

# 2015-16 ANNUAL REPORT

MONTEREY  
Monterey County Convention  
& Visitors Bureau



BIG SUR | CARMEL-BY-THE-SEA | CARMEL VALLEY | DEL REY OAKS | MARINA | MONTEREY | MOSS LANDING  
PACIFIC GROVE | PEBBLE BEACH | SALINAS | SALINAS VALLEY | SAND CITY | SEASIDE

# Executive Summary

Fiscal year 2015-16 was another strong year for Monterey County's tourism economy. Positive growth was seen throughout the year as we welcomed more visitors than ever before. All of this is good news not only for Monterey County's tourism industry but also for residents and our business community. The hospitality industry provides a living for more than 24,000 employees and also provides our local governments with the needed income to fund vital city services that both tourists and locals enjoy.

**Visitor travel spending in Monterey County in 2015 was \$2.7 Billion. This represents a 4.5% increase from 2015, following a 4.4% increase in the preceding year. Employment (24,390 jobs) also increased for the fourth consecutive year following the recession.**

**Monterey County Travel Impacts, Dean Runyan Associates, 2015**

more distinctly and led to a more focused approach to identify visitors most likely to travel to Monterey. Our content strategy was fully realized and our digital platforms evolved to be more user friendly.

The team continued to focus on relevant partnerships, with particular focus on International opportunities. Last year, we worked with our regional partners at Team San Jose and Visit Santa Cruz to capitalize on new flights into the Mineta San Jose Airport. We also continued to work with Visit California, the Central Coast Tourism Council, San Francisco Travel and many others to capture this important segment for the destination.

Fiscal year 2015-16 saw the start of the Monterey Conference Center renovation. The anticipation of an upgraded, LEED-certified facility generated buzz in the meeting planner community and the team has been working to leverage that excitement. Group Sales worked with partners to influence more booked business, taking market share from our competitive set.

While many travelers are increasingly using digital means to book travel and research recommendations, the Monterey Visitors Center continues to be an important part of the MCCVB's strategic priorities. Influencing more than 60% of travelers to stay longer in our destination speaks to the effect these destination experts have during face-to-face interactions with visitors.

Looking to balance quality of life with tourism growth, we've launched our new **Sustainable Moments** initiative to educate visitors on how to treat our home with care. This effort will engage residents and the travel trade and be woven throughout destination messaging.

Last year was about **strength in numbers**. The Monterey County Convention & Visitors Bureau (MCCVB) employed a qualitative approach to marketing and communications. New research including the Visitor Profile Study and Market Intelligence Report were produced during the year. These two products defined our target markets

# Destination Performance Overview

Monterey County's average occupancy last year was 71%, an increase of 3% over 2014-15. Occupancy continues to show modest growth, however the amount hotels can collect per room or Average Daily Rate (ADR) has increased at a good pace for the past three years. Also, Revenue Per Available Room (RevPAR) was up 8% over the previous year.

	Occupancy	14-15	% Change	ADR	14-15	% Change	RevPAR	14-15	% Change
2015-2016	71.20%	69%	3.20%	\$191.74	\$183.43	4.50%	\$136.47	\$126.48	7.90%

## MCCVB Key Performance Measures

Group Sales	2015-16	GOAL	% of GOAL
Group Business Leads	873	720	121%
Group Room Nights Index	99%	100%	99%
Conversion Rate	39%	35%	111%
Marketing & Communications	2015-16	GOAL	% of GOAL
Communication Effectiveness	4.17	4.1	102%
Targeted Earned Media (Ad Equivalency)	\$45,789,660	\$40,000,000	114%
Website Visits	1,716,185	1,600,000	107%
Social Engagements	491,624	384,000	128%
Visitor Services	2015-16	GOAL	% of GOAL
Percent of Visitors Influenced to Stay Longer	62%	53%	117%

## Fiscal Year 2015-16 Highlights and Accomplishments

The MCCVB produced strong results in all measured goals for 2015-16. The third year for the integrated brand campaign, "Grab Life by the Moments" also proved successful in 2015-16. The MCCVB leveraged the brand with less paid traditional advertising and focused on social, digital and earned media. Several strategic initiatives were executed to generate more interest in visiting the destination including the January 2015 launch of a robust content marketing strategy.

According to the June 2016 brand study, MCCVB marketing efforts have been generating outstanding results and have had an impact within the destination resulting in an incremental \$192.4 million in visitor spending and 312,107 room nights. Those who were aware of our ads were more likely to visit and in keeping with last spring, the average spend per trip remained at \$1,060.

Our Group Sales team developed partnerships and worked with our community to influence booked business. We focused on need periods and groups that would fill short-term gaps while the MCC's construction and other projects were underway. This year hotel response rate to leads grew to 85%—an increase of 20% over the previous year. In addition, our market share is growing versus our competitive set. According to Smith Travel Research, the destination's Group RevPar growing faster than most of our 11 competitive destinations.

The Visitor Information Center at Lake El Estero influenced visitors in their length of stay and overall spending; 62% of those who visited the center stayed in the destination longer, resulting in over 90,000 incremental room nights and more than \$29 million in incremental visitor spending. This year the visitor services team also expanded their reach and influence through off-site satellite services.

## Awards, Accolades and Notable Media Attention

The MCCVB was awarded a number of designations over the past year for outstanding achievements including:

- California State Fair: Gold Ribbon and Special Award
- Smart Meetings: 2015 Platinum Choice Award
- Visit California Poppy Award: Best Digital Campaign
- 2015 Organization of the Year: Fired UP! Culture
- Regional Sales Executive Lauren Siring was honored as the Northern California Chapter of PCMA Member of the Year
- Content Marketing Manager Allyson Ryan was recognized by CalTravel as a 30& Under Leader.
- MCCVB President & CEO Tammy Blount was recognized as one of the Top 25 Most Influential People in the meetings industry by Successful Meetings Magazine, and one of the Top 25 Women in the meetings industry by M&C Magazine.

## Partnerships

The MCCVB continues to strengthen relationships with partner organizations in an effort to fully leverage opportunities to expand awareness and drive business for the destination. This past year we continued to focus on strategic partnerships with San Francisco Travel, Central Coast Tourism Council, Visit California, Brand USA, and Destination Marketing Association International (DMAI). These relationships will prove vital in the years to come as we highlight our value proposition as a destination.

In 2015-16, we participated in a new regional collaboration with Visit Santa Cruz and Team San Jose to leverage international opportunities centered on new routes into Mineta San Jose Airport. The partnership focused primarily on the UK market in this last fiscal year.

The MCCVB also collaborated closely with local organizations like the Monterey County Film Commission (MCFC), the Arts Council for Monterey County, and the Monterey County Vintners and Growers Association (MCVGA) on several projects.

## **Strength in Numbers**

Using research that has been conducted over the past year, the MCCVB moved towards a more qualitative approach to engaging target markets. We've focused on those markets with the highest propensity to travel to the destination.

As the brand campaign entered its third year, the results were powerful. The Communication Effectiveness score of 4.17 (scale 1-5), is a measure that indicates how effective the campaign is at positioning and promoting Monterey County as a highly desirable travel destination. Importantly, it measures the actual travel influenced by the marketing program. In FY15-16, the brand campaign influenced 312,107 incremental room nights with an economic impact of \$192,371,084.

Capitalizing on such impressive brand momentum, the Marketing and Communications team powered a robust Content Marketing program that moved the organizational strategy away from traditional paid advertising to focus more on earned, social, and digital content. Several promotions that ran last year emphasized social engagement and piggybacked on engaging content marketing programs. The results were an increased awareness among consumers of all that Monterey County has to offer, and incremental visits.

## **Group Sales**

In fiscal year 2015-16, our sales team made contributions from every market which resulted in increased booked business — a 167% growth over the previous year. Overall, the sales team put forth 352,250 lead room nights. Of the leads sent, 80% were classified as new to the destination. The year also finished with a Room Night Index of 99% (actual hotel group room nights to hotel budgeted group room nights) for the group hotels in Monterey County with a \$13 increase in year over year ADR for those same hotels. Smith Travel Research reports Monterey County's group RevPAR (Revenue Per Available Room) growth year over year was fourth among our competitive set of 11 destinations, indicating growth of market share.

Construction began as a part of the Monterey Conference Center renovation presenting a short-term opportunity to market the exciting and much anticipated 2017 grand re-opening of this important community facility.

## **Summary Statement**

This past year has presented opportunities to refine our focus, strengthen the tourism economy in Monterey County, and work with stakeholders to ensure a sustainable destination for years to come. We appreciate the partnership, support, and financial investment of our regional governments and members. It remains our commitment to inspire the world to experience our extraordinary destination.

**MONTEREY**  
Monterey County Convention  
& Visitors Bureau



**FY 2015-16**  
**Annual Report**

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# 2015-2016 BOARD OF DIRECTORS

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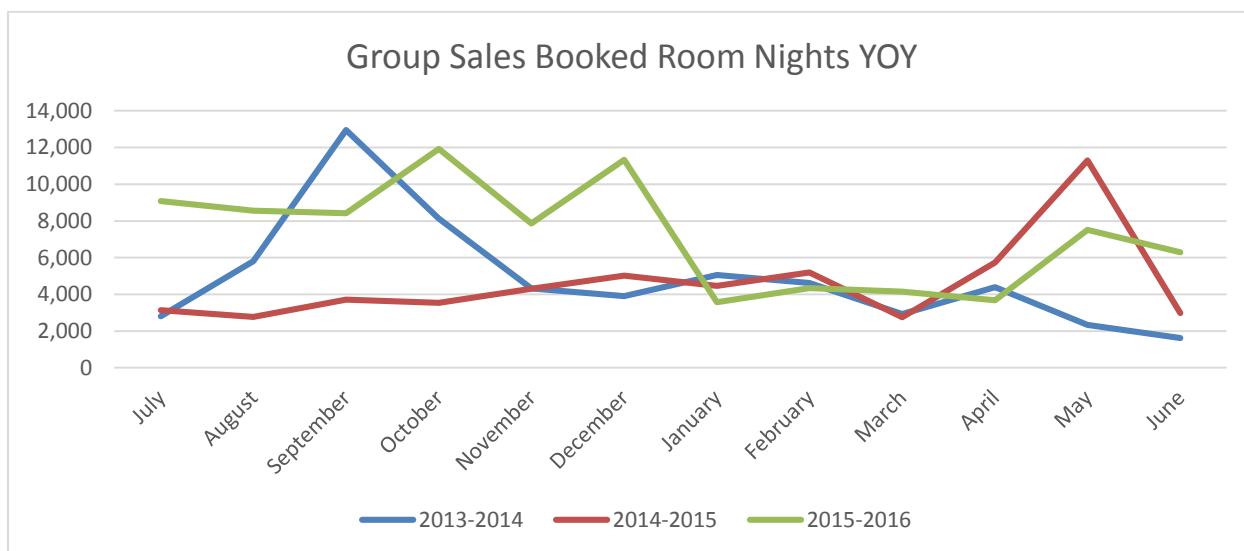
**Alan Vasquez**

