

2014-15 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

In 2014-15 positive growth of the tourism economy was seen throughout the year as we welcomed more visitors than ever before to Monterey County. Transient Occupancy Tax (TOT) increased county-wide along with hotel rates and occupancy. All of this is good news for Monterey County's tourism industry and we are excited by the positive growth we have seen in the last year.

In the last fiscal year, we "Expanded the Brand" to engage more potential visitors to stay longer and spend more while they are here. We did that through a variety of strategic initiatives including a new content marketing strategy.

We all know that "Content is King" and it has a throne here at MCCVB headquarters. We re-organized the marketing team in January and put into place several new content and social strategies to engage potential visitors online. The launch of our Social Moments channel has been a success and we have seen great increases in engagements in our social networks- first with the spring campaign, and then with our Buzzfeed promotion. #GrabYourMoment is certainly trending for Monterey County.

This past fiscal year has seen a steady increase in international visitation, especially from China. Several tradeshows and client events this year have improved our relationship with tour operators and put Monterey County higher on their radars. We've also worked with Visit California on several media Familiarization Tours (FAMS) to highlight what a welcoming destination Monterey County is to international travelers.

In Group Sales, we opened three new domestic markets which resulted in double the number of leads produced compared to the same time last year. The team made a strategic shift in building relationships with meeting planners by hosting more client events throughout the United States as well as focusing on higher-end, appointment trade shows. The anticipated renovation of the Monterey Conference Center also helped to build interest in the meeting market. The plan to capitalize on the momentum of the renovation started two years ago, and in 14-15, we started to act on those plans in cooperation with the City of Monterey and local partners.

Travel spending in Monterey County in 2014 was \$2.57 Billion. This represents a 4.4 % increase from 2013, following a 4.2 % increase for the preceding year. Employment (23,850 jobs) also increased for the third consecutive year following the recession.

Dean Runyan Associates, 2014

DESTINATION PERFORMANCE OVERVIEW

Monterey County's average occupancy this year was 69%, continuing an increasing trend over the previous year. Revenue per Available Room (RevPar) was also up 8% over the previous year. Occupancy continues to show modest growth, however the amount hotels can collect per room has increased at a good pace for the past two years.

DESTINATION PERFORMANCE OVERVIEW

	Occupancy	13-14	% Change	Average Daily Rate	13-14	% Change	Revenue per Available Room	13-14	% Change
2014-2015	69%	66.9%	3.1%	\$183.33	\$175.10	4.7%	\$126.52	\$117.20	8%

EXECUTIVE SUMMARY

CONTINUED

FISCAL YEAR 2014–2015 HIGHLIGHTS AND ACCOMPLISHMENTS

The MCCVB set aggressive goals in 2014-15 and produced strong results. The integrated brand campaign, “Grab Life by the Moments,” was launched the year prior and we capitalized on momentum this year with the theme, “Expand the Brand.” Several strategic initiatives were executed to generate more interest in visiting the destination including the launch of a robust content marketing strategy in January. We expanded the brand by continuing the brand messaging within the County from the arrival experience at the Monterey Regional Airport with display signage—to door hangers, check cards and other marketing materials for members and partners to distribute in their businesses.

According to the latest brand study for the County, MCCVB marketing efforts have been generating outstanding results and impact with the destination realizing an incremental \$127.3MM in visitor spending and 323,375 room nights. The campaign has higher awareness and generated longer stays versus last year and overall has strengthened the identity of Monterey County, resonating with customers and our community.

Our Group Sales team opened three new markets and focused on new business leads—producing double the number of leads versus the year prior. A strategic shift was made in the Group Sales strategy which focused on higher-end sponsorship of events, in-market FAMs with meeting planners, and intimate client events to develop stronger relationships.

MCCVB’s Visitors Center at Lake El Estero expanded reach through off-site satellite services. Users of the center were heavily influenced in their length of stay and overall spending; 55% of those who visited the center

stayed in the destination longer, resulting in over 94,000 incremental room nights and more than \$30.5MM in economic impact.

AWARDS, ACCOLADES AND NOTABLE MEDIA ATTENTION

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

- HSMAI Silver Adrian Award: Group Sales/Advertising Campaign
- Travel Weekly: 2014 Gold Magellan Award
- Meetings & Conventions: 2014 Gold Service Award
- Smart Meetings: 2014 Platinum Choice Award
- Monterey Peninsula Chamber of Commerce: 2014 Business Association of the Year
- Successful Meetings: 2015 Pinnacle Award
- Our 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

In order to fully leverage our destination’s investment, it has been a priority of the MCCVB to strengthen relationships with partner organizations. This past year the MCCVB continued to focus on strategic partnerships with San Francisco Travel, Central Coast Tourism Council (CCTC), Visit California, Brand USA, and Destination Marketing Association International (DMAI). President and CEO Tammy Blount serves on the CEO DMO Advisory Council and International Committee for Visit California and also serves on the Executive Board of DMAI. Each of these relationships will continue to be leveraged in the years to come to highlight our value proposition as a destination.

MCCVB KEY PERFORMANCE MEASURES

SALES	2014-15	GOAL	% of GOAL
New Group Business Leads	937	1008	93%
Group Room Nights Index	98%	100%	98%
Conversion Rate	26%	35%	76%
MARKETING & COMMUNICATIONS	2014-15	GOAL	% of GOAL
Communication Effectiveness	4.03	4.1	98.3%
Earned Media (Ad Equivalency)	\$59,878, 568	\$40,000,000	150%
Website visits	1,638,914	1,200,000	137%
VISITOR SERVICES	2014-15	GOAL	% of GOAL
Room Nights Influenced	94,246	90,000	105%
Visitor Referrals/Inquiries	113,076	123,000	92%

EXECUTIVE SUMMARY

CONTINUED

Our partnership with San Francisco Travel continues to strengthen. This year, several cooperative events and sponsorships highlighted our destination as a wine region to meeting planners, tour operators, and San Francisco residents as well.

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 throughout the year.

EXPAND THE BRAND

The brand campaign, “Grab Life by the Moments” launched in October of 2013 was continued with both print and digital ad placements in multiple media outlets. Ad buys were supported by aggressive public relations outreach and social media integration.

Research was conducted by Strategic Marketing & Research Insights (SMARI) to further measure the results from the campaign throughout the year.

The campaign was deemed a success. Intent to visit increased to 37% from 31% the previous year. Unaided brand awareness, which measures the brand recall of consumers, reached 83.9%. The campaign influenced 323,375 incremental room nights and \$127.3 Million in spending.

Capitalizing on the brand momentum, this fiscal year the Marketing Communications team at the MCCVB focused on Content Marketing. Several promotions were run with an emphasis on social engagement. These content marketing programs resulted in an increased awareness among consumers about all that Monterey County has to offer.

GROUP SALES

The Fiscal 2014-15 year was an exciting one for Group

Sales as we opened three new markets: Chicago/Midwest; San Francisco/Pacific Northwest and Dallas/Southeast. These three new markets generated nearly 400 new leads to Monterey County hotels – many from clients who are experiencing Monterey for the first time. Our sales team has worked in conjunction with our hotel partners to improve the hotel response rate to leads in order to generate more bookings and we continue to see growth. The Room Night Index (RNI) group hotels grew Average Daily Rates (ADR) by \$5 with group business remaining at 27% of their total business.

