

## 2013 ACTION PLAN

As the data shows, Pinellas County has generated unprecedented levels of Bed Tax collection in FY 2011-12. Other key VSPC business and marketing metrics are also very strong in spite of some significant challenges – including continued weakness in domestic consumer confidence and employment growth, lingering perception issues resulting from the 2010 BP oil spill, and economic and currency volatility in key international markets. Given the success realized despite these challenges, the coming year is expected to be one of staying the course with some embellishments and refinements, building on our current momentum to achieve greater heights next year. And while we rely on a solid plan as our roadmap, we also maintain enough flexibility to take advantage of opportunities as they arise, responding to unforeseen changes in market conditions that affect the day-to-day consumer travel decision-making process.

### Business Goal

- Maintain Bed Tax collection at 2012 historic high levels

### Business Objectives

- Increase out-of-state visitation
- Increase in-state summer visitation
- Maintain international visitation at 2011 levels
- Increase first-time visitation
- Increase percent of visitors staying in paid accommodations



Visit St . Petersburg/  
Clearwater Mobile

## VSPC POISED TO TAKE ADVANTAGE OF KEY TRENDS IN 2013

Below are a few of the potential changes on the horizon that might affect travel of all kinds to the area in the coming year. These trends will likely be seen across all of our market segments – from leisure to meetings to sports travel and beyond.

Trend	VSPC Action
<p>Lagging consumer confidence as U.S. economy continues to be sluggish. Americans will continue to travel but with heightened attention on cost and looking for ways to save. 1 in 4 travelers are spending less, and staying with friends and family.</p> <p>The majority of consumers are skeptical of DMOs and DMO-supplied information as they expect it to be biased, politically correct and of little real value. They turn to family and friends, TripAdvisor, OTAs and travel supplier sites (in that order) as sources of travel inspiration and advice-- significantly more than DMO resources.</p>	<ul style="list-style-type: none"> <li>• VSPC will continue to incorporate value in messaging.</li> <li>• VSPC will actively promote industry-supplied "special offers."</li> <li>• Provide valuable, sharable content to make it easy for family and friends to talk about a destination experience since this source is relied upon now more than ever.</li> <li>• VSPC will enable reliable sources to tell our story; create social connections that drive preference as people seek info and recommendations from those they know and trust led by family, friends and online reviews.</li> <li>• VSPC will have a robust presence on TripAdvisor.</li> <li>• Work with OTAs to improve the quality and quantity of branded destination content.</li> </ul>
<p>Consumers expect digital content where and when they need it. The proliferation of mobile, smart phones, apps and social redefined not only how consumers plan and experience travel but how they live.</p>	<ul style="list-style-type: none"> <li>• VSPC will implement a robust digital content strategy plan for both the first time visitor and one for repeat visitors.</li> <li>• VSPC will create accessible content to stay in the conversation and influence decisions at different stages of the vacation cycle.</li> <li>• VSPC will develop rich content to not only be accessible across a range of devices but, more importantly, live in a range of places so it can be relevant to users wherever and whenever they want to access content.</li> <li>• Explore the use of social media tools as an instant feedback mechanism which requires real-time customer service.</li> </ul>
<p>Consumers accessing internet during their travels to share experiences, access maps, get phone numbers. Travelers want to stay connected to their network even on vacation.</p>	<ul style="list-style-type: none"> <li>• Optimize the targeting and co-op opportunities that mobile provides.</li> <li>• VSPC to provide an incentive for visitors to report their Pinellas vacation experiences and gain feedback.</li> </ul>
<p>Social media is driving internet growth, engagement and preference—via its push and pull of content generation and consumption.</p>	<ul style="list-style-type: none"> <li>• New metrics will be established; integrated data across channels at various stages of the travel cycle.</li> </ul>
<p>Mobile is becoming increasingly central to consumers' travel experiences.</p>	<ul style="list-style-type: none"> <li>• Precision-deliver contextually relevant, time-sensitive, VSPC location-specific messaging.</li> <li>• Meet the needs our visitors want —using a mobile optimized website and integration between mobile, online and offline channels.</li> <li>• VSPC to target at multiple stages in the travel cycle.</li> </ul>
<p>The majority of consumers say that personal connections and intimacy are decreasing in their lives but their importance is not.</p>	<ul style="list-style-type: none"> <li>• VSPC will put an emphasis on face-to-face and one-on-one communication whenever possible.</li> </ul>