*Monterey County Film Commission*

## Strategic Priority: Grow Market Share

# GROUP SALES & SERVICES

The greatest opportunity to grow overall market share and to balance year-round business lies in group sales. Meetings and conferences provide healthy hotel room rates and revenues, and the ability to fill “need” or slow periods that present when leisure customers occupy weekend and high-season rooms. The nature of this business, combined with the extraordinary opportunity that will arise with the Monterey Conference Center renovation, support the MCCVB’s increased focus on this important market segment. **In this past fiscal year, the sales team influenced 338 booked meetings with more than 86,000 booked room nights in the destination representing \$73,858,784 in economic impact.**



The sales team specifically focused on booking rooms in need periods. In 2016, 47.1% of all group room nights booked are for off-peak months: November through April. For 2017, 50.9% of group rooms booked are for off-peak months, and in 2018, 69.1% of group rooms booked are for off-peak months.

The MCCVB focuses on identifying and connecting new business opportunities with the hotels and meeting facilities of Monterey County. This is done through key targeted initiatives. The number of leads produced outpaced last fiscal year. This past fiscal year, 873 new business leads emerged.

### How did we get here?

In 2013-14, The MCCVB Board of Directors commissioned a study to assess group business potential in Monterey. Key findings from the research included:

- **Expanded Sales Approach** – new geographic markets, target high potential market segments/verticals

- **Localized Sales Representation** – noting a significant competitive advantage to having sales representation in-market
- **Relationships & Education** – the MCCVB's two most important roles are building and maintaining lasting relationships built on trust
- **Competitive Set** – adjustments required to competitive set

These research findings inspired the Board's decision to refocus MCCVB's group sales strategies and expand in-market targeting by hiring new sales executives in Chicago, Dallas/Fort Worth and San Francisco. Target vertical markets revealed by the research included: technology, agriculture, education, pharmaceutical/medical, financial and telecommunications.

Last year, the team also focused on attracting business from specific segments including the incentive market, financial, insurance and technology industries, small associations, and third party partners like Helms-Briscoe. These segments were identified by the MCCVB Sales Committee as the most valuable business for Monterey County meetings.

## Key Target Initiatives

### Trade Shows

The MCCVB focused on appointment shows in FY2015-16 that targeted high priority customers and offered the best opportunities for customer engagement. A new 'wine bistro' trade show booth debuted at IMEX in Las Vegas in October to enhance Monterey's presence at trade shows. **In 2015-16, the MCCVB participated in 66 trade shows.**

### Client Events

Client events are about generating excitement for Monterey and developing customer relationships. Elements of engagement are foundational to creating strong ROI. Last year we produced more intimate events where we developed relationships with our clients and included more hotel partners in these direct contact opportunities. **In this last fiscal year, the sales team hosted 40 client events.**

### Sponsorships

Our focused approach at large industry events led to more destination recognition from a broader audience. We targeted high-rated corporate clients from MPI, PCMA, SITE, and AMEX. **In the 2015-16 fiscal year, the MCCVB sponsored 33 events.**

### Familiarization Tours (FAMs)

In 2015-16, the MCCVB initiated several FAMs that allowed clients to experience our destination in an engaging way. These FAMs were themed or event-based and included education, site visits, and interactive components.

## International Groups

The International group focus revolved around China's MICE (Meetings, Incentive, and Corporate & Exhibition) opportunities as well as both incentive and corporate group business from Mexico and Canada. Tour and Travel market development focused on building product in these target markets while supporting Visit California's 23 international offices, as they deliver critical FAMs with tour operators and airline industry leaders from around the globe.

## Room Night Index

Based on the foundation that the community's success is the most important measure of the MCCVB's group sales success, a partnership was formed with Leadership Synergies to develop the Room Night Index. Using the goals and the actual booking pace of participating properties, the Room Night Index serves to provide added intelligence and a platform for ongoing discussions about how MCCVB programs are working with partners to fulfill group booking goals. As a result, a more involved and integrated program strategy emerged and proved to be effective. **In the 2015-16 fiscal year, the index ended at 99% of goal.**

## Monterey Conference Center

Since the renovation of the Monterey Conference Center (MCC) has begun, the buzz among Monterey residents and business owners is palpable. This renovation is also important to the residents who support greater downtown revitalization efforts.

The MCCVB is marketing this opportunity with current and potential customers. Based on analysis of other destinations that have undertaken similar conference center renovation projects, the promotional window to create anticipation with current and new clients is about two years – approximately a year before (once announced) and up to a year after opening. We are now in a critical window for aggressive sales and marketing.

This gives the City of Monterey a unique opportunity to build renewed momentum for meetings business and downtown vitality, both critical to fulfilling the vision of a vibrant, strong economic and social driver for the City.

The MCCVB has formed a coalition with the City of Monterey to keep major stakeholders engaged in the renovation process and align communications and messaging as renovation plans progress. The Monterey Conference Center Coalition has met regularly to streamline such a communications process.

The MCCVB worked with the coalition to publicize the groundbreaking ceremony in November and received coverage throughout the industry.

In addition, a new brand identity was unveiled for the MCC in the second quarter of the year. It combined the facility with the destination's positioning: the MCC is where innovation and inspiration meet. This identity is the foundation for the marketing and communications strategy.

Colors that we strongly associate with our brand, are reflections of the sky and the anchoring presence of the sea.



MONTEREY CONFERENCE CENTER

In Q3, the MCCVB launched a robust advertising campaign for the new Monterey Conference Center that focused on the excitement and buzz surrounding the remodel. The ad campaign launched in February and was placed in strategic industry outlets such as *Smart Meetings*, *Associations Now* and *Meetings Today*.

Trade show signage and the MCC flyer were updated with current stats and renderings to keep the remodel top of mind during meeting and group-focused events. A new tri-panel brochure was also designed leveraging the new MCC brand identity. This brochure was made available to highlight opportunities of the Monterey Conference Connection venues.

In Q4, the MCCVB supported the upcoming (early 2017) reopening of the Monterey Conference Center with three targeted campaigns that began in June:



**RUGGED. WEATHERED. AGED.**  
GREAT WORDS TO DESCRIBE A COASTLINE. NOT SO MUCH A CONFERENCE CENTER.

Inspiration has never been a problem in Monterey. Our forty-year-old conference center is another story. But not for long. We're in the middle of an innovative rebuild. And it's not just fresh carpet and a coat of paint, it's a massive \$60+ million overhaul. Be among the first to innovate here.

[BOOK TODAY >](#)

**M** MONTEREY CONFERENCE CENTER  
Where innovation and inspiration meet.™

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The combined efforts of the paid media campaign, media FAMs and sales team initiatives are working together to accomplish the goal of booking large groups upon the MCC reopening in early 2017.

Next steps include obtaining professional photography and drone footage once the Conference Center is further along in the construction stages; assisting the MCC and adjacent properties with media and sales FAMs; continuing to amplify buzz around the renovation process through MCCVB social channels; and supporting grand opening event communications.

- Targeted email campaign using Steel Media to send approximately 250k e-mails per wave to recipients that fit the target profile: meeting planners at mid-to large-sized companies.
- Full-page print ad in Silicon Valley Business Journal targeting C-Suite decision makers.
- Content marketing campaign using Outbrain, a leading web-based content discovery platform, to reach meeting planners and C-Suite executives through placement on relevant industry and news sites and leveraging attention-grabbing headlines and imagery to attract visits to our website: MeetinMonterey.com

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**TIME**

**The 10 Biggest Tech Failures of the Last Decade**

**Tech Malfunction**

Several of the best funded and most publicized tech launches of the last ten years have ended in failure. Many large tech companies have had to widely reorganize and vastly change their direction in order to survive. Some have failed to find the right market to sell to, while others have failed to find the right product or message to engage their desired audience.

**IBM Watson**

Indeed, all the above-ups and -downs introduced by companies that did not survive to become a leader in their field, a question had to be widely answered and widely asked: "What went wrong?" In the case of IBM Watson, it had to be technologically sound to be superior to its competitors. It had to be able to learn from its mistakes and make them better. It had to be able to identify the possibility of making mistakes and make them better. Finally, it had to clearly state the worth of being up to date with the latest technology and make it accessible to everyone.

**Google Glass**

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**Microsoft Surface**

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**Facebook**

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**Apple iWatch**

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**Microsoft HoloLens**

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**Monterey Conference Center**

MONTEREY CONFERENCE CENTER

Where innovation and inspiration meet.™

For meetings and events, the Monterey Conference Center is the ideal destination for a variety of needs. From business to leisure, the Monterey Conference Center offers a range of facilities and services to accommodate every type of meeting or event. The Monterey Conference Center is a premier destination for business meetings, trade shows, and social events. With over 10,000 square feet including the adjoining Ballroom and multiple meeting rooms, the Monterey Conference Center is the perfect choice for your next event.

To learn more about the Monterey Conference Center, visit [montereyconferencecenter.com](#).

