



MARKETING PLAN • 2011 - 2012



*Austin*  
CONVENTION & VISITORS BUREAU

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CONVENTION & VISITORS BUREAU

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Austin is growing. It's evident in the expansion of our skyline, our increasingly diverse mix of convention business, and national media coverage of the city. We've long been a hub for technology and the place for groups to launch interactive and online products, thanks to an engaged population of early adopters and a professional community of web pioneers. With the Davis Cup and Circuit of the Americas coming to Austin, we continue to solidify our position as an up-and-coming destination for international events. And our proud legacy of great honky-tonks and interesting history now combines with a reputation for cutting-edge cuisine and family travel— with live music always in the mix.

ACVB is adapting our approach to move with the growth of the city. It's important to note that while things are starting to normalize for Austin as a meeting and convention destination, we can't put the economic downturn in our rear view mirror quite yet. This time last year, we were just starting to see the industry begin to regain momentum. Today, while there are still shades of relative inertia in the marketplace, Austin's hotel occupancy is about five percent ahead of 2010 (YTD). We've maintained stable occupancy levels and continued to lead all major Texas cities in occupancy due to ongoing demand and few additions to our hotel inventory.

However, this lack of inventory has become a serious disadvantage as we are not able to accommodate many of the larger groups that would like to host events in Austin. We will work with our leadership, our City, and those interested in doing business in Austin to help us increase the number of downtown hotel rooms and enhance our hotel product.

Our 2011-2012 Marketing Plan calls for continued implementation of both tried-and-true tactics like nationwide sales events and innovative activities like social media promotions to accommodate the meetings marketplace with effectiveness and efficiency.

We have redeployed our sales team to answer increased demand from corporate groups. We are restructuring our internal Marketing and Tourism departments to address the changing needs of leisure travelers. We continue to grow our social media program for convention clients. In combination with public relations and interactive initiatives, we are taking a fresh look at our advertising efforts. A new, overarching brand strategy will be implemented in 2012 to appeal to leisure visitors in new ways, and reach them via new avenues of communication.

On behalf of the Austin CVB and our Board of Directors, we present this Marketing Plan as testament to our continued commitment to make tourism one of Austin's most prominent economic engines, thereby increasing economic impact for Austin and enhancing our overall quality of life.

Bob Lander  
President & CEO  
Austin CVB



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ABOUT THE BUREAU

The Austin CVB 2011-2012 Marketing Plan is structured to provide the reader with comprehensive information in a quick, easy-to-scan format. The Plan begins with a message from the President, followed by an overview of the year's activities. Included as well are detailed plans for each department, which includes an overview, as well as related goals, strategies and tactics.

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The Austin Convention & Visitors Bureau (CVB) is the official destination marketing organization (DMO) for the City of Austin. An accredited member of Destination Marketing Association International, the Austin CVB is contracted by the City of Austin to market Austin nationally and internationally as a premier business and leisure travel destination. In addition, under terms of this contract, the Austin CVB also houses the Film Commission, Music Office and Sports Commission. The organization is a private, nonprofit 501 C-6 corporation and in its 15th year of operating as an independent agency.

The Austin CVB is funded predominantly through a portion of the 15 percent hotel occupancy tax. For each dollar collected, Austin CVB receives 1.45 cents. In comparison, the Austin Convention Center receives 6.5 cents, the state of Texas receives 6 cents and arts organizations receive 1.05 cents. The Bureau operates on a fiscal year calendar from October 1 through September 30. To accomplish its mission and objectives, the Bureau seeks partnerships with hotels, the Austin Convention Center, tourist attractions, private sector businesses, publishing and media companies, airlines, car rental companies and others.

OBJECTIVES

Austin CVB presents the 2011-2012 Marketing Plan to be implemented as the approved budget allows. In pursuit of its mission, the Austin CVB seeks to:

- Increase the demand in the Austin MSA for hotel rooms, attraction visits, package tours, retail sales, restaurant receipts, local transportation and other events and activities that positively affect the economic impact of the local tourism industry
- Boost the demand for and usage of the Austin Convention Center for groups and special events that, in turn, draw attendees to stay overnight in Austin hotels
- Through the Austin Music Office, stay at the forefront of the music industry and local community through active participation in the Austin Music Commission and follow-up on the City of Austin's Live Music Task Force
- Solidify Austin's reputation as the Live Music Capital of the World® by continuing to book live music acts for conventions and corporate meetings, and by encouraging patronage of Austin music venues
- Support the economic viability of Austin's growing film industry through activities of the Austin Film Office, while maintaining a strong relationship with the local film community
- Via the Austin Sports Commission, recruit, grow and retain sports events in the Austin area; and continue to expand visibility of Austin as a premier athletic destination, especially in the youth sports market
- Gain national and international media exposure for Austin's diverse attractions, natural environment, rich history and unique personality to further education and understanding of the Austin product
- Support and contribute to the enrichment of Austin's multicultural, performing and visual arts, historic, recreation, education, sports, business and entertainment communities
- Welcome all visitors, regardless of age, sex, sexual orientation, race, color, national origin, religion, marital status, veteran status or disability
- Through strong community outreach and with recognized expertise in the tourism industry, actively participate in and contribute to the overall strategic planning for the growth and sustainability of the visitor industry in Austin

The Austin CVB continues to scrutinize all programs and pay careful attention to those that do not directly impact hotel occupancy. Our efficient and accountable fiscal controls are carefully monitored by Austin CVB's Board of Directors to ensure resources are invested carefully and efficiently. To allow for adjustments to changing market conditions, select marketing plan objectives and/or tactics may change throughout the year.

FACTS, FIGURES & DATA

### INTERNATIONAL TRAVEL

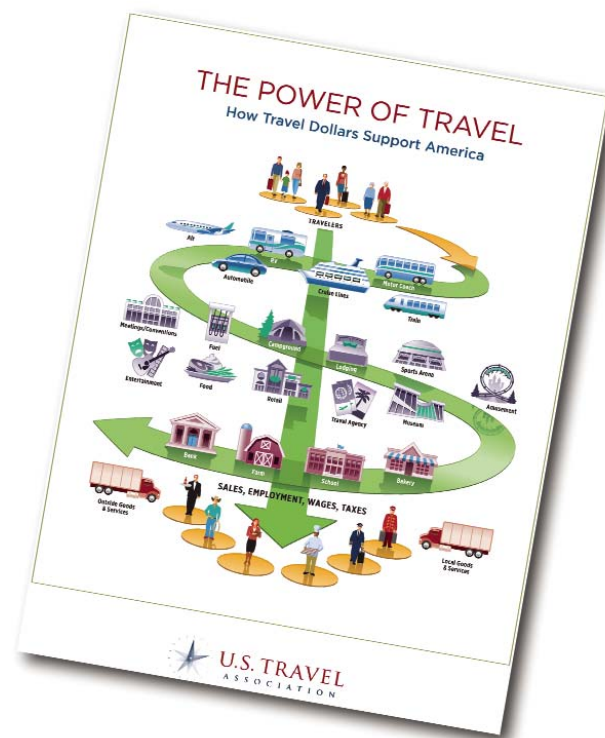
The Americas are home to many of the largest international markets for travelers to Texas (Mexico, Canada, South America and Central America).

- Mexico is the largest international inbound market for travelers to Texas with an estimated 6.1 million visitors traveling to the state in 2009. Mexico contributes roughly 40 percent of international spending to the state, or \$1.67 billion (land and air travelers).
- Canada is the second largest international inbound market for travelers to Texas. In 2009, an estimated 363,000 Canadians traveled to Texas. These travelers generated roughly \$307 million in visitor spending. Texas captures the eighth-largest share of Canadian visitor spending in the U.S. (mainland destination states).
- South America and Central America ranked as the third and fourth largest overseas inbound regional markets to Texas in 2009 (123,000 or 14 percent and 84,000 or nine percent of overseas travel to Texas, with visitor spending of \$252 million and \$94 million respectively). The largest primary market in the South American region is Brazil.
- With an estimated 377,000 travelers coming to Texas, Europe is the largest overseas inbound regional market for the state. Visitors from Europe accounted for 42 percent of overseas travel to Texas in 2009, generating \$714 million in visitor spending. Primary markets in Europe include the United Kingdom (144,000), Germany (66,000), and France (48,000).

As Mexico, Canada, the U.K. and Germany are the major inbound markets for Texas, the Austin CVB will focus international outreach in these countries and regions.

Source: Travel Research Reports at [www.travel.state.tx.us/TravelResearch.aspx](http://www.travel.state.tx.us/TravelResearch.aspx); Office of the Governor, Economic Development & Tourism

**I ♥ TRAVEL**  
**FUEL AMERICA'S ECONOMY: TRAVEL**  
**TRAVEL MEANS JOBS**



### U.S. DOMESTIC TRAVEL

While the domestic travel industry is still recovering from the economic downturn, tourism continues to support thousands of jobs across the nation and generate billions in federal tax revenues.

- The travel and tourism industry supports 14.1 million jobs: 7.4 million directly in the travel industry and 6.7 million in other industries.
- One out of every nine American jobs is dependent on travel and tourism. Direct travel-generated payroll in the U.S. totals \$188 billion.
- Travel and tourism generates \$118 billion in tax revenue for local, state and federal governments.
- Each U.S. household would pay \$1,000 more in taxes without the tax revenue generated by the travel and tourism industry.



### TEXAS OUTLOOK

Texas continues to be one of the top three travel destinations in the United States. As the majority of travelers to Austin come from within Texas drive markets, the Bureau will continue to focus on other major Texas cities to drive leisure room night bookings.

