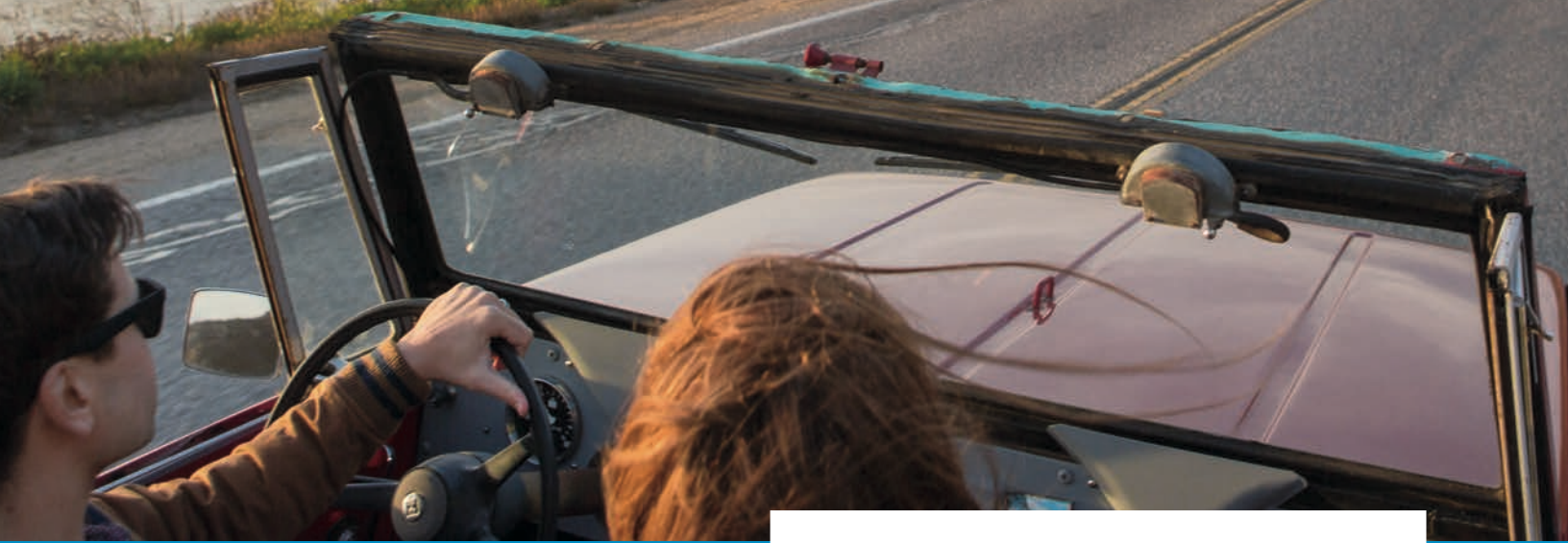


MCCVB

Business Plan 2018-19 & 2017-18 Annual Report



MONTEREY
Monterey County Convention
& Visitors Bureau

SeeMonterey.com

Big Sur | Carmel-by-the-Sea | Carmel Valley | Del Rey Oaks | Marina | Monterey | Moss Landing
Pacific Grove | Pebble Beach | Salinas | Salinas Valley | Sand City | Seaside



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2018-19 Board of Directors

Board Officers:

John Lloyd, Chair

Pine Inn and Tally Ho Inn

Rick Aldinger, Past-Chair

Big Sur River Inn

Mimi Hahn, Secretary

Monterey Bay Aquarium

John Turner, Chair-Elect

InterContinental
The Clement Monterey

Jeroen Gerrese, Treasurer

The Sanctuary Beach Resort

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Mary Adams

County of Monterey

Rene Boskoff

Monterey Marriott Hotel

Janine Chicourrat

Portola Hotel & Spa

Kimbley Craig

City of Salinas

Sean Damery

Bernardus Lodge & Spa

Tim Kessler

Monterey Plaza Hotel & Spa

Diane Mandeville

Cannery Row Company

Teri Owens

Embassy Suites Monterey Bay -
Seaside

Amrish Patel

Centrella Inn and
Green Lantern Inn

Bina Patel

Peninsula Hospitality Group
DBA Comfort Inn
Monterey by the Sea

Brad Shupe

NCGA / Poppy Hills Golf
Course & Poppy Ridge Golf
Course

Ed Smith

City of Monterey

Tony Tollner

Downtown Dining

Julie Weaver

The Lodge at Pebble Beach
& Casa Palmero

Board Advisors:

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Arts Council for Monterey
County