The renovation of the Monterey Conference Center is exciting news and a short-term opportunity. Construction schedules were announced and planning moved forward in 2014-15, bringing excitement to the industry about the new flexible, LEED®-EB Silver Certified meeting space that will attract more convention business to the destination.

SUMMARY STATEMENT

This year has been a time of building upon the foundation that the CVB has established, expanding the brand, and building a stronger tourism economy in Monterey County. We appreciate the partnership, support and financial investment of our regional governments and members, without which we would not have been able to achieve nearly as much. It remains our commitment to inspire the world to experience our extraordinary destination and to drive business growth through compelling marketing and targeted sales initiatives that maximize the benefits of tourism to our guests, members, and community.



**FY 2014–2015
ANNUAL REPORT**

MONTEREY
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2014–2015 BOARD OF DIRECTORS

OFFICERS

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Aramark / Asilomar Conference Grounds

Rick Aldinger, Chair-Elect
Big Sur River Inn

Bob Buescher, Secretary
Carmel Mission Inn

Mike Zimmerman, Treasurer
Cannery Row Company

Janine Chicourrat, Immediate Past Chair
Portola Hotel & Spa

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Gill Campbell
Mazda Raceway Laguna Seca

Lisa Dias
Mirabel Hotel & Restaurant Group

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Monterey Bay Aquarium

Steve McNally
Hyatt Regency Monterey Hotel & Spa

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Monterey County Board of Supervisors

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Ralph Rubio
City of Seaside

Julie Weaver
The Lodge at Pebble Beach & Casa Palmero

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Monterey County Farm Bureau

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Carmel Chamber of Commerce

Kim Stemler
Monterey County Vintners and Growers Association

David Spaur
Economic Development for Monterey County

Hans Uslar
City of Monterey

Alan Vasquez
Monterey County Film Commission

GROUP SALES & SERVICES

Strategic Priority: Grow Market Share

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 are present when leisure customers occupy weekend and high-season rooms. The nature of this business, combined with the extraordinary opportunity that arises with the Monterey Conference Center renovation, support the MCCVB’s increased focus on this important market segment. **In 2014-15, MCCVB sales efforts generated 245 booked meetings with nearly 55,000 booked room nights in the County, resulting in an economic impact of over \$44MM.**

Last year, the MCCVB Board of Directors took a bold strategic step and doubled the resources allocated to Group Sales. This major shift was undertaken in order to develop a solid foundation to build business from new markets in anticipation of a renovated Monterey Conference Center. After conducting extensive research on new target markets and launching a new group sales approach, the number of MCCVB generated leads has more than doubled this fiscal year. A majority of the increase in leads can be attributed to the opening of three new markets: Dallas, Chicago, and the Bay Area.

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.

CLIENT ENGAGEMENT

The MCCVB focuses on identifying and connecting new business opportunities with the hotels and facilities of Monterey County. This is done through nationwide prospecting, sales missions, trade shows, partnerships, customer education, client events and integrated marketing and PR programs. This year’s focus was on higher-end trade shows like FICP, Luxury Meeting Summit, and SITE which yielded higher-end leads. The number of leads produced outpaced last fiscal year. **The sales team generated 937 leads for the destination in 2014-15. These leads represent 499,893 room nights—a 43% year over year increase.**

GROUP SALES & SERVICES

\$44MM

IN ECONOMIC IMPACT

55k

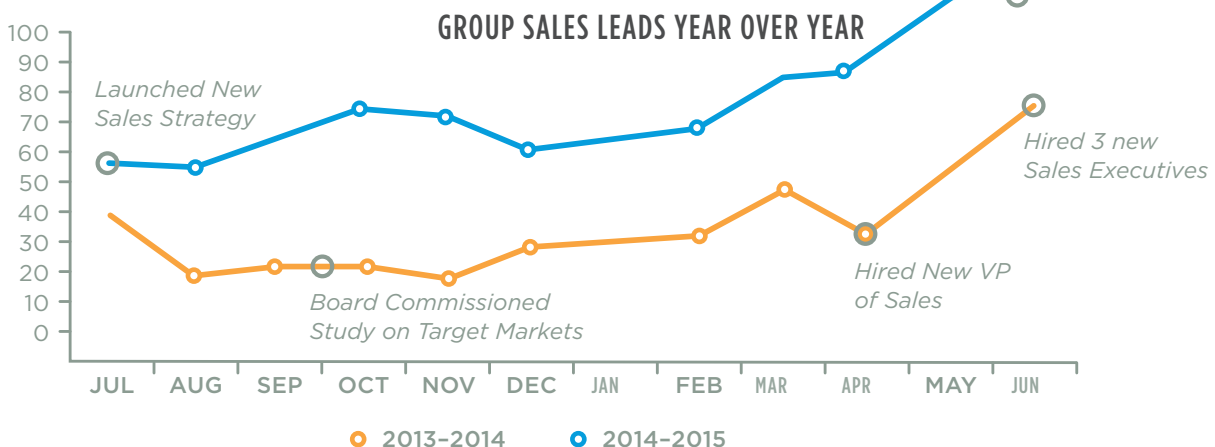
BOOKED ROOMS

937

LEADS

43%

GROWTH YEAR OVER YEAR



GROUP SALES & SERVICES

CONTINUED

ROOM NIGHT INDEX

This fiscal year, the partnership and collaboration between the MCCVB and the hotel community continued to grow. Based on the foundation that the community's success is the most important measure, the MCCVB maintained in 2014-15 a partnership 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. With the annual index finishing at 98%, participating hotels had a \$5 jump in Average Daily Rate (ADR) and increased revenue by more than \$600K.

STRATEGIC CLIENT SERVICES

A strategic approach to developing group business is critical if Monterey is to stand out in a field that is fiercely competitive. The tipping point for deciding on one destination over another are most often cited as 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 County.

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

This year, the SCS department utilized a new VIP client profile survey. This survey identifies client preferences prior to arriving in Monterey for their site visits and has been well received. 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.

A recent potential client rated her site experience very highly, "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."



GROUP SALES & SERVICES

CONTINUED

GROUP CLIENT MICROSITES

Microsites are now offered to group clients to serve as a landing page for delegates. Links to housing services as well as dining, activities and pre and post conference options along with customized maps all help build our value proposition to the meeting planner and build event attendance, therefore strengthening the success of events. In addition, the client can control the information on the site in order to best serve their attendees.

ONLINE CLIENT MAPPING TOOL

Clients can pin-point 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 connects groups to local activities and organizations to create opportunities to give back to the community and our local environment.

PRE & POST CONFERENCE ACTIVITIES

As part of our overall goal to extend stays and increase delegate spending, as well as build event attendance, meeting planners are provided with a number of activities for groups or individuals to take advantage of before and after their conference.



GROUP SALES & SERVICES

CONTINUED

MONTEREY MEDICAL MEETINGS

Monterey has an opportunity to develop a specialized market segment: medical meetings. These meetings are strictly regulated and require specialized services, pricing, billing and accountability elements.

