



AUSTIN CONVENTION & VISITORS BUREAU

MARKETING PLAN

2010-2011



MESSAGE FROM THE PRESIDENT



This time last year, the forecast looked stormy for a number of economic sectors, including the tourism and hospitality industry. While we're not out of the woods yet, we're beginning to see demand come back - including a significant increase in intention to travel for business, meetings and conventions according to national research.

Despite a challenging economic downturn, the state of Texas is strong. We are in an enviable position when it comes to economic development, which will keep us healthy.

In Austin, we have a strong presence internationally, reflected in almost every meeting and convention we host today. Even with a flurry of interest and activity pre-recession, Austin has had very little new hotel inventory which, in some ways, has worked to our favor. And, we are consistently ranked as one of the top cities for job growth and economic recovery.

Austin remains a vibrant, youthful, in-demand destination – one that people want to visit, want to meet, and seek out to work and play. To embrace this popularity, we must look ahead and be ready to serve the marketplace effectively and efficiently; and continue to grow our impact on the local economy.

We have made a significant investment in the future of our industry. As such, we will continue to leverage our unique amenities, including our legendary live music, beautiful outdoors, rich diversity, culture and history. And we will continue to work closely with our city, state and local partners to develop effective programs and initiatives to promote tourism and hospitality.

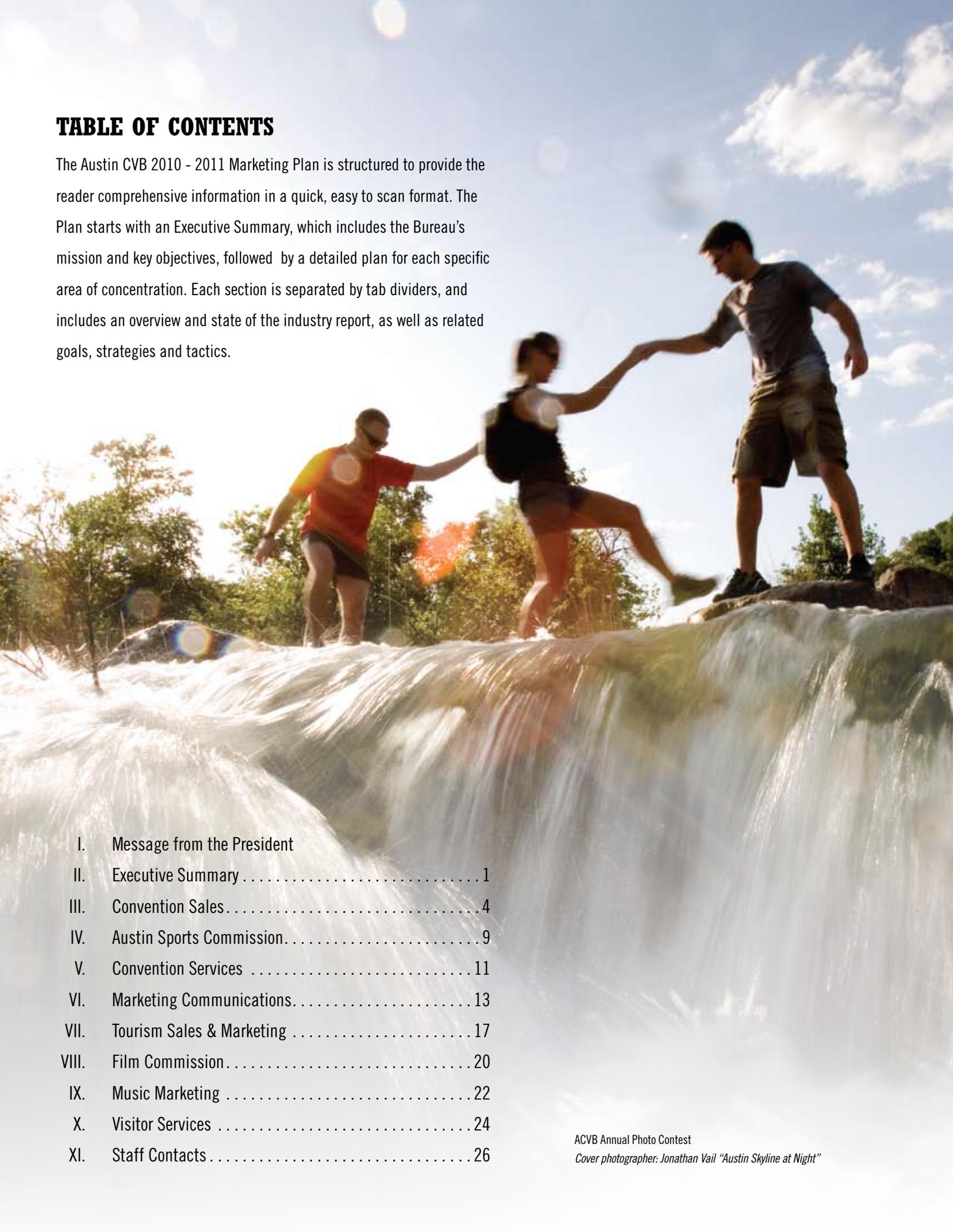
On behalf of the Austin CVB and our Board of Directors, we present this Marketing Plan as testament to our continued commitment to make tourism one of Austin's most prominent economic engines, thereby enhancing our overall quality of life.



Bob Lander
President & CEO
Austin CVB

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The Austin CVB 2010 - 2011 Marketing Plan is structured to provide the reader comprehensive information in a quick, easy to scan format. The Plan starts with an Executive Summary, which includes the Bureau's mission and key objectives, followed by a detailed plan for each specific area of concentration. Each section is separated by tab dividers, and includes an overview and state of the industry report, as well as related goals, strategies and tactics.



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MISSION

An accredited member of Destination Marketing Association International, the Austin Convention & Visitors Bureau is charged with marketing Austin nationally and internationally as a premier business and leisure destination, thus enriching our community's overall quality of life.



OBJECTIVES

Austin CVB presents the 2010-2011 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 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

AUSTIN CONVENTION & VISITORS BUREAU

The Austin Convention & Visitors Bureau is a private, nonprofit 501 C-6 corporation contracted by the City of Austin to market the city as a convention and tourism destination. In addition, under terms of this contract, Austin CVB also houses the Film Commission, Music Office, and Sports Commission.

