

The logo is an orange, rounded shape with a white star at the top. Below the star, the word "MENDOCINO" is written in white, bold, uppercase letters. Underneath that, "COUNTY" is written in a smaller, white, uppercase font, flanked by two horizontal lines. Below "COUNTY" is "U.S.A." in a smaller, white, uppercase font. At the bottom of the logo, the slogan "FIND YOUR HAPPY!" is written in a white, italicized, uppercase font.

★
MENDOCINO
— COUNTY —
U.S.A.
FIND YOUR HAPPY!

VISIT MENDOCINO COUNTY

2018/19 Marketing Plan

Submitted to Mendocino County Tourism Commission, Inc. & County of Mendocino
June 6, 2018



Table of Contents

Executive Summary	2
Strategic Plan	2
Action Plans	3
Marketing & Advertising	3
Public Relations.....	5
Website & Social Media	9
Sales.....	10
Visitor Services	12
Festivals & Events.....	13
Partnerships.....	14
Operations & Admin.....	15
Budget	16
Staffing	17
Board of Directors	17
Appendices	18
Strategic Plan	18
Glossary.....	19

Executive Summary

Mendocino County Tourism Commission is entering its third year as the Destination Marketing Organization for Mendocino County. With a strong Board of Directors and a sound strategic plan, we have added a dynamic and passionate marketing firm to our already capable and amazing partners. This new collaboration has birthed an exciting new brand for Visit Mendocino County along with a clear strategy to creatively and intelligently use our budget to target a new generation of visitors to come and share why they choose to visit Mendocino and find their happy! The newly launched website will allow anyone with a unique passion, story, or experience – Inland, Coastal, North or South – to share with friends and neighbors, and to create an invitation to make the trek, stay a while, and ‘Find Your Happy’.

Strategic Plan

This Marketing Plan adheres to the initiatives set forth in the three-year Strategic Plan that was put into action in 2017. The purpose of the plan was to realign the core strategies of the organization. (The Strategic Plan is attached to this Marketing Plan as Appendix 1.) With the Strategic Plan goals in mind, each future initiative undertaken by VMC—in public relations, advertising, marketing, social media, sales—will relate to and be accountable to the plan’s imperatives. Text references to the Strategic Plan Initiatives are highlighted in blue in this document.

Vision:

Enriching experiences for our guests, enhanced lifestyle for our residents, and stability and diversity for our economy

Mission:

Visit Mendocino County stewards and amplifies the total Mendocino County experience.

Values:

- Transparency: We foster trust through openness and integrity.
- Accountability: We are outcome-oriented and professional.
- Partnership: We create alignment through inclusive and meaningful relationships.
- Community: We contribute to the fabric of Mendocino County.
- Innovation: Our creativity reflects the uniqueness of our cultures and landscapes.

In order to support our stakeholders, generate economic activity for county residents through tourism, and inspire our visitors, Visit Mendocino County:

- Consistently markets the entire county and its assets.
- Creates, develops, and manages brand awareness for the county.
- Connects people and organizations to opportunities.
- Provides information to in-county partners and tourism resources to the industry.
- Delivers a robust and sustainable return on investment.

Action Plans

Marketing & Advertising

- Increase tourism revenue through the development and implementation of the annual integrated marketing, public relations, and sales plan.
- Foster collaboration and county-wide alignment by creating and developing the “go to” website for all tourism stakeholders.
- Increase Mendocino County brand awareness and positive perception.
- Develop a data-sharing process that offers context and insights for partners.

The Visit Mendocino County Director of Marketing & Media will work hand-in-hand with TheorySF (TSF), VMC’s marketing agency, to shepherd the new brand through a brand launch and full-scale awareness and advertising campaign.

Brand Management:

For the 2018/19 fiscal year, TheorySF will:

- Manage the Visit Mendocino County brand
- Be available to VMC for meetings and conference calls
- Explore new brand opportunities and partnerships
- Guide other VMC partners in the use of the brand style guide
- Manage awareness studies

Research:

TheorySF will manage research and trend forecasting and partner with VMC to determine research needs

- Primary: focus groups and intercepts
- Secondary: Secure cost effective secondary market research
- Online
- Creative testing

Develop Creative:

TheorySF will develop creative collateral that reflects the brand for:

- Website
- Online and offline advertising
- Retargeting campaigns
- Social media campaigns
- Print opportunities

TheorySF will also work with the VMC Marketing Committee on new creative for the countywide festivals that reflects the new brand and provides a website portal. TSF will work on promotions that will assist with raising awareness for Mendocino County.