These regulations can be a great challenge for meeting planners when individual requirements need to be negotiated and arranged with individual properties. MCCVB's Monterey Medical Meetings initiative bundles compliant properties with bar code scanners and other tools that make arranging these meetings easier, presenting a strong value proposition to planners over other destinations.

CHAMPION MONTEREY

Champion Monterey is a meetings referral program designed to identify local residents who are members of organizations or associations, and support them in bringing their related meetings to Monterey. The program includes recognizing Champions for the economic impact their efforts brought to the community.

BE OUR GUEST MEETING PLANNER VOUCHER PROGRAM

The MCCVB SCS team frequently receives calls from clients requesting site inspections for weekends and the opportunity to explore our destination on their own or with a guest. We launched a new "Be Our Guest" voucher program catered to clients who desire the flexibility to be on their own while in Monterey. We provide this voucher to the client on their arrival day, offering them six activities to choose from. They simply select their activity, hand the voucher to the local business and participate in activities paid for by MCCVB. Members roll out the red carpet, and we continue to wow our customers with the magic of Monterey.

MONTEREY
Medical meetings.™

Partnering to bring
Champion
Monterey
Your conference home



GROUP SALES & SERVICES CONTINUED



MONTEREY CONFERENCE CENTER

This is an exciting time for Monterey as the renovation of the Conference Center has been approved and is moving forward. This upcoming renovation brings enthusiasm and anticipation to the destination and to residents as a part of the greater downtown revitalization efforts.

The MCCVB is working to leverage this opportunity with our current and potential customers. A preliminary survey of competing destinations has shown that Monterey has up to one year to capitalize on the excitement after the renovation schedule has been announced and up to one additional year to capitalize on the re-opening.

This gives the MCCVB an opportunity window of three years to build sustainable momentum for meetings business, and the residual benefit of downtown vitality critical to fulfilling the vision of a vibrant, strong economic and social driver for Monterey County.

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 meets regularly to streamline the communications process.

In 2014-15, the team developed a strategic marketing plan to begin embarking on the promotions and sales process with current and potential clients. We have also cultivated meeting planner testimonials to add to the credibility to the conference center website and we will continue to develop compelling content to build excitement around the renovation.



CUSTOMER ADVISORY BOARD

In March, the MCCVB hosted its sixth Customer Advisory Board meeting at the Portola Hotel & Spa. A total of 17 customers from across the country participated. Our Sales Team built valuable relationships and gained key industry specific intelligence from these customers, all of whom have either done business in Monterey or plan to in the near future. Marketing and sales strategies were discussed in addition to the renovation of the Monterey Conference Center. Based on their feedback, we are improving sales and marketing strategies and finding new ways to promote our beautiful destination.

GROUP SALES & SERVICES

CONTINUED



TOUR & TRAVEL

Our focus on the Tour and Travel industry has been ramping up over the past year, and we have seen some positive results. The team has hosted **12 FAM Trips** with international tour operators, hosted **eight client site visits**, and attended several tradeshows and sales missions to keep Monterey top of mind for these operators building their itineraries in California.

In the first quarter, the MCCVB team focused on identifying and prospecting domestic receptive tour operators that had high propensity to bring business into Monterey County. We specifically targeted tour operators that can bring business during our need periods of November

through April. The sales team called on over 50 clients, identified 15 top prospects and met with a number of those clients.

In the second quarter, we continued to promote the destination to the travel trade by meeting with receptive tour operators on sales calls and at trade show appointments. During the quarter we interacted with **287 international and domestic travel agents and trade buyers**. The team also showcased Monterey County to international travel agents and tour operators by sponsoring familiarization (FAM) trips.

In an effort to bring Monterey County stakeholders together in order to better engage the tour and travel industry, the MCCVB created a tour and travel taskforce who meets each quarter.

GROUP SALES & SERVICES

CONTINUED

In the third quarter, we refined our international strategy identifying Mexico, Canada and China as priority international markets moving forward. We also continued to educate and engage receptive tour operators by participating in key industry tradeshows. We attended three appointment tradeshows during the quarter: NTA Travel Exchange in New Orleans (January) with **41 appointments with domestic and international tour operators**; Go West Summit in Colorado Springs (February) where we scheduled **33 appointments with domestic and international tour operators**; and NAJ Receptive Tour Operator Summit in the Los Angeles region (February)—with **22 appointments with receptive operators**.

During the third quarter we also hosted an additional five FAM visits for international tour operators and travel agents from Australia, Mexico, Germany, and two from China. The China delegation included **22 North American Product Managers** from five regions experiencing rapid outbound growth to California.

In the fourth quarter, the sales team participated on two international trade missions organized by Visit California in Canada and China. The MCCVB team traveled to 3 cities in China (Guangzhou, Hangzhou and Shanghai) as part of the **Visit California China Sales Mission** in April. The team conducted 18 appointments with tour operators and five media appointments in Guangzhou, gave four presentations to over **80 tour operators and 20 media outlets** in Hangzhou, and had eight sales calls with key trade and media offices in Shanghai. The sales mission revealed that demand for Monterey exists, but that our destination is still unknown compared to California's gateway cities. We have more work ahead of us.

Participating in **Visit California's Canada Trade Mission** in May enabled the MCCVB team to meet directly with approximately **20 qualified buyers** in the Toronto

area. The team also gave presentations to agents at the Travel Brands' offices in Mississauga, Ontario. The goal of the trip was to build greater exposure for Monterey County in the more populous Eastern Canadian provinces and attract visitors to fill need periods.

Finally, the Sales Team concluded the year by exhibiting at one of the industry's largest tradeshows in Orlando. Eight Monterey County partners joined the MCCVB at IPW (formerly International Pow Wow) from May 31–June 5, where we conducted **120 trade and media appointments**, as well as participated in Visit California's State Caucus. IPW is the primary industry driver for inbound international travel to the U.S. generating \$4 billion in business.

FY 14-15 TOUR AND TRAVEL SUMMARY

12 FAM TOURS

MEXICO FRANCE UNITED KINGDOM
AUSTRALIA GERMANY CHINA

7 APPOINTMENT TRADESHOWS

260 APPOINTMENTS

2 INTERNATIONAL SALES MISSIONS

65 APPOINTMENTS & PRESENTATIONS IN CHINA AND CANADA

2 CLIENT EVENTS

ASIAN RECEPTIVE TOUR OPERATORS, IAGTO GOLF TOUR OPERATORS

8 CLIENT SITE VISITS

SALES CALLS

IN LOS ANGELES, SAN JOSE, TORONTO AND SHANGHAI

GROUP SALES & SERVICES

CONTINUED

MONTEREY MOMENTS CULINARY SERIES: EXPORTING THE EXPERIENCE

Key customers and media are located all over the nation. In order to effectively communicate the magic and bounty of our destination, we export extraordinary experiences.

The “pop-up” series was created to interpret and showcase the incredible aspects of the Monterey experience through a culinary lens. MCCVB worked with Monterey County chefs and wine personalities to export the Monterey brand by creating authentic, once-in-a-lifetime experiences for important target audiences in unique locations. Each event focuses on targeting the media/leisure market or important group clients and incorporated ingredients, wines, and stories from Monterey. These experiences are a stage to taste, see, share, and leave a lasting impression about Monterey—its inspiration and ability to invigorate the soul. We’ve executed three events in this fiscal year. The first took place in Dallas in the first quarter, Seattle was the host city in the second quarter, and the last event of the year took place in March in New York City.