Gill Campbell

WeatherTech Raceway
Laguna Seca

Carol Chorbajian

Monterey County Hospitality
Association

Jennifer Fahselt

Monterey Regional Airport

Norm Groot

Monterey County Farm Bureau

Marilyn Lidyoff

City of Marina

Paula Joy MacNab

Monterey County Film
Commission

Doug Phillips

Monterey Conference Center

Kim Stemler

Monterey County Vintners
& Growers Association

Hans Uslar

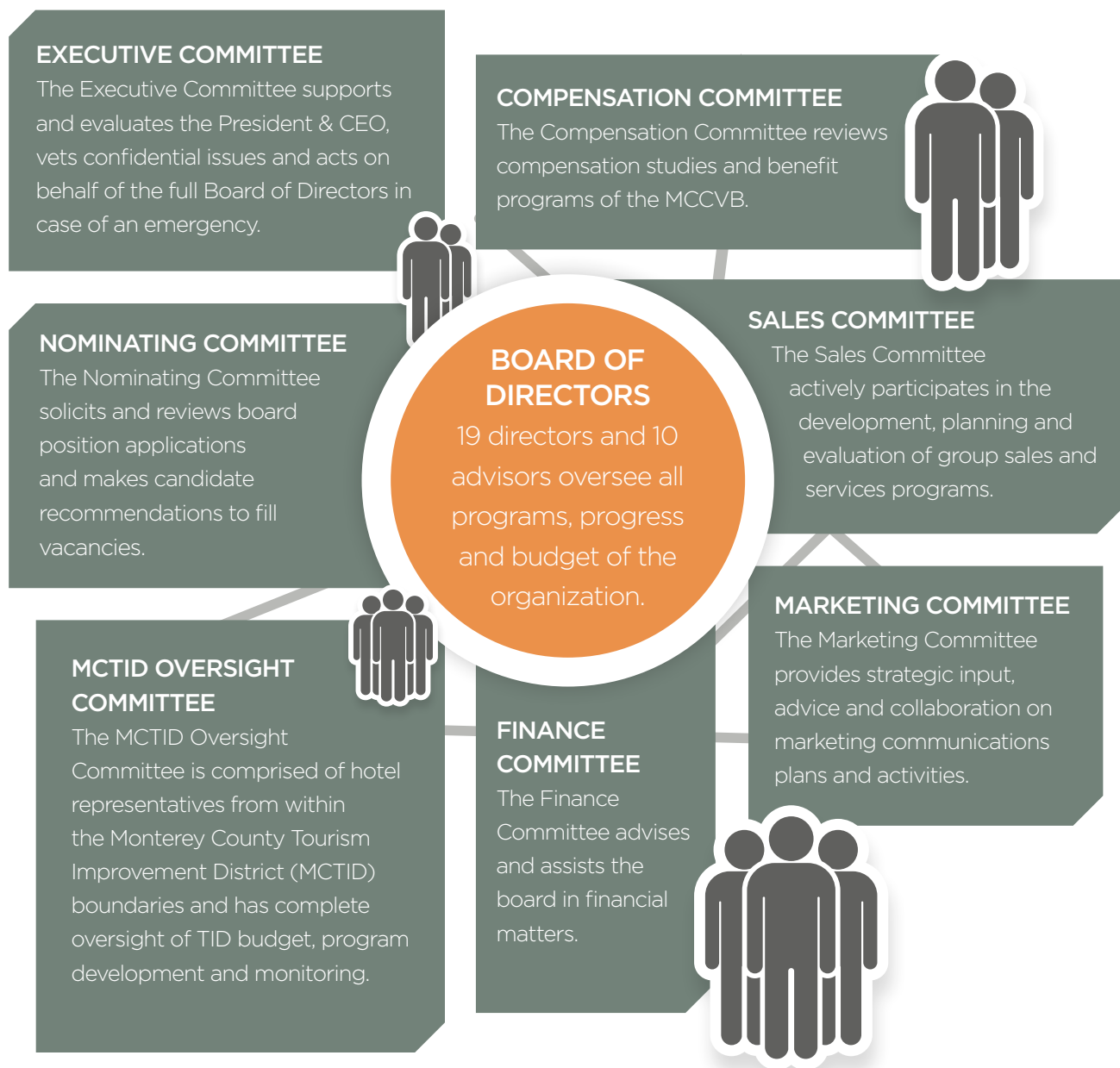
City of Monterey



Committees

The MCCVB operates under the guidance of several committees, each focused on a specific area of strategic importance for the direction of the organization.

Visit SeeMonterey.com/Members/Board to learn more about our Board of Directors and Committees, including meeting dates, agendas and minutes. The public is welcome to attend all committee and board meetings.