- Total direct travel spending in Texas was \$51.8 billion, which supported 526,000 jobs and generated \$7 billion in federal, state and local taxes.
- In 2009, there were an estimated 186 million visitors to destinations across the state.
- 40 percent of Texas' visitors arrived by air and 60 percent arrived by ground transportation.
- The top origin states for domestic leisure visitors to Texas in 2009 were: California (10.7 percent), Louisiana (9.2 percent), Oklahoma (8.6 percent), Colorado (5 percent) and Florida (4.9 percent).

Source: Travel Research Reports at [www.travel.state.tx.us/TravelResearch.aspx](http://www.travel.state.tx.us/TravelResearch.aspx); Office of the Governor, Economic Development & Tourism





FACTS, FIGURES & DATA

FACTS, FIGURES & DATA

AUSTIN OUTLOOK

Austin continues to lead all major Texas markets in hotel occupancy, with downtown levels at around 75 percent and city-wide levels at 63 percent (YTD). Visitors are drawn by Austin’s vibrant live music scene, independent businesses, and welcoming personality.

- In FY 09/10, the Bureau booked 365,000 room nights – 108 percent of the goal for the year. City-wide convention group leads are up 44 percent so far in FY 10/11, and as of the end of March, year-end production for FY 10/11 is projected to be 410,000 room nights.
- Austin’s average daily rate for FY 11/12 (YTD) is \$136.11 downtown. A year ago at this time, it was \$125.56.
- Austin has maintained stable occupancy levels in the economic downturn due to a strong ongoing demand for Austin as a convention and leisure travel destination, and also relative few additions to our hotel inventory. However, this lack of inventory is becoming a serious disadvantage from a sales perspective. This issue is one of crucial importance to Austin’s growth as a convention destination; it is more comprehensively addressed in the following “Issues & Opportunities” section.
- In FY 11/12, we will look to the SXSW Conferences and Festivals, the Formula 1™ United States Grand Prix, and major conventions like the Texas Computer Education Association and Benevolent & Protective Order of the Elks to drive hotel occupancy year-round.

AUSTIN TRAVEL FACTS (2009)

• Estimated number of out of town visitors to Austin .....	17 million visitors annually
• Estimated economic impact of visitors to Austin .....	\$3 billion
• Local hospitality jobs supported by tourism .....	32,000
• Total hotel rooms .....	30,000
• Downtown hotel rooms .....	6,000
• Total hotel/motels in Austin .....	225
• State and Local taxes generated by tourism .....	\$225 million
• Hotel tax .....	15 percent
• Sales tax .....	8.25 percent

Source: Office of the Governor, Economic Development & Tourism: Dean Runyan & Associates 2009





## ISSUES & OPPORTUNITIES







#### TRAVEL PROMOTION ACT

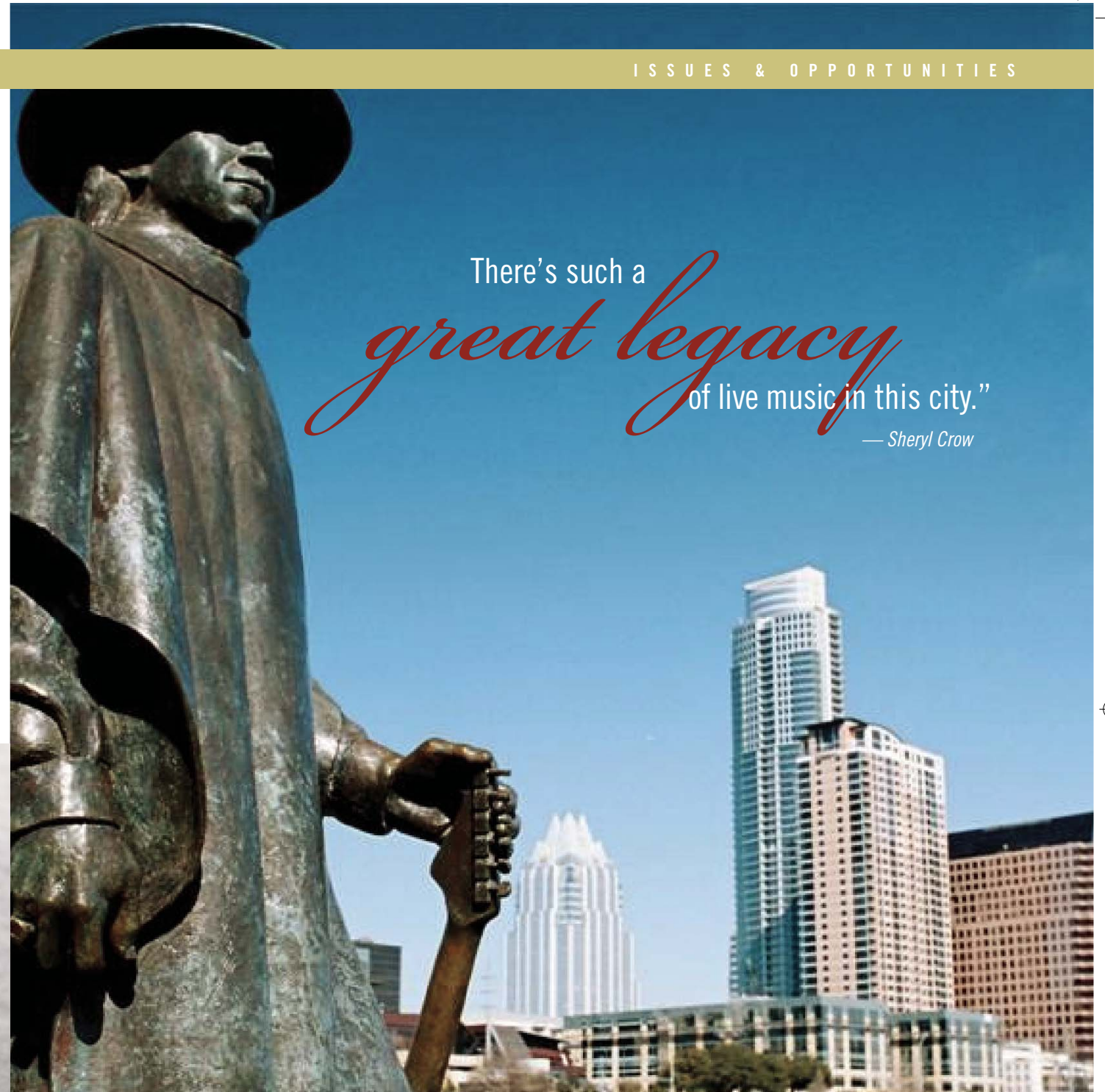
The Travel Promotion Act, passed last year with strong bipartisan support from both the U.S. Senate and House of Representatives, is America's first-ever program to promote the U.S. abroad as a premier travel destination, and better explain U.S. security policies and requirements. The program is estimated to create 40,000 U.S. jobs, drive \$4 billion in new consumer spending, and reduce the federal budget deficit by \$425 million.

With new international events having booked Austin for 2011 and beyond, the Austin CVB is in a unique position to leverage the Travel Promotion Act in new international markets. We will increase our marketing and public relations efforts overseas, and work with our international representation to share Austin's message with decision-makers for global corporations and associations.

#### CIRCUIT OF THE AMERICAS

The new home to the world-class motorsports racing facility, Circuit of the Americas (COTA), Austin hosts the Formula 1™ United States Grand Prix (F1) from 2012-2021, and MotoGP starting in 2013. COTA will remain open year-round as a premier meeting destination for the western hemisphere. Features include expansive event space, luxury suites for VIP meetings, top-notch technology, a medical facility and training center, and, as it's Austin, an open stage for live music.

Austin's real opportunity as COTA comes to life is the buzz it generates on behalf of the city. Austin joins the ranks of Montreal, Rio de Janeiro, Singapore, Barcelona and Istanbul — all world-class destinations that have hosted Formula 1™ Grand Prix races. The announcement of COTA and F1 has earned Austin media coverage across the globe, and the Austin CVB will continue to leverage F1 to attract and solicit new business in the coming fiscal year.



There's such a  
*great legacy*  
of live music in this city.”  
— Sheryl Crow

#### NEW CONVENTION-STYLE HOTEL

As mentioned previously, one of the biggest challenges facing the Austin CVB from a sales perspective is a lack of available hotel inventory. Demand for Austin remains strong, but as long as we are limited by the number of rooms on hand to accommodate attendees, we cannot close the business. A new convention hotel would allow the Austin CVB access to new markets; invite the opportunity to bid against destinations with a multiple-convention-hotel package; increase our ability to participate in short-term corporate business; maintain our ability to serve existing, growing business; and improve our ability to layer business to maximize use of the Austin Convention Center.

One of the Austin CVB's biggest priorities in FY 11/12 will be educating the local community about the potential value of another convention-style hotel; and working with the City of Austin, downtown stakeholders and potential investors to lay the necessary groundwork to build it.





