

# Visit Mendocino County 2012-2013 Strategic Marketing Plan



# TABLE OF CONTENTS

GOALS.....	3
MISSION .....	4
OBJECTIVES.....	4
OVERVIEW & BACKGROUN.....	5
TRAVEL TRENDS.....	6
ADVERTISING & MEDIA .....	6
- ADVERTISEMENT - KEY PLACEMENT SCHEDULE .....	7
- SOCIAL MEDIA.....	8
- EMAIL MARKETING .....	9
- Online Booking Engines & Review Sites .....	9
- WEBSITE DEVELOPMENT & MAINTENANCE .....	10
Event Coordination & Partnerships .....	11
- Event Guide Printing & Distribution .....	11
PUBLIC & MEDIA RELATIONS .....	11
SALES – GROUP & LEISURE .....	13
VISITOR SERVICES & FULFILLMENT .....	15
- VISITOR CENTERS & SIGNAGE .....	15
- REGIONAL PARTNERSHIPS .....	15
- COMMUNITY RELATIONS .....	16
- VISITOR GUIDE & FULFILLMENT .....	17
AFFILIATION PROGRAM.....	18
TRAVEL & TOURISM ORGANIZATIONAL CHART.....	20
STAFFING.....	20
ADMINISTRATION.....	23
ROI/MEASUREMENT OF SUCCESS .....	25
INVESTMENT ANALYSIS .....	25
CONCLUSION .....	28

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# 2012 -2013 GOALS

Visit Mendocino County, Inc. (VMC) will focus 2012-2013, its fourth year of existence, on strengthening its efforts, programs and partnerships. VMC will add programs and initiatives that have the high potential to be successful in increasing the effectiveness of keeping Mendocino County top of mind to potential and return visitors. Major initiatives will include developing a more robust social media plan, creating a brand promise, maintaining the investment in public relations, providing customer service training, developing a Mendocino County Ambassador Program, focusing on the domestic tour operator market, building on the existing successful relationships created with international suppliers, redesigning VisitMendocino.com, launching a partnership program, and further developing our relations with Sunset Publishing, outdoor advertising and Innovative Radio Solutions.

All programs will focus on how to maximize return on investment (ROI) per dollar spent by placing more heads in beds. If ROI cannot be accurately determined using standard statistical data, it will be assumed that the project or activity is designed to promote branding, an effort that has been instrumental in creating a leads database as a vehicle to send newsletters and other informational materials to interested persons. A reasonable balance between demonstrable ROI and branding will be a primary goal.

Project	Cost	2012-2013 Goal
Print, Online, Outdoor & Radio Advertising	\$136,000	40,000,000 Impressions; 10,000 Leads
Social Media	\$15,000	20,000 Fans/10,000 Followers; 1,500 Direct Inquiries
Email Marketing	\$15,000	30,000 Subscriptions;
Website & Development	\$90,000	200,000 Unique Visitors; Includes new website design
Public & Media Relations	\$162,000	120,840,000 Impressions; \$5,000,000 Ad Equivalency
Leisure Sales	\$36,000	7,000 Direct Consumer Leads
Group Sales	see above	10 New Contracts Between Local Hotels and Domestic Tour Operators; 20 New Contracts between Local Hotels and International Tour Operators
Visitor Guide & Fulfillment	\$28,000	2012-2013 Visitor's Guide; Annual Events Calendar; Tear Off Maps
Visitor Centers & Signage	\$7,500	Install 1 Gateway Sign; 2 Informational Kiosks;
Affiliation Program	Income \$106,000	Income from Partnership, Co-Op & Other opportunities

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# MISSION

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Establish Mendocino County as a premier destination featuring quaint and charming villages, towering redwood forests and intimate and unique wineries and breweries resulting in measurable return on investment and increased occupancy.

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## OBJECTIVES

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- Continue to create dynamic social media campaigns and encourage local businesses to partner with our efforts by including videos, contests, blogs and more
- Streamline advertising placement for a higher level of impact
- Work with county government and organizations on economic development for Mendocino County
- Continue public relations efforts to ensure Mendocino County continues to be a part of the conversation throughout the county, the region, the nation and the world
- Launch a new advertising campaign, inspiring visitation, featuring photography and a brand promise providing an emotional connection to Mendocino County
- Develop strategic relationships with domestic tour operators
- Conduct direct sales calls to travel groups that have been identified as having the most potential to bring business to Mendocino County
- Produce and distribute the 4<sup>th</sup> Annual Official Mendocino County Visitor Guide and other beneficial materials that provide visitors the tools they need to plan and execute a multi-day stay in Mendocino County
- Continue to assist community organizations and partners with the promotion of the many events and festivals held throughout Mendocino County
- Provide training to local visitor-related businesses and organizations with the goal of improving overall customer satisfaction
- Continue to explore an internal Ambassador Program utilizing local businesses, organizations and individuals to encourage participation in our programs and initiatives
- Continue to maintain strong partnerships through various initiatives with surrounding counties as well as with the California Travel Association (CalTravel), Visit California, Brand USA and many others
- Generate an increase in revenue through partnership opportunities, retail sales, co-op advertising and affiliation programs
- Continually evaluate and measure return on investment (ROI)



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## OVERVIEW & BACKGROUND

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Designated as the official Destination Marketing Organization of Mendocino County, Visit Mendocino County, Inc. was established as a not-for-profit 501(c) 6 organization on July 1, 2009. The establishment of VMC enabled the Mendocino County Lodging Association (MCLA) and the Mendocino County Promotional Alliance (MCPA) to work together more closely to create a structure where, essentially, one group is responsible for all aspects of marketing the County. MCLA and MCPA began delegating its marketing and administration services to VMC on July 1, 2009. Combining staff and resources of the two groups enabled those making day-to-day decisions to: become more efficient in their activities; decrease duplication of effort; and create a comprehensive and consistent approach in achieving key programs and activities for marketing the County, its visitor-serving businesses and organizations, while keeping overhead as low as possible.