## DOMESTIC TARGET AUDIENCE

### Top 10 Geographic Target Markets by Season

VSPC's marketing focus will continue to be placed in key markets of origin east of the Mississippi, with the heaviest concentration in the top 5 markets by season.

Winter Visitation			Spring/Summer Visitation			Fall Visitation		
	2011	2010		2011	2010		2011	2010
New York	8.0%	7.2%	Tampa Bay	12.2%	13.4%	New York	7.9%	7.8%
Chicago	6.6	7.0	Orlando	8.5	8.5	Tampa Bay	7.2	7.5
Philadelphia	5.3	5.3	New York	7.4	6.7	Chicago	6.1	6.5
Boston	5.2	5.0	Chicago	6.3	6.1	Orlando	6.1	5.5
Tampa Bay	3.8	3.2	Philadelphia	3.1	3.4	Philadelphia	4.3	4.4
Detroit	3.5	3.6	Cincinnati	2.9	3.3	Boston	3.5	3.4
Indianapolis	2.9	4.2	Boston	2.8	--	Indianapolis	3.4	2.9
Pittsburgh	2.7	3.0	Indianapolis	2.6	3.4	Detroit	3.3	2.9
Minneapolis	2.7	2.9	Pittsburgh	2.5	--	Pittsburgh	2.8	2.8
Orlando	2.6	--	Atlanta	2.2	3.2	Atlanta	2.5	2.8

### Domestic Media Target\*

Age:	Adults 25-54
Generations:	43% GenX (1965-1976) 36% Boomers (1946-1964) 33% Late Boomers (1956-1964) 21% Millennials (1977-1994)
Household Income:	\$75,000+
Travel Intent:	Have visited or intend to vacation in Florida in the next year
Personality:	Define themselves as having a natural curiosity (other psychographics, attitudes, opinions and VALS have been defined and are part of the target profile)
Lifestyle Segments:	Family; couples; Florida resident; cultural interests
Marital Status:	79% married
Presence of Children:	64% have children
Ethnicity:	87% Caucasian
Homeowners:	84% own their home
Median Age:	42.0
Median HHI:	\$128,325
Median Home Value:	\$288,304
Employed Full-Time:	78%

\*National base: 7,403,000 (MRI)

## CORE STRATEGIES FOR 2012-13

All VSPC departments will be focused on delivering against these core strategies and tactics in an integrated fashion:

### Strengthen The Brand

- Conduct consumer research to further identify the consumer values a vacation in Pinellas County uniquely fulfills.
- Deliver a strong, integrated brand communications program that continually evolves and is adaptable across multiple platforms and executions.
- Create unified destination brand tools for the industry to speak with one voice.
- Partner with like-minded national and international brands (ie: JetBlue, TripAdvisor, Expedia, Orbitz, Subway, Southwest, etc.) whenever appropriate/possible to extend reach and maximize resources.
- Strengthen destination brand across all VSPC consumer touch points via a unified owned, earned and paid media effort.

### Emphasis on Increasing First-Time Visitors Staying in Paid Accommodations

- Focus on first-time visitors through targeting and cross promotion between leisure, group and sports programs.

VisitStPeteClearwater.com received more than 1 million visits in 2011



### Focus on Content Development and Dissemination

- Curate and/or aggregate relevant, credible and inspirational consumer-focused destination content.
- Deliver content via the right medium to the right audience at the right time in the vacation process with emphasis on expanding our relevant in-market digital content for mobile users.
- VSPC's rich content needs to be accessible across a range of devices, but more importantly, live in a range of places so it is available wherever and whenever users wish to access it.
- Create easily sharable, engaging content.
- Transition our marketing efforts and reporting to allow the core brand communications to "live a different life" away from the website, putting content where consumers are, versus where we want them to be.