## KEY ACCOMPLISHMENTS





## KEY ACCOMPLISHMENTS

### BUREAU HIGHLIGHTS & RANKINGS

As we look ahead to FY 2011-2012, we are proud to reflect on the following key accomplishments from the previous year:

#### SALES & SERVICES

- Finished FY 09-10 at 108 percent of total room night goal of 365,000.
- Trained 500 agents at the first Online Travel Agency destination trainings at Travelocity & Expedia.
- Achieved a near-record year for the Austin Sports Commission with 36 bookings of high-profile sports events.
- Generated an estimated value of 400,000 potential room nights via 50 sales calls during the Washington, D.C. sales mission.
- With the Chicago Sales Mission, earned a record number of new business opportunities totaling more than 350,000 room nights.
- Served as Live Music Sponsor for PCMA's Party with a Purpose for fourth year in a row; the event achieved record attendance this year.
- Achieved membership in the International Congress and Convention Association. Booked a significant piece of international business as a direct result.
- Helped Austin become home to Circuit of the Americas and host city for the Formula 1™ United States Grand Prix, 2012-2021.
- Helped to recruit the United States Tennis Association's quarterfinal round of the Davis Cup for July 2011.
- Achieved placement for Austin with the following new International travel trade providers:
  - Kuoni 2011-2012 brochure, featured in seven international markets
  - Germany: Dertour / Meier's
  - United Kingdom: Trailfinders 2011
  - Canada: Air Canada Vacations launched a Texas program featuring: Austin, Houston & Dallas

## KEY ACCOMPLISHMENTS



### THE WALL STREET JOURNAL.

#### MARKETING & PR

- As of March, 2011, coverage of Austin held a publicity value of nearly \$7.5 million, exceeding the department's goal of \$5.8 million by 28%.
- Direct PR efforts garnered coverage in national media outlets including *The Wall Street Journal*, *American Way*, "CBS Sunday Morning," MTV Canada and more.
- Unique visitors to AustinTexas.org total 501,076 fiscal YTD, representing an increase of 13 percent over the same time period the previous year.
- Austin's Facebook and Twitter social media accounts more than doubled their number of followers to total more than 10,000 each.
- First CVB/DMO to launch customized social media campaigns for key convention groups.
  - Through our first test case with BioMedical Engineering Society, Austin's social media efforts for the conference reached more than 45,000 users through Twitter alone.



#### MUSIC & FILM

- Launched custom music micro-site.
  - Users can search, listen to and buy Austin music and official Live Music Capital of the World® merchandise.
- Directly booked more than 90 Austin musicians in support of sales and marketing efforts in Austin, Denver, Los Angeles, New York, Washington, D.C., Las Vegas, Chicago, New Orleans and Atlanta.
- Produced, sold and distributed 10,000 Austin music CDs; 15,000 music guides; 1,000 download cards and 400 vinyl formats for the 10th anniversary of the Austin Music compilation.
- Worked with the multiple-Academy Award-nominated "True Grit," one of several feature productions filmed in Austin.
- Three nationally broadcast television series, "Friday Night Lights," "Austin City Limits" and "My Generation" were simultaneously produced in Austin.





KEY ACCOMPLISHMENTS



RANKINGS

Austin continues to gain favorability as one of the nation's top travel destinations. But don't take our word for it – check out what leading publications and research firms are saying:

- RealAge lists Austin the #3 “youngest city,” citing a survey ranking how young the residents feel. (April 2011)
- *Men's Health* ranks Austin #8 among the top 10 socially-networked cities. (March 2011)
- Austin is #7 on the list of the top 10 emerging restaurant markets in the U.S. this year, according to a recent survey by *QSR* magazine and Pitney Bowes Business Insight. (January 2011)
- AOL Travel names Austin the best city for a Rock Star Girls' Weekend Getaway. (January 2011)
- ImpactLab names Austin the most popular destination for young people. (January 2011)
- CNBC names Austin among celebrity cities on the rise. (December 2010)
- Austin was ranked the 12th best city for shopping in the U.S., according to a *Forbes* listing. (December 2010)
- *Lonely Planet* staffers name Austin and the Hill Country fourth for Best Place to Visit in the U.S. (December 2010)
- Austin is the sixth safest city among those with 500,000 or more residents, according to a report by CQ Press. (November 2010)
- CNN's Money.com ranks Austin the sixth Smartest City in America. (October 2010)
- The Texas Hill Country is named the top “hidden gem” among U.S. wine regions by the travel planning website, Away.com. (October 2010)



KEY ACCOMPLISHMENTS

WHAT LEISURE TRAVELERS & CONVENTION ATTENDEES ARE SAYING

PART I: RESEARCH

Earlier this year, in partnership with Proof Advertising and Fire Studios, ACVB conducted a qualitative research study to gain insights on visitor perceptions of Austin and, ultimately, aid in the development of a new ad campaign.

The study consisted of a series of in-depth interviews with first-time visitors to Austin, from around the nation and the globe. A diverse sampling of respondents (including various age groups, ethnicities and those with and without children) were captured.

Key insights are as follows:

**Decision Making Process**

People need a central reason or activity as the impetus for choosing a specific place, along with a variety of things to do. The main reason people visit Austin is to check out the music scene (regardless of age).

*“I wanted to go to Austin mainly for its great music scene.”*

*“My interest in the community was almost exclusively the music and the genre of music that comes out of Austin.”*

While the music scene is one of the primary motivators in visiting Austin however, many respondents felt it was difficult to navigate.

*“For an outsider, you have to work hard at finding the music venues.”*

*“I looked online and tried to find the best places for live music and hadn't had a great deal of success.”*

*“It was hard to find those up-and-coming artists we would've liked to have seen.  
We just thought we'd fall into it and we really didn't.”*

**Research Information and Tools**

Surprisingly, U.S. visitors did very little active research before they decided to come to Austin (most were influenced by friends and by reading national editorial). Once they've booked flights, they may do a cursory look online for information about what to do, but don't actually make plans, as they prefer to think of themselves as flexible, spontaneous travelers.

If and when visitors did seek information, Google was, by far, the most commonly used tool. Of note, most visitors were frustrated by information options and said they didn't find anything particularly useful or that they would recommend as a good resource. Moreover, few respondents reported visiting official websites, including AustinTexas.org.

Younger visitors also prepare by looking for mobile apps to use during the trip. The most frequently mentioned apps were UrbanSpoon and Yelp.





KEY ACCOMPLISHMENTS

**Unique Austin Experiences**

Many respondents claimed Austin's independent, local businesses helped set Austin apart. The most memorable moments and experiences were connected to music and food.

*"It's not this big mall conglomerate. There are lots of individual shops that are quite eclectic. I can go anywhere in America to a giant mall – that's not a draw card for me. It's about the little gems you find."*

*"It's all local flair, local flavor. That's what I love."*

*"The live music is tremendous. You can't go to a bar and not hear a band."*

*"I haven't eaten anywhere here that I haven't enjoyed. It's all local, very cutting-edge."*

**Austin Vibe**

Participants were then asked to look through a wide array of visuals and choose images they felt best represented, and conversely that did NOT represent, the vibe and personality of Austin.

In general, Austin benefits from positive brand perception – with many respondents identifying Austin as an ideal place to visit, with a variety of things to do and just the right amount of Texas-friendly southern culture.

*"(Austin is) beautiful. Lots to do. Great barbeque. And music."*

*"I've never heard anyone say anything bad about Austin. Ever. Everybody loves it. It's always had this positive spin in my mind."*

*"Austin has the good things I would expect from Texas and not the more negative things."*

*"Austin's not very country. It has a very urban feel to it."*

However, Austin isn't necessarily viewed as public transportation- or kid-friendly.

*"It hasn't got good public transport. It's hard to get around this place without a car."*

*"It's not coming across as a good place to walk. Cars are driving way too fast. There needs to be crosswalks. Sidewalks are narrow or non-existent."*

*"It is not a place that is necessarily kid-friendly."*

*"I would want a more extensive list about things for kids to do. My initial impression is that there's not a whole lot."*

KEY ACCOMPLISHMENTS



**SUMMARY & NEXT STEPS**

While these qualitative findings do not represent a statistically significant sampling of Austin's visitor population, they do present compelling themes, patterns and insights that will help provide guidance and direction for future bureau marketing and advertising efforts. Immediate considerations include finding ways to help visitors navigate Austin's live music scene and creating a new leisure website that aggregates compelling, timely content on Austin events, live music offerings, restaurants and things to do.

Looking ahead, a quantitative Visitor Profile Study is currently underway that will yield statistically significant findings among Austin visitors, non-visitors and area residents. Response similarities between the two studies will be examined along with visitor demographics, trip characteristics and spend among other items. This study is expected to be complete by late May, 2011.