VMC is led by a Board comprised of ten individuals – five from the MCLA Board of Directors and five from the MCPA Board of Directors. Members of MCLA's Executive Committee serve on the VMC Board as well as one other appointed MCLA Board member. MCPA has five Board members: four of them individually represent: the wine industry, the art industry, the Chambers of Commerce in the County, culinary/attractions; one member-at-large is appointed by the MCPA Board. Thus, representation on the VMC Board provides a range of individuals with diverse experience in the promotion of our County.

The primary function of VMC is to carry out this Annual Marketing Plan as approved by the MCLA and MCPA Boards of Directors. Since 2009, the approved Marketing Plans have proved to be major successes. Mendocino County's promotional efforts at the end of 2008 showed a return on investment of 17:1 – meaning for every dollar spent on promotion, \$17 of travel spending occurred in the County. At the conclusion of the 2011-2012 fiscal year, closely following the approved Marketing Plan, the ROI had increased to 29:1. This return on investment is calculated by correlating the number of inquiries received with the estimated percentage of visitors who come to the County as a result of receiving County information, and multiplying that figure by the average daily visitor spending.

VMC is looked upon as a leader in the tourism industry throughout the State and beyond. Currently, VMC is responsible for chairing Visit California's Rural Marketing Advisory Committee as well as CalTravel's 2013 "California Travel Summit" and holds a seat on the California Travel Association Board of Directors and Executive Committee. These partnerships are directly responsible for dozens of visiting media, article placements, and opportunities to showcase Mendocino County and its products.

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# TRAVEL TRENDS

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## Branding & Trend Research

by *Travel Market Report*

- People are more value conscious now – and also conscious of their values. They are looking at self growth and helping others
- Consumers are going to great lengths to find products, services, treatments and experiences that promise overall well-being, but that are also fun, interesting and accessible. Wellness related tourism, from yoga retreats to undergoing complicated medical operations is a great example of this trend
- Consumers care about green issues. These days they want green to have a cool twist
- Mobile technology is a huge and growing force behind consumer choices. Mobile devices are being used for everything from flight check-in to finding a restaurant within a two block radius. What this means for tourism is that people are making decisions closer to the time that they do these things rather than planning far ahead of time

## Market Trends Impact on Brands

taken from *Landor's 2012 Trends Forecast*

- Brands must stay true to what they stand for to connect emotionally with their customers
- It is no longer enough for a name to evoke feelings of “that’s interesting.” Naming today need to get people to say, “I want to know more.” In order to succeed at selling the best names, there also needs to be stories that can be tied to a brand promise in a genuine and engaging way
- There are an estimated 77 million boomers in the U.S. They control over 50% of discretionary spending and enjoy 80% of all leisure travel
- Powerful photography will take center stage for brands large and small

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# ADVERTISING & MEDIA

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## Strategy:

- Develop a media plan which will generate consumer requests, leads, visitation to website and drive an increase in room nights booked throughout Mendocino County
- Spend advertising dollars where return on investment is highest by forming valuable partnerships with media outlets (i.e., Innovative Radio, Sunset Publishing, etc.)

- Create and utilize a brand promise inspiring an emotional connection to the potential visitor VMC and every visitor-serving business can use in its messaging and advertising

#### Tactics:

- Partner with the Mendocino Winegrape & Wine Commission (MWWC), Visit Ukiah and other regional promotional organizations in marketing events and festivals throughout the year with outdoor, radio and online venues
- Encourage County businesses to purchase co-operative advertising, increasing exposure and effectiveness while reducing costs for all involved
- Expand current publication relationships to build partnerships/sponsorships with the goal of getting more editorial coverage and value-added promotion
- Focus new ad campaign on emotional connection and storytelling through an integrated media schedule that includes
  - Sunset Magazine
  - CBS Outdoor
  - Innovative Radio
  - CA Visitor Guide
  - Opportunistic Marketing

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## ADVERTISEMENT - KEY PLACEMENT SCHEDULE

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<b><u>GREATER CALIFORNIA</u></b>
2012 CA Visitor Guide – full page – co-operative opportunity
Sunset Magazine – Fully integrated print, online and email campaign
Other opportunities as they may arise
sunsetgetaways.com – added value
KCBS.com – added value
<b><u>E-MAIL BLASTS</u></b>
Opportunistic – strategize specific email lists throughout year targeting specific areas and times
<b><u>RADIO</u></b>
KCBS interactive campaign – 6 weeks in Fall; 6 weeks in Spring – includes online and email component
<b><u>OUTDOOR ADVERTISING</u></b>
Continue advertising SF Bay Area and expand into Sacramento markets

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## SOCIAL MEDIA

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### Strategy:

- Use the latest in social media platforms to market and brand Mendocino County as a unique leisure destination; increasing web traffic to VisitMendocino.com and, ultimately, visitation to the County
- Generate and create a consistent image/message that appeals to our broad target audiences

### Tactics:

- Continue to develop and improve Visit Mendocino County, Inc. profiles on Facebook.com, Twitter.com, Youtube.com, Picasso, Pinterest and Google +
- Build editorial content for our website through blogging contests where people can submit content on various topics (wine, food, recreation, lodging, etc.)
- Partner with local organizations and businesses to maximize social media efforts and results
- Link all social media campaigns to VisitMendocino.com
- Make a consistent effort to highlight upcoming events and specials on social media websites. Utilize pictures and videos to emphasize and encourage increased viewership. Post monthly e-newsletter to all relevant social media outlets
- “Follow” and “Fan” other visitor-serving businesses throughout the State and County with the intent that their message, as well as ours, will be broadcast to an even broader audience
- Post pictures of events, landscapes and everyday activities on a weekly basis and encourage fans to post pictures for their visits as well
- Follow ‘trends’ and try to incorporate them into posts, questions, etc. for increased engagement with fans
- Produce Mendocino County videos on a quarterly basis for Mendocino Moments’ campaign featuring new and unique stories and personalities
- Produce short, local, testimonial videos of things to do, favorites, hot spots, etc.
- Produce official Mendocino County video
- Initiate trend and opportunistic activities throughout the social media platform encouraging an increase in followers and fans, driving visitation to Mendocino County