MONTEREY MOMENTS CULINARY SERIES IN DALLAS

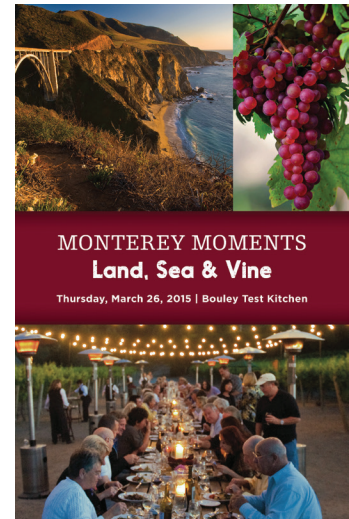
September 30, 2014
Planners in attendance: 14
Leads Received: 4
Lead Room Nights: 755

MONTEREY MOMENTS CULINARY SERIES IN SEATTLE

November 20, 2014
Planners in attendance: 20
Earned Media: \$19,520
Media impressions: 1.7MM



GROUP SALES & SERVICES CONTINUED



NEW YORK CITY: “LAND, SEA, & VINE”

March 26, 2015

Planners in attendance: 22

Leads Received: 2

Lead Room Nights: 1,075

Chef Todd Fisher, from Tarpy’s Roadhouse appeared on the Weekend TODAY Show in conjunction with this event. The segment highlighted the latest superfood trends and included four recipes featuring local superfood ingredients. It focused on Monterey as the “Salad Bowl of the World” and now full recipes from the show are available on Today.com. **The Weekend TODAY Show has an audience of 2,993,901, yielding a PR value of \$2,445,208 and Today.com receives nearly 10.5 million unique visitors, yielding a PR value of \$366,629.**

MONTEREY MOMENTS CULINARY SERIES RESULTS

6
TOTAL MEETING RFPS
REPRESENTING
1,830
ROOM NIGHTS

TARGET MARKETS

Strategic Priority: Invest in Market Opportunities

INTERNATIONAL MARKET



CHINA

MCCVB continued its “planting seeds” strategy in the China tourism market – the fastest growing of all international markets. According to *Hotel Magazine*, 140 million Chinese tourists will travel abroad in 2015 and those tourists are predicted to spend more than \$188 billion.

MCCVB has been building relationships with targeted travel wholesalers (tour operators and travel agents) who drive the bulk of U.S. visitation from China, and building and maintaining a level of consumer-facing exposure through a website, media relations and social media. Our investment level continues to be relatively moderate but it does position Monterey within the consideration set of destinations to visit while on a multi-city itinerary (which most Chinese travelers seek). Our strategy also relied on leveraging our strategic partner relationships with Visit California and Brand USA.

In April, our Sales Team traveled with Visit California on a targeted sales and media mission with three days of appointments in Shanghai and visits to Guangzhou and Hangzhou as well. The trip was capped-off with 52 media in attendance for the Visit California press conference to announce the Dream 365 program, which included a very popular video from Big Sur.

The MCCVB maintained the services of a China-based firm, i2i, which coordinated and implemented various media and social programs throughout the year. We've experienced considerable growth in China-specific programs and produced great results.

PUBLIC RELATIONS

THE MCCVB IN CONJUNCTION WITH
i2i MEDIA GARNERED

\$10,199,094

IN PR ADVERTISING
EQUIVALENCY

FOR THE 14-15 FISCAL YEAR IN CHINA

SOCIAL MEDIA

MONTEREY'S SINA WEIBO (CHINESE
EQUIVALENT OF A TWITTER/
FACEBOOK HYBRID SOCIAL
CHANNEL)

154%

GROWTH

FROM THE SAME TIME LAST YEAR

CANADA

Our neighbor to the North, Canada is distinctive in its travel patterns and audience characteristics. To create superior positioning with the Canadian traveler, Monterey County implemented a number of media and partnership programs. We worked with six Canadian journalists and brought them to experience Monterey County this year.

Our Sales Team also participated in a Visit California sponsored sales mission to grow interest from this important market. Canada continues to be a top international market for growing the destination with leisure travelers, and now the MCCVB is cultivating meeting planner relationships from Canada as well.

TARGET MARKETS

CONTINUED



DEMOGRAPHIC TARGET MARKET

MILLENNIALS

A generational market segment of rising importance is Millennials, who by any measure are the travelers of the future. Attracting Millennials to Monterey County is folded into all marketing campaigns that the MCCVB executes. With this fiscal year's emphasis on content marketing, our social media networks grew along with digital content to attract more interest in visiting Monterey.

The Media Relations Team worked with 12 popular Instagrammers and brought them to Monterey County to experience all that our destination has to offer and build momentum on our social networks. The team hosted an **"Instagram FAM" this past summer that resulted in 4,296,315 Impressions, 157,949 Likes, and 2,022 Comments.**

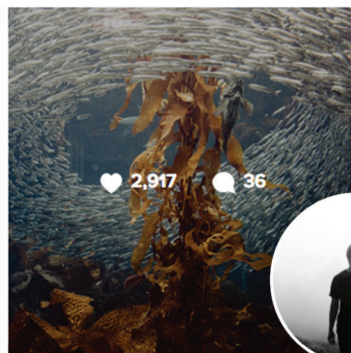
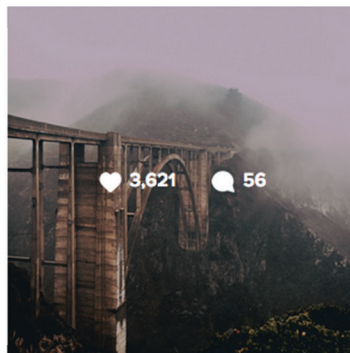
Millenials crave authentic experiences and rely heavily

on user-generated reviews before booking travel. To support this, our team also works with TripAdvisor as one of our partners to highlight the authentic Monterey experience on this platform.

HISPANICS

Hispanics represent the fastest growing segment of the U.S. population and a critically important part of the tourism economy. As such, the MCCVB took steps in the past year to advance the destination's collective understanding of this vital but not easily defined group of travelers.

The Media Relations Team at MCCVB hosted nine Hispanic journalists in Monterey County to help elevate our destination on the radar of Hispanic travelers. In the next year, MCCVB will further advance the destination's collective understanding of Hispanics and, with that understanding established, implement more aggressive Hispanic marketing programs.



Instagram

adriansky

FOLLOW

San Francisco AdrianSky@me.com

391 posts

70.5k followers

164 following



MARKETING COMMUNICATIONS

Strategic Priority: Create a consistent and dynamic marketing message

As the tourism marketing agency for Monterey County, managing the brand of the destination, creating awareness, excitement and growing the tourism economy through marketing is a core component of the MCCVB's mission. Advertising, content marketing, social and public relations outreach all work together to impact our audience. This creates a solid foundation for individual business marketing efforts and for the success of group sales programs.