KEY ACCOMPLISHMENTS

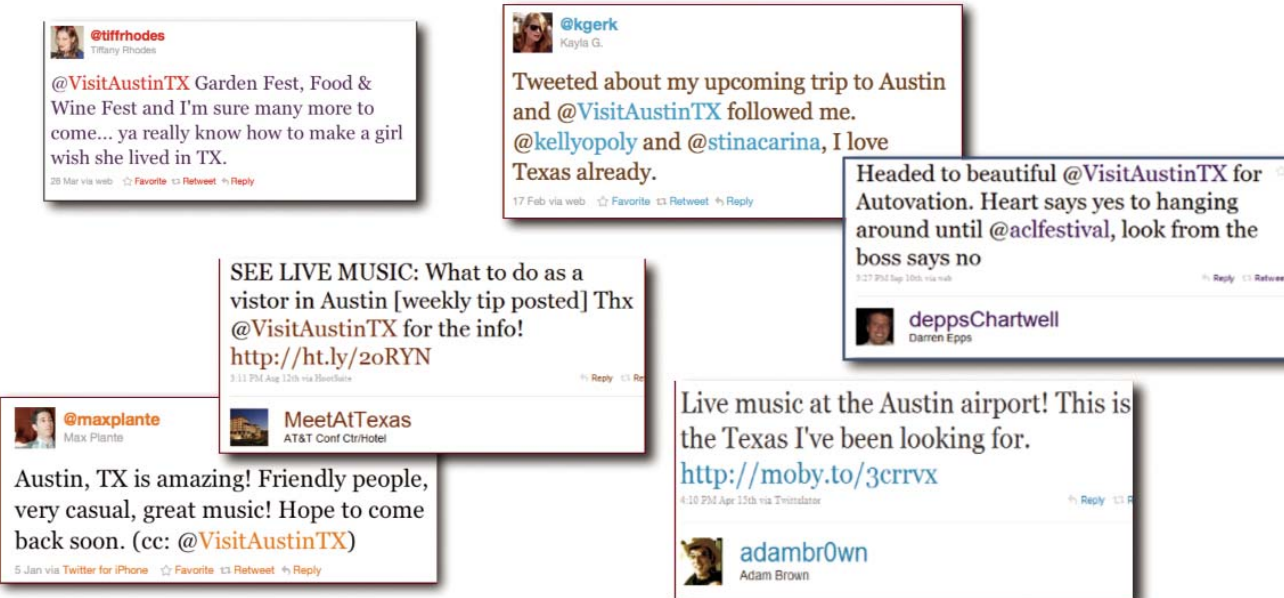
KEY ACCOMPLISHMENTS

WHAT LEISURE TRAVELERS & CONVENTION ATTENDEES ARE SAYING

PART II : SOCIAL MEDIA

It is important to consider that visitor feedback should not just be limited to research. Non-traditional means, such as social media, can provide valuable insights while allowing for a two-way avenue of communication between the brand and the consumer. To that end, the Austin CVB has invested in social media over the past two years as a means to stretch marketing dollars, extend reach and engage new audiences/niche markets. Primary accounts include Facebook (Visit Austin, Texas) and Twitter (@VisitAustinTX), which have grown to more than 10,000 followers each – but we also have an established presence with YouTube, Flickr, Foodspotting and Gowalla. Social media is fast becoming an integral part of marketing communications efforts – and should be viewed as an opportunity to engage and influence target audiences.

Below are examples of actual feedback we've received through our social media accounts:



Social media can also be viewed as a customer service tool. ACVB social media administrators are continually monitoring the accounts to answer Austin questions and improve the overall visitor experience:



To keep Austin top-of-mind with the meetings market, the Austin CVB established social media accounts on both Facebook (Meet Austin) and Twitter (@meetaustin) to influence and connect with meeting professionals. Below are testimonial snapshots from the meetings trade.



Looking ahead, Austin CVB will remain a leader in destination social media marketing by exploring new trends and technologies and successfully applying them to reach the visitor and meetings markets. The CVB will also continue to work with key convention clients by providing social media services to their meeting, including innovative concepts, such as social scavenger hunts and interactive welcome videos.



2011-2012 KEY GOALS





2 0 1 1 - 2 0 1 2   K E Y   G O A L S

2 0 1 1 - 2 0 1 2   K E Y   G O A L S

“It’s where  
*hipster culture*  
meets geek culture.” — *CNN.com, March 2011*

Following is a sampling of ACVB key goals for FY 2011-2012. Additional goals can be found in each department’s section of the plan. The goals noted are proposed as of June 2011. They may be adjusted during the year as market conditions dictate.

**Meetings Serviced**

Convention Services tracks the number of meeting serviced on a monthly basis with the culmination being the annual goal.

**Housing Reservations Assigned**

This number reflects reservations Convention Services books via Austin CVB’s housing software.

**Travel Trade Product Placement**

The Tourism team will develop new programs that meet the needs of international and domestic markets. Programs will grow new and existing itineraries yielding increased hotel offerings in tour operator brochures and receptive distribution channels.

**Tourism Partner Leads**

The number of qualified business opportunities introduced to the Austin community, including but not limited to accommodations, transportation, tour guide services and attractions.

**Dollar value of print and online media**

The Austin CVB media tracking agency gathers publicity value for print and online clips, when information is available.

**Website Unique Visits**

*Unique visitor* means a new, single person who visits the Austin CVB website any number of times. While repeat visitors or total visits are also important, unique visits is a significant measurement in tracking successes of online advertising and other marketing activities.

**Film Production Starts**

The real measure of success for a Film Commission is results; the number of productions completed is an indicator of jobs created and economic activity generated. It also represents the “track record” of a desirable production center.

**Music Booking Assists**

The Music Marketing Department books local musicians for clients’ meetings and special events, as well as for various CVB activities.

*Note: Total Room Night projections are outlined in the Convention Services department plan.*

**Visitor Inquiries**

This goal includes walk-ins to the Visitor Centers, as well as phone calls and emails that Visitor Center staff processes.

	ANNUAL GOALS FY 2010-2011	ANNUAL GOALS FY 2011-2012
Meetings Serviced	900	1,000
Housing Reservations Assigned	11,000	13,000
Travel Trade Product Placement	n/a	20
Tourism Partner Leads	408	432
Dollar value of print and online media	\$5 million	\$5 million
Website Unique Visits	80,000	80,000
Film Production Starts	18	24
Music Booking Assists	180	180
Visitor Inquiries	208,800	220,800







DEPARTMENT PLANS







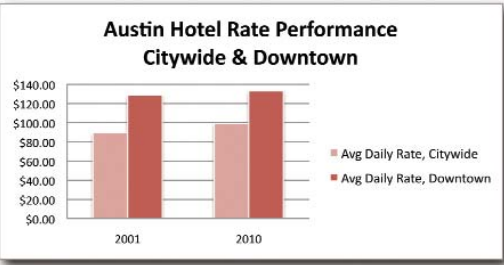
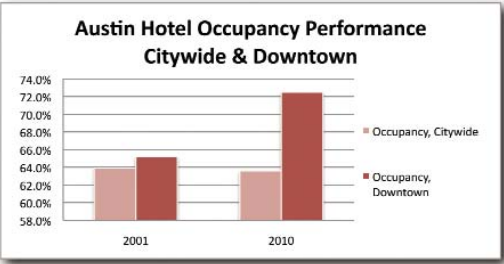
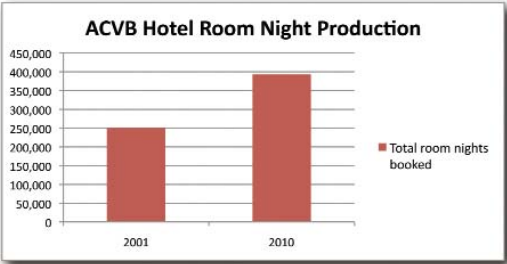
DEPARTMENT PLANS

DEPARTMENT PLANS

CONVENTION SALES

Then and Now

Hotel Inventory	2001	2010
Number of hotels	207	256
Number of hotel rooms	23,144	29,349
Austin Convention Center	2001	2010
Total square feet	441,000	881,400
Exhibit hall square footage	125,972	246,097
ACVB Booking Production	2001	2010
Total room nights booked	251,097	393,026
Group Room Night Consumption	2001	2010
Convention Center Groups	107,131	189,681
All Groups	219,291	386,773
Hotel Performance	2001	2010
Occupancy, Citywide	63.9%	63.6%
Occupancy, Downtown	65.2%	72.5%
Avg Daily Rate, Citywide	\$89.37	\$99.05
Avg Daily Rate, Downtown	\$128.59	\$133.21



Department Overview

Convention Sales markets and sells Austin as a premier meeting and convention destination to corporate and association groups across Texas, the nation and the globe. The Department strives to build a strong and solid foundation of future city-wide business, and also augments the work of area hotel sales teams by booking in-house meetings at local properties. Together, these efforts drive occupancy and the average daily hotel rate, which ultimately contributes to tourism's economic impact on Austin.

Department Goals/Strategies, FY 2011-2012

The increased nationwide competition for convention business cannot be overstated. Rival destinations have invested significantly in their infrastructures to attract important groups. With a positive perception in the marketplace and elements in place to accommodate large, tech-savvy groups, Austin is in a prime position to win its share of the available convention business. To compete effectively, ACVB must gain the attention of decision makers by proactively engaging clients with unique, creative sales and marketing initiatives.

This year, Convention Sales will focus on developing new winning sales propositions, staying on top of ever-changing industry trends, and attending to the needs of the community and clients.

In FY 08/09, the sales team produced 439,253 total room nights (420,000 goal, or 105%). In FY 09/10, the sales team produced 393,026 total room nights (365,000 goal, or 108%).

As of March 31, 2011, the year-end production for FY 10/11 is projected to be approximately 410,000 total room nights (410,000 goal, or 100%).

Sales management will continue to monitor year-end projections through September 2011 and use this information in conjunction with historical data to determine sales goals for FY 11/12. Year-end results and goals will be available via the ACVB monthly report in October 2011.



ACVB Convention Sales Staff



Austin Convention Center







DEPARTMENT PLANS

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Strategy 1: Develop new and existing markets to maximize sales opportunities

Focus on the sports, government, religious, social, multicultural, corporate, and national and international association markets.

Tactics:

- Redeploy sales staff to increase market coverage with additional concentration on the northeast market; utilize a newly-assigned, dedicated account director to focus on corporate meeting business.
- Conduct targeted sales missions and client events in major markets such as Washington D.C., Chicago, Dallas, Atlanta and Denver.
- Continue to sponsor major industry events to maintain top-of-mind status among present decision makers.
- Maintain strong relationships with existing Texas-based meeting professionals while researching and taking on new regional corporate and association opportunities.
- Leverage Formula 1™ to gain greater exposure for Austin in the international meetings marketplace. Utilize membership in the International Congress and Conventions Association to identify opportunities and book international groups.
- Solicit national multicultural market to bring high-profile conventions to Austin. Engage the assistance of local organizations/minority chambers when needed.
- Continue to manage relationships with third-party planners, association management companies and hotel sales teams to drive business to Austin.

Strategy 2: Refine and update selling points, and review sales processes in order to remain competitive

Tactics:

- Re-envision top sales messaging in order to more clearly demonstrate the discernable differences between Austin and our competitive set.
- On an ongoing basis, review sales processes to create and maintain a more aggressive and proactive approach.
- Monitor production trends in all market segments to be ready for changes and adjust quickly.
- Create a targeted positioning platform in order to be prepared if and when a new convention hotel is announced, or when additional inventory becomes available.