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## EMAIL MARKETING

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### Strategy:

- Drive traffic to newly designed VisitMendocino.com by using visitor e-newsletters promoting County events, activities, special interest stories, specials and packages
- VMC staff will continue to capture email addresses through leads at tradeshow, festivals and events, via the VisitMendocino.com website, social media platforms and 1-866 numbers

### Tactics:

- Distribute scheduled e-blasts promoting festivals, events and specials a month in advance to allow potential visitors time for travel planning
- Update current email layout so that information has easier access and overall look is more appealing
- Initiate 2012-2013 updated schedule of e-blasts and corresponding promotional banners on VisitMendocino.com
- Encourage development of “outstanding specials and packages” with County businesses to increase visitation and length of stay
- Link email campaigns to other social media platforms to increase overall social media efforts: “Follow us on Twitter, Facebook, etc.”
- Send out voluntary survey links as follow-ups to trade shows and major advertising efforts to help focus our marketing efforts more effectively and strategically

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## ONLINE BOOKING AGENTS & REVIEW SITES

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- Strategy:

- Build relationships with online booking agents like Travelzoo, Kayak, Expedia, TripAdvisor, Yelp and Flipkey, driving web traffic directly to Mendocino County information
- Investigate partnerships and promotional programs where Mendocino County can be featured as a destination

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## WEBSITE DEVELOPMENT & MAINTENANCE

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### Strategy:

- Redesign the website to focus on emotional connection and storytelling, to encourage undecided visitors to stay and decided visitors to stay longer, utilizing better integration of modern sharing technologies (Facebook, Twitter, etc.) and high-impact photography, editorial content and peer suggestions

- Have VisitMendocino.com appear on the first page(s) of results on key search engines such as Google, Bing, etc. highlighting all the County has to offer
- Continue to develop VisitMendocino.com with rich and dynamic content whether viewed on a computer, mobile phone or other platform(s)

Tactics:

- Adjust website features and functionality with the goal of providing an easy, comprehensive, inspiring and rewarding experience to the website visitor
- Work with local visitor-related businesses to enhance their listings and provide links to VisitMendocino.com
- Search Engine Optimization – continually improve the website’s organic performance on search engines through quality and extensive website content
- Enhance VisitMendocino.com mobile site as appropriate
- Incorporate testimonial travel tips and itineraries from visitors and locals

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## **EVENT COORDINATION & PARTNERSHIPS**

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Strategy:

- Continue to develop and organize Countywide events that bring visitors to Mendocino County by highlighting unique aspects of the County utilizing valued partnerships

Tactics:

- Maintain and grow the current Wine & Mushroom (November) and Crab & Wine (January) Festivals and passport events
- Further develop the “Where the Earth IS First Festival” (April)
- Further develop, through working with merchants, restaurants, wineries and lodging, the “Festive Fortnight” Festival (December)
- Attend events and mixers
- Work on cross-promotional alliances with Mendocino County Chambers of Commerce and other visitor serving organizations
- Develop relationships with festival and event contacts by attending out-of-county conferences and events that relate to current festivals in an effort to determine strategies used elsewhere, which might be adopted in Mendocino County
- Work with interested parties within the county to add new events to the County event calendar
- Work with already established festivals to enhance events

- Post County events to a variety of consumer, travel and visitor services websites to raise awareness of county activities
- Research new partners for festivals and events

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## EVENT GUIDE PRINTING & DISTRIBUTION

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### Strategy:

- Continue to produce two printed festival event guides per year, one each for the Wine & Mushroom Festival and Crab & Wine Days, a printed semi-annual event calendar, an informational merchant/businesses card for Festive Fortnight, and other print pieces as needed

### Tactics:

- Offer advertising opportunities in produced materials
  - Increase winery Passport participation as added cost offset
  - Increase paid advertising in guides as added cost offset
- Research and implement, if possible, festival sponsorships as added cost offset
- New festival and printed guide designs to complement overall advertising campaign and brand promise

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## PUBLIC & MEDIA RELATIONS

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### Strategy:

- Build the overall Mendocino County message in key target areas, through:
  - Media, (includes editors and producers in print and broadcast)
  - Key VIP travel and media opinion leaders
  - Internet media, including media bloggers and industry buzz makers
  - Key government leaders
  - Internal audiences, including Board members and County leaders/decision makers as well as visitor-related businesses and organizations
- Recruit editors and media leaders to include coverage of Mendocino County's lodging, events, attractions, latest news and stories in articles, news stories, broadcast news shows and internet communications

- Collaborate with other countywide public relations efforts, including, but not limited to, the Mendocino Winegrape & Wine Commission, in order to maximize efforts and results

#### Tactics:

- External Key PR Actions
  - Plan, direct and execute a complete media relations and public relations campaign designed to achieve the goals and objectives of VMC
  - Conduct verbal and written pitches to editors and industry leaders
  - Continuous development of, and revisions to, press kit as needed
  - Plan, produce and execute a new Visit Mendocino County video to share the Mendocino County story with press and visitors. Also compile official B-Roll video for broadcast press
  - Research, write and distribute at least two press releases per month
  - Assist with monthly consumer e-newsletters
  - Assist with overall social media campaign focusing on media components
  - Provide PR media training to key Mendocino County personalities/spokespersons, as needed and as directed by VMC's CEO/President
  - Assist with coordination and execution of County business showcases in different areas of the County to enhance communication and knowledge between HypeHouse and County businesses. Showcases to provide a forum for local businesses to share their news stories and for VMC to share marketing resources
  - Provide advance press kits and follow up information, as appropriate, to businesses who host journalists
  - Assist with consumer trade shows
  - Set up media "desk sides" in key markets, some of which include:
    - New York City
    - SF Bay Area
    - Sacramento
    - Los Angeles
  - Attend Visit California Media events in New York, San Francisco and Los Angeles
  - Plan and coordinate a special Mendocino County showcase event in the Bay Area (i.e., Taste of Mendocino) in conjunction with MWWC to be attended by editors, producers, travel VIPs and industry opinion leaders