### Take a Personal Approach

- Personal relationships are valuable currency in which we will continue to invest. Whenever possible, VSPC will speak with our constituents face-to-face – via meetings, special events, trade shows, etc. When that level of personal contact isn't possible or appropriate, our communications will still be targeted and focused, yet personalized and oriented toward growing relationships.

- VSPC will conduct in-person marketing efforts to potential visitors and those that influence travelers in key source markets:
  - > Domestic leisure and third party influencers
  - > International leisure consumer and third party influencers
  - > Domestic meetings and groups
  - > Sports groups
  - > Niche audiences
    - Direct-to-consumer provides a great opportunity to reach targeted niche and emerging markets cost effectively, such as – GLBT, seniors, outdoor enthusiasts, adventure, arts/culture, etc.

### Engage Past Visitors to Fuel Advocacy

- Employ robust Customer Relationship Management (CRM) programs to personally connect via the method most relevant to the visitor – email, snail mail, Facebook, Twitter, etc.
- Use mobile to engage in-market visitors for post-trip engagement.

### Champion the Local Tourism Community by Doing What the Industry Cannot Do For Itself

- Create county-wide branded programs, platforms and co-operative opportunities that are integrated across paid, owned and earned media.
- Research and identify new markets of opportunity.
- Promote our local tourism industry worldwide via active partnerships with VISIT FLORIDA, Brand USA, Destination Marketing Association International, US Travel and other major industry players.
- Work with area airports to support new air service.
- Provide detailed, relevant up-to-date tourism information, county-wide research on a monthly, seasonal and yearly basis.
- Provide industry leadership, support, education and professional development.
- Protect and preserve our area's vital tourism assets.
- Protect, promote and support infrastructure that sustains tourism.
- Serve as a link to the plethora of audiences during a time of crisis.
- Communicate to key stakeholders the value of tourism to Pinellas County.

### Fine-Tune Operational Efficiency

- Harness the technology we currently have available to improve VSPC programs and accountability.
- Continue to fine tune programs to ensure we maintain peak operational efficiency.

### "Play" & "Promises" Television Advertising Campaign

2012 District ADDY Awards  
"Best of Show" Winner

2012 Flagler Awards  
"The Henry"





2011 Tampa Airport Shuttle Wraps



### Film Commission

- Generate economic impact for Pinellas County from the video/film industry by securing 50 films and infomercials to be shot in Pinellas County.
  - > Enhance and expand current online content to be a one-stop-shop for video, film, and photography producers.
  - > Participate in co-operative trade missions, trade shows and co-hosted events in conjunction with related local, regional and state organizations.
  - > Manage and host custom in-market scouting trips for film makers/photographers.
  - > Fulfill all leads generated from marketing efforts or general inquiries.
  - > Work with production companies to match them to local resources that can best assist them.
  - > Process appropriate film permits and liaise with all county municipalities.

### Sports Commission

- Generate 95,000 – 115,000 room nights from sports-tourism business.
  - > Coordinate and conduct personal meetings with event organizers, city partners, chambers of commerce, facility managers and accommodations with a primary focus on the retention and expansion of sports tourism business in the destination.
  - > Strengthen seasonal training and event marketing initiatives.
  - > Focus on the growth of emerging markets, while continuing to host traditional events throughout the year.
  - > Coordinate bi-annual meeting with each of our Major League Baseball and other event partners in order to outline additional opportunities for sports tourism.
  - > Establish personal relationships by meeting domestic and international sports organizers face-to-face through sales missions, trade shows and by hosting memorable special events in partnership with NGB, NCAA, USOC and Florida Sports Commission members.
  - > Serve as a turnkey resource for all Sports Organizers from RFP through event.