Strategy 3: Engage the local community and employ aggressive selling strategies to support future city-wide bookings

City-wide convention business is a major driver of hotel occupancy and revenue. Convention Sales will continue to champion this important market segment in FY 2011-2012.

Tactics:

- Work closely with the Austin Convention Center sales team to strategically approach, identify and capture future city-wide business.
- Analyze the TAP (Trends, Analysis, and Projections) report to target business over historically slower occupancy periods.
- Continue to educate the local hotel community about the value of key business opportunities; leverage relationships to develop “win-win” scenarios for hotels, the Convention Center, and the city.
- Advocate meetings business as an important element of a strong local hospitality economy.
- Implement a “Speed to Market” strategy to be the first – and most effective – responders to clients’ needs.
- Continue to utilize the Customer Advisory Board to evaluate Austin’s strengths and weaknesses from the customer’s perspective, stay current on industry trends and help define our sales approach.

Major Convention Center Bookings in FY10/11

National League of Cities – 11/2014 – 13,525 TRN, 8000 Att.  
Texas Library Association – 4/2015 – 7225 TRN, 8000 Att.  
American Association of Law Libraries – 7/2017 – 7416 TRN, 1800 Att.  
American Animal Hospital Association – 3/2016 – 6450 TRN, 2500 Att.  
American Telemedicine Association – 6/431 TRN, 2500 Att.  
USA Taekwondo – 2/2010 – 6200 TRN, Att.  
MP Associates, Inc. – 6/2013 – 5649 TRN, 9000 Att.  
Texas Association of School Administrators–1/2017,  
2018 & 2019 – 4925 TRN, 6500 Att. (per yr.)  
Texas Association of School Business Officials - 2/2014 –  
4782 TRN, 3000 Att.

Keller Williams Realty – 9/2011, 2012, 2013 & 2014 –  
4500 TRN, 5800 Att. (per yr.)  
IEEE – 6/2012 – 4162 TRN, 1500 Att.  
Texas Association of Secondary School Principals– 6/2014 & 2016 –  
4035 TRN, 2850 Att. (per yr.)  
Hospitality, Financial and Technology Professionals – 6/2011 –  
3779 TRN, 6000 Att.  
Texas Department of Health Services – 7/2011 – 3760 TRN, 1200 Att.  
Alpha Phi Alpha Fraternity, 6/2013 – 3690 TRN, 1600 Att.  
Region XIII Education Service Center – 10/2011 & 2012 – 3350 TRN,  
2700 Att. (per yr.)

AUSTIN SPORTS COMMISSION

Department Overview

Working as an extension of the Austin CVB sales team, the Austin Sports Commission (ASC) actively promotes Austin to event organizers and their boards of directors. ASC works diligently to locate national governing bodies seeking to secure a host city for their specific discipline. ASC’s client base covers a wide variety of sporting events, from amateur to professional, including all age groups.

ASC works hand-in-hand with local organizing committees and event producers to identify possible venues, secure hotel space and most importantly, serve as an essential local resource for ensuring operational success of each event.

*Note: See Convention Sales section for department goals.*

Strategy 1: Position ASC as the advocating body for the Austin sports industry and maintain strong relationships with local rights-holders

Tactics:

- Continue to conduct collaborative meetings with local sports entities to assess venue inventory and needs, and ultimately measure the feasibility of ASC spearheading the development of new and/or renovated sports venues.
- Grow the Texas Gridiron Kickoff to strengthen ASC’s relationship with The University of Texas at Austin and to promote services to local partners and officials.
- Continue to reach out to city officials about the importance of our annual legacy events and their positive impact on the local economy.



Strategy 2: Focus on building ASC’s volunteer database; utilize Austin’s strong network of volunteers as a selling tool

Tactics:

- Promote volunteer registration at annual fundraising events; host information tables at pertinent community and partner events.
- Partner with Marketing Communications to disseminate information about volunteer programs via local media.
- Work with local non-profits to obtain lists of potential volunteers.

Strategy 3: Target high-profile events that were once believed to be out of reach because of expense-heavy host city requirements

With a proven history of successful trust fund application, ASC will continue to partner with the City of Austin and the State of Texas to recruit national and international sporting events.

Tactics:

- Seek multi-year deals with events that will capitalize on the Event Trust Fund program.
- Continue to educate city and state officials about the value of the program.
- Utilize testimonials and referrals from clients who benefited from the fund to generate positive word-of-mouth marketing among clients’ industry peers.





DEPARTMENT PLANS

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CONVENTION SERVICES

Department Overview

The Convention Services Department supports meetings and conventions by providing customers with assistance and services that benefit and enhance their meetings. A successful convention depends on the planning process; Convention Services plays a vital role by working closely with the meeting planner to provide support, resources, and direction to the local community for goods, services and assistance.



Department Goals/Strategies, FY 2011-2012

Goals	Monthly Goals 10-11	Monthly Goals 11-12	Annual Goals 10-11	Annual Goals 11-12
Meetings Served	75	83	900	1,000
Registration Staffing Hours Provided	241	229	2,900	2,750
Reservations Assigned	916	1,083	11,000	13,000
Supplier Referrals	15	15	180	180
Site Visits/Planning Meetings	6	6	72	75
Pre/Post Convention Meetings	2	2	25	30

Strategy 1: Provide Internet housing services to actualize room nights for multi-hotel conventions

Housing services capture as many group reservations as possible, reduce attrition and support accurate reporting.

Tactics:

- Promote housing to all multi-hotel groups through the use of Passkey marketing tools. Create a collateral piece to serve as a sales tool highlighting housing benefits and features of the system.
- Evaluate needs for Department growth as new city-wide clients like Formula 1™ consider using CVB housing.
- Continue to educate the local hospitality community about CVB housing services to keep hotels and customers current on system capabilities and enhancements.

Strategy 2: Raise client awareness of services to ensure successful conventions and repeat business

As conventions strive to attract attendees, they rely on the CVB to offer services and products that will enhance their meeting experience. We continue to look for creative solutions and resources to assist planners in obtaining their conference goals.

Tactics:

- Provide client education and training opportunities through participation in industry organizations, speaking engagements, and customer meetings.
- Plan service visits with key confirmed customers in major markets to fully promote services and reinforce client relationships.
- Work with Marketing Communications to further develop social media services for key clients to assist with convention promotion and awareness.
- Continue to evaluate and update the digital services toolkit to include current marketing resources and new services and amenities. Add a travel tips page that highlights helpful information such as local ordinances, laws and visitor resources.
- Implement a convention welcome banner program in the Convention Center District and neighboring areas.

Strategy 3: Increase community awareness of, engagement in, and support for Convention Services programs

It is important that the community works in partnership with the CVB and understands the value of the convention industry and their role in offering outstanding service to convention guests.

Tactics:

- Evaluate the information contained in city-wide group résumés. Expand résumé distribution to build awareness and increase preparedness throughout the community.
- Produce group information form to include with site itineraries for distribution to partners participating in client site visits.
- Continue to provide trained contract registration assistants to serve as ambassadors, provide meeting support and staff information booths.
- Expand the “All Access” convention welcome program to include more local businesses.

Strategy 4: Promote the growth of Austin and the city’s green initiatives to conventions and meetings

The City of Austin embraces sustainability and green practices. The Austin Convention Center is a LEED certified facility. As conventions continue to implement green practices, the CVB will continue to collect and supply information on the local industry’s latest efforts.

Tactics:

- Continue to meet annually with the local hotel community in order to maintain listings of hotel sustainability efforts for distribution to customers.
- Research and disseminate information about sustainability efforts provided by local industry suppliers.





DEPARTMENT PLANS

MARKETING COMMUNICATIONS

Department Overview

As the official voice of the Austin CVB, Marketing Communications delivers consistent messaging about Austin and the Bureau to meeting planners, media and hospitality industry partners. The Department serves to elevate awareness of Austin through integrated advertising/marketing efforts, publications, direct consumer programs, media relations and web initiatives. Marketing staff coordinate advertising, promotions, collateral, social media, research and media relations for all bureau departments and select visiting convention groups as well.

Department Goals/Strategies, FY 2011-2012

Goals	Monthly Goals 10-11	Monthly Goals 11-12	Annual Goals 10-11	Annual Goals 11-12
Media Outreach (Releases/Pitches)	12	15	144	180
Number of Outlets Reached	n/a	15	n/a	15
Press Trips/Media Hosted	5	5	60	60
Dollar Value of Media (source: Cision)	\$416,667	\$416,667	\$5 million	\$5 million
Significant Placements	12	12	144	144
Unique Web Visits	80,000	80,000	960,000	960,000

**Strategy 1: Leverage key learnings of qualitative and quantitative research studies to maximize traveler awareness, consideration and ultimately, visitation of Austin**

Tactics:

- Evolve the “Now Playing” campaign to optimize content/messaging and reflect key drivers that motivate visitors to come to Austin, including: music and a variety of things to do; independent, local businesses; spontaneity; and doing what the locals do.
- Construct geo and behavioral-targeted media plans with a specific focus online - while exploring select initiatives in the social, mobile and new media space.
- Create new, compelling leisure website that appeals to both visitors and residents, featuring rich music content, event calendars and content-sharing capabilities.

**Strategy 2: Partner with social media agency to build on established social media efforts to stretch marketing dollars, extend reach and engage new audiences/niche markets**

Tactics:

- Maintain ACVB’s position as a leader in destination social media marketing by exploring new trends, technologies and tools and successfully applying them to reach the visitor and meetings markets.
- Refine existing social networking channels to increase fans, click-throughs and other engagement goals.
- Continue to develop integrated campaigns for various bureau marketing efforts.