- Assist VMC with appropriate public relations aspects for regional marketing co-op programs
- Enter VMC into award competitions for marketing and communications campaigns
- *Internal Key PR Actions*
  - Create and maintain various planning calendars, such as the Press Release Schedule and the Schedule for Visit CA Website Submissions
  - Build and update the overall activity and launch interactive online calendar
  - Write and coordinate all components necessary to pitch editor and media targets, including: press releases, fact sheets, media lists and more. Participate in a weekly conference call with staff to review actions, timelines and campaign details and provide monthly PR report to VMC team
  - Provide a compilation of all articles, press releases and any other relevant data/documents resulting from the campaign, including a chart of all media who has visited, where they stayed, what they did, etc. Quarterly reports will be developed and this information will be included in an annual “PR Bible” for the contracted year
  - Presentation on VMC’s media efforts and outcomes at MCLA’s Annual Meeting
  - Assist with copy for MCLA’s quarterly newsletter and other relevant internal communication pieces, as well as external pieces such as VMC’s monthly newspaper column
  - Manage a comprehensive clipping service for all Mendocino County articles relative to promotion
  - Establish VMC team protocol for crises and overall message communications as they relate to media
  - Research and define new measurement and ROI standard for PR and Marketing Communications elements and campaigns

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## **SALES – INTERNATIONAL, DOMESTIC, GROUP & LEISURE**

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### Strategy:

- Promote the Mendocino County brand to all potential travelers to the County

- Continue networking and relationship building in the international marketplace through participation with the North Coast Tourism Council (NCTC) and other rural tourism regions as well as SF Travel
- Develop strategic relationships with domestic tour operators
- Conduct direct sales calls to travel groups that have been identified as having the most potential to bring business to Mendocino County

#### Tactics:

- Expand existing relationships and create new ones through personal sales calls on receptive and tour operators in the SF Bay, Sacramento and Los Angeles areas
- Assist in the signing of at least 20 new contracts between international tour operators/receptives and hotels to create product to sell in the international marketplace
- Generate 500 new room nights from international tour operators contracting with county hotels
- Obtain at least 10 placements in international tour operator package guides, realizing that there is often a year or more lag between publication and production
- Assist in obtaining at least 10 new contracts between domestic tour operators and county hotels, generating another 500 new room nights primarily from group tours
- Continue to develop and disseminate fly drive and other inventories  
Attend industry trade shows, through NCTC, such as National Tour Association, Go West, and International POW WOW, to sell our county and hotels to international and domestic tour operators
- Obtain another 7,000 leads from consumer trade shows. Survey those new leads to encourage retention and obtain ROI information. Attend major consumer, and niche market, trade shows to reach target markets such as pets, wedding, meeting, etc.
- Continue to leverage memberships with the Sacramento Convention & Visitor's Bureau and San Francisco Travel working with them to encourage individual and group travel to our region
- Assist international and domestic tour operators in itinerary development which emphasizes Mendocino County lodging, wine and attractions
- Host booth at the California State Fair in July
- Attend the Western Association of Convention and Visitor's Bureau event, Cal Travel annual conference and other similar events to network with other travel industry professionals and gain up to date information on marketing and travel trends



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# VISITOR SERVICES & FULFILLMENT

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## VISITOR CENTERS & SIGNAGE

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### Strategy:

- Pursue a two-prong strategy of enhancing existing visitor centers and establishing informational kiosks and signage at County gateways and high traffic areas

### Tactics:

- Meet with existing visitor centers in Fort Bragg, Mendocino, Ukiah, Willits, and the Redwood Coast to ascertain their needs and the extent to which we can assist in fulfilling those needs
- Establish new gateway kiosks in Boonville and Westport in partnership with local groups, assisting in their creation and implementation
- Continue planning for Confusion Hill visitor services including signage in collaboration with the county and other interested parties
- Continue to explore options for additional Gateway sign at/near entry locations to the County

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## REGIONAL PARTNERSHIPS

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### Strategy and Tactics:

- Maximize and leverage our resources in the promotion of Mendocino County through involvement and leadership in regional and statewide organizations, partnerships and initiatives
- Chair and administer NCTC, including collaborating and strategizing with neighboring counties
- Continue to be a member of the California Travel Association Board of Directors as well as a regional Ambassador
- Chair the California Travel & Tourism Commission's Rural Advisory Committee
- Continue membership of Brand USA's Rural Advisory Committee
- Continue to be a leader in the North Coast Geotourism Initiative. Attempt to maximize Mendocino County exposure to this project by:
  - Serving as Mendocino County gatekeeper for VisitMendocino.com
  - Working with partners on website enhancement
  - Seeking grants to fund site optimization
- Continue to be a leader in the Redwood Coast National Heritage Area by:

- Assisting in project completion scheduled for 2013
- Seeking grant funds, when appropriate, capitalizing on designation
- Actively lobbying with local, regional, state and national officials
- Preparing necessary documentation for implementation of Heritage Area
- Assist in the development and coordination of the “Confusion Hill” visitor center/kiosk by:
  - Working with consultant in the development of a plan for a gateway visitor center, scenic vista, County Park and/or interpretive trails
- Distribute countywide themed guides and other VMC sponsored promotional materials
- Administer the Mendocino County Promotional Foundation and its committees
  - Continue to work with newly acquired contractor who is applying for grants on behalf of the Foundation for educational and promotional activities to further the goals of the Foundation and to assist other Mendocino County non-profits working to increase visitation to Mendocino County
- Continue to explore unknown and yet to be determined local, regional, state and national partnerships with the mission of enhancing the Mendocino County visitor experience

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## **COMMUNITY RELATIONS**

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### Strategy:

- Continue to work with Mendocino County businesses and organizations, local government, Chambers of Commerce and others in further enhancing County promotional efforts with the understanding that partnerships and cooperation increase effectiveness for all involved