## Monterey Conference Center Sales

A specific plan for the MCCVB sales team was created in conjunction with the City of Monterey to grow business generated by groups using the renovated Conference Center. This plan outlines sales activities directed at groups with 500 – 800 peak room nights through a variety of markets with emphasis on:

- High-rated Corporate Groups
- National Association Business
- High-rated State Association Business

## Objectives:

1. Develop awareness, interest and anticipation for the renovated MCC
2. Increase booking pace for MCC
3. Renew/elevate expectations that Monterey is a premier meetings destination
4. Reinforce Monterey's position as the most inspirational meetings destination on the West Coast

# Total Experience Planning

For a meeting planner or attendee, ensuring the hotel is accommodating, that the meeting room is correctly set and food and beverages are delivered on time are all fundamental pieces of the planning logistics puzzle. And while these factors are expected and important, they are no longer the key to winning the business. Instead, planners and attendees have dramatically raised the bar and expect nothing less than a spectacular and most impressive experience. Planners have never had so many choices—everything from five-star quality meals to headlining entertainment—and meeting attendance will suffer if those expectations aren't met. Now more than ever, they depend on DMOs to help them deliver on this expectation.

## Strategic Client Services

A strategic approach to developing group business is critical if Monterey is to stand out in a fiercely competitive field. The tipping points for deciding on one destination over another most often include relationships and value. The Strategic Client Services (SCS) department works in partnership with sales executives to strengthen customer relationships and create programs that add value for groups choosing Monterey.



These programs include "Flash Your Badge," which offers conference-goers incentives and discounts at local businesses, welcome programs, onsite information services for attendees, registration services, and online housing services for delegate hotel bookings.

### Site Inspections

For clients considering Monterey County for their meeting, a personal experience makes all the difference. SCS organizes on-site inspections of hotels and meeting venues for prospective clients, and provides ideas and inspiration to make events innovative and successful.

The SCS team is dedicated to providing an extraordinary experience in Monterey for potential clients to realize the wonderful assets and advantages to hosting a meeting here. The SCS department utilizes a VIP client profile survey. This survey identifies client preferences prior to arriving in Monterey for their site visits and has been well received.

**"Every detail was well thought out and allowed us to experience so much the area has to offer in a short period of time. The visit allowed me to be able to report back to our conference committee on the wide range of activities they can experience in this special destination."**

**-Client Rating**

Another client stated that the site experience compelled the group to book in Monterey. **"Elizabeth was extremely helpful from start to finish in preparing the site inspection. Her expertise and enthusiasm on the area made the site most productive and enjoyable. Landmark is looking forward to building a**

*strong relationship with the Monterey County CVB for many future programs to come.”* (BOOKED April 2016)

## Group Client Microsites

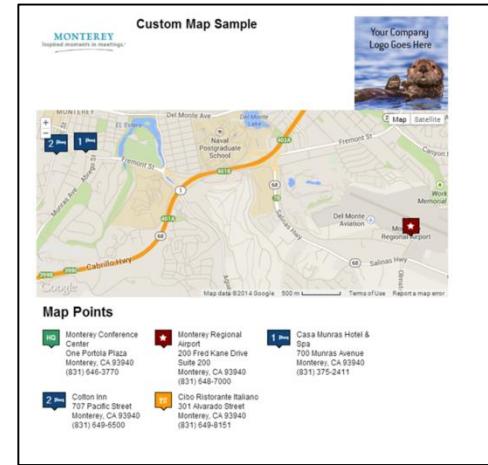
Microsites are offered to group clients to serve as a landing page for delegates. Links to housing services as well as dining, activities, pre and post conference options, and customized maps all help build our value proposition to the planner and build event attendance. This functionality strengthens the success of events and offers the client control over the information on the site in order to best serve their attendees.

## Client Mapping Tool

Clients can also take advantage of our online mapping tool. They can pinpoint specific locations within the area to create an attendee map with area hotels, attractions, activities, and restaurants. Event planners can post the map on their conference microsite to help direct their attendees to planned activities within the region.

## Corporate Social Responsibility Opportunities (CSR)

CSR is the integration of business operations and values, whereby the interests of all stakeholders including investors, customers, employees, the community and the environment are reflected in the company's policies and actions. MCCVB offers to connect groups to local activities and organizations to create opportunities to give back to the community and our local environment.



## Pre & Post Conference Activities

In order to extend stays and increase delegate spending as well as build event attendance, meeting planners are provided with suggestions for group and individual activities.

# Tour & Travel

The Tour and Travel segment continues to be a key resource in growing international business to our destination. The primary focus for the leisure sales team is making sure that we have strong relationships with the receptive operators who bring business to Central California and leveraging our partnerships.

Our comprehensive international plan for Monterey dovetails with both Visit California and San Francisco Travel’s international plans. It’s important that we work closely with both of these organizations in order to leverage the resources available to help grow business from new international segments.

**In 2015-16, 14 FAMs were hosted in Monterey with 114 agents and operators.** The MCCVB works very closely with Visit California to bring in key operators from target markets that would be a good fit for the

destination. A majority of these FAMs also included airline partners – promoting lift into California and the additional itinerary options for the FIT traveler. Airline partners that have visited Monterey County in the last year include Hainan Airlines, British Airways, Air France, and Air Canada, along with many others.

China, Mexico, and Canada market development includes a variety of tactics including tradeshows, sales missions, and client events in order to grow relationships with tour operators that can or do bring business to Central California. This last year the MCCVB participated in **7 client events engaging 1,560 agents, operators and media outlets**. In January, the MCCVB team participated in Visit California's Mexico Sales and Media Mission in three cities: Mexico City, Guadalajara, and Leon. Overall we introduced Monterey County to 250 travel agents, and conducted appointments with major tour operators along with media outlets. In addition, the MCCVB joined San Francisco Travel on a Canadian Sales Mission. We engaged 340 buyers from leading tour operators, travel agencies, and media at five events in Toronto, Calgary, and Vancouver.

In April of 2016, the MCCVB hosted the 13<sup>th</sup> Annual California Cup Invitational with 45 senior level travel

buyers and media in Monterey County. This unique golf tournament paired international teams together with 19 local partners in a 3-day tournament which featured activities that showcased multiple areas of Monterey County.

**"I am now convinced that we need to offer some 'Monterey Packages' which would include staying in downtown Monterey or Carmel Valley. I think it will actually encourage more Brits to come to the area."**

**-CEO of [Golfsbreaks.com](#) in the UK**

**appointments with buyers** to promote Monterey County to this important segment. One of the largest domestic shows for Tour and Travel is the International Pow Wow (IPW) in June. IPW is the largest convention for international tour operators who sell destinations within the US. Nine partners along with the MCCVB team conducted 130 appointments with both travel trade and media.

We will continue to work with our partners to create unique and interesting tours and opportunities to market Monterey County as a premier destination, to help attract more overnight business to our region.

## International Markets

In the last fiscal year, China continued to be the primary focus of MCCVB's International outreach, followed by Canada and Mexico. Additionally, the UK and Europe were targeted through 'opportunistic' outreach—in collaboration with both the Central Coast Tourism Council (CCTC) and the newly formed San Jose/Santa Cruz/Monterey regional partnership.

## China

This past year, the MCCVB continued to grow the marketing and sales strategy in the China tourism market – the fastest growing of all international markets. According to Visit California, 2.2 million Chinese visitors traveled to the US in 2014 – 1 million to California alone. This was a 24.8% increase over last year and the figure is projected to almost double by 2018.

The MCCVB selected a new China-based marketing agency, East-West, in July of 2015 to coordinate and implement various media and social programs throughout the year. Our representation includes social media, content marketing, public relations, travel trade marketing and promotions as well as the development of relationships with key suppliers. The Facebook/Twitter equivalent in China is Weibo and the MCCVB has developed content and marketing through this channel over the last two years. **At the end of the fiscal year, the total number of Weibo followers was 50,125, a 171% increase from the same time last year.**



To prepare the community for these new international travelers, the MCCVB hosted two China-Ready training seminars for hospitality professionals to capitalize on growth in Chinese visitation to our destination. The programs were held at Seventh and Dolores and the Golden State Theater. The training was developed as an extension of the MCCVB's strategy to grow tourism from China. In total, **84 hospitality professionals attended.**

In the third quarter, the MCCVB with East-West launched a dedicated Youku site, a China-based streaming video platform. Our Youku page features videos curated from our YouTube channel that the East-West team promotes through Wechat, Weibo and our Chinese website.

## Canada

### Brand USA Multi-Channel Campaign

In April and May 2016, the MCCVB ran a multi-channel co-op program targeting Canadian travelers on Expedia Canada, Travel USA print and digital magazines, targeted online banner ads and Visit the USA social media channels.

Total Room Nights Booked during the campaign: 52,527 a 44% increase compared to 30 days pre-campaign. **Total room nights booked during & 30-days post campaign: 89,966. Total gross revenue booked during & 30-days post campaign: \$18,101,698.**

A screenshot of a Travelzoo article. The header reads "Travelzoo (CA)" and "Published by Andrea Charles (1) · April 3 at 11:53am · ⓘ". The main title is "California Dreaming (and saving) in Monterey County: http://tzoo.co/10bqZJ". Below the title is a large, scenic photograph of a beach town with colorful buildings built directly onto the ocean. At the bottom of the article, it says "Featured Destination: Monterey County" and "The very best tips and travel deals for your vacation to Monterey -- flights, hotels, vacations, attractions and more". The footer of the screenshot shows "TRAVELZOO.COM".

## TravelZoo Canada

The screenshot shows the TravelZoo Canada homepage with a banner for Monterey County. Below the banner, there's a section titled "Top Deals Handpicked by Travelzoo" listing various travel offers, such as "Monterey & San Jose All-Inclusive Getaway" and "Carrot Wine Tasting for Two". The page also includes sections for "California Dreaming (and Saving)" and "Monterey in Monterey".

The MCCVB worked with TravelZoo Canada on an email marketing campaign in October/November 2015. The email campaign was delivered to six million people and Monterey County was highlighted as a top destination on their website.

## Air Canada

An Air Canada in-flight print ad ran in conjunction with the new daily flights options from Vancouver to San Jose beginning in May 2016. These ads ran in January and February 2016

## Mexico

### January Media and Sales Mission

The MCCVB joined Visit California on a Mexico sales and media mission in January 2016 to explore the level of interest and opportunity in that region. Team Monterey completed

presentations to more than **240 travel agents and operators plus 10 one-on-one appointments with qualified larger operators** and met with more than **30 media outlets all of whom show an interest in Monterey County**.