**Strategy 3: Work with ACVB PR firm to garner coverage of Austin in domestic and international print, broadcast, and online/social media outlets. Generate awareness of Austin CVB in the local community and convention industry**

Tactics:

- Strategically target editorial opportunities in leisure travel publications, focusing on drive markets and national outlets.
- Vet press trip opportunities and host pertinent journalists. Partner with Texas Tourism to host international writers and increase global coverage.
- Distribute messaging, drive awareness and support for ACVB’s overall mission by advocating Tourism locally and partnering with the U.S. Travel Association.

DEPARTMENT PLANS

**Strategy 4: Work with ACVB publisher to drive strategic development and production of the ACVB’s primary fulfillment pieces, the Official Visitor Guide and Meeting Planner & Destination Guide**

Tactics:

- Through community relations efforts, work with ACVB partners and the local hospitality industry to ensure comprehensive representation of Austin offerings in the Official Visitor Guide, Meeting Planner & Destination Guide, and ACVB e-newsletter and website.
- Focus on continuous improvement of existing tools and development of new tools and resources (e.g. iPad app, mobile solutions, etc.), in an effort to address changing consumer behavior and consumption preferences.

**Strategy 5: Drive awareness of Austin as a premier cultural and heritage tourism destination**

Tactics:

- Continue to actively promote Austin’s historic and cultural attractions to visitors and conference groups through comprehensive media outreach, tourism, sales and advertising efforts, as well as partnerships with local and national heritage and arts organizations.
- Provide funding through the grants program for restoration and/or rehabilitation of historic structures/sites that draw tourists.
- Promote guided and self-guided walking tours of Austin’s cultural and historic attractions.

**Strategy 6: Target multicultural and LGBT audiences to attract diverse visitors and groups**

Tactics:

- Target leading diversity print and online media through strategic ad planning, buying and editorial outreach.
- Ensure campaign, editorial photography, publications and general content (events, attractions, points of interest) reflect diverse models and interests.
- Maintain Austin CVB’s association, outreach and support of numerous local and national LGBT and multi-cultural groups and events.



DEPARTMENT PLANS

DEPARTMENT PLANS

TOURISM

Department Overview

The Tourism Department provides destination sales and marketing services for the domestic and international travel trade including tour operators, wholesalers, incentive travel planners, travel agents and online travel agencies (OTA) to generate leisure travel to Austin. The Department utilizes sales strategies including tradeshow, sales calls and missions, familiarization tours, and development of both general and event-specific travel products.

In addition, the Tourism Department provides local travel industry partners leisure travel leads, assists Austin-Bergstrom International Airport in attracting and supporting air service to Austin, and collaborates with other departments to develop tourism product through the Austin CVB online booking engine.



Department Goals/Strategies, FY 2011-2012

Goals	Monthly Goals 10-11	Monthly Goals 11-12	Annual Goals 10-11	Annual Goals 11-12
Missions/Tradeshows	1	1	12	12
Site Visits/FAM Tours	1	1	12	12
Product Placement	n/a	n/a	n/a	20
Destination Training	9	10	108	120
Tourism Partner Leads	34	36	408	432
Online Development Package	1	1	10	10

Strategy 1: Increase product in both domestic and international markets

Tactics:

- Position Austin product in receptive and tour operator brochures, websites and other distribution channels (emails, consumer print advertising, and cooperative marketing opportunities).
- Develop new programs and products that meet the needs of key international and domestic markets, including brochure development, expanded and custom itineraries and increased hotel allotment.
- Create an online travel agency marketing plan designed to increase hotel production and destination awareness for call-center agents. Educate both existing and potential client base to increase product offerings.
- Monitor research statistics to market the destination to key and emerging markets.

Strategy 2: Increase tourism partner leads and destination trainings

Tactics:

- Attend tradeshow, sales missions, FAM tours, and educational seminars to increase product awareness to keep Austin top of mind with the travel trade.
- Create training opportunities for hotel and attraction partners at online travel agency call centers.
- Partner with the State of Texas on events and cooperative marketing opportunities.
- Continue to work with European representation to target top producing tour operators in key international markets.

Strategy 3: Increase Online Package Development and Room Night Total on AustinTexas.org

Tactics:

- Use market trends to create and develop package ideas promoted through local partnerships.
- Work with Marketing Communications Department to enhance consumer awareness of existing packages (via consumer e-newsletter, press releases, social media outlets and website positioning).

Strategy 4: Create community awareness by educating local attractions, hotels, restaurants, and transportation companies about the benefits and services provided by the Austin CVB.

Tactics:

- Routinely conduct site visits at local hotels, attractions and restaurants.
- Participate in Texas Travel Industry (TTIA) and Texas Tourism activities.
- Promote opportunities for partner cooperative marketing.





DEPARTMENT PLANS

FILM COMMISSION

Department Overview

The Austin Film Commission (AFC) markets Austin to film, television and gaming industry professionals and decision makers by attending and hosting events at tradeshow, film festivals and other industry functions. AFC regularly partners with peer groups such as the Texas Film Commission, the Association of Film Commissioners International and Texas Association of Filmmakers, as well as Austin-based film industry support organizations such as the Austin Film Society and the Austin Film Festival. Using minimal staff, AFC achieves maximum return on investments of time, funding and in-kind resources.

Department Goals/Strategies, FY 2011-2012

Goals	Monthly Goals 10-11	Monthly Goals 11-12	Annual Goals 10-11	Annual Goals 11-12
Online Production Leads	100	120	1,200	1,440
Fulfillment (Production Packets)	8	8	96	96
Production Starts	1.5	2	18	24
Production Days	40	50	480	600
Commercials	2	2	24	24

Strategy 1: Provide enhanced service to visiting production companies

With ever-increasing competition from other production centers and a changing environment of incentive offerings from other locations, AFC must continue to augment available services.

Tactics:

- Partner with City of Austin and local industry professionals in a comprehensive initiative to streamline services such as location scouting, permits and policy, to filmmakers.
- Continue to enhance and upgrade online services, including CVB website and other digital tools.

Strategy 2: Improve relationships with local independent filmmakers

The studio based feature film industry is rife with uncertainty, often affected by labor issues, financially related problems and other inconsistencies. Austin's independent film community has gained stability and international recognition, positioning AFC to help grow the film industry locally and organically.

Tactics:

- Increase interaction with local filmmakers via social networking tools and online newsgroups.
- Expand memberships and participation in local filmmaker organizations and associated group activities.

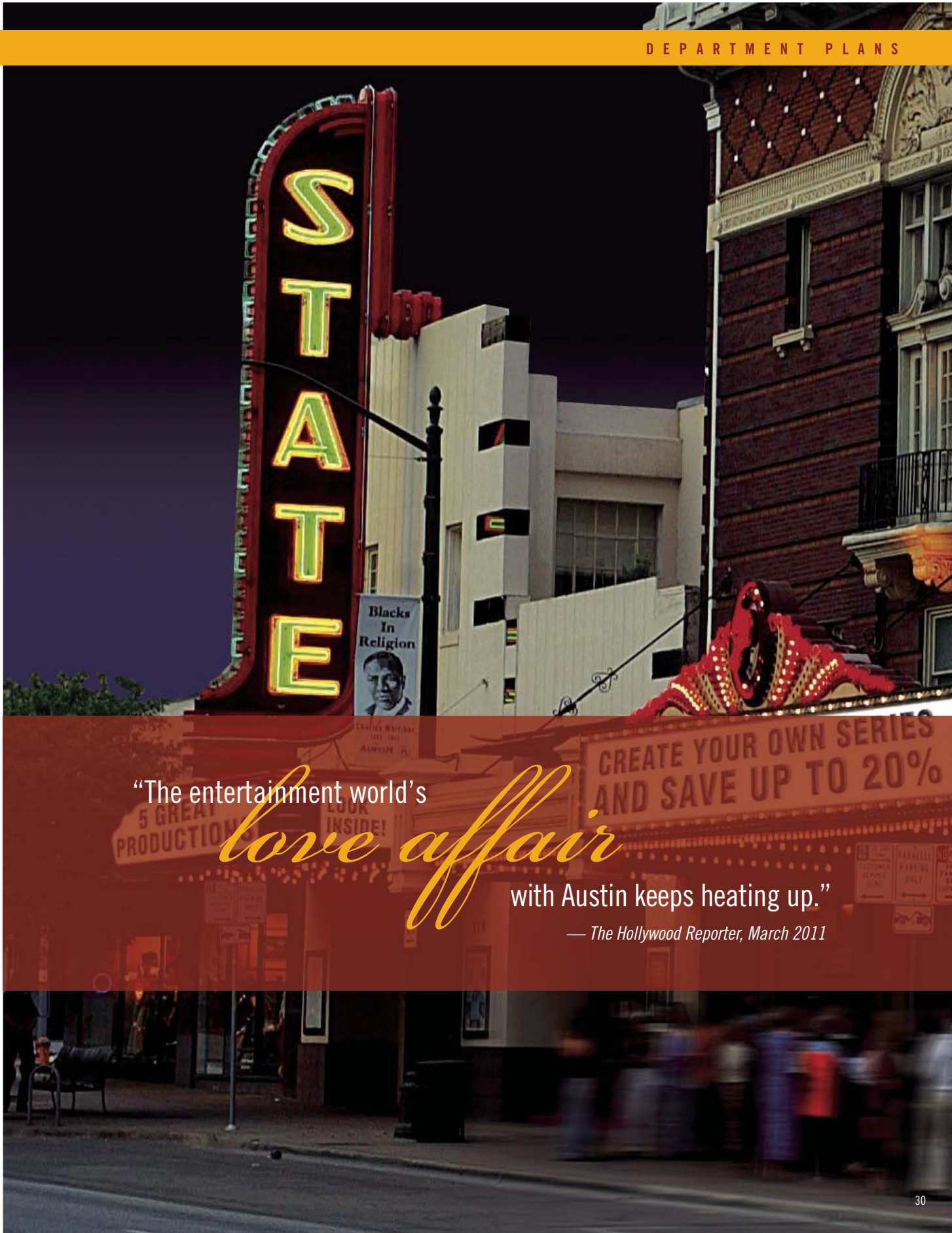
Strategy 3: Cultivate industry perception of Austin as a leading film production center

Austin continues to be recognized by the film industry as a top production center; it is important to our crew and talent base, as well as ancillary beneficiaries of film activity, for Austin to remain top of mind in that area.