### Tactics:

#### *Promotional Organization Relations*

- Communicate to other County promotional organizations the information contained in this Marketing Plan as well as other VMC activities and efforts
- Continue to partner closely with the Arts Council of Mendocino County in making the arts a compelling reason for a multiple day stay
- Continue to partner closely with the MWWC in promoting the uniqueness and “greenness” of Mendocino County’s wine country
- Continue to expand partnership with Visit Ukiah

#### *Hospitality and Customer Service Training*

- Develop, support and partner to produce community training, and/or seminars that benefit economic development and tourism through enhanced visitor experiences

- Implement a countywide hospitality customer service program training individuals working directly with visitors on proper customer service as well as imparting information about the many assets of Mendocino County

#### Community Showcases

- Continue meeting with visitor serving businesses distributing our Partner Information Packets, encouraging partnership and successful marketing

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## **VISITOR GUIDE & FULFILLMENT**

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#### Strategy:

- Produce collateral materials with a consistent, uniform message that reflects the VMC brand; providing up-to-date, accurate information to potential and current visitors

#### Tactics:

##### Tear Off Maps

- Continue producing the popular tear off maps to help with visitor way-finding and promotion. Map pads will continue to be distributed to hotels, attractions, restaurants and other businesses in appropriate region(s). Visitor centers will have all regional maps as made available by VMC

##### Official Visitors Guide

- Produce the 4<sup>th</sup> annual Official Mendocino County Visitor's Guide, improving upon the first edition. Guide to be completed by September 2012
- Distribute approximately 40,000 of the 2012-2013 guide to regional visitor centers, California Welcome Centers, CVBs, AAA offices, consumer and trade shows, media requests, consumer inquiries, local and regional events and other travel outlets as well as local visitor centers, informational kiosks and other relevant areas throughout the county
- Distribute approximately 10,000 of the 2012-2013 Guide to local lodging establishments providing "in room" copies for current visitors with the goal of increasing length of stay and overall visitor spending

##### Other Promotional Materials

- Produce a 2013 wall calendar (for sale) showcasing Mendocino County photography, history and facts as well as festivals and events occurring throughout the year. Encourage businesses to sponsor months within the calendar to offset costs
- Encourage specific industries to continue production of countywide maps highlighting their industry. Examples include: Art, Culture and Gallery, Nature Tourism, Wine, Agritourism

- Support efforts of others throughout the County in producing and printing event/festival guides as appropriate

#### Fulfillment Services & Inquiry Database

- Coordinate the information fulfillment program through the use of existing 1-866 numbers, VisitMendocino.com, and all other promotional efforts as outlined in this plan
- Maintain an in-house, query-based database that contains all visitor inquiries and leads, which will be organized to provide inquiry statistics by ad type, inquiry location, date, source, etc.
- Develop and maintain inquiry database to be used for measuring return on investment and planning future marketing activities

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## **PARTNERSHIP/AFFILIATION PROGRAM**

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#### Strategy:

- By working with other county travel related businesses and organizations, VMC's programs will improve as well as those of the participating businesses and organizations. The purpose of these programs is to gain greater exposure through combined resources, increased advertising revenue and increased partnership involvement

#### Tactics:

##### Website Advertising

- Opportunities include advertisements throughout redesigned website, featured listings, etc

##### Outdoor/Radio Advertising

- Opportunities include purchasing of co-op electronic billboards in SF Bay Area and Sacramento valleys
- Opportunities include buying web and on-air exposure through participation in sweepstakes. Opportunities also include purchasing on-air exposure for specific events, specials, etc

##### Print Advertising

- Opportunities include purchases in Sunset Magazine, CA Visitor Guide, SF "101 Things to Do" and other prospects as they may arise

##### Public Relations

- Opportunities include one-on-one consultations, press release development and distribution as well as other prospects yet to be determined (media lunch/dinner participation, etc)

### E-blasts

- Opportunities include dedicated email(s) sent to entire list of contacts or demographically targeted

### Social Media

- Opportunities include one-on-one consultations, designated social media posts and targeted Facebook advertising

### Festival Programs and Advertising

- Opportunities include advertising in festival and event brochures, participating in major festival passport programs as well as overall festival sponsorship