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.



STATE OF THE INDUSTRY

The Austin market service area (MSA) attracts nearly 20 million visitors annually, who leave behind nearly \$4 billion in the regional economy (“City Tourism Impact: The Economic Impact of Travel & Tourism in Austin, Texas,” Global Insight, 2006).

Even in a challenging economic climate, tourism remains a bright spot. As one of Austin’s largest economic sectors, tourism creates jobs, stimulates economic growth and development and provides those goods and services that help make our city an attractive, welcoming destination.

While Austin has fared better than most destinations, fundamental shifts in leisure and individual business travel have forced us to consider a ‘new normal.’ While consumers continue to travel, they’re more cost-conscious. They’re taking fewer trips, staying fewer nights and actively seeking out deals and deep discounts. While showing signs of improvement, individual business travel is also down. And significant decreases in ACVB’s marketing budget have made keeping Austin top-of-mind among these audiences all the harder. Maintaining occupancy, average rate and growing market share remain key challenges for 2010-2011.

Though the road to recovery will take some time, we continue to work hard to bolster tourism, a vital part of the Austin economy.

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.



EXECUTIVE COMMITTEE

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Texas Library Association

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The Neal Spelce Austin Letter

Frank Spillman
Continental Airlines

Lance Stumpf
Hyatt Regency Austin

Michael Thomas
Barton Creek Resort

Gilbert Turrieta
Legislative Consultants

Convention Sales

Mission

The Convention Sales Department promotes Austin as a premier meeting and convention destination in order to generate hotel room nights and revenue for the Austin Convention Center and other meeting facilities.

Department Overview

The Convention Sales Department uses direct sales and marketing efforts, such as face-to-face client meetings, tradeshows, sales missions, client events, advertising and social media to secure city-wide, long-term future business. The Department also works closely with the Austin hotel community and the Austin Convention Center.

By making meeting professionals aware of all that Austin has to offer and by maintaining a strong working knowledge of industry trends, the department promotes Austin as an outstanding choice for their meeting, convention or tradeshow.



The department is overseen by the Senior Vice President. It is composed of 19 full-time positions including the Vice President of Sales; Assistant Director of Sales; Director of Industry Relations and Strategic Sales; Director of Eastern Regional Sales; Account Director, Eastern Region; Director of Central Regional Sales; Account Director, Central Region; Account Director, Southeast Region; Account Director, Specialty Market; Account Director, West Coast Region; Executive Director of the Austin Sports Commission; Account Director, Austin Sports Commission; two Executive Meeting Managers; Business Development Manager; Director of Market Analysis & Programs and three Sales Coordinators.

State of the Industry

Austin continues to enjoy a positive perception in the marketplace with consistent interest from meeting professionals representing all market segments. Austin is well-positioned to benefit from this perception as the economy continues to improve.

The negative political rhetoric and media coverage surrounding corporate “bail-outs” in 2009 has abated to a significant degree, and the meetings industry is beginning to show signs of recovery. While leading industry analysts are cautiously optimistic about how quickly the recovery will take place, most experts are saying it will take 2-3 years before it returns to 2008 levels. As such, many meeting professionals continue to adjust to the “new” buyer’s market, being more conservative in their attendance estimates and seeking value options such as hotel contracts and Convention Center negotiations.

Nationally, increased hotel inventory and convention center renovation/expansion have created more options than ever for the customer. This, along with aggressive sales tactics by CVBs and hotel staffs nationwide, has created a highly competitive selling environment for Austin.

In order to remain competitive, the department is focused on a more customized, consultative sales approach. The new approach focuses on how the economy is affecting each group’s membership and attendance at meetings. We will continue to partner with the hotels and Convention Center to be strategic in booking business for the coming years, while seeking new business opportunities that complement our relatively strong local economy. Vertical markets such as technology, science, music/cultural arts, sports, and green/renewable meetings, play to Austin’s strengths as a meetings destination.

We continue to be aggressive in our sales and marketing efforts. We must maintain our presence among each market segment, continue to drive our marketing messages, and sell the Austin advantage. The keys to selling in the current environment are face-to-face meetings, creating strong client relationships, and delivering exceptional event, site visit and convention experiences that secure future business.

Department Goals/Strategies, FY 2010-2011

In FY 07/08, the sales team produced 422,056 total room nights (400,000 goal, or 103%)

In FY 08/09, the sales team produced 439,253 total room nights (420,000 goal, or 105%)

Approaching the 09/10 planning, we anticipated the impact of the economic downturn and its effect upon the meetings industry in terms of lead generation, which is critical to booking convention business. We experienced a 26% decrease in lead generation in 08/09, which was the first decline in leads generated over the last five years. Based on a variety of data sources including the nationally recognized Trends Analysis and Projections (TAP) Report organization, the 09/10 definite production was set at 365,000 total room nights.



As of April 30, 2010, YTD production is 222,017 total room nights or 61% of our annual goal. Our current forecast shows we will achieve 92% of our goal. This is an estimate and subject to change. Sales management will continue to monitor year-end production through the end of the summer and use this information in conjunction with historical data to determine sales goals for FY10/11. Goals will be determined in October 2010.

Strategy 1: Continue to develop the national association and specialty markets

Deploy Convention Sales team in key geographic areas to secure new business for future meetings in the national association, religious, government, fraternal, social, multicultural and sports markets.

Tactics:

- Attend selected industry tradeshows to meet and generate leads from clients, strengthening these relationships.
- Conduct targeted sales missions and client events in major markets including Chicago, Washington D.C., New York City and Atlanta.
- Continue to provide value-driven tradeshow, sales missions and client event co-op opportunities to our strategic Austin industry partners.
- Attend the PCMA Annual Convention and continue to gain increased exposure by serving as the official music sponsor for PCMA's Party with a Purpose.
- Exhibit at the IAEE Annual Convention and serve as the official music sponsor for IAEE's Humanity Rocks Charity Event.
- Host targeted clients for highly-customized site inspections, including tours of the Austin Convention Center, hotels as specified by the clients, pertinent off-site venues and restaurant and entertainment areas.
- Maintain brand awareness by advertising in appropriate meeting publications along with marketing Austin in social media, as well as other media channels.
- Utilize the Austin Sports Commission to target high-profile sporting events to contribute to the sales team's overall annual room night production (see "Sports Commission" section).
- Enhance Austin's visibility in the multicultural market by attending the annual conventions of the National Coalition of Black Meeting Planners and the International Association of Hispanic Meeting Professionals.
- Expand upon the established relationships with third party planners, association management companies and hotel companies' national sales offices.
- Continue to utilize the Business Development Manager to generate leads with an increased focus on vertical markets (energy, technology, music, green meetings & film).