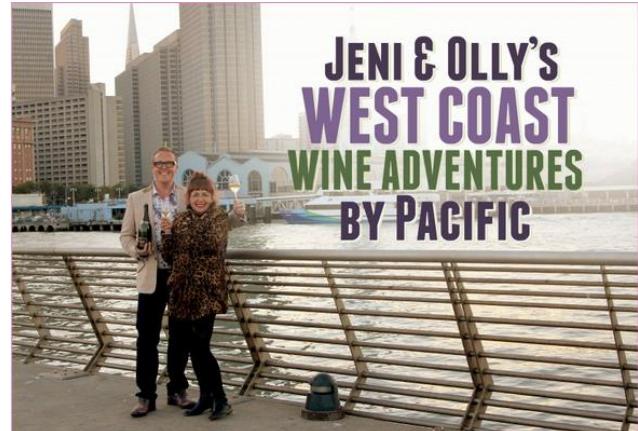
## United Kingdom Jeni and Olly Show

In Q1, a partnership with Brand USA and Monterey County was featured on the Jeni and Olly Show, a popular Travel Channel show. The episode aired in the United Kingdom in September. The episode featuring Monterey premiered in additional markets; Australia, France, Germany, Japan, South Korea, India, Middle East, during the months of October and November. **The total viewership is estimated to be 1.7 Million.**

The MCCVB also continued its involvement in the Central Coast Tourism Council (CCTC) with participation in a UK Marketing partnership. This partnership includes distribution of collateral to the travel trade and consumers, inclusion in monthly eNewsletters to 3,500 trade professionals, and media opportunities.

### Brand USA partnership with the MCCVB on the Food Network: “30 Chefs in 30 Days”

The MCCVB worked with James Beard nominated Chef, Justin Cogley of Aubergine to represent Monterey for the Food Network International and Travel Channel International broadcast of “30 Chefs in 30 Days.” The program includes American chefs who showcase regional cuisines from their hometowns and favorite U.S. destinations. The vignettes were aired in 98 countries across Europe, the Middle East and Africa.



The “30 Chefs in 30 Days” vignettes, featuring notable American chefs promoting their regional cuisines, garnered an impressive **44% more views in the United Kingdom** than any other commercial spot on Food Network International during the month of July. According to Food Network viewer results for the United Kingdom, nearly 1.85 Million adults in that region watched the vignettes. On average, a person saw five vignettes, which is the highest of any spot on Food Network International during that entire month. With **total impressions of 37.2 Million**, Food Network said the campaign reached more people than any other marketing campaign on the channel in July.

### Expedia Regional promotion

In April, the MCCVB launched an Expedia landing page in the UK market as part of a developing partnership with San Jose and Santa Cruz CVBs. The regional collaboration capitalizes on new international airlift into our closest International Airport, Mineta San Jose International Airport (SJC). This new regional Expedia page showcases our three regions as the ideal California vacation.



# MARKETING COMMUNICATIONS

## Strategic Priority: Create a consistent and dynamic marketing

As the tourism marketing agency for Monterey County, the MCCVB's mission is to manage the destination brand, create awareness, and excitement and build the tourism economy. Advertising, content marketing, social media, and public relations outreach work together to engage our audience and create a solid foundation for individual business marketing efforts and ultimately for the success of group sales programs.

In 2015-16, the team worked with several partners to gather more research on our visitors and centered our efforts on those with the highest propensity to travel. It has always been the philosophy of the MCCVB to base strategic marketing and sales initiatives on research and market intelligence. All research is available for viewing on our website:

<http://www.seemonterey.com/members/tools/reports/>.

Strategic Marketing & Research Insights (SMARI) conducts research on a bi-annual basis to measure results of the brand campaign throughout the year. This research results in a Communication Effectiveness score of 4.17 (scale 1-5), which is a measure that indicates how effective the campaign is at positioning and promoting Monterey County as a highly desirable travel destination. Ultimately, the most important measure is the actual travel influenced by the marketing program. In FY15-16, **the campaign influenced 312,107 overnight trips to our destination that generated \$192,371,084 in incremental spending.**

### How did we get here?

In 2013-14, the MCCVB conducted extensive brand development research to ensure we understood our customers' needs and our region's brand identity. By utilizing surveys, focus groups and other research methods, the MCCVB fully discovered the core "brand truth," how to package and promote it, and how to ensure stakeholders understand and are a part of what we pledge in our marketing communication programs.

## Customer Insights

Though MCCVB markets the entire county, our primary research revealed that the rest of the world recognizes the destination as "Monterey," in the same way the destination recognized as "Los Angeles" may include Santa Monica or Pasadena.

Recognized Name	San Francisco	Los Angeles	San Diego	Remaining CA	Denver	Phoenix	Las Vegas	National
Monterey	46%	41%	41%	38%	31%	24%	43%	33%
Monterey Peninsula	18%	14%	6%	26%	22%	30%	10%	9%
Monterey Bay	16%	19%	23%	20%	15%	13%	19%	19%
Carmel	11%	11%	9%	11%	10%	10%	8%	12%
Monterey County	4%	2%	7%	4%	6%	7%	6%	9%
Big Sur	3%	11%	12%	0%	11%	11%	9%	14%
Other	2%	1%	2%	0%	4%	5%	5%	5%

## Travelers are seeking more meaningful experiences

When we surveyed focus groups around the nation, we asked “when you visit, how does Monterey make you *feel*?”

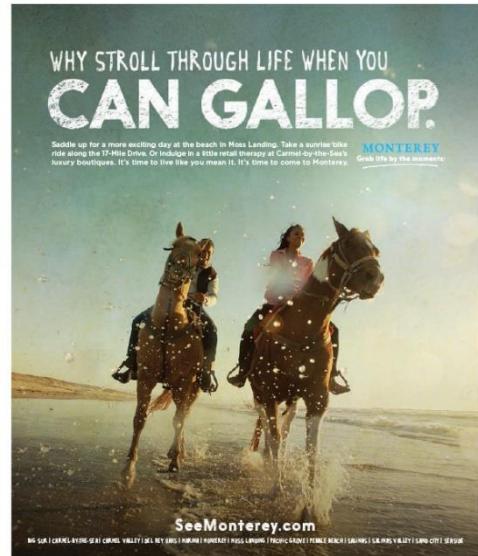
Based on the findings, MCCVB launched the brand campaign “Grab life by the Moments” – a call to action based on the brand truth Monterey has earned over the years.

**Brand Truth:**  
Visitors shared that their experiences invigorated their soul; that Monterey made them feel deeply rejuvenated.

## Brand Marketing

Wrapping up the third year of the “Grab Life by the Moments” brand campaign, MCCVB’s marketing & communications initiatives continued to expand in FY15-16. Building positive momentum and establishing a new baseline of engagement, the program continued to accelerate with an emphasis on qualitatively reaching the right target audiences and increasing both intent to visit and actual visitation.

We developed a portfolio of tools and promotional programs designed to leverage the destination brand. From co-op advertising programs to in-market branded materials and client events and trade shows – the MCCVB is constantly enhancing existing programs and developing new ones that are designed to synergize our collective efforts.



# Monterey Regional Airport

In October and January of this past fiscal year, the MCCVB worked with the Monterey Regional Airport to install new and update existing MCCVB-branded signage. The signage presents a cohesive branded and welcoming experience, and reinforces the *Grab Life by The Moments* brand campaign. It also encourages visitors to go to the SeeMonterey.com website to get more information on Monterey County attractions and activities. Several images were installed throughout the airport, including in the ticketing, arrival, and baggage claim areas. The new signage includes iconic images of Monterey County.



In addition, the MCCVB worked with the Monterey Regional Airport team to host Alaska Airlines route development representatives on a FAM trip. The group worked with several partners that hosted them at various venues throughout the County.

# Content Marketing

Content marketing is a technique that creates and distributes valuable, relevant, and consistent content to attract and acquire a clearly defined audience with the objective of driving profitable customer action. The MCCVB has developed a strategic content marketing plan for the destination with community input and ongoing engagement from industry stakeholders.



## #GrabYourMoment Photo Contest

From July 27 to August 19, 2015, the MCCVB ran a photo contest to promote the hashtag #GrabYourMoment. Users submitted a photos of themselves grabbing life by the moments in Monterey. Overall 143 total photo entries were submitted. The photos received **2,504 votes and there were 2,647 total engagements.**



## Big Blue Live Sweepstakes

In August the MCCVB launched a “Big Blue Live Sweepstakes” to create more awareness and activity online around the Big Blue Live filming that took place in late August-early September in Monterey Bay. The sweepstakes ran through September 23 and encouraged visitors to enter to win a trip to see where Big Blue Live was filmed. The sweepstakes’ goals included increasing visibility of Big Blue Live, showcasing where it was filmed, showcasing user generated content with the hashtag #BigBlueLive, and growing the MCCVB’s consumer database with eNews opt-ins. The #BigBlueLive promo garnered over **1.38 billion impressions and over 5,900 posts** were tagged with #BigBlueLive.