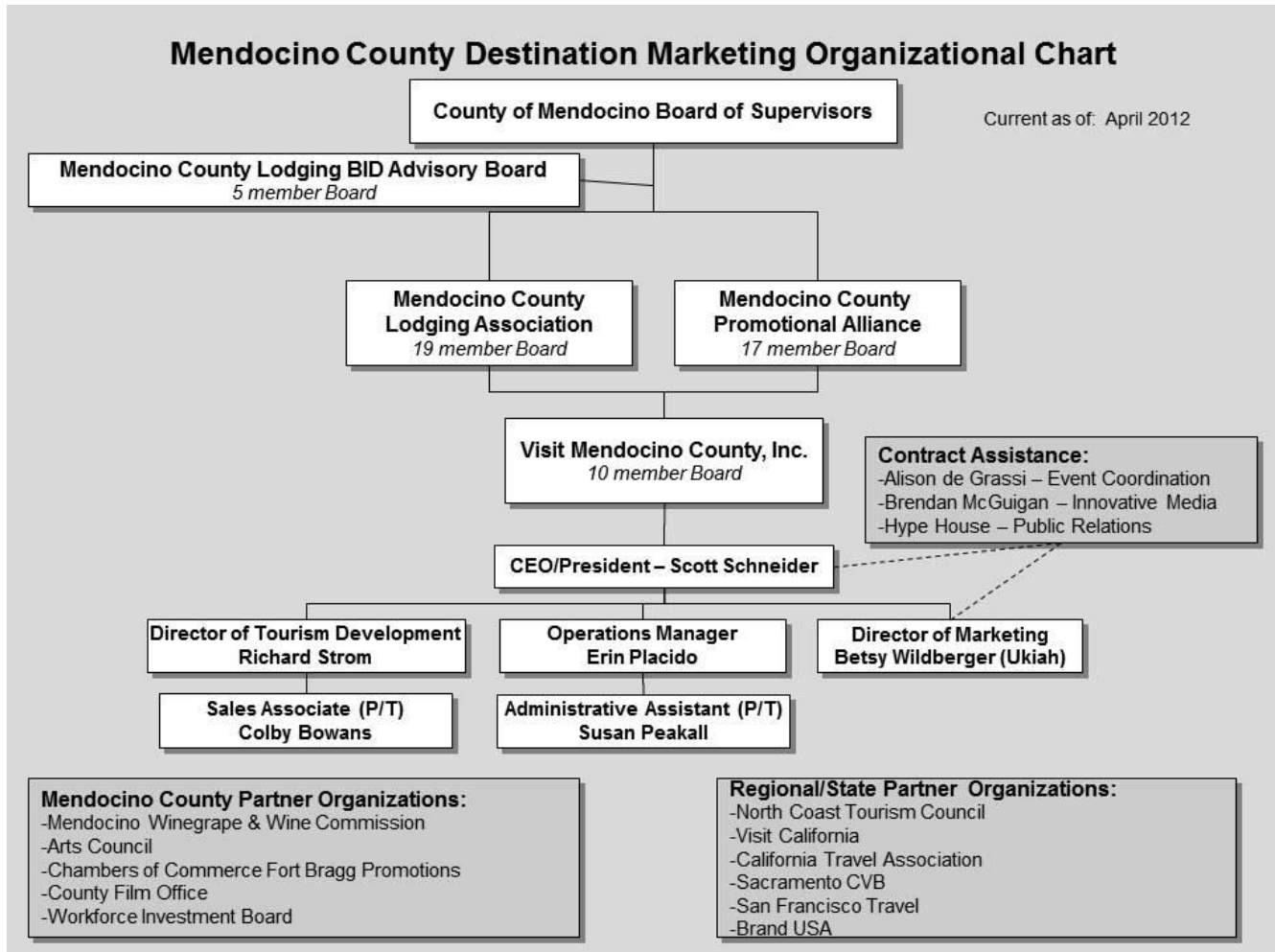
### Trade Shows

- Opportunities include “green bag” sponsorships, in-person participation as well as including marketing materials in “green bags” at shows.
- Inclusion in follow-up email to show attendees – can include special offer/invitation

### International, Domestic and Group Sales

- Opportunities include inclusion in sales kits and other materials for specific shows and initiatives as well as inclusion in targeted FAM tours

# ORGANIZATIONAL CHART



## STAFFING

### Strategy:

- Visit Mendocino County, Inc. staff will work with a VMC Board appointed committee to maintain the following structure and individuals for staffing:
- President/CEO, Scott Schneider
  - Reports to VMC Board of Directors
  - Specific Duties and Responsibilities for:
    - Providing Media Planning Support and Oversight
    - Directing PR Efforts
    - Establishing and Maintaining Regional and State Partnerships



- Directing Research Comparability with State of California
- Providing Executive Management and Leadership for all VMC activities
- Attending all boards and committee meetings, as appropriate
- Developing and Implementing Marketing Plan and Annual Budget
- Establishing and Maintaining Community Relations
- Chairing the North Coast Tourism Council
- Establishing and Providing Liaison to other regional and State travel related organizations
- Director of Marketing, Betsy Wildberger
  - Reports to the President/CEO
  - Specific Duties and Responsibilities for:
    - Management of Media Plan execution
    - Administering Media Committee
    - Creating and capitalizing on trends, opportunistic and exciting marketing ideas and programs
    - Visit Ukiah representative
    - Daily point person for PR firm, HypeHouse
    - Representing VMC on a daily basis from Ukiah office
    - Developing and Maintaining-
  - E-marketing and Social Networking Media
  - Annual Evaluation Point of Origin
  - Assisting CEO : Community & Chamber Relations
- Director of Tourism Development, Richard Strom
  - Reports to the President/CEO
  - Specific Duties and Responsibilities for:
    - Establishing and Maintaining:
      - Co-Op Marketing
      - Leisure Tourism Sales
      - Group Sales
      - International Sales
    - Overseeing Consumer and Trade Shows
    - Developing and Conduction of Consumer Training and trade events
    - Developing and Updating Specialized Brochures
    - Planning and Developing Visitor Information Kiosks
    - Overseeing the Provision of General Visitor Services
    - Planning and Developing Gateways, Visitor Centers, Way-finding, and Signage
    - Providing Coordination to Partner Projects including, National Heritage Area and Geo-Tourism

- Identifying and Preparing Grants to support specific partnerships and projects
- Overseeing development of State Fair exhibit implementation
- Liaison with SF Travel on sales related events and initiatives
- Performing other special projects, as assigned
- Operations Manager, Erin Placido
  - Reports to the President/CEO
  - Specific Duties and Responsibilities for:
    - Providing Administrative Services to the MCLA and MCPA Boards
    - Working closely on invoicing, budgeting and billing with the bookkeeper
    - Office maintenance and supplies
    - Preparing MCLA and MCPA Quarterly and Annual Reports
    - Act as:
      - MCLA Administrator and Event Planner
      - NCTC Administrator and Event Planner
      - MCPA Administration
      - VMC Administration
    - Assisting CEO with Chamber Relations
    - Assisting CEO with MCLA Member Relations
    - Assisting CEO with Developing and Implementing Marketing Plan and Annual Budget
    - Assisting the President/CEO in the completion of assignments
- Office Assistant, Susan Peakall (part-time)
  - Reports to the Operations Manger
  - Specific Duties and Responsibilities for:
    - Assist with organizing and maintain physical filing and records management systems
    - As needed, respond to or correctly route inquiries (email, phone, mail, etc.).
    - Assist with the population and quality control of visitmendocino.com content
    - Know how to use and train in the use of all office equipment
    - Assist with the maintenance of a clean, pleasant, professional and effective physical office environment
    - Provide information, advice, feedback and assistance to others in the organization to refine work outputs, resolve problems, and improve performance
    - Assist with preparation in research and statistical reports regarding operations.
    - Assist with designing forms and processes for all organizational functions
    - Perform the job of OA in an ethical and legal manner
    - Assist with managing the storage of marketing inventories, displays, etc.
    - Assist with logistical support for events