Strategy 2: Protect, maintain and increase business opportunities from the Texas meetings and convention market

The Texas association and corporate market continues to be one of our strongest producing market segments accounting for over 50 percent of our annual bookings. This business is aggressively being targeted and solicited by other Texas CVBs and hotels.

Tactics:

- Maintain a strong relationship with Texas based meeting planners by dedicating three sales department staff members, Assistant Director of Sales; Director of Industry Relations & Strategic Sales and Executive Meeting Manager in order to maintain and increase business from this market.
- Participate in local industry chapter meetings and events (MPI Texas Hill Country Chapter, Texas Society of Association Executives, IAEE, and PCMA Gulf States Chapter).
- Conduct sales missions and client events for prospective clients in Dallas, Fort Worth and Houston.
- Host “Annual Local Client Appreciation” event in the first quarter of the year to thank and demonstrate our commitment to this market.

Strategy 3: Focus on industry relations to strengthen alliances with pertinent associations, hospitality partners and customers

Continue to increase visibility of Austin as a premier meetings and convention destination as well as develop new business opportunities by building strong end-user relationships.

Tactics:

- Continue to bring together the Austin CVB Customer Advisory Board to evaluate Austin’s strengths and weaknesses from the customer perspective, stay current with customer needs and industry trends, and evolve strategic marketing tactics to increase awareness of the destination.
- Through the Director of Industry Relations & Strategic Sales, serve on the following industry association boards and committees: HSMAI Austin Chapter Board of Directors, PCMA Gulf States Chapter Board of Directors, ASAE Industry Partner Alliance, MPI Marketplace Advisory Council, DMAI S&M Advisory Council.
- Unify the Austin hospitality community through board participation in the Austin chapter of the Hospitality Sales & Marketing Association International. This provides a unique opportunity to educate hospitality partners on Austin and industry trends.
- Continue to strengthen alliances with the Downtown Austin Alliance; 6th Street Austin, Leadership Austin, airline partners, transportation partners and other related entities in order to communicate our message locally, build effective partnerships that will better serve our clients, and augment Austin CVB’s marketing efforts.
- Continue to utilize the Austin CVB Board Destination Development Committee to focus and garner support on emerging projects that can directly impact the continued growth of our destination package.

Business Development Activities

Event	Type
First Quarter	
Local Client Appreciation Event	Business Development
Washington D.C. Sales Mission & Client Event	Sales Trip
National Coalition of Black Meeting Planners	Tradeshow
International Association Hispanic Meeting Professionals	Tradeshow
Chicago Client Event	Sales Trip
Holiday Showcase	Tradeshow
International Association of Exhibitions & Events	Tradeshow
Rejuvenate Marketplace	Tradeshow
Travel, Events & Management in Sports	Tradeshow
Texas CVB Client Event	Business Development
Texas Sales Calls	Sales Trip
West Coast Sales Calls	Sales Trip
New York City/Philadelphia Sales Calls	Sales Trip
Southeast Sales Calls	Sales Trip
Midwest Sales Calls	Sales Trip
Second Quarter	
Meeting Industry Council of Colorado	Tradeshow
Texas Society of Association Executives, Southwest Showcase	Tradeshow
Professional Convention Management Association	Conference
Religious Conference Management Association	Tradeshow
DMAI, Destination Showcase	Sales Development
Texas Sales Calls	Sales Trip
West Coast Sales Calls	Sales Trip
New York City/Philadelphia Sales Calls	Sales Trip
Southeast Sales Calls	Sales Trip
Midwest Sales Calls	Sales Trip
Third Quarter	
Chicago Sales Mission & Client Event	Sales Trip
IMEX	Tradeshow
Society of Government Meeting Professionals	Tradeshow
Georgia Chapter, Meeting Professionals International	Tradeshow
ASAE Springtime Expo	Tradeshow
National Association of Sports Commissions	Tradeshow
Texas Sales Calls	Sales Trip
West Coast Sales Calls	Sales Trip
New York City/Philadelphia Sales Calls	Sales Trip
PCMA Leadership Conference	Conference
Southeast Sales Calls	Sales Trip
Midwest Sales Calls	Sales Trip
Fourth Quarter	
American Society of Association Executives	Tradeshow
Texas Society of Association Executives	Conference
HSMAI Affordable Meetings	Tradeshow
Texas Sales Calls	Sales Trip
West Coast Sales Calls	Sales Trip
New York City/Philadelphia Sales Calls	Sales Trip
Southeast Sales Calls	Sales Trip
Midwest Sales Calls	Sales Trip

Major Convention Center Bookings in FY 09/10

Group Name	Dates	Attendance
USA Volleyball	6/30-7/7/2010	Peak, 25,722 TRN, 5,200 Att.
Association for Computing Machinery	11/13-20/2015	Peak, 23,970 TRN, 11,100 Att.
American Association of Physicists in Medicine	7/18-24/2014	Peak, 12,662 TRN, 3,000 Att.
Texas Library Association	4/12-15/2011	Peak, 7,225 TRN, 8,000 Att.
National Funeral Directors Association	10/20-23/2013	Peak, 7,079 TRN, 5,500 Att.
National Instruments	July/Aug 2010-2015	Peak, 6,000 TRN, 2,500 Att.
Entomological Society of America	11/17-20/2013	Peak, 5,021 TRN, 2,000 Att.
American Jail Association	5/19-26/2016	Peak, 5004 TRN, 2,200 Att.
Association for Computing Machinery	5/4-11/2012	Peak, 4,821 TRN, 2,500 Att.
Society for American Archaeology	4/22-27/2014	Peak, 4,791 TRN, 3,000 Att.
Society of Gastroenterology Nurses and Associates	5/19-22/2013	Peak, 4,225 TRN, 1,800 Att.

Austin Sports Commission

Mission

The mission of the Austin Sports Commission (ASC) is to recruit, grow and retain sporting events in the greater Austin area. ASC also brings together the local hospitality community to provide exceptional services for athletic events, and educates the community about the economic benefits of these competitions.