Tactics:

- Attend and promote Austin at tradeshow, festivals and other events.
- Work with Marketing Communications to increase promotion of local film production; expand and emphasize promotion post-production and when product is due for public release.

DEPARTMENT PLANS







DEPARTMENT PLANS

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MUSIC MARKETING

Department Overview

The Austin Music Office works directly with convention groups, media and the local music industry to enhance the visitor experience and promote Austin as the Live Music Capital of the World®. Key roles include booking local acts for meetings and conventions; promoting the availability and accessibility of live music and local musicians to convention and meeting planners; working with media to encourage coverage of the live music scene; and collaborating with Convention Sales, the Austin Film Commission, Marketing Communications, Tourism and Convention Services Departments to market Austin's music offerings.

Department Goals/Strategies, FY 2011-2012

Goals	Monthly Goals 10-11	Monthly Goals 11-12	Annual Goals 10-11	Annual Goals 11-12
Industry Contacts	55	55	660	660
Booking Assists	25	25	180	180
Room Night Lead Referral	.5	.5	6	6
Media Contacts	2	2	24	24
Music Media Events	.5	.5	6	6

Strategy 1: Develop a comprehensive plan to make Austin's live music scene more user-friendly

Tactics:

- Partner with the City of Austin, the local hospitality industry and various music organizations to develop a comprehensive plan and executable, timely goals.
- Explore short term and long term solutions such as wayfinding, music venue markers, maps, taxi cab guides or tip-sheets, kiosks and other user-friendly tools that help visitors discover Austin live music.

Strategy 2: Promote availability and accessibility of Austin music, increased interest in Austin's live music scene and the Live Music Capital of the World® brand

Tactics:

- Produce a new Austin Music compilation CD, download cards and a mini guide to Austin's music scene. Promote and sell Live Music Capital of the World® merchandise at select Austin retail and online outlets.
- Establish a presence via showcases, collateral, receptions, and more at high profile industry events such as: Lollapalooza, Grammys, MIDEM international music tradeshow, CMJ Music Marathon, Americana Music Festival, New Orleans Jazz and Heritage Festival, Latin Alternative Music Conference, Big Apple Barbecue Block Party, Coachella and Mostly Strictly Bluegrass; as budget allows.
- Collaborate with successful Austin touring acts to promote Austin at national and international shows with banners, Austin gift bags, giveaways, contests, stage call-outs and VIP access for clients and media; as budget allows.
- Work with Convention Sales and Services departments to use music as an additional selling tool by assisting with site visits, materials and bookings for local events.
- Manage the "Have You Hired a Musician Today?" program by assisting conventions, tradeshows and local businesses with booking recommendations for live music at events.

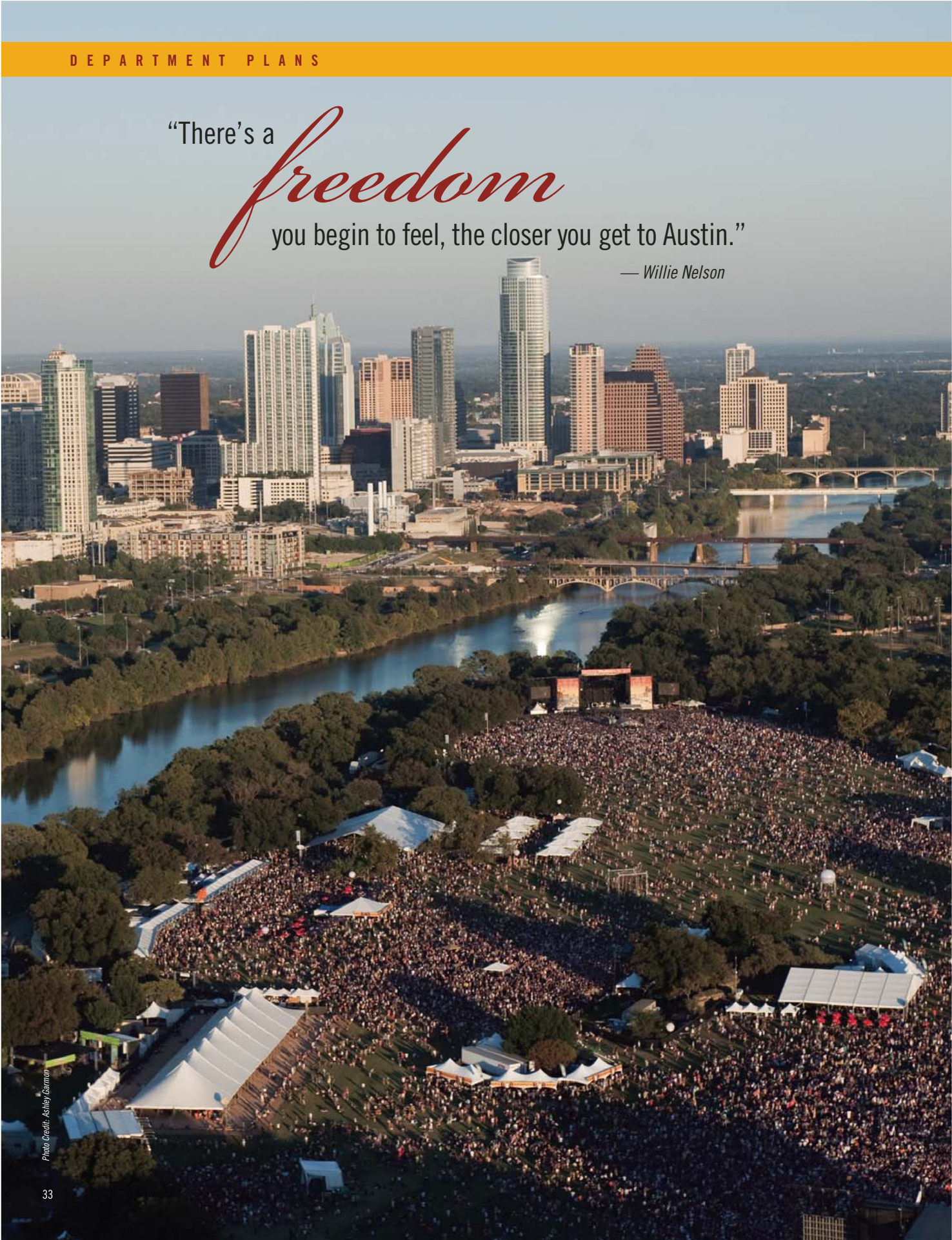
Strategy 3: Collaborate with community partners and the City of Austin on music related issues to strengthen the local music community

Tactics:

- Work with City of Austin staff, Austin Music Commission and Austin-Bergstrom International Airport year round; communicate the activities of the music office and work to execute the goals for the music community. Promote "Live from the Plaza" concert series and airport performances.
- Work with local music and cultural organizations, such as Austin Music People, the Austin Latino Music Association, Health Alliance for Austin Musicians, Women in Music Professional Society, ProArts Collective, Austin Art + Music Partnership and other cultural arts groups to promote music events that bring visitors to Austin and raise awareness of culturally diverse music.
- Continue to partner with the local music community in promoting the growth and development of live music clubs, venues, recording studios, record labels and music instrument manufacturers.







DEPARTMENT PLANS

“There’s a  
*freedom*  
you begin to feel, the closer you get to Austin.”  
— Willie Nelson

Photo Credit: Ashley Garmon

DEPARTMENT PLANS

VISITOR SERVICES

Department Overview

Austin Visitor Center staff are ambassadors for the local tourism industry, providing resources for domestic and international leisure and convention travelers. The department oversees visitor services for walk-ins and callers; provides collateral materials; sells tour tickets; and offers retail gift shop merchandise that is locally produced, sustainable, and highlights Austin’s Live Music Capital of the World® brand.

Visitor Services continues to promote Austin’s diverse historical and cultural attractions. Tour guides conduct regular, free walking tours of various historic districts in downtown, for individual travelers and special groups.

Department Goals/Strategies, FY 2011-2012

Goals	Monthly Goals 10-11	Monthly Goals 11-12	Annual Goals 10-11	Annual Goals 11-12
Walk-in Inquiries	12,000	12,500	144,000	150,000
Call-in Inquiries	1,400	1,400	16,800	16,800
Internet Inquiries	4,000	4,500	48,000	54,000
Visitor Packets Sent	8,000	8,000	96,000	96,000
Retail Revenue	\$67,500*	69,583*	\$810,000	\$835,000
Email Inquiries	-	35	-	420
Historic Walking Tour Participants	425	120	5,100	1,440

\*Average; retail goals vary monthly

Strategy 1: Generate increased visitor volume, length of stay and visitor spending by providing services to enhance the visitor experience

Tactics:

- Drive traffic to ACVB website and utilize the online hotel reservation system to track room night bookings.
- Work closely with Capital Metro to develop maps that highlight public transportation and points of interest, and also promote and encourage visitors to purchase transit passes.
- Work with cultural and historic attractions to increase the appeal of walking tours; effectively highlight their organizations during tours.