Build Awareness:

TheorySF will build awareness for VMC by:

- Exploring new ways to find and connect with prospects
- Creating more shareable assets (videos, apps, other to be determined)
- Developing and helping to manage promotions (e.g., The Great Key Hunt)
- Managing offline marketing efforts
- Developing and managing media planning, buying, and reporting
- Managing online demand generation marketing efforts

Calibrate Website:

- Review website analytics monthly
- Conversion rate optimization (CRO): Recommend tests and tactics to increase interactivity, sharing and conversion
- Update website creative for “freshness”
- Create and launch retargeting campaign

Website Maintenance:

TheorySF will maintain the perfect working order of the newly launched website

- Ongoing support as needed, typically resolved within 24-48 hours of request except for weekends and holidays
- Periodic software updates and backup, upgrade, security consulting with internal staff as needed
- Email and phone support
- Training for all VMC staff on how to add business listings, events, etc.

Marketing Goal: Raise awareness of Mendocino County as a tourist destination

Total marketing investment: \$487,000

Public Relations

- Increase tourism revenue through the development and implementation of the annual integrated marketing, public relations, and sales plan.
- Proactively educate and communicate with all tourism stakeholders.
- Improve data-driven decision making through increased participation and “buy in” from all of our partners.

The PR team works diligently to expand our branding and media messaging using key “passion points” to identify and secure coverage. For the fiscal 2018/19 fiscal year, the PR team will work on and deliver the items outlined below.

Program Objectives

Drive overnight visitation throughout Mendocino County via the following top tier objectives:

- Assist VMC in promoting a sustainable, clarified image/brand as a premier California destination
- Stimulate demand/increase tourism revenue during critical shoulder seasons

- Initiate awareness among key market niches and lifestyle/passion segments to buoy off-season revenue
- Cultivate collaborative industry relationships to ensure successful, cost-effective and equitable coverage of Mendocino County stakeholders and stretch VMC's budget

Strategies

- Influence the influencers/drive media coverage via multiple venues/channels (traditional/emerging)
- Ignite media interest via proactive campaigns focused on print, television, social media/key influencers
- Leverage and create “news” value as an economic driver for visitation
- Convert customers predisposed to California getaways by differentiating Mendocino County via focusing on distinct benefits/unique assets
- Strengthen industry partnerships with Visit California, North Coast Tourism Council, San Francisco Travel, BrandUSA, etc., via cooperative programming

Targets

Demographic

- Primary: Millennial Market, Gen-Y, Gen-X
- Secondary: Baby Boomers/Time Affluent Market
- HHI: \$100k+

Geographic

- Primary: State of California (nearly 80% of U.S. market)
- Secondary: U.S., key fly/drive markets: Oregon, Arizona, Nevada, Washington
- Tertiary: International/Western Canada, U.K.

CORE PROGRAM

Media Relations Campaign

Drive awareness/brand messaging with focus on need seasons via creation and distribution of timely/newsworthy materials targeted to key niches. Passion/Lifestyle segments: authentic escapes, off-grid experiences, food & wine, arts & culture, eco-getaways, annual events, romance.

Activities include:

- Annual update of media kit/zip drive
- Proactive media relations campaign tied to timely themes, events, openings, and seasons

- Bi-annual visual library update
- Goal: 11 releases/annually

Media Missions/In-Market Editorial Appointments

Maximize external communications via editorial missions in key media-rich markets. Suggested markets include:

- San Francisco Bay Area
- Phoenix/Scottsdale (#1 DMO feeder market outside of California)
- Vancouver, BC
- Pacific Northwest
- United Kingdom
- Goal: 1/annually

Media Familiarization/Social Influencer Program

Pitch/secure in-market media visits to generate editorial coverage, further brand messaging/positioning within key lifestyle/passion segments. Activities include:

- Conduct individual media outreach based on agreed-upon communication pillars
- Discuss small group visits around key angles: Green Tourism, Pinot & Porcinis, Outback Inspiration, Welltality
- Vet and manage all media visit requests
- Work with VMC to create media itineraries
- Goal: 18-20 annually

Content Creation

Drive compelling endorsement of Mendocino County in the digital space with ongoing content creation; research/development of blog posts, listicles, website editorial and cross-merchandising key online chats

- Handled in-house

Trade Shows

Attend targeted media trade shows to boost VMC media visibility and secure future familiarization visitation. Coordinate participation with VMC staff. Suggested venues:

- Visit California/London UK (July)
- Visit California/Canada (October)

- Society of American Travel Writers Conference (October/2018)
- IPW (Anaheim, CA May 2019)
- Goal: 2/annually

Community Relations

- Maintain VMC's credibility in the local media landscape; augment internal program to assist in positioning as the leader in tourism marketing.
- Assist VMC in maintaining visibility; broaden stakeholder support
- Continue to partner in development of stakeholder relations and promotional programs

Promotions

- Dovetail VMC strategic promotions and/or in-market events tied to VMC's overall branding to boost revenue during critical off seasons.
- Support/amplify VMC promotion and secure in-market media coverage
- Goal: 1 promotion/annually

Digital Footprint/Social Media

- Augment in-house social media campaign to extend VMC's digital footprint.
- Dovetail social media marketing promotions with publicity support; coordinate efforts with in-house staff
- Expand and enhance social media/key influencer database and outreach

Crisis Communications

- Tsunami, earthquake, tourism deaths ... the depth and variety of crises affecting a tourism destination are daunting. A tight, easy-to-implement crisis program is critical to the survival of any tourism destination and can be crafted upon request. Under separate budget.

PR Toolkit

- Retain vendors/subscriptions to the following on behalf of VMC:
 - o Vocus Cision Media Database
 - o Burrelles Media Tracking Service (VMC contract)
 - o Constant Contact Distribution Service
 - o Society of American Travel Writers' Membership

Measured Outcomes

- Realize \$4.6 million in advertising equivalency
- Secure 300 qualified media placements
- Reach an estimated 110 million potential visitors/circulation
- Secure 18 individual media visits for the calendar year
- Draft/distribute 11 releases annually
- Attend 2 industry trade shows
- Conduct 1 media mission

Total PR investment: \$302,800 (includes marketing agency, PR agency, VMC Director of Marketing & Media)

Website & Social Media

- Increase Mendocino County brand awareness and positive perception.
- Foster collaboration and county-wide alignment by creating and developing the “go to” website for all tourism stakeholders.
- Proactively educate and communicate with all tourism stakeholders.
- Improve data-driven decision making through increased participation and “buy in” from all of our partners.

Social media continues to grow in importance as a motivator for travel, spanning all demographics. People look to their friends and family for recommendations on travel destinations—increasingly more often than traditional media and advertising. Our social presence seeks not only to directly engage new potential visitors and remind previous visitors of the destination but also to excite our core visitor to share and spread the word about Mendocino County. To that end we will engage with key content producers via Instagram to generate dynamic, sticky visual content, with the aim of increasing overall reach. Social media engagement is the measure of the public shares, likes and comments for VMC’s social media efforts. Engagement has historically been a common metric for evaluating social media performance and it is measured on Facebook by shares, likes and followers, and on Instagram by likes and followers.

In conjunction with TSF, VMC will launch the “How to Mendocino” video spots on social media. The ten short spots highlight iconic areas and attractions in Mendocino County. The goal is to raise awareness of the destination and create a viral campaign. VMC will also use Facebook ads to increase engagement and sharing.

On Instagram, VMC will curate content to land on the “Let’s Get Social” portion of the VMC website.

The website will auto-generate a monthly report to lodging stakeholders showing the number of visits to their particular property on the VMC website and traffic from the VMC site to the stakeholders’ sites. This will enable VMC to produce solid metrics on BtoB conversions.

The Director of Marketing & Media will report on a regular basis to the Board of Directors.