Department Overview

As an extension of the Austin CVB sales team, the Austin Sports Commission actively promotes Austin to event organizers and their boards of directors. ASC also works diligently to locate national governing bodies wishing 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. Marketing efforts solicit grassroots support from participatory and national governing bodies that find Austin to be an ideal spot for their events.

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 the event.

Three employees, operating under the purview of the Austin CVB, staff the Austin Sports Commission. An Executive Director oversees operations on a day-to-day basis with assistance from an Account Director and Coordinator.

State of the Industry

The Austin Sports Commission continues to see a yearly increase in hotel room nights attributed to the sports market. Similar to recent years, the stability and staying power of the sports events market is counter to the trends in the overall travel industry. According to Sports Events Magazine's 2010 Market Report, the total number of events in the sports industry has grown by 8 percent. However, after years of steady growth, many annual sporting events experienced a decline in participation and participant spending.

ASC continues to focus on capitalizing on the positive perception of Austin. Some heavyweights in the industry call Austin home and the power of word-of-mouth in this small circle of decision makers proves to be beneficial. The USA Volleyball Boys Junior National Championships and the Star Vision Sports international youth basketball tournament are evidence that Austin can attract the most important segment (in terms of economic benefit) of sporting events, the youth participant.

Strategy 1: Continue visibility and branding of ASC to market Austin as a premier sports event destination

Tactics:

- Continue to strengthen our relationships with rights holders at annual industry events like the National Association of Sports Commissions Sports Symposium and the TEAMS Conference.
- Publicize Austin's success in hosting participant-heavy events such as soccer and volleyball. Showing other soccer rights holders that Austin can accommodate nearly 500 soccer teams on a weekend will benefit our bids for other national events.



Strategy 2: Maintain and capitalize on Austin’s success with securing State funding for sporting events

ASC’s recent achievements in obtaining funds from the Event Trust Fund have surpassed other competing destinations in Texas, which will help us to further our reputation nationally.

Tactics:

- Work with City officials to help them recognize that Austin’s official contribution benefits our local economy.
- Continue to secure long-term and multi-year deals with events that have recently capitalized on the funding.

Strategy 3: Establish a clearer voice and advocacy for Austin event organizers and rights holders

Tactics:

- Become a valuable resource for legacy events like the annual marathon and events in the Austin Convention Center that continually work with City officials to produce their events.
- Facilitate collaboration meetings with local sports entities to obtain information on venue inventory and venue needs. Ideas on obtaining this information could include roundtable meetings and informational surveys. This collaboration will help measure the feasibility of ASC spearheading the development of new and/or renovated sporting venues.
- Enhance current online venue guide and make it more robust. Create a more user friendly database for event organizers to use.

Strategy 4: Create a network of local volunteers that can be called upon to assist with logistic-heavy events

Tactics:

- Capture local volunteer information and input to a database managed by the Austin Sports Commission. Consider purchasing software that manages the influx of volunteer information and can mobilize these individuals when needed for sporting events.
- Reach out to the community to increase the number of candidates in the volunteer database; work with local non-profits to obtain lists of potential participants.

Convention Services

Mission

The Convention Services Department supports meetings and conventions by providing customers with assistance and services that benefit and enhance their meetings. From the initial sales process to final execution of the meeting, the Convention Services Department assists planners in making their Austin events as successful as possible, often resulting in a commitment to return with future business.

Department Overview

A successful meeting depends on the entire planning process, which starts with the personal assistance extended to planners by the services staff. Convention Services works hand in hand with the planner in all aspects of meeting coordination by carrying out commitments made during the booking process, including local business connections, housing, registration assistance, site inspections, planning and attendance promotion.



As a convention draws near, the department uses a real-time internet based reservation system to capture as many reservations as possible in contracted hotels. In order to fully support conventions and their attendees, it is vital that the department keeps current on what local businesses, venues and attractions are available. As such, the department also provides several programs to keep the community informed of upcoming conventions and shares feedback received following the convention.

The Department consists of a Director and Assistant Director of Convention Services, Convention Services Manager, Convention Services Coordinator, Housing Manager and Housing Coordinator. To support the efforts of conference staff, the Convention Services Department contracts trained part-time staff to work on-site during the convention.

State of the Industry

With the economy still in flux, conventions are faced with uncertainty related to attendance and exhibit space needs. As such, bookings are down which directly impact the number of reservations assigned. Convention planners are turning to Convention Services for suggestions on how to increase attendance through partnerships in promoting their conference. The Convention Services team continues to strategize ideas and solutions for each conventions unique set of issues.

As the Convention Services Department looks to the coming year, it is important to continue to seek new ways to reach the customer and provide the increased services they require. As an extension of the convention planning staff, it is more important than ever that Convention Services be proactive in the support offered to planners.

Department Goals/Strategies, FY 2010-2011

GOALS	Monthly Goals 09-10	Monthly Goals 10-11	Annual Goals 09-10	Annual Goals 10-11
Groups Served	75	75	900	900
Registration Assistant Hours Provided	241	241	2,900	2,900
Reservations Assigned	1,083	916	13,000	11,000
Supplier Referrals	15	15	180	180
Site Visits/Planning Meetings	4	6	50	72
Pre/Post Convention Meetings	2	2	25	25

Strategy 1: Provide Internet housing bureau services to capture actualized room nights

Tactics:

- Promote housing to all multi-hotel groups through use of Passkey marketing tools; provide necessary tools for Convention Sales to promote housing in early stages of booking process.
- Consider production of collateral piece to highlight housing benefits, tourism packages and up-selling opportunities.
- Market housing services to smaller Texas CVBs in the region to increase possible revenue opportunities and maximize housing license agreement.
- Provide training opportunity to all local city-wide meeting planners to encourage use of CVB housing services.

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

Tactics:

- Present a “Services 101” training to local clients (bureau booked and non-bureau booked) to increase awareness and use of CVB services.
- Plan service visits in conjunction with satellite sales offices to meet customers face to face and build client relationships.
- Distribute updated digital services toolkit to all booked groups to offer additional marketing materials and planning assistance; create new collateral piece to promote enhanced services.
- Promote CVB social media opportunities to all convention groups to inform conference attendees of packages, events, and pre-and post-travel.
- Continue “All Access” welcome program to promote music, retail, restaurants and attractions to convention visitors and provide participating businesses with convention details.
- Establish a series of client appreciation amenities.

