbody>
<tr>
<td><strong>Registrations</strong></td>
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<td><strong>Travel</strong></td>
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### UK/IRELAND MARKETING

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<td><strong>Service Fees</strong></td>
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<td><strong>TOTAL UK MARKETING</strong></td>
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#### UK-IRELAND BUDGET

- Service Fees
- Travel
- Registration Fees
- Brochure Dist.
- Sponsorships
- Promotions & T O Co-ops

![UK-Ireland Budget Chart](chart.png)
## BRAZIL MARKETING - AVIAREPS

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<tr>
<th>Fund 184</th>
<th>FY 20</th>
<th>FY 19</th>
<th>FY 18</th>
<th>FY 17</th>
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### LATIN AMERICA REPRESENTATION BUDGET

- Service Fee
- Advertising*
- Co-Op Promotions*
- Trainings
- New Collateral*
- Trade Show Register*
- Fam Tours
- Press Trips
- Influencer Trips
- Media Events*
- Sales Missions
- Social Media-Zebra*
- Misc OOP Expenses
## EUROPEAN MARKETING

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<th>FY 18</th>
<th>FY 17</th>
<th>FY 16</th>
<th>FY 15</th>
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### European Representatives Budget

- **Service Fee**
- **Travel for Shows & Trainings**
- **Marketing & Promotions**
- **Tour Op.Co-Ops - Paid Direct by CVB**
- **PR and Media Events**
- **Trade Show Register**
- **Membership Dues**
- **Collateral, E-Newsletters, Promo Items**
- **Miscellaneous Promotion Expenses**