Social Media Goals:

- Continue to increase engagement on all social media channels YOY

Total website and social media investment: \$70,000

Sales

- Increase tourism revenue through the development and implementation of the annual integrated marketing, public relations, and sales plan.
- Strengthen regional tourism relationships to leverage broader marketing opportunities.
- Increase Mendocino County brand awareness and positive perception.
- Work with partners to develop, promote and grow strong and beneficial tourism activities and events.

Sales is yet another spoke in the VMC promotion wheel, working to create a coordinated approach to put Mendocino County in the minds of travelers, inspire them to visit, and show them what they can do once here. Our research-based sales efforts rely heavily on Visit California’s extensive research and programs, but in the coming year will also incorporate research generated by Theory SF and other sources such as Destination Analysts and Visa Vue.

Our group and international sales are conducted as part of our partnership with the North Coast Tourism Council. The San Francisco Bay area, including Oakland and San Jose, is VMC’s number one target market, with Sacramento and the Central Valley in the number two spot. Significant business also comes from the Los Angeles area, Portland, Seattle, and Reno. On the international front, Canada is easily number one with Germany, the U.K., Mexico, Japan, France, and Australia in the top tier.

For FY 2018/19, the integrated sales approach will include:

- **Staff consumer trade shows**
The most effective way to interact with thousands of potential visitors is to personally meet them at consumer trade shows. We promote the county by handing out logoed green grocery bags and promotional literature. We encourage partnerships with local stakeholders by encouraging their attendance and by them offering giveaways.

We follow up with surveys to those who have provided email addresses. Survey results show that the likelihood of responders visiting Mendocino County in the next two years is about 70% and that this number drastically increases due to their visiting the Mendocino County trade show booth.

We attempt to attend trade shows in our prime geographic markets such as the SF Bay Area and the Sacramento Valley but also incorporate opportunities as they arise in secondary markets such as Southern California and Portland. We try to do niche marketing by attending selective pet shows, women's expos, bridal, and outdoor events.

- **Continue development of regional partnerships**

We partner and coordinate with convention and visitors bureaus such as San Francisco Travel, Oakland, Sacramento and DMOs in Lake, Humboldt, Del Norte, Sonoma, San Mateo, Marin, and Napa counties. We work closely with Southern Oregon Travel and the Shasta Cascade Wonderland Association. Examples include a regional beer trail and a Mendocino/Oakland itinerary.

- **Provide FAM (familiarization) tours for tour operators/receptives**

We make a concerted effort to influence travel professionals by bringing them to Mendocino County. These travel professionals in turn influence travelers. FAM participants can be either domestic or international. They create packages and promotions which include our county. Recent FAMs have been from the UK, Taiwan, Japan, and France in addition to many from California.

- **Work with the North Coast Tourism Council (NCTC)**

VMC benefits from its chairmanship and sales efforts for the NCTC, one of eight rural regions designated by Visit California (beyond the gateways). The NCTC budget is funded by Visit California with various matches. This enables Mendocino County to have a presence at important venues and domestic trade events such as IPW and Go West, and also to participate in various international trade missions. Social media and the NCTC web site is also integrated with the VisitMendocino.com website, adding more exposure.

- **Attend industry events which focus on group sales**

Mendocino County is a challenging group market due to the absence of large group friendly hotels and CalTrans coach length restrictions on highways to the coast. Nevertheless, through NCTC, we attend the National Tour Association and American Bus Association trade conventions and sales events in an attempt to obtain our share of group business.

- **Hotel Contracts**

The desired end result of all our domestic and international sales efforts is contracts between tour operators and local hotels. We act as the matchmaker by obtaining appropriate leads and assisting with negotiations. Once a contract is established there is more of a likelihood of steady business. As of now there are 30 such contracts in place with another 9 in the negotiation stage. Ten local hotels participate with another four pending. There are a total of 17 tour operators with contracts in the county. The exact number of room nights obtained through contracts is hard to obtain due to the proprietary nature of business on both sides but extrapolating from what we do know we estimate there are several thousand room nights sold through contracts, room nights which would otherwise go to other locations. The year to year over 22% increase in international visitation during 1 Q 18 is another indicia of success.

- **Meetings**

Mendocino County has struggled to attract meetings as there are not many venues, we are too far from the Bay Area to gain the attention of meeting planners and there are transportation issues. We continue to respond to RFPs where appropriate.