Strategy 3: Increase community support in response to servicing of convention groups

Tactics:

- Provide training opportunities to educate local venues and suppliers on benefits of convention business and how to respond to leads and client requests.
- Create a portable unit at the Convention Center to serve as an information kiosk during conventions. Research possibility of incorporating a subscription program.
- Continue to provide trained contract registration assistance and information booth staff to promote local businesses and points of interest.
- Expand survey program to include distribution to conference attendees. Work with meeting planners to establish a survey link to their website for attendee response regarding their Austin experience. Track and share results with industry partners.

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

Tactics:

- Update listing of hotel sustainability efforts for distribution to interested customers and for posting on website and digital toolkit.
- Research sustainability efforts provided by venues and convention suppliers.

Marketing Communications

Mission

The Marketing Communications Department serves to elevate awareness of Austin as a premier convention and leisure destination through effective public relations and comprehensive advertising/marketing efforts. The department coordinates advertising, promotions, publications, website, social media, research and public and media relations programs for all departments. As the official voice of the Austin CVB, Marketing Communications works to deliver a single, unified message.

Department Overview

Through integrated advertising/marketing efforts, media outreach and public relations, the Department communicates the organization’s message to the media, public officials, hospitality industry partners, meeting planners and the general public. The Department staffs four full-time employees including a Director of Marketing Communications, Marketing Communications Manager, Media Relations Manager and a Marketing Communications Coordinator.

State of the Industry

While the travel industry has not seen much growth over the last two years, it has evolved enormously in the areas of social media, mobile, and online marketing. According to Yesawich & Partners, 61 percent of travelers now go exclusively online to plan and research travel. Social media is widely considered a marketing must. Mobile is predicted to become the most important interactive channel a marketer can have. And online video viewership has gone mainstream.



From a public relations perspective, traditional outlets are increasingly converging on the internet. Many print and broadcast outlets have either added or changed to a strictly online format, and blogs and online magazines have gained ground as credible sources.

Provided the certainty that new media will continue to evolve, marketers must remain flexible to maintain relevancy across an increasingly fragmented audience. As we look to 2010-2011, we will continue to focus our efforts online, integrate efforts across channels to maximize impact and reach, evaluate and prioritize new media opportunities, and whenever possible, establish benchmarks to help measure return on investment.

Department Goals & Strategies, FY 2010-2011

GOALS	Monthly Goals 09-10	Monthly Goals 10-11	Annual Goals 09-10	Annual Goals 10-11
Media Outreach (Releases/Pitches)	12	12	144	144
# contacts reached	110	125	1,320	1,500
Press trips/media hosted	5	5	60	60
Dollar value of print and broadcast media (PR value – est. by Cision)	\$352,387*	\$416,667	\$4.3 million	\$5 million
Significant Placements**	10	12	120	144
Advertising Responses	3,965	3,965	52,338	52,338
Unique Web Visits	75,000	80,000	900,000	960,000
Avg. time spent on website (per user)	3.5 minutes	3.5 minutes	3.5 minutes	3.5 minutes

** “Significant placements” are defined as feature-length stories that include Austin, in meetings, travel or industry-related online outlets. These placements will include Austin CVB photos, a link to AustinTexas.org and/or a majority of Austin content.

Strategy 1: Leverage new technologies and communications to strengthen awareness and appeal of Austin; and to further Austin’s reputation as a technologically advanced destination

Tactics:

- Identify, evaluate and prioritize digital channels and tools that Austin can “own” and that provide the highest potential for return on investment.
- Research mobile marketing channels and further develop mobile initiatives and efforts, including the Austin iPhone app, mobile website and text message marketing.
- Create new, compelling video for AustinTexas.org, further develop the Visit Austin YouTube account and use in-house camcorders to capture and share ACVB events across social media channels.

Strategy 2: Build on established social media efforts to stretch marketing dollars, extend reach and engage new audiences/niche markets

Tactics:

- Continue strategic partnerships and alliances with social media experts and local resources, such as GoSeeTell and Gowalla.
- Establish benchmarks and goals across all social media channels to track and optimize efforts, such as number of followers, fans, updates and click-throughs.
- Continue to refine existing social networking channels as well as evaluate new social sites.
- Develop guideline manuals and brand standards for all social media outlets to ensure consistency across efforts and to maximize message impact.



Strategy 3: Focus efforts online to attract and intercept leisure travelers and meeting planners; drive visits to AustinTexas.org

Tactics:

- Redesign AustinTexas.org to encourage new and repeat visits; develop new online content that assists meeting planners with researching destinations, such as the Five Minute Meeting Planner microsite.
- Continue to use search engine optimization and marketing to drive qualified traffic to AustinTexas.org.
- Drive awareness and encourage booking on Austin CVB’s travel reservation provider, ARES.
- Continue to maintain and develop niche market websites, such as AustinTexasSoul.org and AustinGolfTrail.com.

Strategy 4: Garner coverage of the Austin CVB and Austin in general in domestic and international print, broadcast, and online publications, as well as social media networks; further call on PR to bolster Austin CVB’s community relationships

Tactics:

- Distribute information about Austin to national media outlets via press releases and pitches; reinforce those messages via social media communications and interaction on blogs. Focus on national travel publications and drive-market outlets to generate readership by the likeliest visitors.
- Host press trips and partner with Texas Tourism to garner international coverage. Target freelancers with multiple outlets and/or a strong social media presence to maximize coverage and linkage.
- Distribute consistent messaging about Austin CVB to drive awareness and support for our overall mission and services. Partner with the U.S. Travel Association to explain the power of travel and how our industry serves as an economic driver for Austin and the nation.

- Partner with local media outlets to host key Austin CVB events (such as the Austin Cocktail Throwdown contest and media blogger panels) and generate local media coverage.
- Communicate with local media on behalf of visiting convention groups to encourage positive word-of-mouth marketing.