### Leisure Travel

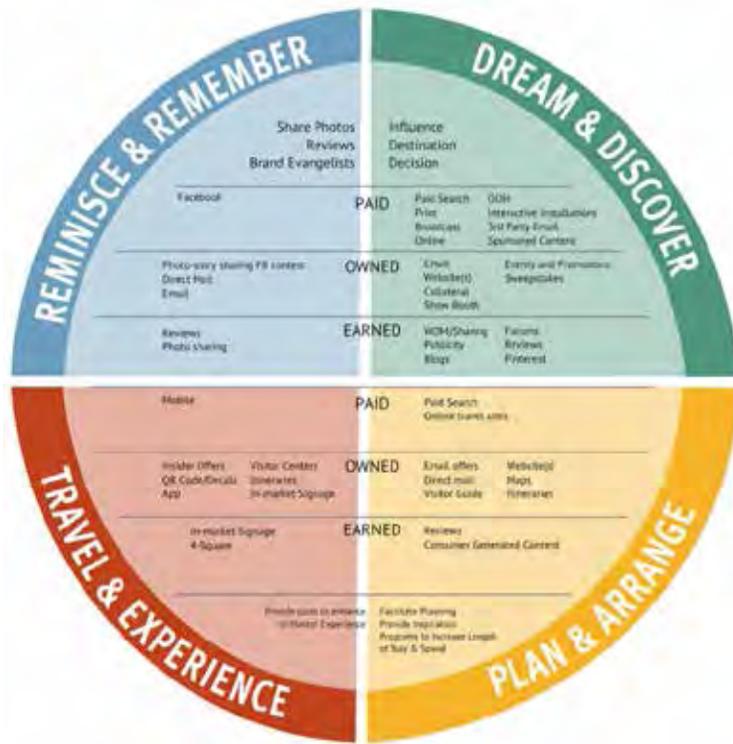
- Continue record-setting leisure visitation numbers via a variety of outreaches, initiatives and partnerships.
  - > One-on-one sales calls, missions and product launches with top producing domestic and international wholesalers, tour operators, travel agents, consortiums and Internet companies specializing in leisure travel.
  - > Attend high-traffic consumer-oriented events and travel shows in our key origin markets.
  - > Reach domestic and international influencers of travel through travel trade shows and through one-on-one contact and customized events.
- Maintain strong relationships and be top of mind with room night generating travel partners – tour operators, wholesalers, receptive agencies, travel agents.
- Promote the destination's niche offerings with a focus on filling low demand periods.

### Meetings & Conventions

- Generate 110,000 definite room nights as a result of the leads generated by the Meetings and Conventions Department.
  - > Focus on Corporate, Incentive, Association, SMERF, Government, and Multi-cultural segments.
  - > Partner with local industry to provide turnkey, personalized services to the meeting planner.
  - > Assist planners and the industry by conducting familiarization trips and site inspections.
  - > Reaching meeting planners and influencers of group travel through sales missions, travel trade shows and by implementing imaginative and memorable special events.
  - > Maintain high profile in national meeting trade associations and at their annual conferences.

## Advertising and Promotions

- Execute a county-wide marketing platform to promote and enrich the brand image of the entire destination and to deepen consumer brand engagement.
  - > Research-driven, consumer-focused.
  - > Create umbrella under which industry can participate in low cost co-op programs.
  - > Continue and expand appropriate cooperative advertising opportunities for qualified industry partners.
  - > Saturate key feeder markets with VSPC messaging, leveraging the brand with a variety of promotional and marketing partnerships.
  - > Deliver the right messages to the right people at the right time through the entire vacation cycle.



- > Use data analytic tools to select media that reaches consumers with the highest propensity to visit and stay in paid accommodations.
- > Maintain a year-round media presence targeting seasonally by geography, demographics and by behavior with emphasis on three seasons: Winter, Spring/Summer and Fall.