VISION

Inspire the world to experience our extraordinary destination.

MISSION

Drive business growth through compelling marketing and targeted sales initiatives that maximize the benefits of tourism to our guests, members and community.

STRATEGIC OBJECTIVES

- Expand and amplify the consistent and dynamic marketing message.
- Invest in market opportunities.
- Grow consumer and group market share.
- Strengthen relationships with the community through inclusion, open communication, collaboration and accountability.
- Maintain and evolve the high-performance culture that attracts and maintains strong leadership.

Goals

Group Sales

Definite Group Booked Room Nights	70,000
New Business Room Nights Booked	52,000
Peak Room Nights 300+ Booked	40,000

Marketing Communications

Intent to Visit	44%
Social Engagements (Owned)	851K
Earned Impressions (Domestic)	2.966B
Unique Web Visits	1.717M

Visitor Services

% of Visitors Influenced to Stay or Extend Stay	60%
---	-----

VALUES

ACCOUNTABILITY

We will be responsible for our results, actions and words.

INTEGRITY

We will at all times be trustworthy and honest and do what we say we're going to do.

LEADERSHIP

We will define our vision and advocate for it, allowing our guests and members to benefit from our destination marketing and sales efforts.

PASSIONATE

We will create success using passion about our profession and achieving results.

STRATEGIC

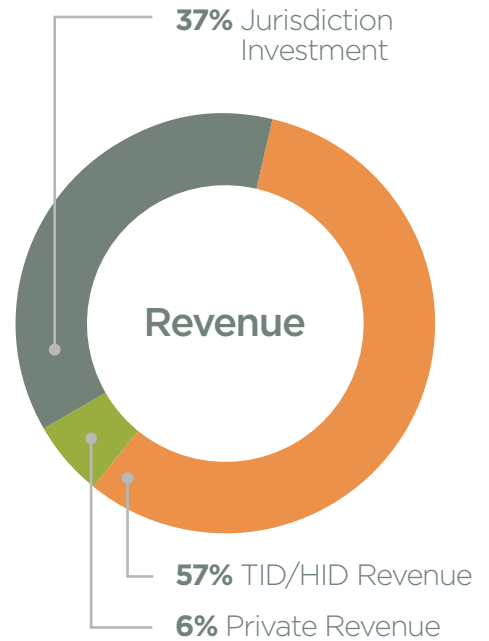
Our plans will be an efficient and clearly defined road map to achieve the targeted goals of the organization.

VISIONARY

We will develop, share and inspire others to realize our ideal future.