GRAB LIFE BY THE MOMENTS: EXPANDING THE BRAND

MCCVB continued its integrated brand campaign "Grab Life by the Moments"—a call to action based on the brand truth revealed by the research that shows visiting Monterey can 'invigorate the soul.' This brand campaign includes print and digital ad placements in multiple media outlets. We continued ad buys supported by aggressive public relations outreach and social media integration. Consumers were targeted nationally with a concentration on drive and direct-flight markets.

Research is conducted on a bi-annual basis by Strategic Marketing & Research Insights (SMARI) to measure the results from the campaign throughout the year. Even more important is the **Communication Effectiveness score of 4.03**, which is a measure that indicates how effective the campaign is at positioning and promoting Monterey County as a highly desirable travel destination. The effectiveness score dropped slightly due to the

decrease in media spend in 2014-15, especially in the Los Angeles market. Ultimately, the most important measure is the actual travel influenced by the marketing program: **in FY14-15 the campaign influenced 323,375 overnight trips to our destination that generated \$127.3 Million in spending.** In the campaign's third year, there is a higher awareness surrounding the campaign producing longer stays in Monterey County.

Our theme for the 2014-2015 year was "Expand the Brand." This component of the campaign was launched to capture travelers while they are in Monterey - inspire them to stay longer, have more uniquely Monterey experiences, and increase the economic impact of their visit.

GRAB LIFE BY THE MOMENTS CAMPAIGN RESULTS

211% INCREASE

IN AD-INFLUENCED ROOM NIGHTS YEAR OVER YEAR (323,375) VS 146,000

8% INCREASE

IN AVERAGE TRIP SPENDING YEAR OVER YEAR (\$1,059)

\$127.3MM

IN CAMPAIGN INFLUENCED SPENDING



MARKETING COMMUNICATIONS

CONTINUED

EXPANDING THE BRAND

Beginning in April, the MCCVB engaged members and hotel partners to help expand the brand into the visitors' experience. This segment of the campaign was launched to capture travelers while they are in Monterey - inspire them to stay longer, have more uniquely Monterey experiences, and increase the economic impact of their visit. The branded collateral pieces that continue to be produced are hotel check-in inserts, restaurant menu inserts, window clings and door hangers. In addition, videos and photos along with the MCCVB logo have been distributed to partners and members.

The MCCVB team developed and launched a content marketing strategy with input from community stakeholders to create a buzz when visitors are in our destination.

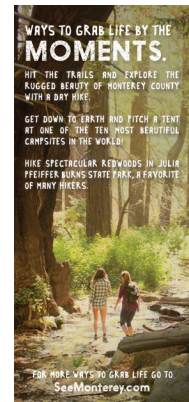
Lastly, this fiscal year we worked with Monterey Regional Airport to create an on-brand arrival experience. Signage was placed in the airport from July-September 2014 and a Facebook promotion was also executed to promote the new look.

RESEARCH-BASED DECISION MAKING

It has always been the philosophy of the MCCVB to base strategic marketing and sales initiatives on research. In 2014-15, the MCCVB focused on obtaining new research and data to evaluate the economic impact of tourism for Monterey County. New research was conducted by partners, Destination Analysts, to measure the economic impact of several high profile events in Monterey including Car Week, Sea Otter Classic, Pacific Grove's Good Ol'Days, among others. Monterey is growing as an

event destination and having that research helps evaluate the return on investment.

Also during this fiscal year, the MCCVB conducted a Visitor Profile study to understand more fully who is coming to Monterey County. All research is available for viewing on our website: <http://www.seemonterey.com/members/tools/reports/>.



MARKETING COMMUNICATIONS

CONTINUED

CONTENT MARKETING

Content marketing is a marketing 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 hosted a strategy meeting in November for key members and partners who are progressive in the content/social space to collaborate on the development of the destination-wide approach. A strategic content plan for the destination was unveiled in January of 2015. The MCCVB hosted two content workshops throughout the community in the last two quarters of this fiscal year. The new focus on content marketing coincides with a reorganization of the marketing team, ensuring the best talent and ample resources are applied to produce the strongest results possible.

FALL MARKETING CAMPAIGN

MCCVB's fall campaign was launched on September 25 and focused on highlighting events and things to do in Monterey. Print and digital ad placements were supported by social media. **The campaign resulted in more than 168,000 visits to the campaign landing page.**

To support the campaign a sweepstakes promotion was run October 22–November 17, 2014 and encouraged visitors to share their experiences on social media using the hashtag #GrabYourMoment. The sweepstakes resulted in:

- 3,448 total entries from web
 - 3,189 from Facebook Shares
 - 80 from # Instagram
 - 106 from # Facebook
 - 111 from # Twitter
- 580 new emails in our database

CONTENT MARKETING SUMMARY

7 SOCIAL AND ONLINE CAMPAIGNS

DESIGNED TO INSPIRE TRAVEL TO THE DESTINATION AND ENGAGE THE ONLINE SOCIAL COMMUNITIES TO DRIVE BUZZ FOR MONTEREY.

FROM JAN.-JUNE 2015, THERE WERE

163,162

SHARES, COMMENTS, LIKES
THROUGHOUT ALL OF OUR
SOCIAL CHANNELS



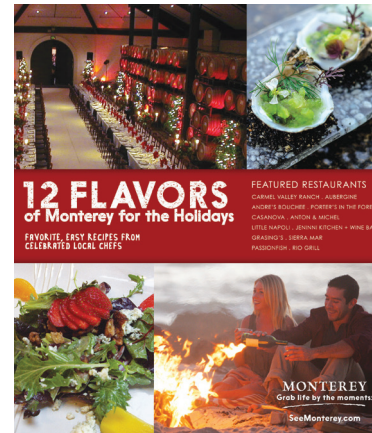
MARKETING COMMUNICATIONS CONTINUED

'TIS THE SEASON TO SEE MONTEREY' HOLIDAY CAMPAIGN

The MCCVB launched a holiday campaign and sweepstakes that ran November 12, 2014 through December 1, 2014. The goal of the campaign was to highlight local holiday events and to continue to increase brand awareness and influence overnight visitors during a traditionally slower time of year for business. The campaign consisted of digital ad placements along with dedicated email blasts and social posts. The campaign resulted in:

- 5,109 total entries from web
- 4,047 opt-ins to the SeeMonterey eNewsletter
 - 1,691 new subscriptions
- 12,861 unique visitors viewed the entry page

In December, we ran a social media blitz in conjunction with the holiday campaign featuring the “12 Flavors of Monterey.” This blitz highlighted local culinary talent and a recipe every day for the first 12 days of December. **The campaign resulted in over 400 unique visits to the blog.**



THE “GREAT MONTEREY ROAD TRIP” SPRING CAMPAIGN

The spring campaign launched in early March highlighting spring events with digital banner ads and print ads in publications like the San Francisco Chronicle, LA Magazine and Riviera Magazine.