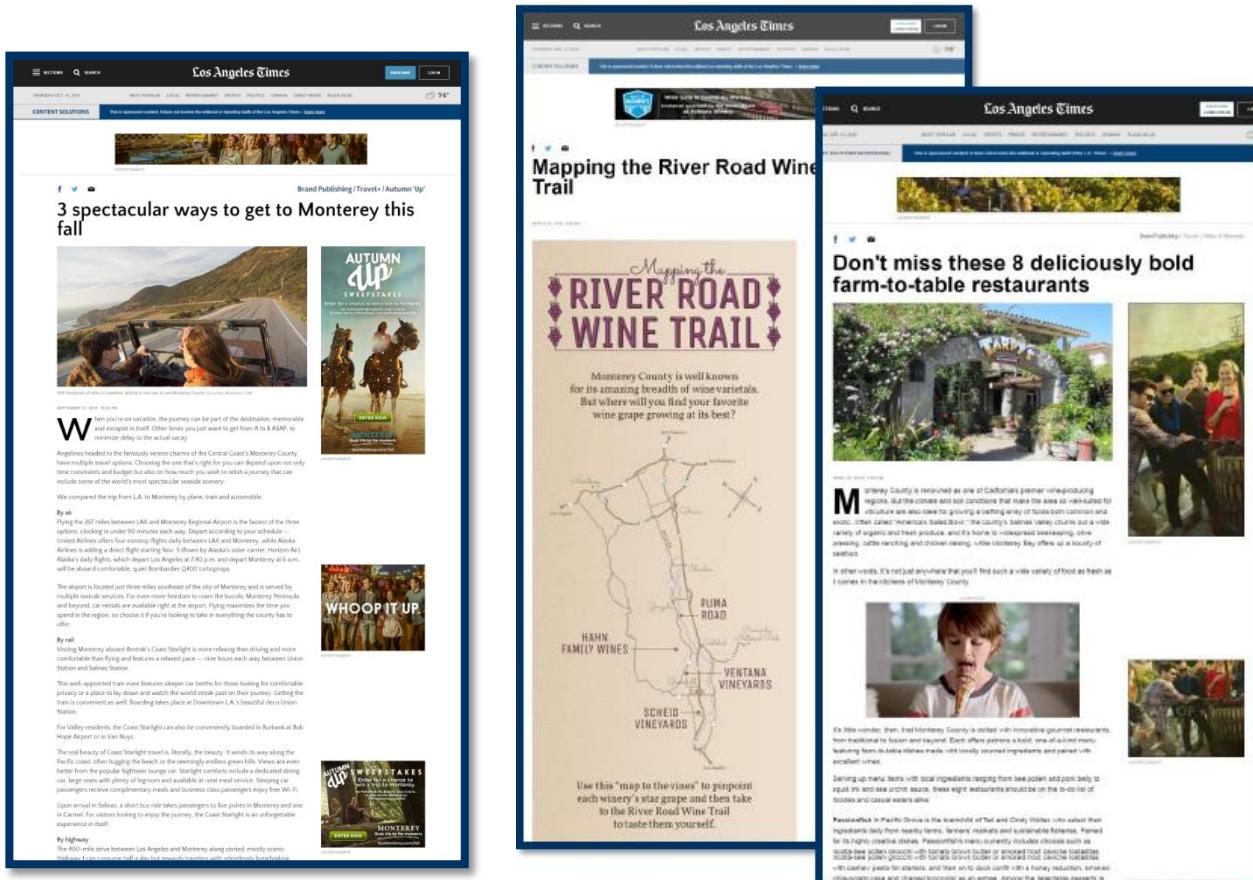
### Results:

- 6,549 total entries from web
- 131,270 promoted Facebook impressions
- 6,968 Facebook engagement

## Content hubs with regional online publications

For the 2015 fall and 2016 spring campaigns, the MCCVB partnered with LATimes.com and SFGate.com to create custom digital articles featured on a Monterey-sponsored content hub. The nine custom articles garnered over **121,000 story reads** and those who visited seemonterey.com, through a content partner, were engaged and wanted to learn more about the destination.

A screenshot of the Monterey tourism website. The top navigation bar includes links for LODGING, THINGS TO DO, EVENTS, FOOD &amp; WINE, RESOURCES, and DESTINATIONS. A social media icon for 'SOCIAL MOMENTS' is also present. On the left, a sidebar titled 'RESOURCES' lists links such as 'GETTING HERE', 'MAPS', 'SPECIAL OFFERS', 'PHOTOS &amp; VIDEOS', 'VISITORS CENTER', 'ENEWSLETTER SIGN UP', 'DESKTOP WALLPAPERS', 'PET FRIENDLY MONTEREY', 'WEBCAM'S', 'FREE TRAVEL GUIDE', 'GREEN TRAVEL', 'VISITOR SERVICES', 'TRANSPORTATION SERVICES', 'PROFESSIONAL SERVICES', 'INDUSTRY &amp; ASSOCIATIONS', 'TRAVEL ALERTS', and 'CONTACT US'. The main content area features a large image of a sea turtle swimming in the ocean. Text overlay on the right says 'ENTER TO WIN SEE WHERE BIG BLUE LIVE WAS FILMED' and '#BIGBLUELIVE'. At the bottom, a call-to-action box says 'BIG BLUE LIVE SWEEPSTAKES Enter to win a trip to Monterey and see where Big Blue Live was filmed!' with social sharing icons for LinkedIn, Google+, Facebook, and Twitter.



## Buzzfeed Promotion: 13 Ways to Ruin Your Diet in Monterey

MCCVB launched a promotion with juggernaut marketing machine Buzzfeed called “13 Ways to Ruin Your Diet in Monterey” on September 17, 2015. The campaign ran through October 13, and cultivated the following results:

**13 Ways To Ruin Your Diet In Monterey**

Nothing pairs as well with Monterey's stunning views as its crazy-good food. Head to Monterey County to take advantage of everything it has to offer.

**1. Stop by The Big Sur Roadhouse for SURiously unbelievable Californian-style cuisine featuring locally sourced and organic ingredients:**

Courtesy of See Monterey / See Monterey  
Courtesy of See Monterey / See Monterey  
Courtesy of See Monterey / See Monterey

Whether you want to grab a quick coffee, drink a glass of wine, or sit down for a full meal, you won't be disappointed. Plus, look at its prettiness. LOOK AT IT. SWOON\*

- 24,291 total views to the custom social post
- 7,675 total social views
- 3,900 social engagements

## Fall Campaign: Autumn UP

To attract fall travelers, MCCVB kicked off an “Autumn Up” themed campaign on September 18, 2015. The campaign drew inspiration from the warm weather we enjoy during the fall months in Monterey. The “Autumn Up” print ads, online promotions, content-rich articles, and sweepstakes all served to motivate potential visitors, mainly in our drive markets, to seek out adventure, get away from it all or enjoy one of our exciting fall events. Some of the noteworthy outlets for this campaign were *the Los Angeles Times*, *San Francisco Chronicle*, Weekend Sherpa, Buzzfeed, and Trip Advisor.

A companion “Autumn Up” sweepstakes kicked off on September 24 and ran through November 15, 2015. By spreading the fall campaign via the sweepstakes into various social media channels, Monterey’s fall events garnered well-deserved attention. Paid media and user-generated social content generated awareness and database growth through sign-ups.

Results of the sweepstakes included:

- Entries & Opt Ins: 26,994 total entries from web
- Web views: 89,758 total visitors viewed the entry page

## Alaska Air LA Sweepstakes

In October, the MCCVB launched “Fly Up and Away From LA to Monterey” sweepstakes highlighting the new Alaska Airlines direct flight from LAX to MRY. The sweepstakes culminated on November 9, 2015 when the inaugural flight launched. The promotion’s objectives were to: increase awareness of Monterey as a destination for Southern California markets, promote the new Alaska Airlines flight, highlight ease of access to Monterey, and to reach new customers in the Southern California market through social media. The promotion garnered the following results:

- Entries & Opt Ins: 2,014 total entries from web
- Web views: 6,204 Total visitors viewed the entry page
- Facebook Promoted Post Stats
  - 165,956 Impressions
  - 4,566 Engagements (likes, shares, comments)



MONTEREY  
Monterey County Convention & Visitors Bureau

[f](#) [p](#) [y](#) [d](#) [g](#) [fr](#) [m](#)  
Monterey eNewsletter

**IMAGINE THIS VIEW**

An aerial photograph of a winding coastal road along a rugged coastline with cliffs and the ocean. Text on the image includes "IMAGINE THIS VIEW", "MONTEREY Grab life by the moments", "Alaska AIRLINES", and "ENTER TO WIN A TRIP FROM LA TO MONTEREY".

**Fly Up and Away from LA to Monterey**

Getting to Monterey from Southern California has just gotten easier! Starting November 5th Alaska Airlines flies non-stop from Los Angeles to Monterey daily.

Now is your chance to experience this brand new convenient connection on us! You could win two tickets to fly round-trip from LAX to MRY on Alaska Airlines and enjoy an unforgettable trip to Monterey.

[Enter to Win](#)

## #Monterey2015 Photo Contest

In December, the MCCVB launched a photo contest and encouraged social media users to submit a photo taken in 2015 in Monterey County. The goal was to promote the hashtag #Monterey. Users voted for their top favorite photos. The promotion resulted in the following:

- 224 total photo entries
- 1,107 total engagements
- 4,475 Facebook engagements

## Winter Getaway Sweepstakes

The MCCVB created a sweepstakes to promote Monterey as a premier winter destination. The sweepstakes ran from December 16 – January 5, 2016. The goal of the sweepstakes was to drive traffic to SeeMonterey.com. In addition to social media promotion, the MCCVB worked with Steel Media and Afar Magazine to extend the reach of the promotion. The campaign resulted in the following:

- Entries & Opt Ins: 9,137 total entries from web
- Web views: 28,313 total visitors viewed the entry page



A screenshot of a Facebook post from the "See Monterey" page. The post features a sunset over the ocean with the text "LET IT SNOW. ELSEWHERE." overlaid. The caption reads: "Enter to win a getaway to Monterey this winter!" The post has been published by Allyson Thommen and has 22 hours remaining. It includes a link to SEEMONTEREY.COM.

## “The View is Bigger than the Game”

To capitalize on Super Bowl 50 in San Francisco, the MCCVB created a micro-site with relevant content for visitors researching game related information in Monterey County. The content hub included information on where to experience Monterey County's epic views, where to watch the big game, and Super Bowl weekend deals at local MCCVB member businesses. The microsite was promoted on social media and through promoted posts on Facebook. (<http://www.seemonterey.com/the-view-is-bigger-than-the-game/>)



The MCCVB also collaborated with the Monterey Bay Aquarium for the first-ever Otter Bowl. This social promotion and video garnered over **50,000 impressions** on Facebook.  
(<https://www.youtube.com/watch?v=2RTDUMxLLmI>)

## “96 Hours in Monterey”

In March, the MCCVB partnered with the Arts Council of Monterey County to bring Chuck Fazio, a renowned photographer and Artist in Residence for the American Forests, to capture Monterey County in 96 hours. The Arts Council for Monterey County arranged for students to shadow Fazio and learn the latest techniques in drone and still photography. The project culminated in a public exhibit held at Wave Street Studios. The project generated more than **\$10k in earned media** and over **2,362 social engagements**. A video recap can be found here: <http://qlnk.io/ql/56d9e70ae4b011d2ca2506c7>



## Spring Campaign: Miles of Moments

On March 25<sup>th</sup>, the MCCVB launched its spring campaign, “Miles of Moments.” Inspiration was drawn from the diversity of engaging activities throughout the County. The promotion showcased iconic attractions and encouraged exploration of Monterey’s hidden gems. The campaign was targeted towards drive markets and encouraged last minute weekend getaways as well as summer travel. Media placements ran in print and digital outlets such as TravelZoo, SF Gate, Los Angeles Times and Weekend Sherpa.