Sales Goals:

- Consumer trade show goals: Attend 7 at varying geographical locations
- Regional partnerships: Create 3 new regional itineraries
- FAMs: Participate in 10, domestic and international
- NCTC: Attract two new associate members
- Group sales: Attend 2 domestic events and attract 6 new groups
- Hotel contracts: Obtain 10 new contracts, add 3 new hotels, and 3 new tour operators
- Meetings: Continue to respond to RFPs and opportunities

Total sales investment: \$116,940

Visitor Services

- **Proactively educate and communicate with all tourism stakeholders.**
- **Work with partners to develop, promote and grow strong and beneficial tourism activities and events.**

Getting visitors to come to the county is only part of the equation. The other part of the effort is to have them return for multiple nights and encourage them to extend their stays.

While VMC's primary responsibility is to encourage visitation, a secondary task is to support visitors while they are here. Support includes providing various visitor centers with collateral such as wine maps, tear off maps and information about attractions. We also staff a visitor center in Fort Bragg and provide matching funds to the Redwood Coast Chamber of Commerce so their visitor center can remain open.

Goals for the 2018/19 fiscal year are:

- **Create New Visitor Guide** – An in-depth evaluation concerning the size, structure and distribution of a revamped visitor guide with current branding and taglines will occur with the input of the new Executive Director.
- **Tear off Maps** – The three tear-off maps continue to be very popular. Distribution will be stepped up as the Hotel Adoption Program is fully implemented. Ukiah tear off maps will be produced and distributed.

- **Gateway Sign** – A third gateway sign is on hold but will be reactivated during the 2018/19 fiscal year. The attempt to place one on Highway 1 in Gualala was thwarted by the Coastal Commission. Highway 128 is the next location but there are challenges in finding the perfect location.
- **Distribute new pet guide** – Initial distribution is complete. Guides were also sent to pet stores throughout our target areas. Active dissemination will continue as visitors traveling with their pets continue to be a growing market.
- **Produce and distribute new annual event guide** – This evergreen guide will be distributed widely both within and outside the county.
- **Distribute festival guides and collateral** – An ongoing effort surrounding the VMC-sponsored festivals. The Almost Fringe Festival does not have a printed guide.
- **Participate in in-county mixers, festivals and events** – All staff are encouraged to participate in mixers and events as an effective way to increase internal marketing.
- Report on monthly basis to Board of Directors.

Total visitor services investment: \$123,400

Festivals & Events

- **Work with partners to develop, promote and grow strong and beneficial tourism activities and events.**

Unique and interesting festivals and events are a key component for the traveler's potential choice of Mendocino County over other destinations. While tourism to the county is robust during certain times of year, there are months it is not. To remedy this, VMC sponsors three umbrella festivals per year: Crab, Wine & Beer in January (now in its 20th year), Mushroom, Wine & Beer in November (now in its 19th year), and the Almost Fringe Festival.

As with most established events, there are benefits like name recognition and devoted following; and challenges like theme-fatigue and competition from events in other destinations. In order to keep our existing audience engaged and attract new attendees, the Festival Committee is exploring new facets of the county to offer, for example, exploring a new theme for the Mushroom Festival to be more inclusive of other food products in the county, thus widening the audience appeal.

Fiscal year 2018/19 goals are to:

- Work with signature event holders to increase attendance and out of county visitation to festivals
- Develop protocols for event holders to track festival visitors that will show ROI
- Develop relationships with ongoing festivals in the county and work to establish partnerships and cross-promotion

- Record festivals and participation in internal database; update and add contacts /businesses
- Recruit new events and participants
- Encourage event holders to “think outside the box” about their events and work with “Visit” organizations, Chambers, Destination Hopland to revamp existing events and create new ones that will attract overnight visitation
- Research effective survey questions to elicit responses; revise surveys to extract relevant information such as room nights; spending increase/decrease; etc.
- Research festivals in other counties/cities/states for ideas about how to improve VMC’s festivals
- Report on monthly basis to Board of Directors

Festival and event expenses are part of the Visitor Services budget.