## 2012-13 ADVERTISING PLATFORMS

We will implement a program with one overarching brand with multiple promotional platforms that give consumers new reasons to visit throughout the year. Each platform will have specific elements that are designed to:

1. Inspire
2. Inform & Connect
3. Convert

PLATFORM	TIMING	KEY AUDIENCE	MEDIA
TripAdvisor	Annual	<ul style="list-style-type: none"> <li>• All key markets of origin</li> <li>• People searching for beach vacations and competitive destinations</li> </ul>	Major sponsorship with TripAdvisor to have significant exposure for destination, VSPC and co-op partners on TripAdvisor destination pages overall.
Winter Blitz	Nov -March	<ul style="list-style-type: none"> <li>• Key NE and MW markets of origin for Winter visitation with special emphasis on NYC &amp; Chicago</li> </ul>	NY Times "T" Travel; Coastal Living; digital banner campaign on key ad networks; mobile campaign; online video pre-roll; search (desktop, mobile, tablet); TripAdvisor; Facebook campaign; Boston Globe; Oprah Magazine; OTA and tour operator co-operative advertising; promotional contest.
	Jan-March	<ul style="list-style-type: none"> <li>• New York</li> </ul>	570 branded trains (half cars); 260 large posters in subway stations; 19 backlit urban panels; 4 double-decker buses; 13 insertions in NY Metro newspaper; 200 street team members in VSPC shirts daily; 1,110 posters in Long Island/Westchester & Connecticut Suburb Rail lines; Interior/Exterior train complete wrap on shuttle from Grand Central to Times Square; search (desktop, mobile, tablet); Facebook campaign; TripAdvisor; NY Magazine; Wall Street Journal; AMNY; promotional contest.
	Jan-March	<ul style="list-style-type: none"> <li>• Chicago</li> </ul>	Union Station Domination (100+ ad units); Chicago Tribune; 2 double-decker buses; fully wrapped L train; Facebook campaign; search (desktop, mobile, tablet); Trip Advisor; promotional contest.
100 Days of Summer	Memorial Day-Labor Day	<p>Primary Markets:</p> <ul style="list-style-type: none"> <li>• Greater Tampa Bay</li> <li>• Lakeland</li> <li>• Orlando</li> </ul> <p>Secondary Markets:</p> <ul style="list-style-type: none"> <li>• Florida</li> <li>• Key NE and MW markets</li> </ul>	8 weeks of alternating TV & radio in Tampa; 8 weeks of TV in Orlando; 7 high traffic billboards in Orlando; multi-media sponsorship with 1-800-ASK-GARY Amphitheater; digital banner ad campaign; mobile campaign; online video pre-roll; Facebook campaign; TripAdvisor; promotional contest.

PLATFORM	TIMING	KEY AUDIENCE	MEDIA
Florida Visitor General	Annual	More than 1/3 of all Florida visitors come from: • Atlanta, Boston, Chicago, D.C. Baltimore & NYC	Featured segment in Emeril's Florida on Cooking Channel; VISIT FLORIDA Magazine; VISITFLORIDA.com banner advertising; brochure racks around state and at welcome centers.
Tampa Bay	Annual	• Tampa Bay domestic and international air visitors	Tampa International Airport Window/wall clings in airside shuttles; baggage claim display; Near airport billboard; Destination magazine distribution in-airport.
Orlando	Annual	• Orlando domestic and international visitors	Online banner advertising; Where Guest Book.
Meetings & Conventions			Cvent Supplier Network Diamond listing (annual); M&C Magazine dedicated email blasts; Florida Trend.
Partnerships MLB/Spring Training	Annual	• East of Mississippi	Tampa Bay Rays, Toronto Blue Jays, Philadelphia Phillies.
Elite Events	Annual	• Domestic	Outback Bowl, Honda Grand Prix of St. Pete, Beef 'O' Brady's Bowl, PGA Tournament, Clearwater Jazz Holiday, Clearwater Super Boat, Women's Half Marathon, A Taste of Pinellas, East-West Shrine Game.
Chambers	Annual	• East of Mississippi	Chamber developed and initiated co-op program.
Airlines	Annual	• Domestic and International	Edelweiss Air and Allegiant Travel Company.
Canada	Jan-May	Toronto	Toronto Star, Montreal Gazette; DreamScapes; Horizon Travel; Toronto Life Magazine.
GLBT	Nov-June	• East of Mississippi	Feb-May VISIT FLORIDA co-op that includes: multi-media campaign; rich media banners, email, e-guide; LOGO Online key GLBT sites; Newspaper insert in Washington City Paper, Baltimore Gay Life, Philly Weekly, Windy City Times, Village Voice; Boston Phoenix, Outsmart Magazine; Watermark partnership May-June to promote St. Pete Pride.
Co-op	Annual	Key Markets/Niches	Targeted programs for local industry starting as low as \$50. For details, see co-op section of PinellasCVB.com.
Arts	Annual	Cultural tourists in key markets of origin with emphasis on Tampa Bay & Orlando Past Pinellas County Arts Patrons	Arts feature in Emeril's Florida on Cooking Channel; Print campaign in Tampa Tribune TBO Friday Extra; Creative Loafing; Tampa Bay Times Bay Magazine, Weekender Section; The Villages Daily Sun; Playbill Magazine NYC; Orlando Magazine; Sarasota Magazine; NYTimes Sunday Magazine in Arts & Cultural edition.