The content that was created delivered deeper interactions and more focused website visitors. Those who visited SeeMonterey.com through content partners were much more engaged and wanted to learn more. And while more of the important KPIs are met through our content partners, display ads still drove volume with 77% of all conversions from audience-targeted display partners.

The “Miles of Moments” campaign featured a sweepstakes that ran from March 25 through May 1. The sweepstakes drove awareness of lesser known activities in Monterey, promoted spontaneous spring weekend bookings, generated database sign-ups, and promoted use of the new itinerary builder on SeeMonterey.com, UTrip. Results of the sweepstakes included:

- Entries & Opt Ins: 37,700 total entries
- Web views: 144,491 total visitors viewed the entry



## Spring Campaign Highlights:

**Facebook: 6,094 new fans/96,718 engagements**  
**3,101,817 Custom Content reads**  
**30,454,756 Total impressions**  
**206,355 to Spring landing page**

## Monterey Moments

Monterey Moments is an innovative culinary pop-up event series produced by the MCVB to attract media attention in target markets. Now in its third year, this culinary/wine series is designed to showcase the many incredible aspects of Monterey County. We tempt guests using a culinary 'lens' and leverage this platform to speak about the wide array of inspiring and invigorating moments that can be found in Monterey County.

These Monterey Moments events are intimate and immersive experiences that 'pop up' in unexpected and unique places. The 'cast' is comprised of Monterey County's top chefs and wine personalities. The groups are limited in size to effect a one-to-one connection with each guest.

The program has four key goals:

1. Develop new and enhance existing relationships with key target media outlets
2. Generate positive publicity, excitement, and knowledge about Monterey County
3. Generate positive social media engagement
4. Reinforce Monterey County brand positioning

In November, the MCVB hosted the first Monterey Moments event of the fiscal year in Los Angeles for 18 journalists with a cast that included Chef John Cox formally of Post Ranch Inn/Sierra Mar and Chef Ted Walters of Passionfish. In addition, the Monterey Regional Airport participated in the event to help promote the new Alaska Airlines route from LAX to MRY. **The event garnered more than 600,000 impressions and more than \$227K in earned media.**



On April 7, the MCVB hosted an intimate, exclusive and immersive evening of culinary adventure for 24 guests at Manolin in Seattle. The guests included influential travel, culinary, wine and lifestyle media who were aware of Monterey County, but



may not have had a high level of familiarity with our destination. For this event the cast included Chef Jason Franey formally of 1833, Chef Justin Cogley of Aubergine, and Lawrence Lohr of J. Lohr Wines. **The event generated 320,000 social media impressions and 10,000 media impressions.**

The latest culinary event in the Monterey Moments series took place in Dallas at the end of April. The MCVB partnered with Chef John Cox, formerly of Post Ranch Inn/Sierra Mar, Lawrence Lohr of J. Lohr Wines and Kim Stemler of the Monterey County Vintners and Growers Association (MCVGA). This two-day event consisted of a media dinner, attended by 18 high-profile journalists and their guests, plus a pop-up farm stand with cooking demos and wine samplings at the popular Dallas Farmers' Market. The event was successful with **nearly 600,000 social media impressions and articles generating \$13,204 in earned media.**

## Sustainable Moments

Balancing visitor growth with sustainable practices is vital to preserving our quality of life and the integrity of our destination. The MCCVB is working on a proactive way to reach visitors and educate them on how to have the best experience in Monterey County for years to come. The abundant wildlife and breath-taking coastline draws millions; however, care needs to be taken so that these experiences don't overtake what makes Monterey special to those of us who live here, and sets us apart as a destination. Responsible visitation practices ensure visitor's actions don't become dangerous to them or to the environment.



The campaign emphasizes sustainable experiences with three areas of focus:

- Conservation: “green” practices, water/energy saving tips, recycling, protect/preserve land, sea, animals
  - Convenience: know where public restrooms and parking lots/garages are located.
  - Safety: don’t park on Highway 1, obey traffic laws, water/ocean safety, other
- Our overarching goal is to educate visitors, the travel trade and meeting planners on how to be safe and preserve the environment in Monterey County. The first phase of the program rolled out in February with a microsite and outreach to community partners. ([seemonterey.com/sustainable](http://seemonterey.com/sustainable)) The next phase rolled out in Q4 with video testimonials by Monterey locals. The coming fiscal year will include advertising messaging in local publications, callouts in the Official Visitors Guide and further community outreach to fully bring the campaign to life. This campaign will be ongoing and will continue to evolve over time.

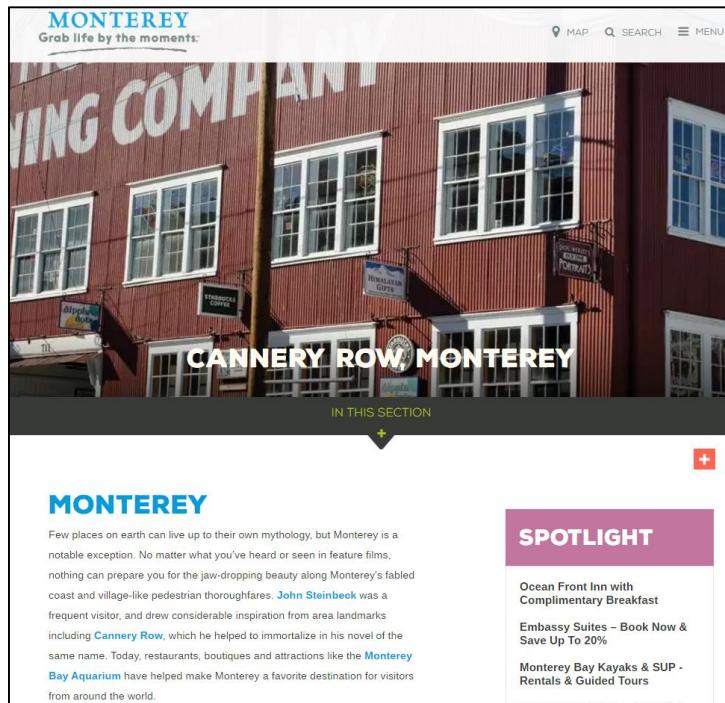
## Website & Digital Media

Social media and digital platforms (website, mobile site, digital sales tools, etc.) are at the core of the MCCVB’s overarching content marketing approach. In short, the focus – whatever the marketing initiative – is to drive social engagement and bring potential travelers as close as they can come to Monterey County before they ever arrive and strengthen their intent to visit. The primary channel to deliver this experience is our website-- SeeMonterey.com and MeetInMonterey.com.

**The MCCVB relaunched SeeMonterey.com in March 2016.** Following a thorough third-party website audit in conjunction with feedback from stakeholders and members of the community, the website was completely overhauled.

With more than 43% of users (and growing) visiting our site from their mobile device, the new site design and functionality puts mobile first. Now more user-friendly than ever, visitors are provided with improved tools and resources to aid in trip planning: inspiring new videos, images and interactive

planning tools—a dramatically improved user-experience for over 1.7M annual website visitors and now the premier resource for trip planning to Monterey County.



**2015-2016  
1,716,185 unique visitors  
to SeeMonterey.com**

**+4.7% YOY**

In addition to its visually appealing, long form scrolling design, **the new site offers more opportunity for engagement including a personalized trip planner, Social Moments Channel, interactive map of the County, a new wedding planning microsite and expanded photos and video collections.** The new mobile-friendly SeeMonterey.com also features enriched creative and up-to-date content on new and renovated hotels, attractions and

restaurants.

A custom itinerary builder hosted by Utrip is a focal point on SeeMonterey's homepage. Once a traveler indicates their interests and budget, Utrip sorts through millions of combinations of popular pages, activities, and restaurant options to deliver personalized itineraries -- in seconds. Travelers have the option to immediately book lodging and then share their itineraries with friends.  
[mytrip.seemonterey.com](http://mytrip.seemonterey.com).

## UTRIP Stats:

**Users are engaged with the new tool and consume 38% more pages than average views on SeeMonterey.com**

**The most popular itineraries selected include "First Timer Traveler" and "Monterey on a Budget"**

A new interactive map is also featured on the homepage and showcases each region of Monterey County's 3,771 square miles—from the rugged coastline of Big Sur to the agricultural fields of the Salinas Valley. This tool offers an engaging platform for travelers to click on a region's interactive pin and connect to a landing page full of inspirational content, featured partners, events and offers.

The meeting planner microsite MeetInMonterey.com has a new look and feel. Thanks to feedback from meeting planners, the overhauled MeetinMonterey.com includes a streamlined navigation with quick access to resources and direct contact information for the MCCVB Group Sales team. The site also includes an enhanced tool kit section where meeting planners can easily access helpful resources including maps, marketing materials, and photo galleries. An improved search tool which filters available event venues based on the planner's specific needs rounds out important features to make planning any event in Monterey easy.