Budget Snapshot

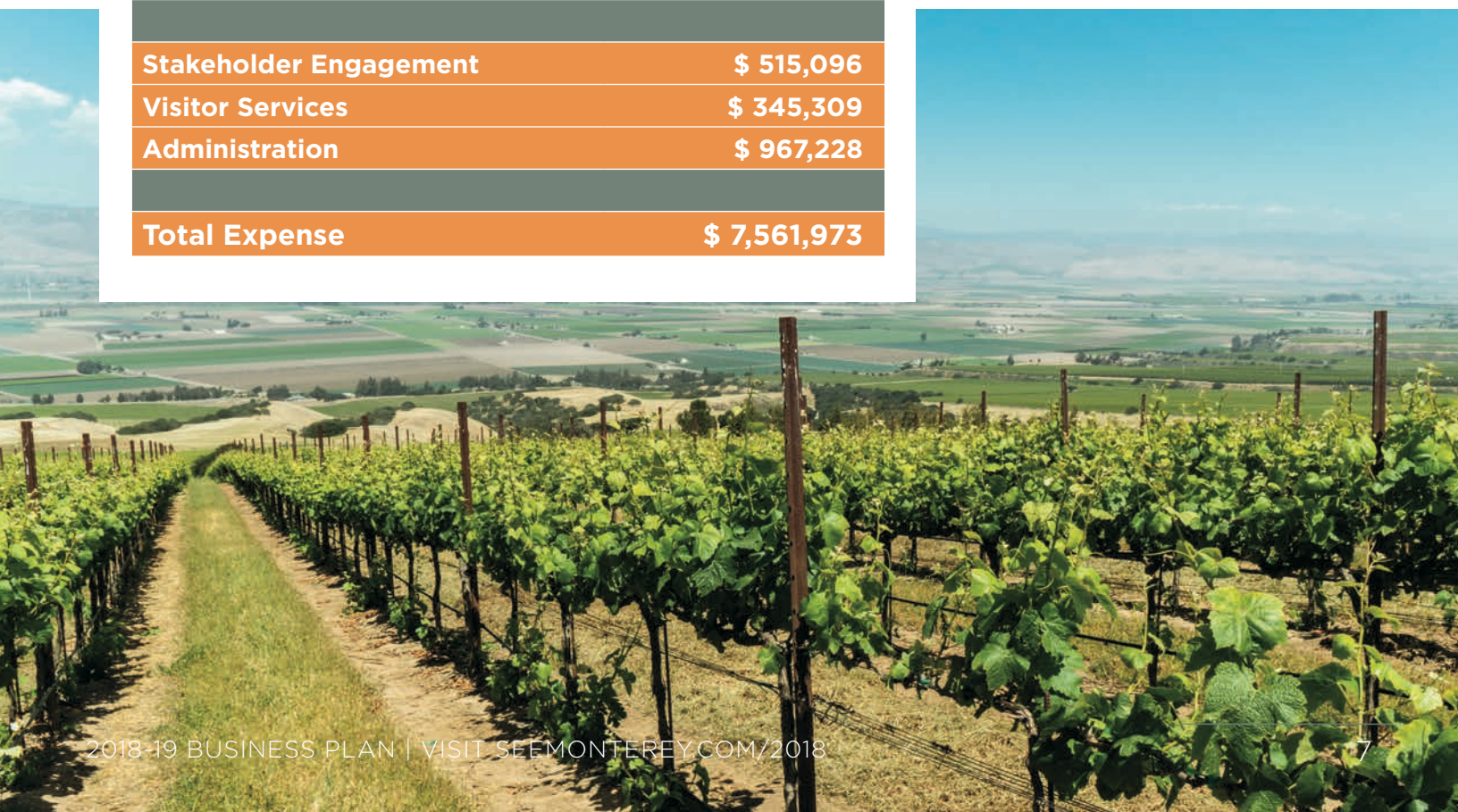
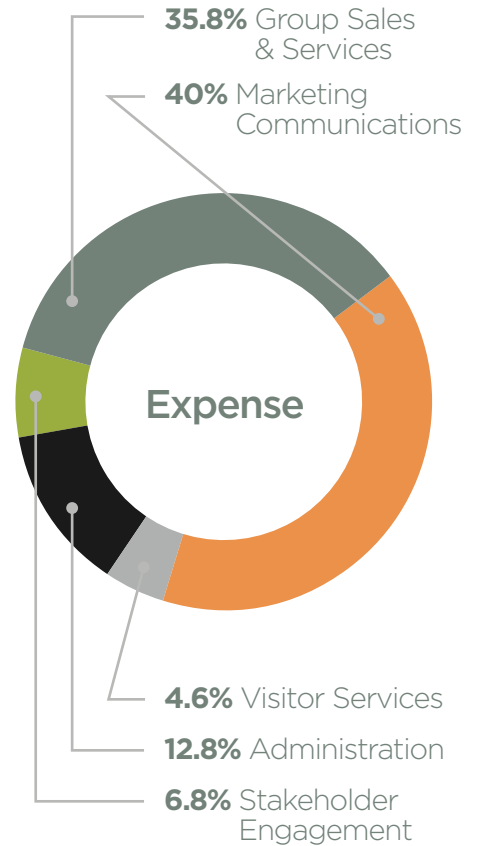
Revenue	Total
Jurisdiction Investment*	
Monterey County	\$ 1,270,612
City of Monterey	\$ 899,667
City of Carmel-by-the-Sea	\$ 182,993
City of Pacific Grove	\$ 113,251
City of Salinas	\$ 86,418
City of Seaside	\$ 80,935
City of Marina	\$ 67,160
Sand City	\$ 2,000
City of Del Rey Oaks	\$ 1,000
Subtotal Jurisdiction Investment	\$ 2,704,036
Tourism / Hospitality Improvement District	
Monterey County	\$ 850,011
City of Monterey	\$ 2,065,809
City of Carmel-by-the-Sea	\$ 300,696
City of Pacific Grove	\$ 246,764
City of Seaside	\$ 216,263
City of Salinas	\$ 282,065
City of Marina	\$ 182,427
Subtotal TID/HID	\$ 4,144,035
Private Revenue	\$ 418,008
Total Revenue	\$ 7,266,079



*Jurisdiction investments are based upon a formula of previous years' actual TOT collections.

Net retained earnings from 2017-18 were intentionally carried over. This causes expenditures to exceed revenues but does not cause an operational reserve deficit in 2018-19.