The complete media plan as well as the sales travel schedule can be viewed at [PinellasCVB.com](http://PinellasCVB.com)

## TAKE ADVANTAGE OF SEVERAL VSPC RESOURCES AVAILABLE TO PARTNERS

- ✓ **1. Make sure you are in our industry communication database.**  
If you do not already receive our industry e-newsletter, CVBeat, you may be missing out on some important information. To subscribe to this and other industry communications, please send your contact information to [CVBeat@VisitSPC.com](mailto:CVBeat@VisitSPC.com) and you will be added to our industry e-mail distribution list.
- ✓ **2. Update your business listing on VisitStPeteClearwater.com.**  
Industry partners can update and upload information to their listing on [VisitStPeteClearwater.com](http://VisitStPeteClearwater.com). Add videos, photos, descriptions, special offers and packages, and more to your listing. If you do not have a username or password to log in, or have forgotten yours, contact Dick Roesler at [Dick@VisitSPC.com](mailto:Dick@VisitSPC.com).
- ✓ **3. Participate in BookDirect.**  
BookDirect is the online booking system on [VisitStPeteClearwater.com](http://VisitStPeteClearwater.com). To learn more about this opportunity and to have your business included, contact [Dick@VisitSPC.com](mailto:Dick@VisitSPC.com).
- ✓ **4. Participate fully in VSPC's annual co-op advertising program, track results and provide feedback.**  
Attend VSPC's Annual Co-Op Meeting. If you followed step #1 and are in the VSPC industry database, you will be notified of the date and location of the event. For more information, contact Annie Ecken with BVK at [anniee@bvk.com](mailto:anniee@bvk.com).
- ✓ **5. Provide us with quality photos of your business.**  
Send rights-free photos in JPEG or TIFF format to [PartnerPhotos@VisitSPC.com](mailto:PartnerPhotos@VisitSPC.com).
- ✓ **6. VSPC Wants YOUR News!**  
Send us your news! We can help spread the word about renovations, new projects, packages and special events. Please send all announcements to [CVBeat@VisitSPC.com](mailto:CVBeat@VisitSPC.com).
- ✓ **7. OUR "content" is YOUR "content."**  
In 2013, VSPC will launch a brand-new industry partner tool kit, where tourism industry partners can gain access to a wide variety of digital tools, such as photos, videos, logos, and more.
- ✓ **8. Use PINELLASCVB.COM as a key information resource.**  
PinellasCVB.com provides detailed information on the CVB and our marketing programs; valuable visitor research, statistics; guidelines for business listings in VSPC's owned media; info on meetings, special events and key news, media releases, newsletters and more.