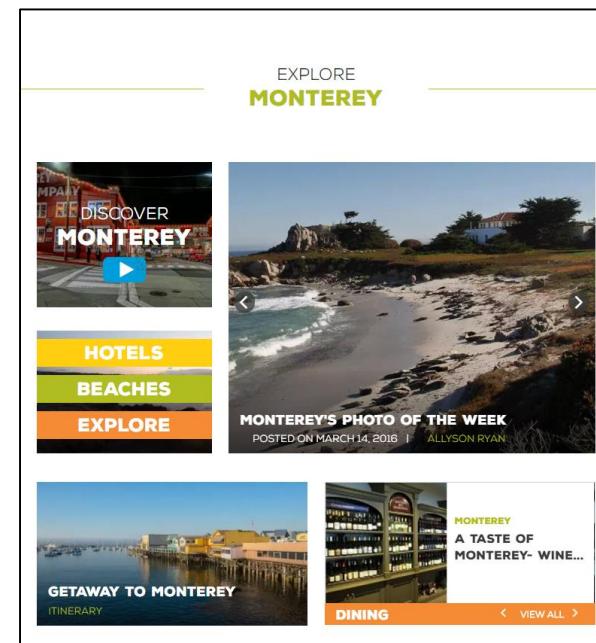
## Website Relaunch Campaign

The website relaunch campaign was designed to promote the redesigned SeeMonterey.com on mobile devices with interactive slider ads. The mobile slider units produced far more interaction than typical creative ad units and generated **21,945 interactions with the ad and over 2,000 qualified web visits.**

## Social Influencer Campaign

In May and June, the MCCVB worked with social blogging platform Linquia's network of social influencers (Storytellers) in California and Nevada to promote SeeMonterey.com. A dozen bloggers traveled to Monterey County capturing and sharing dozens of original multimedia content pieces with each of the stories linking directly to SeeMonterey.com. The referral traffic from this content helped to boost Search Engine Optimization (SEO) metrics and improve organic search. The campaign resulted in:

- 525 pieces of original content created by 30 bloggers
- 36,905 total engagements
- 2,231,796 social media followers; 1,199 total comments
- 32,269 clicks



## Social Media

Last year the MCCVB focused on increasing and strengthening the social presence of the destination as a key component in the overall content marketing strategy. The brand was amplified throughout all of our social media channels and played a key role in carrying the conversation about our destination to our current and potential visitors.

### Followers and Fans as of June 30, 2016:

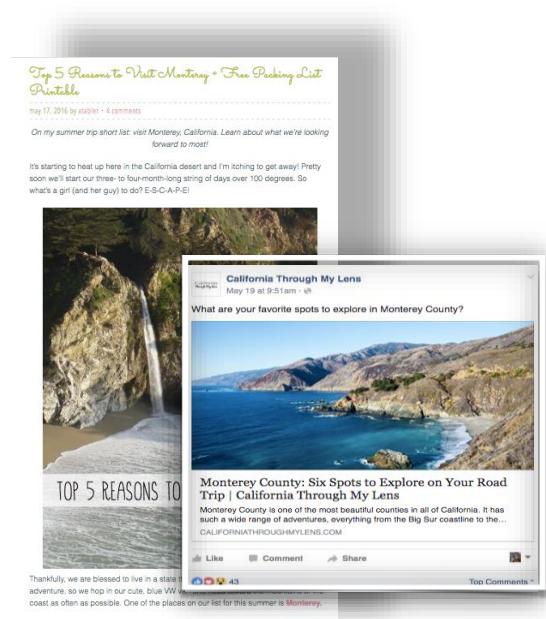
**Facebook: 89,974**

**Twitter: 15,766**

**Instagram: 9,665**

Facebook, Twitter, Blog Monterey, Instagram, LinkedIn, YouTube, Pinterest, Flickr and Google + were all used to enhance the SeeMonterey social presence. The MCCVB particularly emphasized its presence on Instagram which

resulted in a **390% increase over last year's fan base.**



## Communications & Public Relations

MCCVB has achieved extraordinary results by pitching stories for earned media, assisting journalists with information requests and hosting media FAM trips to Monterey. Many publications and media channels have featured attractions, events and destinations within the Monterey region.

Media Relations in 2015-16 shifted to a qualitative approach to gaining and evaluating publicity value. In prior years, targeting and evaluating media exposure was quantitative in the form of measuring all advertising equivalency (the value of a news 'hit' gauged by what it would cost if space was bought as an ad) regardless of where it was earned. The MCCVB now segments ad equivalency by prioritized audiences and markets: drive, regional (direct/one-stop short-haul air), national (outside regional), group, and community (local). In 2015-16, **\$45,789,661 was secured in targeted earned media, 114% of the annual goal.** Overall earned media for the fiscal year was **\$52,731,510.**

This earned (or free) media refers to publicity gained through promotional efforts other than advertising, as opposed to paid media, which refers to exposure gained through advertising. MCCVB **assisted 729 journalists** and hosted **109 media FAMs** in this fiscal year. Below are samples of FAMs we hosted in 2015-16:

## **AAA's Home & Away Magazine**

In September, AAA's *Home & Away Magazine* came out for a story about agritourism attractions and activities in the Monterey Peninsula and Salinas Valley area. Niz Proskocil wandered about Cannery Row, took in the sites at the Monterey Bay Aquarium, toured artichoke farms, visited vineyards, and explored fields where a majority of the nation's lettuce and strawberries are grown. ***Home & Away has a circulation of 1,379,000, an advertising equivalency of \$23,000 and receives 12,575 unique monthly visitors.***

## **MCCVB Fall Mega Media FAM**

In November, the MCCVB hosted five journalists for a whirlwind mega FAM media tour of Monterey County. Cheryl Crabtree (*Fodor's*, Freelance), Allison DiLiegro (*Indagare*, Travel Specialist), Bridget Graham (*Malibu Times Magazine*), Siobhan Higgins (*LAX Magazine*) and Morgan Tilton (*Elevation Outdoors Magazine*) all enjoyed five days exploring the Monterey region. The group went horseback riding at Salinas River State Beach, experienced the Elkhorn Slough Safari tour, was inspired at the Monterey Bay Aquarium, and strolled Fisherman's Wharf. This group also discovered Big Sur, tasted and toured Folktale Winery, enjoyed a delicious dinner at Roy's in Pebble Beach and sampled the breakfast buffet at Carmel Valley Ranch. They were able to experience rock climbing at Sanctuary Rock Gym, go whale watching on the Bay and also see monarchs in the Monarch Grove, along with many other experiences in the area. **From this FAM, five articles have been published with a total earned media value of \$74,470 and 1,00,169 media impressions.**



## **New York Times In Transit**

Monterey has been featured in *The New York Times* "In Transit" column. The article, titled "Monterey's New Popularity Means New Hotel Deals," covered the recent increase in tourism in Monterey during the winter months. The MCCVB worked closely with Writer Shivani Vora on this article, who visited Monterey last October. ***The New York Times* online receives 57,000,000 unique visitors monthly, yielding a PR advertising equivalency of \$3,990,000.**

## **China-Delta Media FAM**

In mid-March, the MCCVB in conjunction with East-West Marketing and Delta Airlines brought out six highly influential Chinese journalists from outlets including *Tourism Geography*, *Robb Report*, *Elong*, *Top Travel*, *Can Kao Xiao Xi* and *National Geographic Traveler*. In Monterey, the group enjoyed lunch at the C Restaurant at the Intercontinental the Clement Monterey, toured Cannery Row and learned all about the creatures at the Monterey Bay Aquarium. They also discovered



Salinas, visiting the Steinbeck Center and dining at the Steinbeck House Restaurant. This group was able to enjoy Carmel as they wine tasted, experienced Yappy Hour at Cypress Inn and then enjoyed dinner and bocce ball at Bernardus Lodge & Spa. **Coverage from multiple outlets garnered 3,264,264 impressions and is valued at \$354,000 in PR advertising equivalency.**

### **Outside Magazine Media FAM**

In late March, the MCCVB setup a family adventure media FAM trip for Katie Arnold. In Monterey, Katie and her family checked out the Monterey Bay Aquarium, toured the stores and shops of Cannery Row, and ate at Cannery Row Brewing Company. She also spent two days exploring Big Sur with her family as well. The article titled, "How to Road-Trip California's Highway 1 with Kids" ran in May with a **PR advertising equivalency of \$5,609. Outside Magazine has a circulation of 764,922 and over 690,000 unique monthly visitors.**

### **Thrillist FAM**

In the beginning of April, the MCCVB hosted Thrillist contributor Allison Levine, who came to us as a direct result of the Los Angeles Monterey Moments event. Allison was able to visit several exciting spots throughout the County. She first visited Folktale Winery for a tour, tasting and some wonderful live music and later in her trip she was able to experience an Elkhorn Slough Safari tour and eat some delicious snacks at Pezzini Farms. The first part of her coverage was published in April. **Thrillist has 5,406,077 unique visitors, yielding a PR value of \$15,000.**

### **Corporate Communications**

The Communications team made a strategic shift last year and added initiatives focusing on communicating the power of tourism in Monterey. Media outreach and relationships have been fostered to promote the economic impact of the travel industry within the destination and specifically, the MCCVB's role in generating visitor interest with leisure travelers and meeting planners. **For the 15-16 year, \$80,501 in advertising equivalency was generated in local media coverage.**

# VISITOR SERVICES

Visitors continue to seek authentic advice from local experts and the length of their stay and spending are influenced by these experiences. It is the mission of our Visitor Services team to lengthen stays, expand visitor distribution throughout the region, and increase visitor spending. Visitor Services Specialists welcome and assist walk-in visitors 361 days a year at the Monterey Visitors Center.

In addition to playing a key role as the welcoming face of the destination, Visitor Services programs have a direct influence on the positive economic impact that visitors make in Monterey. Our Visitor Services Specialists welcomes, shares information and encourages guests to stay overnight and to see and do more while they are here. Visitor Services programs include the operation of the Monterey Visitors Center, the coordination and staffing of Satellite Visitor Services, and the distribution of collateral material throughout Monterey and beyond.