- Assist with arranging numerous meeting venues and support materials
  - Assist with bulk mailings and the distribution of inventoried marketing pieces (Rack Brochures, Visitors Guides, etc)
  - May at times be required to lift and load boxes up to 40lbs
  - Perform other such duties as may be assigned
- Sales Assistant, Colby Bowans (part-time)
    - Reports to the Director of Tourism Development
    - Trade Shows:
      - Preparation of green bags and other related items including gathering materials
      - Obtaining sponsorships and giveaways
      - Arranging for shipping, transportation of materials
      - Follow-up from trade shows including leads input, correspondence with attendees, etc Assisting with specific visitor services projects such as farm trails
      - Assisting with logistics for sales related fam trips
      - Advance preparation for events such as POW WOW and Go West
      - Assist with follow-up for events such as POW WOW and Go West
      - Contact with potential groups connected with conventions in San Francisco and Sacramento
    - Assist with organization and implementation of hospitality program
    - Assist with visitor services activities including distribution of tear off maps and in-room visitor guides
    - Be responsible for the mini storage – organize/inventory
    - Responsible for tracking printed materials & their distribution (visitor guide, event guide, pet guide, etc)
    - Covering the phones and other office administrative tasks, as requested
    - Other duties as assigned from time to time by Director of Tourism Development and/or CEO

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## ADMINISTRATION

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### Strategy and Tactics:

#### Visit Mendocino County, Inc. Administration:

- Performs all tasks associated with the development and implementation of this Marketing Plan, its activities, goals, etc
- Perform other tasks as directed by the VMC Board of Directors
- Perform other tasks as directed by the VMC President/CEO

- Office Location and Hours:
  - Offices are located in downtown Fort Bragg and downtown Ukiah
    - Inland Office – 309 East Perkins Street; Phone: (707) 462-7417
    - Coastal Office – 120 South Franklin Street; Phone: (707) 964-9010
  - Offices are open Monday through Friday from 8:30 am to 5:00 pm
- Plans are currently in place to relocate the Fort Bragg office from its current location on Franklin Street to in front of the Skunk Train Depot at the Foot of Laurel Street. Aside from an initial one-time moving cost, per month rental charges will remain the same. Some benefits of the move are:
  - Increased visibility where staff can provide Mendocino County Visitors Guides and other local brochures to help increase awareness, extend stays and increase spending of visitors
  - Ability to sell Mendocino County branded items
  - Ability to act as County Concierge
  - Occupy a unique office environment in refurbished and redecorated rail cars
  - No additional staffing is anticipated

#### MCLA Administration:

- Provides Administrative Services to MCLA
  - Staff will perform administrative tasks as directed by the MCLA Board President as well as those as outlined in MCLA's contract with the County and the BID Ordinance
  - Tasks include meeting preparation, member communication, accounting/ bookkeeping, website maintenance, reporting minutes, and others as requested
  - Staff will plan, organize and execute the MCLA Annual Meeting

#### MCPA Administration:

- Provides Administrative Services to MCPA
  - Staff will perform administrative tasks as directed by the MCPA Board President as well as those as outlined in MCPA's contract with the County
  - Tasks include meeting preparation, member communication, accounting/ bookkeeping, website maintenance, reporting minutes, and others as requested
  - Provide contracted administrative services to the Mendocino County Promotional Foundation

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## **ROI/MEASUREMENT OF SUCCESS**

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#### Strategy & Tactics

- Annual Update to Marketing Plan Performance Review
  - An annual update will be performed in Summer 2012 which includes:

- Changes in occupancy tax collections
- Number of inquiries generated by outreach efforts
- Advertising, promotion and marketing budget for Mendocino County compared to standards established by Destination Marketing Association International (DMAI)
- Research Comparability with the State of California
  - Maintain regular contact with the state tourism division and compare current research findings to those available from the state
- Annual Evaluation point of origin
  - To better focus marketing dollars, staff will perform an annual point of origin evaluation of our inquiry database by zip code. This data will help us determine where best to place our marketing, sales and advertising dollars for the next fiscal year
- Leads Analysis
  - Analyze leads from advertising, sales activities and fulfillment to measure return on investment. This includes specific Website URL's for all print ads, reader response card requests, banner ad click through rates, sales surveys and general inquiries. This data will help determine the effectiveness of the media where advertisements are placed and will assist in planning

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## INVESTMENT ANALYSIS

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The following charts provide breakdowns where monies are to be spent in the general categories outlined in this Plan.

Chart #1: Breakdown of Media, Visitor Services and Administration by percentage. This includes staffing and resources involved with respective categories (i.e., staff time spent on media is included in the media percentage)

**TOTAL INVESTMENT = \$955,500 (100%)**

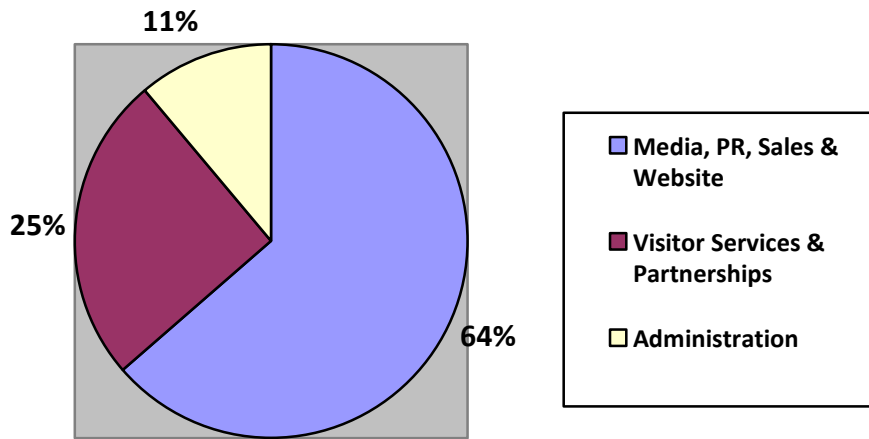


Chart #2: Breakdown of Staffing by percentage. This explains how much time all staff devotes to Media/PR, Visitor Services/Partnership and Administration. This includes all personnel related expenses (taxes, insurance, etc.)  
**TOTAL INVESTMENT = \$316,500 (32%)**