In conjunction with the Spring Campaign, the MCCVB launched the “The Great Monterey Road Trip” spring sweepstakes on March 20. Travelers could enter online by simply filling out the form and taking a brief quiz which then populated a customized travel itinerary for their visit to Monterey County. Users gained more entries by sharing the sweepstakes with their social media followers. The sweeps ran through April 24 and **there were more than 28,000 entries - Double the previous spring promotion!**



MARKETING COMMUNICATIONS

CONTINUED

CALIFORNIA'S HAPPIEST SEASIDE TOWN: MONTEREY

Coastal Living magazine named Monterey, CA one of its Top 10 "America's Happiest Seaside Towns" for 2015 and the happiest California Seaside town in 2015. The MCCVB worked in partnership with the City of Monterey to capitalize on this great recognition. The MCCVB created a landing page and sweepstakes to increase visibility and garner votes. The #HappyMonterey - America's Happiest Seaside Town Sweepstakes ran February 13 - March 31, 2015. The contest resulted in:

- 3,996 total entries from web
- 3,410 opt-ins to the SeeMonterey eNewsletter
- 751 NEW emails in our database
- 8,547 unique visitors viewed the entry page
- 29 posts were tagged with #HappyMonterey



GOOGLE TREKKER PARTNERSHIP: TRAILS & VISTAS

On March 15, Google Maps unveiled footage of Monterey County trails and vistas thanks to a partnership with the MCCVB and Google. Travelers can now experience Monterey County from anywhere. Working with Big Sur Hiking Guides, the MCCVB has made it possible for users to explore our most popular trails and locales with a simple click of the mouse on Google Maps "Street View." This feature showcases panoramic views of Monterey including the following areas in Monterey. See the trekked areas at: www.seemonterey.com/streetview

Old Fisherman's Wharf



MARKETING COMMUNICATIONS

CONTINUED

SOUTH COUNTY SWEEPSTAKES: “WIN A TRIP TO STEINBECK COUNTRY”

On May 11, 2015, the MCCVB launched the “Win a Trip to Steinbeck Country” sweepstakes highlighting all of the amazing experiences in the Salinas Valley. The sweepstakes’ goals were to showcase the Salinas Valley as a travel destination and highlight its unique attributes (Pinnacles, Salad Bowl of the World, Steinbeck history, etc.), generate awareness of the Salinas Valley by leveraging social media, generate social content and generate database growth through sweepstakes sign-ups. The results of the sweepstakes were as follows:

- 6,123 total entries from web (including duplicates)
- 5,312 opt-ins to the SeeMonterey eNewsletter (including duplicates)
- 716 NEW emails in our database
- 10,988 total visitors viewed the entry page
- 8,986 unique visitors viewed the entry page

The Marketing Team created new content for the Salinas Valley and promoted a new itinerary on the webpage and blog. In conjunction with Brand USA, we also placed an ad promoting Pinnacles National Park that ran in June.



BUZZFEED SOCIAL PROMOTION

In June the MCCVB worked with Buzzfeed to create engaging social and web content. The promotion launched on June 10th and was titled, “14 Reasons Monterey will Ruin you for Life.” As of June 29, the results are stellar: **Over 127,000 views, over 39,000 Facebook likes and over 6,900 shares.**



MARKETING COMMUNICATIONS

CONTINUED

WEBSITE & ONLINE MEDIA

The MCCVB is focused on increasing and strengthening the social and digital presence of the destination. The brand is amplified throughout all of our social media channels as well as the website and plays a key role in carrying the conversation about our destination to our current and potential visitors. Facebook, Twitter, Blog Monterey, Instagram, LinkedIn, Pinterest, Flickr and Google + were used to leverage our main social networks and enhance Monterey's social footprint.

Our partners at San Francisco Travel re-launched their website this past October and as a strategic partner, the MCCVB was able to enhance our destination's presence on their website in the Beyond SF section. This strategic partnership allows us to capture return travelers to San Francisco who want a new experience and other visitors who may not have considered Monterey in their travel plans.

Visit California also unveiled a new website this fiscal year. Monterey/Carmel has a dedicated page and is featured in the Central Coast Region. Monterey County Wines also have an increased presence on their new website.

SEEMONTEREY.COM

In 2014-2015, SeeMonterey.com had **1,638,914 unique visitors**. Significant improvements were made to SeeMonterey.com beginning in July of 2014, infusing energy with new imagery and inspiring content to match the brand campaign.

Looking to maximize website customer conversion, a new online reservation partner, Booking.com was selected just before the start of this fiscal year. For 2014-15, overall **room night bookings increased by 459%** compared to the previous year. **Total reservations increased by 187% in 2014-15.**

FOLLOWERS AND FANS OF MCCVB'S SOCIAL NETWORKS

68,989 FACEBOOK

13,240 TWITTER

1,839 PINTEREST

242 GOOGLE +

1,963 INSTAGRAM

155 YOUTUBE

825 LINKEDIN

12,700 BLOG

AVERAGE UNIQUE MONTHLY VISITS

BOOKING.COM STATS

	Total Revenue	% Increase From Previous Year	Total Room Nights	% Increase From Previous Year	Total Reservations	% Increase From Previous Year
2014-2015	\$329,866	687%	2,652	459%	1,276	187%
2013-2014	\$56,210		739		445	

MARKETING COMMUNICATIONS CONTINUED

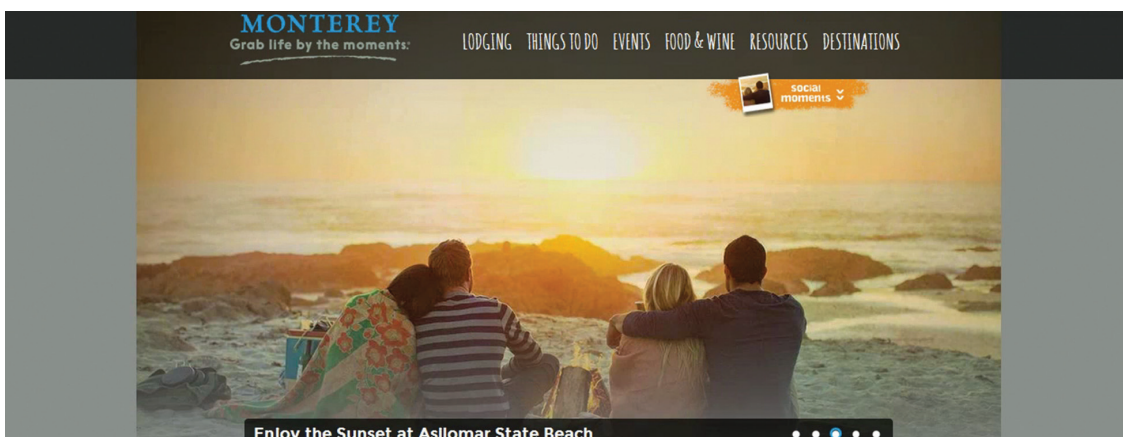
ONLINE TRAVEL PARTNERSHIPS

The Marketing team works with both TravelZoo and TripAdvisor to promote Monterey as a vacation destination. Working with TravelZoo, a destination landing page was created for the Fall Campaign. In addition, we worked with the TravelZoo team on member specials, banner ads, and email blasts.

The MCCVB partnership with TripAdvisor includes an annual tourism sponsorship with a dedicated landing page promoting Monterey experiences. We have also created banner ads to keep Monterey top of mind for potential visitors.