**In 2015-16, 107,735 visitors were assisted by our specialists who influenced 90,702 incremental room nights in the county equating to \$29,444,634 in visitor spending for our destination.**

The Monterey Visitors Center is a crucial element to building a successful tourism economy in Monterey. In this fiscal year, 62% of visitors extended their stay as a result of their encounter with our information specialists. ***Visitors share their gratitude and feedback on a regular basis on Yelp and TripAdvisor including:***

- “It’s on my MUST STOP list now for anyone visiting Monterey / Carmel.”
- “This should be your first stop in Monterey”
- “The staff knew their stuff”

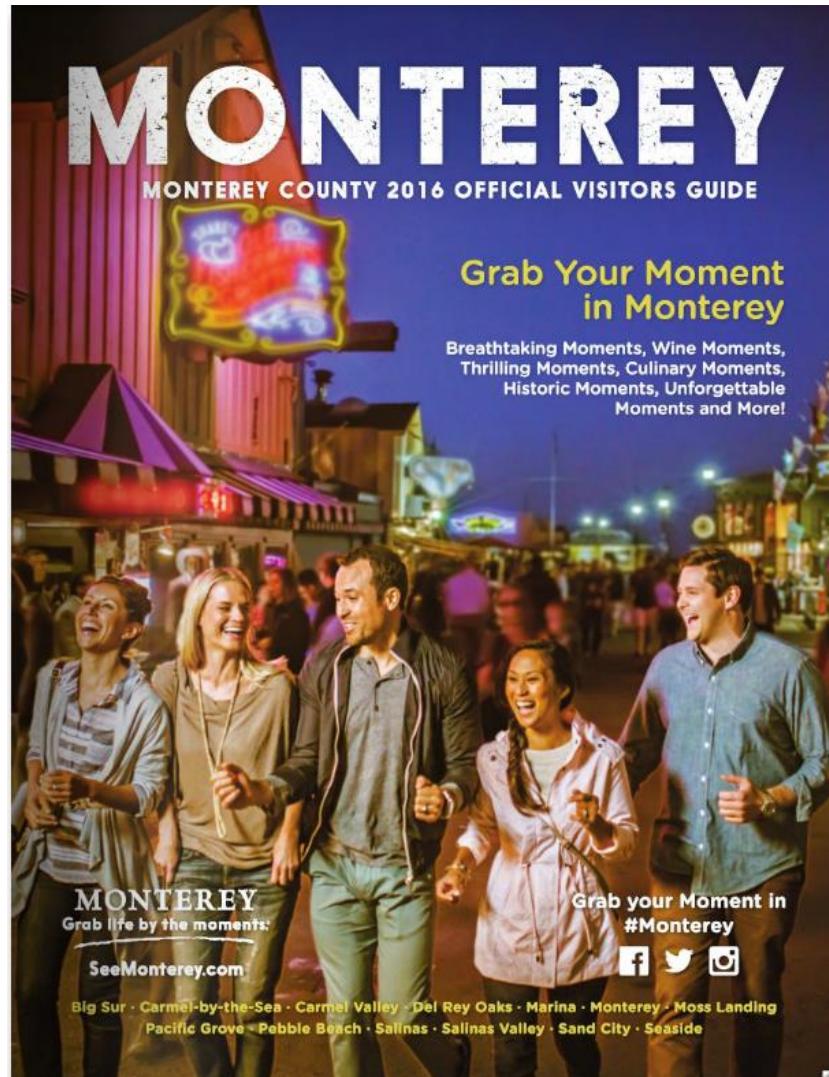
MCCVB provided satellite services at many events around the County. This past fiscal year, MCCVB provided satellite welcome tables at 43 community events and conferences.

The Visitor Services team also worked with the Wharf Association to greet cruise ship passengers on Old Fisherman’s Wharf. This year, the team welcomed **five cruise ships** and assisted **3,700 passengers** with recommendations on ways to explore all of Monterey and of course, an invitation to return again.

In February, the Visitor Services team participated in the San Francisco Giants Fan Fest Day and shared inspiring Monterey County information with 3,500 people.

## Visitor Guide

The annual Monterey County Official Visitors Guide is a key part of how the MCCVB educates visitors about our destination and inspires their visit. **120,000 guides were printed and distributed** throughout the region in the 2015 calendar year.



# MEMBERSHIP

Community collaboration is the core of destination marketing success. Through the Tourism Improvement District (TID), all contributing lodging properties within the County are members of the MCCVB. And for a modest investment, all non-lodging businesses within investing Monterey County jurisdictions targeting the leisure or business traveler can join the MCCVB.

This investment tells our customers that these businesses are prepared to welcome them, and enables members to participate in all MCCVB marketing and sales programs. Our members are our product. Only with active community support and participation can we reach our destination's full potential for tourism growth.

## 2015-16 Membership:

- 51 new members recruited
- 87% member retention
- Quarterly member orientations
- Bi-weekly "Meet A Member" sessions conducted
- Regional staff familiarization trips
- Jurisdiction outreach summits

**Being a member of the MCCVB is imperative to the success of Quail Lodge & Golf Club. Not only do they provide Quail with the largest number of qualified Group leads from any single source, they also offer a great deal of advertising and trade show co-op opportunities allowing us to be included in publications and events that we would not be able to afford as a single property. We also very much value the services that dedicated staff at the Visitor's center provide by promoting our facilities and events to tourists visiting the area."**

**-Max Schroeder, General Manager, Quail Lodge & Golf Club**

**"Becoming a member of the MCCVB has proven to be a smart business decision. The MCCVB provides our company marketing exposure, networking possibilities, and leads we would not be able to produce or afford on our own. We have had the pleasure of working with the staff and always find them to be highly knowledgeable, friendly and eager to help facilitate opportunities for our venues throughout the year"**

**- Debbie Young, Owner  
The Events by Classic Group**

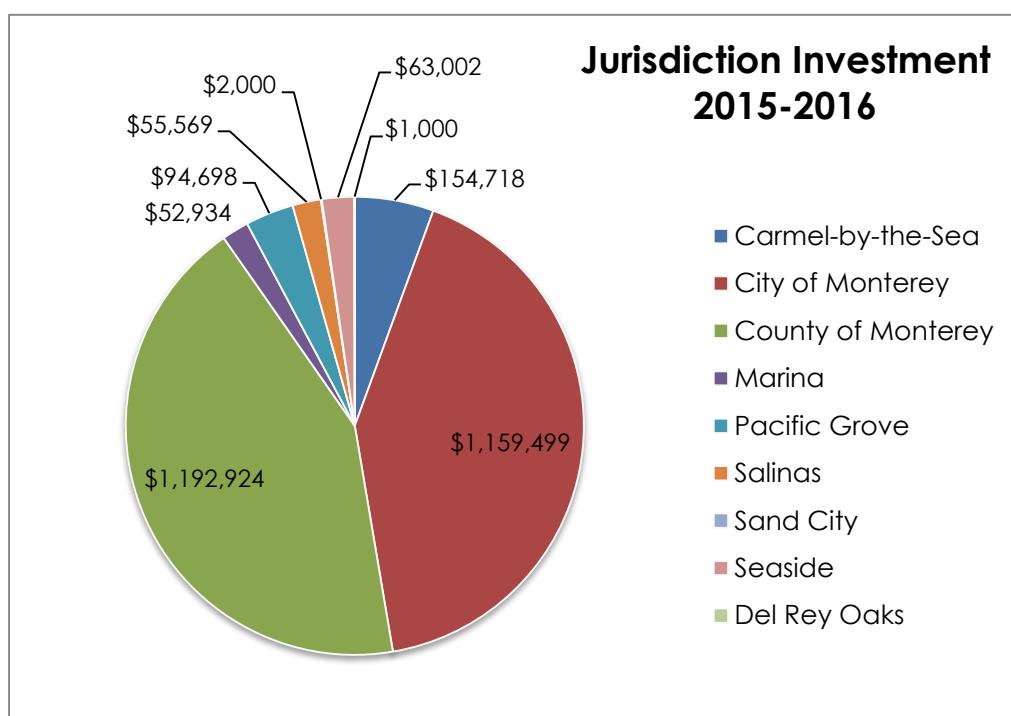
# FINANCIALS

REVENUE	FY15-16	
Jurisdiction Investment*		
Monterey County	\$1,192,924	
City of Monterey	\$1,159,499	
City of Carmel-by-the-Sea	\$146,528	
City of Pacific Grove	\$94,698	
City of Seaside	\$73,197	
City of Salinas	\$55,569	
City of Marina	\$52,934	
City of Del Rey Oaks	\$1,000	
Sand City	\$2,000	
Subtotal Jurisdiction Investment	\$2,778,349	
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Tourism/Hospitality Improvement District		
Monterey County	\$879,858	
City of Monterey	\$1,992,794	
City of Carmel-by-the-Sea	\$305,379	
City of Pacific Grove	\$244,409	
City of Seaside	\$234,314	
City of Salinas	\$259,161	
City of Marina	\$178,525	
Subtotal TID/HID	\$4,094,439	
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Private Revenue	\$347,760	
<b>TOTAL REVENUE</b>	<b>\$ 7,220,549</b>	
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EXPENSE	FY15-16	
Sales & Group Services		
Trade Shows & Sales Missions	\$452,836	
FAMS, Site Visits & Sponsorships	\$327,395	
Client Engagement Events	\$184,385	
Group Marketing	\$670,462	
Strategic Client Services & Support	\$146,995	
Other Programs & Talent	\$1,299,414	
Total Group	\$3,081,487	
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Marketing Communications		
Advertising Programs	\$1,480,147	
Media Relations	\$169,557	
Research	\$120,468	
Website	\$206,387	
Other Programs & Talent	\$957,430	
Total Marketing	\$2,933,988	
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Visitor Services	\$415,727	
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Membership	\$106,950	
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Administration	\$995,202	
<b>TOTAL REVENUE</b>	<b>\$ 7,533,354</b>	

*The MCCVB Board of Directors approved the use of 2014-15 net retained earnings to be applied to the 2015-16 fiscal year budget*

## JURISDICTION BREAKOUTS

The Monterey County Convention & Visitors Bureau works in collaboration with Monterey County (including Big Sur, Carmel Valley, Moss Landing, Pebble Beach, and Salinas Valley) and the cities of Monterey, Carmel-by-the-Sea, Pacific Grove, Salinas, Seaside, Marina, Sand City and Del Rey Oaks. This regional partnership enables all jurisdictions to collectively benefit from leveraged resources and assets, creating broader appeal, reach, and effect than any one jurisdiction would be able to do on their own. This regional approach is important to our customers, to the individual businesses within our County and to the success of tourism in Monterey.





**SeeMonterey.com**

BIG SUR | CARMEL-BY-THE-SEA | CARMEL VALLEY | DEL REY OAKS | MARINA | MONTEREY | MOSS LANDING  
PACIFIC GROVE | PEBBLE BEACH | SALINAS | SALINAS VALLEY | SAND CITY | SEASIDE