Strategy 2: Develop new revenue streams and continue to grow retail sales to offset operational expenses

Tactics:

- Protect the Live Music Capital of the World® brand; manage licensing agreements.
- Continue to follow current retail market trends to develop a larger customer base.
- Focus on locally manufactured, sustainable merchandise while incorporating new products to grow the brand.

Strategy 3: Explore new venues/locations that can be used to provide additional visitor services for tourists and convention groups

Tactics:

- Research areas of town that are frequented by tourists.
- Identify potential permanent and temporary locations that could be utilized.
- Explore options for “pop up” visitor centers to be used for large events and conventions.



**BUREAU ACTIVITIES**



BUREAU ACTIVITIES

FIRST QUARTER 2011

OCTOBER

10/3-10/6	TEAMS Conference (Travel, Events & Management in Sports)	Las Vegas, NV	Austin Sports Commission
10/20-10/27	Austin Film Festival	Austin, TX	Austin Film Commission
10/20-10/27	Producers VIP Reception	Austin, TX	Austin Film Commission
10/22-10/26	International Congress and Convention Association	Leipzig, Germany	Convention Sales
TBD	GHML Receptive Tour Operator FAM Tour	Austin, TX	Tourism
TBD	GHML German Sales Mission	Munich, Germany	Tourism
TBD	TXAFC Film Marketing Event	New York, NY	Austin Film Commission
TBD	West Coast Sales Calls	Denver, CO	Convention Sales
TBD	ACVB Customer Advisory Board Meeting	Austin, TX	Convention Sales
TBD	Washington, DC Sales Mission & Client Event	Washington, DC	Convention Sales
TBD	Premier Film Event	Austin, TX	Austin Film Commission

NOVEMBER

11/4-11/6	Fun Fun Fun Fest Media event	Austin, TX	Music Marketing
11/7-11/9	Rejuvenate Marketplace	San Jose, CA	Convention Sales
11/7-11/10	World Travel Market (WTM)	London, England	Tourism
11/9-11/12	Percussive Arts Society	Indianapolis, IN	Convention Services
11/21	Austin Golf Classic	Austin, TX	Austin Sports Commission
11/29-12/1	EIBTM	Barcelona, Spain	Convention Sales
TBD	Texas Sales Calls	Houston, TX	Convention Sales
TBD	Midwest Sales Calls & Client Event	Kansas City, MO	Convention Sales
TBD	OTA Destination Training	San Antonio, TX	Tourism
TBD	Local Client Appreciation Event	Austin, TX	Convention Sales

DECEMBER

12/4-12/6	International Film Festival Summit	Austin, TX	Austin Film Commission
12/6-12/8	International Association of Exhibitions & Events	Las Vegas, NV	Convention Sales
12/7-12/10	International Association of Hispanic Meeting Planners	Albuquerque, NM	Convention Sales
12/10	Chicago Holiday Client Event	Chicago, IL	Convention Sales
12/15	Holiday Showcase	Chicago, IL	Convention Sales
TBD	National Coalition of Black Meeting Planners	TBD	Convention Sales
TBD	Texas Tourism Canadian Mission	Toronto, Canada	Tourism
TBD	Northeast Sales Calls & Client Event	New York, NY	Convention Sales
TBD	OTA Annual Conference	Las Vegas, NV	Tourism
TBD	Texas CVB Holiday Event	Austin, TX	Convention Sales

SECOND QUARTER 2012

JANUARY

1/6-1/8	Association for Convention Operations Management Annual Conference	San Diego, CA	Convention Services
1/8-1/11	Professional Convention Management Association	San Diego, CA	Convention Sales
1/19-1/29	Sundance Film Festival	Park City, UT	Austin Film Commission
1/19-1/29	Slamdance	Park City, UT	Austin Film Commission
1/22-1/26	American Meteorological Society	New Orleans, LA	Convention Services
1/24-1/27	Religious Conference Management Association	Kansas City, KA	Convention Sales
1/26/12	Texas Society of Association Executives, Southwest Showcase	Austin, TX	Convention Sales
TBD	American Bus Association (ABA) FAM	Austin, TX	Tourism
TBD	MPINCC (Northern California)	San Francisco, CA	Convention Sales
TBD	Filmmaker Marketing Event/Reception	Austin, TX	Austin Film Commission

FEBRUARY

2/6-6/9	Go West Summit	Las Vegas, NV	Tourism
2/27-3/2	RSA of North America Conference	San Francisco, CA	Tourism
TBD	Meeting Professionals International – GA Chapter	Atlanta, GA	Convention Sales
TBD	Texas Travel Industry Association's Unity Dinner	Austin, TX	Tourism
TBD	Midwest Sales Calls	St. Louis, MO	Convention Sales
TBD	Southeast Sales Calls	Atlanta, GA	Convention Sales
TBD	DMAI Destination Showcase	Washington, DC	Convention Sales
TBD	Austin Music CD Release Event	Austin, TX	Music Marketing
TBD	Citywide Service/Supplier Meeting	Austin, TX	Convention Services

MARCH

3/7-3/11	International Tourism Borse (ITB)	Berlin, Germany	Tourism
3/8	Meetings Industry Council of Colorado	Denver, CO	Convention Sales
3/9-3/18	SXSW® Conferences and Festivals	Austin, TX	Marketing Communications, Austin Film Commission, & Music Marketing
TBD	Dallas International Film Festival Event	Dallas, TX	Austin Film Commission
TBD	ACVB Customer Advisory Board Meeting	Austin, TX	Convention Sales
TBD	Texas Sales Calls	Dallas, TX	Convention Sales
TBD	GHML United Kingdom Sales Mission	London, England	Tourism

BUREAU ACTIVITIES

THIRD QUARTER 2012

APRIL

4/17-4/19	National Association of Sports Commissions	Hartford, CT	Austin Sports Commission
4/21-4/25	US Travel Association's International Pow Wow	Los Angeles, CA	Tourism
4/29-5/1	American Telemedicine Association	San Jose, CA	Convention Services
TBD	OTA Destination Training	Springfield, MO	Tourism
TBD	TRIBECA Film Festival	New York, NY	Austin Film Commission
TBD	Registration Assistant Appreciation Luncheon	Austin, TX	Convention Services
TBD	West Coast Sales Calls	San Francisco, CA	Convention Sales
TBD	Common Users Group	Anaheim, CA	Convention Services
TBD	ASAE – Springtime Expo	Washington, DC	Convention Sales

MAY

5/16-5/19	SGMP Annual Convention	New Orleans, LA	Convention Sales
5/16-5/19	Society of Government Meeting Planners	New Orleans, LA	Convention Sales
5/22-5/24	IMEX	Frankfurt, Germany	Convention Sales
May	Latino Music Month Event	Austin, TX	Music Marketing
TBD	ACVB Annual Luncheon	Austin, TX	Marquee event
TBD	Chicago Sales Mission & Client Event	Chicago, IL	Convention Sales
TBD	Midwest Sales Calls	Indianapolis, IN	Convention Sales
TBD	Passkey User Group Meeting	Austin, TX	Convention Services

JUNE

6/19-6/21	AIBTM	Baltimore, MA	Convention Sales
TBD	OTA Destination Training	Chicago, IL	Tourism
TBD	TX Filmmakers' Brunch	Beverly Hills, CA	Austin Film Commission
TBD	ConferenceDirect	TBD	Convention Sales
TBD	International Meetings Market	Austin, TX	Convention Sales
TBD	Big Apple Barbecue Block Party	New York, NY	Marketing Communications
TBD	PCMA Education Conference	TBD	Convention Sales
TBD	GHML Travel Trade FAM	Austin, TX	Tourism
TBD	Alpha Phi Alpha	Miami, FL	Convention Services

“Austin is a warm

*friendly city.*”

— Magic Johnson

FOURTH QUARTER 2012

JULY

7/16-7/18	Destination Marketing Assn. International Annual Meeting	Seattle, WA	Convention Services
TBD	Council of Engineers & Scientific Society Executives	Louisville, KY	Convention Sales
TBD	Meeting Professionals International	TBD	Convention Sales
TBD	US Receptive Tour Operator Sales Mission	Los Angeles, CA	Tourism
TBD	Latin Alternative Music Conference	Los Angeles, CA	Music Marketing

AUGUST

8/3	4th Annual Texas Gridiron Kickoff	Austin, TX	Austin Sports Commission
8/11-8/14	American Society of Association Executives	Dallas, TX	Convention Sales
TBD	US Travel Association's ESTO	TBD	Tourism
TBD	Texas Sales Calls	Dallas-Fort Worth, TX	Convention Sales
TBD	Kellen Management	Atlanta, GA	Convention Sales
TBD	Southeast Sales Calls	Atlanta, GA	Convention Sales
TBD	Connect Marketplace	TBD	Convention Sales

SEPTEMBER

TBD	HSMAI - Affordable Meetings National	Washington, DC	Convention Sales
TBD	West Coast Sales Calls	Denver, CO	Convention Sales
TBD	Northeast Sales Calls	New York, NY	Convention Sales
TBD	Texas Travel Industry Association Summit	Austin, TX	Tourism
TBD	Texas Tourism European Mission	United Kingdom & Germany	Tourism
TBD	aGLIFF	Austin, TX	Austin Film Commission
TBD	Texas Society of Association Executives	TBD	Convention Sales
TBD	Olympic SportsLink	Colorado Springs, CO	Austin Sports Commission
TBD	Austin City Limits Music Festival	Austin, TX	Marketing Communications & Music Marketing



OFFICES & CONTACT INFO







OFFICES & CONTACT INFO

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