SOCIAL MOMENTS CHANNEL LAUNCH

On January 28 the MCCVB launched the “Social Moments Channel” on SeeMonterey.com. This channel on the SeeMonterey.com website aggregates user generated content from multiple sources to help us tell the inspiring story of Monterey County. User generated content is authentic, which adds credibility to the landing page for our destination. Social media content containing #GrabYourMoment and #Monterey are aggregated onto the channel inspiring even more getaways to our destination. <http://www.seemonterey.com/socialmoments>



MARKETING COMMUNICATIONS

CONTINUED

PARTNERSHIPS

In order to fully leverage our destination's investment, it has been a priority to strengthen relationships with partner organizations. Focusing on strategic partnerships with San Francisco Travel, the Central Coast Tourism Council (CCTC), Visit California, Brand USA and Destination Marketing Association International (DMAI), the reach of the Monterey County brand is significantly extended. By participating in various marketing co-ops, media opportunities and familiarization trips (FAM's), sales missions and web offerings, our destination was able to amplify its message to a larger audience on a national and international level that would not have been attained otherwise.

The "Beyond SF" partnership with San Francisco Travel captured travelers in the region with a special landing page for Monterey County, printed ad placements and dedicated email blasts to their extensive databases. Visit California also relaunched their website with enhanced coverage of the Central Coast and Monterey specifically.

President & CEO, Tammy Blount participates on two committees with Visit California, the International Committee and the CEO Destination Council. Alliah Sheta, Director of Communications and Community Relations, serves on the Rural Committee and the Sponsorship/Co-operative Marketing Committee for Visit California.

The MCCVB also works with CCTC at a Board level. We have collaborated with their PR team to bring out journalists from *USA Today*, *Conde Nast Traveler* and *Saveur Magazine* to name a few, and spotlight Monterey as a Central Coast destination. We have also participated in a co-op sweepstakes promoting the "Ultimate California Road Trip," in the publication *Kuoni Explore*.

Monterey's exposure on a national level has grown with DMAI's DesintationNext Initiative co-chaired by Tammy Blount. She also serves on the executive committee of DMAI and spreads the news of Monterey to whatever destination she may travel to.

In 2015, the MCCVB had the privilege of hosting two industry events—the DMAI CEO Summit which attracted more than 200 VIP CEOs from around the world to our destination for this multi-day event, and the 2015 CalTravel Summit which attracted approximately 500 travel professionals to experience the majesty of our destination.

In addition to building relationships with regional, national and international associations, MCCVB focused on building local partnerships and collaborating on projects with the Monterey County Vintners and Growers Association (MCVGA), the Arts Council for Monterey County and the Monterey County Film Commission (MCFC). The MCFC and the MCCVB printed a Monterey Movie Map that can now be found in Visitor Centers as well as several hotels in the area. The MCCVB also worked closely with the Arts Council for Monterey County to refresh the County's diorama in the halls of the State Capitol. The juried arts show took place in June and the new display will be installed in the fall of 2015.

The MCVGA and the MCCVB have a close partnership dedicated to promoting Monterey County Wines and Monterey County as a wine destination. Several events exclusively showcased Monterey County Wines including the Destination & Travel Foundation Dinner in Washington D.C., San Francisco Travel's Visitor Industry Outlook Forum, MCCVB's three Monterey Moments Culinary Events in Dallas, Seattle, and NYC, as well as several sponsored meeting planner client events. The two organizations also collaborated on a sponsorship at SAVOR event in San Luis Obispo, a wine map, and a trade tasting event with the goal of elevating the knowledge of the destination's wines among the industry.



MARKETING COMMUNICATIONS CONTINUED

COMMUNICATIONS & PUBLIC RELATIONS

MCCVB has achieved extraordinary results for earned media by pitching stories, assisting journalists with information requests and hosting media familiarization trips (FAMs) to Monterey County. Many publications and media channels have featured attractions, attributes and destinations within the Monterey County region, resulting in a total of over **\$59,734,536 million in earned media and 3 billion impressions.**

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 1,898 journalists and hosted 109 media FAMs fiscal year.**

Some of the FAMs we hosted this year include:

HARVEST MEDIA FAM

In October, the MCCVB brought out six influential reporters writing for outlets such as AAA New York-Car & Travel, A Hotel Life, Taste & Travel, PRIME Living Magazine, Dreamscapes, Brides.com and Town & County Travel. The FAM focused on fall activities and events with a look forward towards the winter season. **The combined impressions for all of these outlets totals more than 12.3 million and the total advertising equivalency to date of these articles equals more than \$3.5 million.**

THE TELEGRAPH

In March, the MCCVB teamed up with Helena de Bertodano from UK's *The Telegraph* for a "fun in the sun"

PUBLIC RELATIONS RESULTS

**\$59,734,536
MILLION**

IN EARNED MEDIA

62% INCREASE IN EARNED MEDIA
VS LAST YEAR

**3 BILLION
IMPRESSIONS**

198% INCREASE VS LAST YEAR

article. The FAM focused on family activities with a look towards the summer season. ***The Telegraph* has a circulation of 1,192,000 and the story is slated in September 2015.**

DINE MAGAZINE

In January, Canada's *DINE Magazine* came out to Monterey for an adventure/foodie FAM trip. The FAM highlighted locals' favorite places to dine and unusual adventure activities. ***DINE Magazine* has a circulation of over 200,000 readers and this travel piece is expected to publish in summer 2015.**

MARKETING COMMUNICATIONS CONTINUED

USA TODAY

In January, the MCCVB worked in conjunction with the CCTC and JUCY Van Rentals to bring out USATODAY.com writer Nancy Trejos for an article about the iconic San Francisco to Los Angeles road trip. **USATODAY.com receives more than 15.1 million unique monthly visitors and this media hit is worth \$154,216 in advertising equivalency.**

CHINA SUPER MEDIA FAM

In June, the MCCVB worked with Visit California to host a super media FAM from China including outlets from GQ China, Esquire, Hainan Airlines, and NatGeo China, and TrendingUP who were introduced to Monterey with a historic and luxury angle. **The combined impressions for all of these outlets totals to more than 2.4 million; articles from this media FAM will appear in September of 2015.**

CORPORATE COMMUNICATIONS

The Media Relations Team made a strategic shift and added initiatives focusing on corporate communications to help communicate the power of tourism in Monterey County. Media outreach and relationships have been fostered to promote the economic impact of the tourism industry within the destination and specifically, the MCCVB's role in generating visitor interest with leisure travelers and meeting planners. **For the 14-15 year, \$82,908 was generated in local media coverage.**

IF LIFE IS REALLY A HIGHWAY, THEN
LUCKY YOU.

Just think - you could win a road trip of a lifetime for two! Find a new favorite wine in Carmel where the winemaker just might be the person pouring; dine overlooking the rugged Big Sur coastline; meet nearly nose-to-nose the fascinating animals at the Monterey Bay Aquarium and so much more. Enter to win at SeeMonterey.com/Spring and take a quiz to receive your customized itinerary and a chance for an extra entry. We hope to see you soon in Monterey!

MONTEREY
Grab life by the moments.

THE GREAT
Monterey
ROAD TRIP
2015
#GRABYOURMOMENT

SeeMonterey.com/Spring

VISITOR SERVICES

Our Visitor Information Specialists at the Monterey Visitors Center put a smile behind the allure of Monterey tourism. More importantly, they focus on turning day-trippers into overnight guests and encouraging overnight guests to extend their stay. In 2014-2015, **113,076 visitors were assisted and 94,246 incremental room nights were influenced by the visitor services team.** The destination received **\$30,535,704 in economic benefit** from those influenced room nights.