Partnerships

- Improve data-driven decision making through increased participation and “buy in” from all of our partners.
- Develop a data-sharing process that offers context and insights for partners.
- Proactively educate and communicate with all tourism stakeholders.
- Work with partners to develop, promote and grow strong and beneficial tourism activities and events.

The Strategic Plan references ways that VMC can work with its partners and businesses throughout the county as to the benefits of the tourism industry and its effects on the local economy.

VMC will continue to take the pulse of new tourism-related businesses in the county by email and phone outreach, surveying partner websites, and individual visits, etc.

Goals for 2018/19 include:

- Continue Hotel Adoption Program visits to properties and updates to internal database; the database records can be used for group sales and small meeting opportunities
- Reinstate monthly Executive Director report for partners and post on the internal MendocinoTourism.org website
- Submit quarterly columns to local media regarding tourism and its benefits to the community
- Complete design on partner brochure to help business owners and community members better understand the mission of VMC

- Attend Chambers of Commerce meetings, city promotional meetings, and events to gain and share ideas, and show community support
- Hold series of “summits” along with partners such as West Company to keep stakeholders informed of economic development opportunities; website development; industry trends; VMC updates

Total partnerships investment: \$36,000

Operations & Admin

- Train all staff on website usage and best practices for stakeholder and consumer communications; database usage; office procedures
- Review and continue to enhance operational strategies such as telephone systems, conference calls and locations, file sharing, database development, back-up systems
- Attend key travel industry conferences to provide access to industry trends and successful examples of best practices, furthering internal knowledge and benefiting the VMC program of work
- Maintain accreditation from the Destination Marketing Accreditation Program, offered by Destination Marketing Association International
- Create and distribute quarterly reports
- Create annual Marketing Plan
- Create Annual Report
- Assign staff to work with BID Advisory Board on annual BID report
- Keep the MendocinoTourism.org website updated with Board and committee agendas, packets, minutes
- Attend Board and BID Advisory Board meetings
- Attend County Board of Supervisors’ meetings as warranted

Total operations and admin investment: \$393,943

Budget

INCOME		
	VMC BID Assessment	\$895,796
	County of Mendocino Matching Funds	\$426,541
	County Administrative Fee)	(\$26,874)
	Miscellaneous Income	\$34,620
	TOTAL INCOME	\$1,330,083
EXPENSES		
	Advertising/Media	\$487,000
	Marketing/Public Relations	\$302,800
	Website Maintenance & Development	\$70,000
	Leisure & Group Sales	\$116,940
	Visitor Services	\$193,000
	Administrative Expenses	\$114,400
	Personnel	\$245,943
	Reserve/Contingency Account	134,700
	TOTAL EXPENSES	\$1,530,083
OTHER INCOME		
	Portion of Unrestricted Reserves	\$200,000
	BOTTOM LINE	\$0

Staffing

Executive Director Travis Scott

Director of Marketing & Media Alison de Grassi

Director of Tourism Development Richard Strom

Operations Manager TBD

Sales, Hospitality & Events Coordinator Luz Harvey

Tourism Marketing Assistant Vanlee Waters

Public Relations KOLI Communications

Marketing TheorySF

Social Media Brendan McGuigan

Bookkeeping Daphne Haney

Board of Directors

Chair: John Kuhry, At Large Member

Vice Chair: Sharon Davis, Mendocino Coast Chamber of Commerce/Coastal Regional Promotional Organization Member

Secretary: Jo Bradley, Medium Lodging Operator Member

Treasurer: Jennifer Seward, Arts Organization/Attractions Member

Cally Dym, Coastal Large Lodging Operator Member

Bernadette Byrne, Winery/Winegrower Member

Cynthia Ariosta, Food & Beverage

Jitu Ishwar, Large Lodging Operator Member

Jan Rodriguez, Inland Large Lodging Operator Member

Alison Finley, Inland Chamber of Commerce/Inland Regional Promotional Organization Member