Strategy 5: Drive consideration of Austin as a premier destination for business and leisure travel

Tactics:

- Maintain online and print ad campaign efforts, targeting diverse range of travel and content interests.
- Focus on key touch-state, “fly” and “drive” markets to push short-term travel consideration and attract visitors traveling closer to home.
- Pursue cooperative efforts and partnerships as possible to stretch budget and increase reach.
- Evaluate incremental online, print and cooperative ad campaign opportunities as budget allows.
- Continue development and production of ACVB’s primary fulfillment pieces, the Official Visitor Guide and Meeting Planner Guide. Develop premium promotional and collateral materials to support ACVB departments as needed.

Heritage Marketing

Heritage Marketing is an integral part of Austin CVB’s marketing communications, tourism and advertising efforts. In fact, research has found that “history” is consistently one of the top three areas of interest for Austin visitors.

As such, Austin’s historic and cultural attractions are actively promoted through a variety of media outlets and routinely included as part of ad campaign creative. Moreover, Austin CVB media outreach and editorial efforts consistently include promotion of Austin area historic and cultural attractions (such as LBJ Library & Museum, Texas State History Museum, Texas Capitol, the Driskill Hotel, George Washington Carver Museum, Mexic-Arte Museum, Harry Ransom Center and the Visitor Center walking tours) to visiting media and FAM tours.

The bureau administers several heritage related programs, including the free, guided walking tours of three National Register Districts, production and distribution of collateral materials and a grants program for historically zoned structures. Austin CVB continues to maintain its association with numerous heritage related groups. And in FY 2011, we are excited to host the National Trust for Historic Preservation, one of the most prestigious educational conferences for historic preservation professionals and advocates.



Heritage Marketing Goals/Strategies, FY 2010-2011

GOALS	Monthly Goals 09-10	Monthly Goals 10-11	Annual Goals 09-10	Annual Goals 10-11
Walking Tour Participants	425	450	5,100	5,400
Brochure Distribution	425	500	5,100	6,000
Speaker’s Bureau	20	5	240	60

Strategy 1: Increase awareness of Austin as a premier destination for heritage tourism.

Tactics:

- Through Convention Sales, Services and Marketing Communications departments, determine new opportunities to promote Austin's historic attractions and tours to FAMS, site visits and conference groups.
- Maintain and explore new partnership opportunities with Heritage Society of Austin, Austin History Center, George Washington Carver Museum and Cultural Center, Austin Parks and Recreation, Historic Landmark Commission, Pioneer Farms, Presidential Corridor Association and City Departments to garner support for Heritage Marketing and leverage partnership benefits.
- Promote guided and self-guided walking/driving tours of Austin's cultural and historic attractions, including Congress Avenue/East Sixth Street and Bremond Block National Register Districts, as well as West Austin, Hyde Park, Oakwood Cemetery, the O. Henry Trail and Texas State Cemetery
- Continue distribution of walking tour flyers, brochures and other collateral to visitors via key information points, including the Austin Visitor Center, Texas Travel Information Centers, the Austin History Center, downtown hotels and Visitor Centers located along I-35.
- Continue speakers' bureau for local organizations and conference groups.
- As budget allows, maintain traditional print and online ad buys; rotate and refresh creative to drive awareness of a wide sampling of Austin area historic and cultural attractions.

Strategy 2: Provide funding through the grants program for restoration and/or rehabilitation of historic structures/sites that draw tourists.

Austin CVB administers a grants program for owners of historically zoned structures, which are recognized tourist destinations, owned by non-profit or governmental entities, and are open to the public for tours. These funds are typically disbursed through fall and spring grant cycles. Copies of the application, guidelines and procedures are available at austinheritage.org. This process requires detailed information, documentation to justify the bed tax expenditure and a review by the Grants Special Committee of the Historic Landmark Commission (HLC). From 1991 to April 2009, more than \$3 million has been provided by Austin CVB in grants. With matching funds* of more than \$14 million, a total of \$17 million has been invested to date for restoration and preservation of our local economy.

*The term 'matching funds' refers to the equivalency of monies and/or in-kind services which are equal to one-third of the grant amount. This may also include restoration and/or maintenance not eligible for a grant.

Tactics:

- Implement grant cycles, fall and spring.
- Administer grant projects and relevant meetings.
- Require specific documentation by applicants to assist Austin CVB with grant justification.
- Host workshops or educational sessions for historic destinations to assist with promotional efforts for their properties.

Tourism Sales & Marketing

Mission

The Austin CVB Tourism Department positions Austin and the surrounding area as a preferred destination for domestic and international leisure travelers, ultimately resulting in economic impact for the city. Through strategic partnerships and alliances, the department implements direct sales and promotional efforts to drive room nights and awareness of Austin and the Hill Country as a premier travel destination.



Department Overview

The Tourism Department provides destination sales and marketing services for domestic and international travel trade including tour operators, wholesalers, incentive travel planners, group travel leaders, travel agents and online services in order to generate group and individual leisure travel business. To further its marketing and sales efforts, the Department also utilizes traditional sales strategies including tradeshow, sales calls, sales missions and familiarization (FAM) tours, and development of both general and event-specific travel products.

Tourism staff provide local travel industry partners with the highest level of leisure travel business leads and business generation, assist Austin-Bergstrom International Airport in attracting and supporting air service to Austin, and collaborate with other departments to develop tourism product and infrastructure through Austin CVB's online booking engine.

State of the Industry

In 2009, the Tourism Department helped to increase Austin's presence in international markets. Austin is now featured by online sales engines, publications worldwide and inbound receptive tour operators. This serves as a testament to the diverse audiences the city attracts.

In the domestic market, the range of available consumer product has greatly expanded to include photography experiences and foodie tours. As our destination continues to build awareness, we foresee an even greater development of niche products.

In light of economic challenges, however, we must work harder to maintain and increase interest in travel to Austin.

Department Goals/Strategies, FY 2010-2011

GOALS	Monthly Goals 09-10	Monthly Goals 10-11	Annual Goals 09-10	Annual Goals 10-11
Missions/Tradeshows	1	1	12	12
Site Visits/FAM Tours	1	1	12	12
Inquiries Fulfilled	70	76	840	912
Hotel Leads	18	19	216	228
Tours Booked	14	15	168	180
Room Nights	468	505	5616	6065

Strategy 1: Generate room nights and leads from domestic and international markets

Tactics:

- Attend tradeshows, sales missions, FAM tours, and educational seminars to increase product awareness and keep product top of mind with the travel trade.
- 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.
- Continue “Meet and Greet” Program to meet one-on-one with travel trade professionals.
- Create interest in and awareness of product among tour operators via e-newsletter.