The Monterey Visitors Center is a crucial element to building a successful tourism economy in Monterey County. In 2014-2015, **55% of visitors extended their stay as a result of their encounter with our team of Information Specialists.** In June, the Visitors Center received a refresh of images to further integrate the branding of the destination.

Visitors share their gratitude and feedback on a regular basis including comments like:

- “Wonderful help with lodging! Thank you for making it easy to find a place to stay!”
- “Excellent service and lots of great information”
- “Great help! Thanks for the suggestions on where to see a nice sunset”
- “Thank you for helping us find a nice motel!”
- “We speak little English thank you for speaking slowly and your patience!”
- “The team was knowledgeable about the best times to do things, etc. They were very friendly and called a restaurant and helped us make a dinner reservation.”

In addition to influencing visitors at the Lake El Estero location, MCCVB provides satellite services at many events around the County. This year, MCCVB worked with 37 events and conferences in the community providing welcome and information tables.

The satellite tables direct attendees and visitors to different destinations throughout the county. The team assisted more than 6,000 guests this year at various locations.

VISITOR GUIDE

The annual Monterey County Official Travel Guide is a key part of educating and inspiring visitors about our destination. 120,000 are produced and shared with potential and current travelers each year. Additionally, the guide was **viewed digitally 9,408 times** on SeeMonterey.com.

VISITOR SERVICES RESULTS

113,076
VISITORS ASSISTED

94,246
INCREMENTAL ROOM
NIGHTS INFLUENCED

\$30,535,704
IN ECONOMIC BENEFIT



MEMBERSHIP

At the core of destination marketing success is community collaboration. Through the Tourism Improvement District (TID), all contributing lodging properties within the County are included in MCCVB membership. 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 enable 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.

2014-15 MEMBERSHIP:

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



"I am happy to say that being a member of the CVB provides me, and the company I represent, with many opportunities to meet and network with other business professionals in our community. The CVB folks are always very helpful and professional in facilitating these opportunities, which is an essential component to the success of any business or organization."

***Barbara Thomas,
Director of Marketing,
Princess Monterey Whale Watching***

"One of the ways the CVB has helped market my businesses is by sending writers and journalists from major publications to my restaurants. I have received exposure nationwide and even worldwide through their efforts."

***Richard Pèpe, Owner
Carmel Bakery, Vesuvio Ristorante,
Little Napoli Ristorante,
Vino Napoli Wine Bar***

FINANCIALS

REVENUE	
Jurisdiction Investment	
County of Monterey	\$ 1,076,729
City of Monterey	\$ 1,055,668
City of Carmel-by-the-Sea	\$ 138,780
City of Pacific Grove	\$ 88,832
City of Seaside	\$ 63,002
City of Salinas	\$ 51,767
City of Marina	\$ 47,622
City of Del Rey Oaks	\$ 1,000
Sand City	\$ 2,000
Subtotal Jurisdiction Investment	\$ 2,525,400
TID/HID	
County of Monterey	\$864,237
City of Monterey	\$ 1,969,237
City of Carmel-by-the-Sea	\$ 309,526
City of Pacific Grove	\$ 247,054
City of Seaside	\$ 231,922
City of Salinas	\$ 248,290
City of Marina	\$ 160,374
Subtotal TID/HID	\$ 4,030,710
Private Revenue	\$ 362,636
TOTAL REVENUE	\$ 6,918,746

Expense	
Sales & Group Services	
Trade Shows & Sales Missions	\$ 409,638
FAMS, Site Visits & Sponsorships	\$ 328,159
Client Engagement Events	\$ 200,110
Group Marketing	\$ 561,637
Strategic Client Services & Support	\$ 208,312
Programs & Talent	\$ 1,194,061
Total Group	\$ 2,901,918
Marketing Communications	
Brand Campaign	\$ 1,360,653
Media Relations	\$ 110,468
Research	\$ 104,940
Website	\$ 89,910
Programs & Talent	\$ 737,010
Total Marketing	\$ 2,402,981
Visitor Services	\$ 401,024
Administration	\$ 831,499
Membership	\$ 100,563
TOTAL Expenses	\$ 6,637,985

The MCCVB Board of Directors approved the use of 2013-2014 net retained earnings to be applied to the 2014-2015 fiscal year budget.

These are the figures reported prior to the year-end audit and may be adjusted.



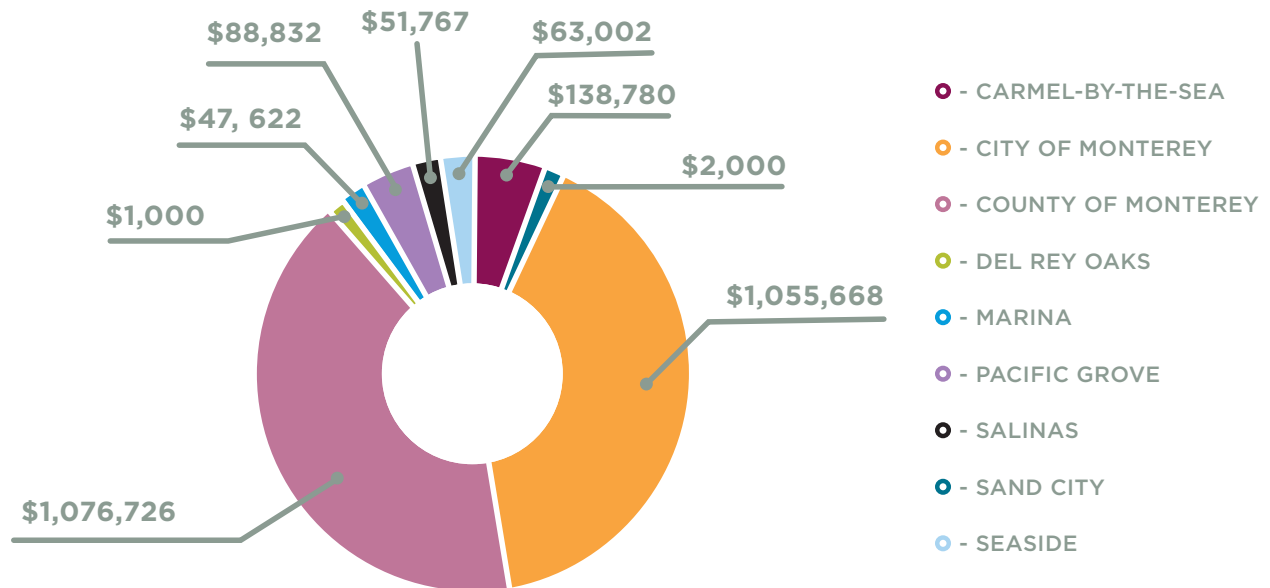
JURISDICTION BREAKOUTS

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.

In 2014-2015, Transient Occupancy Tax (TOT) increased by 9.4% in Monterey County. This is great news for the region and shows continued success as a tourist destination.



JURISDICTION INVESTMENT 2014-2015







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