Vacant, Small Lodging Operator Member

Appendices

Strategic Plan

Visit Mendocino County: Strategic Direction 2017/18-2019/20

CLARITY	Vision Enriching experiences for our guests, enhanced lifestyle for our residents, and stability and diversity for our economy	Mission Visit Mendocino County stewards and amplifies the total Mendocino County experience.	Values Transparency We foster trust through openness and integrity. Accountability We are outcome-oriented and professional. Partnership We create alignment through inclusive and meaningful relationships. Community We contribute to the fabric of Mendocino County. Innovation Our creativity reflects the uniqueness of our cultures and landscapes.	Reputation Leader We motivate and facilitate the tourism community. Accessible We welcome—and are responsive to—input from community members and stakeholders. Collaborative We actively seek engagement and collaboration with our stakeholders and partners. Bold We deliver on smart, effective, and forward-thinking ideas.	Position In order to support our stakeholders, generate economic activity for county residents through tourism, and inspire our visitors, Visit Mendocino County: <ul style="list-style-type: none"> Consistently markets the entire county and its assets. Creates, develops, and manages brand awareness for the county. Connects people and organizations to opportunities. Provides information to in-county partners and tourism resources to the industry. Delivers a robust and sustainable return on investment.
----------------	--	--	---	--	---

FOCUS	Imperatives Demonstrate and strengthen VMC's contribution to county economic and community vitality	Objectives <ul style="list-style-type: none"> Bid assessment growth at 5% over average of top 3 competitors Year-over-year increase of sales tax receipts in Mendocino County Year-over-year increase in stakeholder survey response rate 	INITIATIVES	ACTION	
	Cultivate VMC's relationships and collaborations	<ul style="list-style-type: none"> Year-over-year increase in number of events launched and reaching self-sufficiency Year-over-year increase in "opportunities" page visitation on VMC website Year-over-year increase in new applicants for BID and MCTC Board positions and committee membership 			<ul style="list-style-type: none"> Increase tourism revenue through the development and implementation of the annual integrated marketing, public relations, and sales plan. Improve data-driven decision making through increased participation and "buy in" from all of our partners. Develop a data-sharing process that offers context and insights for partners.
	Raise awareness of the Mendocino County experience	<ul style="list-style-type: none"> Year-over-year increase Mendocino County awareness score Year-over-year increases in impressions and ad equivalency Year-over-year increase in experience perception score on in-market visitor survey 			<ul style="list-style-type: none"> Foster collaboration and county-wide alignment by creating and developing the "go to" website for all tourism stakeholders. Strengthen regional tourism relationships to leverage broader marketing opportunities. Proactively educate and communicate with all tourism stakeholders.
			<ul style="list-style-type: none"> Increase Mendocino County brand awareness and positive perception. Work with partners to develop, promote and grow strong and beneficial tourism activities and events. Explore our options to influence and shape potential cannabis tourism. 		

Glossary

This glossary is included to explain terms used in this plan and in other reports and documents issued by Visit Mendocino County. While staff and contractors are familiar with the terminology, some of the terms need a brief explanation.

Advertising equivalency	This dollar figure represents the amount of money it would take to purchase the equivalent in advertising space in a print publication or digital equivalent. The VMC PR team uses a 1:1 ratio unlike many PR firms who use a multiplier to boost numbers.
Impressions	The number of views a print or digital article is estimated to reach based on circulation and subscription data.
Media Placement	A story (print or digital) about an aspect of Mendocino County that arises from PR efforts.
Media Mission	A trip by the PR team to a particular market, e.g., Vancouver BC, to meet local journalists and writers and inspire visitation to and coverage of Mendocino County.
Releases	This can either refer to a press release or a “hot sheet,” which is distributed to the press and highlights new and upcoming businesses and openings in the county.
FAM	Familiarization tour or trip. Media FAMs involve members of the media who are vetted by the PR team prior to a visit. Sales FAMs apply to tour group operators who are visiting the county with the aim of including Mendocino in tour packages.
Millennials	The segment of the population born between the early and the mid-1990s to early 2000s. Also known as Generation Y, they are the children of baby boomers and older Gen Xers.
Gen-Xers	The population segment born between the early-to-mid 1960s and ending birth years ranging from the late 1970s to early 1980s. Children of the Baby Boomers.
Baby Boomers	Those born between the early-to-mid 1940s up to about 1964.
Content marketing	Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action.
Google Analytics	A reporting tool provided by Google that can be used to analyze traffic, ad words, digital marketing campaigns, demographics, etc. for VisitMendocino.com.