Strategy 2: Increase product in both domestic and international markets

Tactics:

- Position product in brochures, websites and other distribution channels (e-mails, consumer print advertising, etc).
- 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.
- Educate both existing and future client base on increased product offerings; stay on top of market intelligence to promote market trends to suitable audiences.
- Work closely with travel trade professionals to identify cooperative marketing opportunities.

Strategy 3: Increase booking engine room night total

Tactics:

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

Strategy 4: Elevate local support for Austin tourism industry by educating local area attractions, hotels, restaurants and transportation companies on how they can do business with both domestic and international key markets

Tactics:

- Host biannual Tourism Council meetings.
- Coordinate educational sales seminars.
- Participate in Texas Travel Industry Association (TTIA) activities.
- Promote opportunities for partner cooperative marketing.



Austin CVB Tourism Department Marketing Schedule

October 2010 - September 2011

October

- European Sales Mission in conjunction with the State of Texas
- October - GHML Receptive FAM TOUR Austin and San Antonio

November

- November 2010 - World Travel Market (WTM) , London, England
- November – National Tour Association – Montreal, Canada

December

- Canada State Mission in conjunction with the State of Texas

January

- American Bus Association Marketplace, Philadelphia

February

- Go West Summit, Boise, Idaho
- Familiarization Tour – TBD
- Texas Travel Industry Association Unity Dinner
- Receptive Cooperative Marketing Opportunity

March

- International Tourism Börse (ITB), Berlin, Germany
- March 2011- Individual Site Visits

April

- Austin and San Antonio Sales Mission
- Familiarization Tour – TBD – State of Texas

May

- USTA's International Pow Wow, San Francisco
- May 2011 - Individual Site Visits

June

- Mexico Sales Mission in conjunction with the State of Texas
- TAP – Travel Alliance Partners, Louisville, KY
- Familiarization Tour – TBD

July

- Europe Sales Mission – GHML - TBD
- Familiarization Tour – TBD
- July 2011 – US Receptive Cooperative Marketing Opportunity
- July 2011- UK Market Cooperative Marketing Opportunity

August

- Familiarization Tour – TBD
- August 2011 - Individual Site Visits

September

- Texas Travel Industry Association Summit – TBD
- GHML -UK Familiarization Tour –Austin and San Antonio – September –TBD



Film Commission

Mission

The Austin Film Commission (AFC), in cooperation with other Austin CVB departments, promotes Austin and the surrounding area as a premier filmmaking destination; and assists film, television and still photography projects before and during production with services including preliminary location scouting, crew referral and problem resolution. The Austin Film Commission also serves as a liaison to various governmental and business entities.

Department Overview

The Austin Film Commission markets to industry professionals and decision makers by maintaining a presence and hosting various filmmaker events at tradeshows, film festivals and other industry events. AFC regularly partners with the Association of Film Commissioners International, the Texas Association of Film Commissions, the Texas Motion Picture Alliance and other industry support organizations. Utilizing a minimal staff, the Austin Film Commission seeks to achieve a maximum return on investments of time, funding and in-kind resources.



State of the Industry

In recent years, Austin, as well as the entire State of Texas, has felt the impact of financial incentives offered by other states. Projects which might have been based here have, instead, filmed in states offering comparably significant incentives.

The financial incentive issue has been mitigated somewhat by action of the Texas Legislature, which increased the incentives offered to Texas productions; and as such, the film industry has seen a bit of a rebound in Austin and in Texas as a whole. Whether the incentive program will be continued or expanded is an issue to be addressed by the Texas Legislature in its upcoming session.

Because of the continued uncertainty of incentive funding and other vagaries of the industry, most of the department goals remain unchanged from the previous year. The success of our online production lead service however has allowed us to double that goal from 50 to 100 leads per month for FY 2010-2011.

Department Goals/Strategies, FY 2010-2011

GOALS	Monthly Goals 09-10	Monthly Goals 10-11	Annual Goals 09-10	Annual Goals 10-11
Online Production Leads	50	100	600	1,200
Fulfillment (Production Packets)	8	8	96	96
Production Starts	1.5	1.5	18	18
Production Days	40	40	480	480
Commercials	2	2	24	24

Strategy 1: Enhance services to production companies

This must be an ongoing effort; while Austin has enjoyed its share of success in attracting projects, competition from other cities, states and nations for projects becomes fiercer every year.

Tactics:

- Exceed the expectations of filmmakers considering Austin as a location by providing services such as our enhanced Reel-Scout location program, our filmmaker discount cards and welcome packets for visiting cast and crew.
- Continue to work with City departments and officials to minimize costs and upgrade services available to filmmakers.
- Enhance and expand services available through our website and other digital tools.

Strategy 2: Improve relations with industry partners

Cooperative relationships with local and national industry groups allow the AFC to leverage resources for a greater return on promotional investments.

Tactics:

- Continue and expand our relationships with the Texas Association of Film Commissions, the Association of Film Commissioners International, the Texas Motion Picture Alliance, The Austin Film Society, local film support groups and film festivals.
- Host and sponsor local film screenings and/or crew appreciation events.

Strategy 3: Continue to drive consideration of Austin as a leading film production center

In the face of growing competition, Austin is increasingly recognized as a premier destination for filmmakers; it remains important to the health of the local film industry and ancillary businesses for Austin to remain top of mind among industry decision-makers.

Tactics:

- Work closely with Marketing Communications to garner free editorial and increase collateral promotion, particularly in social media.
- Attend and promote Austin at tradeshow, film festivals and other industry events.



Music Marketing

Mission

Austin's success as a business and leisure travel destination is greatly enhanced by its culture, which for decades has revolved around a vibrant live music scene. The Austin Music Office cultivates the music scene in order to enhance the visitor experience, promoting Austin as the Live Music Capital of the World®. Travelers are encouraged to visit the nearly 200 live music venues throughout the city, take part in world renowned music festivals and, when hosting a meeting or event, to book music utilizing the city's 2,000 musical acts. The department works directly with convention groups, media and the local music industry to spread the gospel of Austin's dynamic music scene and to diversify and expand Austin's live music product.



Department Overview

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.