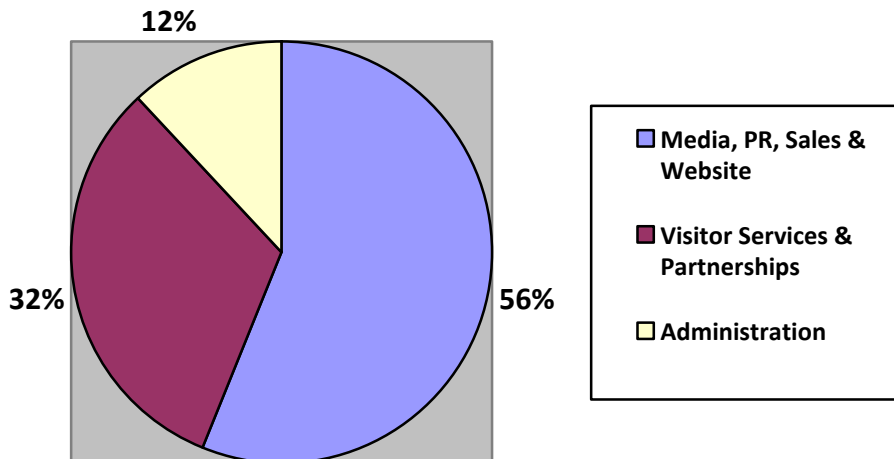


Chart #3: Breakdown of Marketing Activities by percentage. This explains actual costs spent on media, PR, Website, Sales, Visitor Services and Partnerships and does not include staff time.  
**TOTAL INVESTMENT = \$605,500 (61%)**



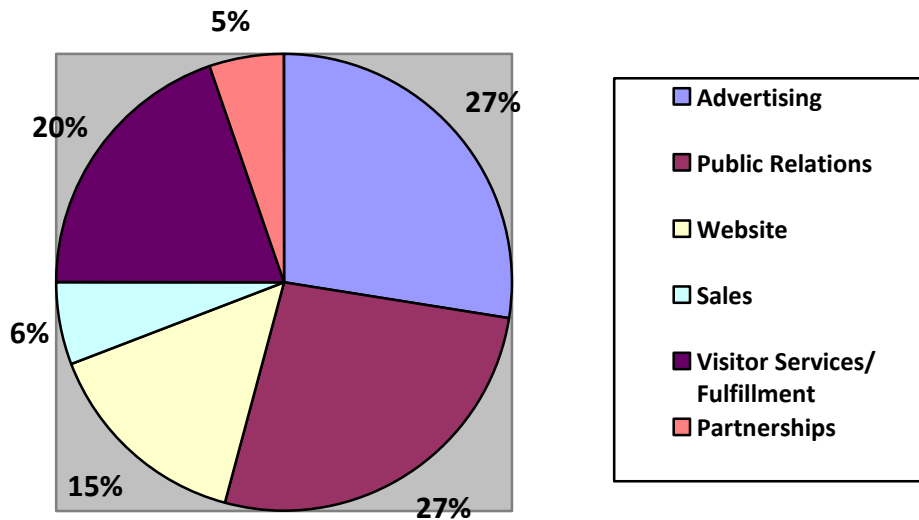
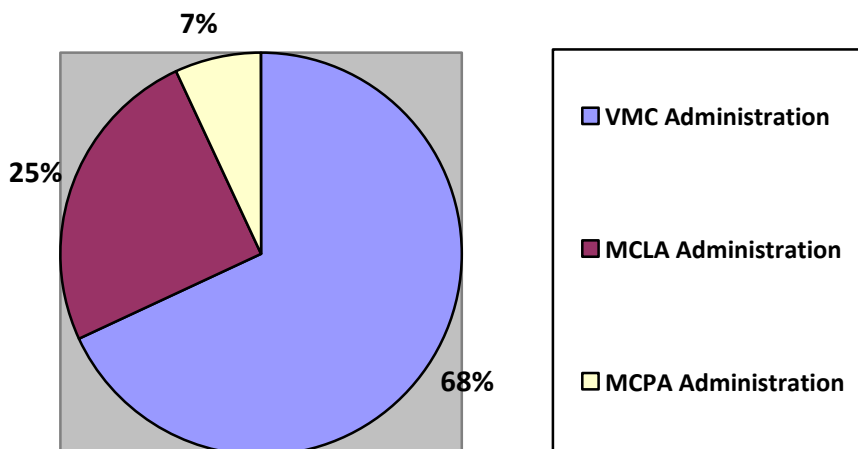


Chart #4: Breakdown of Administration Activities by percentage. This explains actual costs spent on MCLA, MCPA and Visit Mendocino County, Inc. Administration (rent, supplies, postage, insurance etc.). This does include staff time devoted to all administration.

**TOTAL INVESTMENT = \$104,980 (11%)**



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## CONCLUSION

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Visit Mendocino County, Inc. takes pride in the role it plays in the prosperity, health and vitality of the County. The destination attitude fostered by VMC serves as the catalyst to the travel industry within Mendocino County. Along with its hospitality industry partners, VMC strives to provide consistently excellent services for the visitor. Our strategic goals reflect this commitment to excellence as well as providing the framework for assuring that Visit Mendocino County, Inc. will continue to be a worthy and effective steward of public funding and trust.

VMC has already proven its effectiveness and importance. Visit Mendocino County, Inc. continues to increase its return on investment – with the intention of increasing ROI an additional 10% over the 28:1 measurement as of October 2011.

VMC is more determined than ever to help maintain travel and tourism as a pillar for Mendocino County's economic health.