State of the Industry

Austin remains an affordable destination that people want to visit to attend festivals and daily music performances. Established festivals like the Austin City Limits Music Festival and SXSW continue to thrive, and young festivals such as Fun Fun Fun Fest and Pachanga Festival are growing in attendance and scope.

Still, economic instability and an increased cost of living in Austin continues to affect Austin musicians as well as small businesses, such as recording studios, independent record labels and live music clubs.

On a national scale, keeping Austin top-of-mind for music lovers will remain a challenge for 2011. Competing destinations continue to target the same groups and have taken Austin's lead in incorporating music into their promotional efforts.

Department Goals/Strategies, FY 2010-2011

GOALS	Monthly Goals 09-10	Monthly Goals 10-11	Annual Goals 09-10	Annual Goals 10-11
Industry Contacts	55	55	660	660
Booking Assists	25	25	180	180
Room night lead referral	.5	.5	6	6
Media Contacts	1	2	12	24
Music Media Events	.5	.5	6	6

Strategy 1: Generate increased interest in Austin’s live music scene and continued promotion of our brand, the Live Music Capital of the World®

Tactics:

- Enhance the Austin CVB website to include more music content such as video, photos, facts, timelines, playlists, downloads, CD and merchandise sales, City of Austin music programs and genre-specific information.
- Augment Marketing Communications Department efforts by hosting journalists to increase editorial coverage of and about Austin music.
- Produce a new compilation CD and download cards of Austin music and a mini guide to Austin’s music scene.
- Create a line of merchandise to promote the Live Music Capital of the World® brand; sell on ACVB’s website as well as at select Austin retail outlets.

Strategy 2: Promote availability and accessibility of Austin music

Tactics:

- 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, tradeshow and local businesses with booking recommendations for live music at events.
- Book music for familiarization, sales, tourism and media 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. Book all live music for weekly City Council meetings and promote “Live from the Plaza” concert series and airport performances.
- Work with local music and cultural organizations, such as the Austin Latino Music Association, Health Alliance for Austin Musicians, Women in Music Professional Society, Pro Arts Collective 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.

Strategy 4: Raise awareness of Austin as a premier music destination among national and international music industry professionals

Tactics:

- Develop custom collateral (electronic and printed) to promote Austin music and the services of the Austin Music Office.
- Establish a presence at high profile industry events via showcases, collateral, media receptions, promotional and client events such as: Grammy’s, MIDEM, CMJ, Americana Music Festival, New Orleans Jazz and Heritage Festival, Latin Alternative Music Conference, Big Apple Barbecue, Coachella and Mostly Strictly Bluegrass.
- Collaborate with successful Austin touring acts to promote Austin at national and international shows with banners, Austin-centric gift bags, giveaways, contests, takeaways, announcements from the stage and VIP access for clients and media.

Visitor Services

Mission

The mission of the Austin Visitor Center is to increase visitor volume, length of stay and visitor spending by providing relevant information, tours and retail merchandise. It is our goal to deliver the highest level of customer service in a warm, friendly fashion with knowledge and pride in Austin and the Austin CVB.

Department Overview

The Visitor Center staff are ambassadors for the tourism/hospitality industry, providing services for the leisure and convention traveler, domestic and international. The department oversees visitor services for walk-ins and callers, provides collateral materials such as visitor guides and maps, sells tour tickets, and offers retail gift shop merchandise.

Visitor Services continues to be a community leader by supporting Sixth Street Austin and Downtown Austin Alliance in efforts to improve conditions and safety on East 6th Street. The department also continues to market Austin's heritage by conducting Historic Walking Tours year round for individual tourists and special groups.



State of the Industry

At the end of January 2010, Giftware News reported retailers are seeing an improvement in consumer spending, with moderate price points selling best. The Gift Home Trade Association indicates buying local and green products as a trend, and Visitor Center sales have been strong in both of these areas along with special occasion items such as weddings and holidays.

Retail sales remain strong despite the weak economy with a 6 percent (YTD) increase over last year. Sales increases have been supported by the development of Austin merchandise using our Live Music Capital of the World® trademark, as well as merchandise that follows current market trends. Austin visitors continue to spend money on tours, attractions and souvenirs while traveling.

Department Goals/Strategies, FY 2010-2011

GOALS	Monthly Goals 09-10	Monthly Goals 10-11	Annual Goals 09-10	Annual Goals 10-11
Walk-in Inquiries	11,000	12,000	132,000	144,000
Call-in Inquiries	1,400	1,400	19,200	19,200
Internet Inquiries	3,500	4,000	42,000	48,000
Visitor Packets Sent	8,000	8,000	96,000	96,000
Retail Revenue	\$64,583*	\$67,500	\$775,000	\$810,000

*Average, retail revenue goals vary monthly

Strategy 1: Generate increased visitor volume, length of stay and visitor spending

Continue to drive visitor inquiries to our website and use our online hotel reservation system to track room nights.

Tactics:

- Continue using visitor survey statistics to develop visitor packets and “Austin Access” information sheets.
- Target family leisure travelers through discount programs such as “Go Local Austin” and Destination Dining Gold Card.
- Promote marketing opportunities, such as the rack wall program, to partners to increase local visitor spending.

Strategy 2: Continue to generate retail revenue to offset operational expenses

Develop new avenues to generate higher sales and continue to refine retail merchandise to achieve revenue goals.

Tactics:

- Work with Marketing Communications to develop an e-commerce section of AustinTexas.org to promote Live Music Capital of the World® merchandise.
- Increase stock levels in green and local artist merchandise to match current market trends.
- Maintain more consistent inventory controls.

Strategy 3: Work with community partners to strengthen our educational programs and historic preservation**Tactics:**

- Partner with Capital Metro to develop an Austin downtown map as a new collateral piece.
- Provide training for volunteers and tour guides to promote local businesses and points of interest.
- Work with hospitality community by educating hotels about the Visitor Center and its services to encourage a positive visitor experience.

Staff Contacts

Area codes are 512 unless otherwise noted

Administration

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Santiago Mainetti, Information Technology Assistant	583-7211
Cindy Nale, Human Resources Manager	583-7207
Karen Case, Director of Administration	583-7202
Amanda Garcia, Receptionist/Music and Film Coordinator	583-7203
Paul Torn, Runner/Operations Coordinator	583-7251

Convention Sales

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Southeastern Regional Office (Atlanta)

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