Expense	Total
Group Sales & Services	
Trade Shows & Sales Missions	\$ 209,000
FAMS, Site Visits & Sponsorships	\$ 259,000
Tour & Travel	\$ 157,650
Client Engagement Events	\$ 77,500
Group Marketing	\$ 605,469
Strategic Client Services & Support	\$ 78,700
Programs & Talent	\$ 1,315,895
Total Group Sales & Services	\$ 2,703,214
Marketing Communications	
Advertising Programs	\$ 1,270,400
Luxury Market	\$ 367,653
Media Relations	\$ 157,000
Research	\$ 89,000
Website	\$ 144,000
Programs & Talent	\$ 1,003,072
Total Marketing Communications	\$ 3,031,125
Stakeholder Engagement	\$ 515,096
Visitor Services	\$ 345,309
Administration	\$ 967,228
Total Expense	\$ 7,561,973



Key Areas of Focus

The MCCVB drives growth in the tourism economy in Monterey County using a wide range of strategies and tactics. The following three areas of focus are especially critical in 2018-19.

Sustainable Moments

Sustainable Moments is a multifaceted initiative that encourages travelers to **Enjoy Monterey County, Responsibly**. The program brings together like-minded Monterey County organizations and residents to consider the impact of tourism openly and execute related initiatives. Sustainable Moments is all about creating balance.



The Sustainable Moments initiative first launched in 2015 with the goal of creating a balance between the **wants** of travelers and the **needs** of residents by educating travelers on ways to respect and care for our destination. Creating balance is one of the most important factors in a long-term successful tourism program. Sustainable Moments addresses the need to respect and preserve the beauty of our destination while balancing resident quality of life for generations to come.

The Sustainable Moments initiative reaches visitors via online resources, hotel room welcome cards, print advertising, table tents in restaurants, vinyl cling stickers at local merchants and at numerous other points.



Monterey Conference Center

The newly renovated Monterey Conference Center (MCC) is a cornerstone for Monterey County's ability to compete for essential business from groups and conferences. The unique meeting space reinforces Monterey County as a premier meetings destination that drives inspiration and innovation, as well as personal and professional development.

The renovation of the Monterey Conference Center is an opportunity that must be capitalized on during this fiscal year to continue to build momentum and create compression. This will ensure that the center's potential as an economic driver is reached.



Recovery of Big Sur

The last couple of years have been difficult for Big Sur. The Soberanes wildfire burned 132,127 acres, and the massive amount of 2016 winter rainfall triggered landslides that took down the Pfeiffer Canyon Bridge and wiped portions of Highway 1 into the ocean. Those incidents resulted in business closures and long-term layoffs affecting the livelihood of hundreds of people in the community and causing major setbacks for the business community of Big Sur.

As of July 2018, Highway 1 is fully restored; yet, business are still reporting revenues well below average. Over the next year, we will focus on a continuation of the **recovery and balance** plan to reset tourism in Big Sur—**recovery**, because there is still a perception that Big Sur is broken, and **balance**, because by working with the County Supervisor's office, California State Parks and other stakeholders there is an opportunity to reset how travelers experience Big Sur.

The Plan

Group Sales & Services

STRATEGIES

- Drive new compression by bringing larger groups to the area that will then push business throughout the county.
- Target sales efforts in key territories and market segments.
- Provide exemplary client services to drive high client satisfaction and increase the destination's value proposition.

Overview

The objective of Group Sales is to develop new business leads for meetings and events that convert to incremental room nights in need periods. Our primary Group Sales focus is on compression-causing new business and filling gaps in future-year pace. The renovation of the Monterey Conference Center is a unique, destination-leading opportunity that must be capitalized on during this fiscal year to continue to build momentum. This will ensure that the center's potential as an economic driver is reached and that hotel properties see increases in occupancy, rates and revenue per available room (RevPAR).

Key Situational Factors

The opportunity presented by the renovation and reopening of the Monterey Conference Center.

The opportunity presented by renovation of multiple properties and facilities throughout Monterey County.

A need for a personalized approach in sales, facilitated through research, appropriate resource allocation, direct marketing and technology.

Fierce competition for business.

Primary Focus

Business development strategy: engagement, action, transaction, participation.

Compression-causing business from further out markets.

- Higher-rated corporate and association targets that will lift group occupancy for the destination.
- Non-peak time groups: September–March, Sunday–Wednesday and Monday–Thursday patterns.



Target Client Profiles

Territory	Northern Cal Northwest	Northeast	Central	Southern Cal Southwest	Southeast
Geo Targets	Sacramento SF-Bay Area Seattle Portland Boise	Wash. DC Maryland Virginia Philadelphia Boston New York New Jersey Connecticut	Chicago Minneapolis Milwaukee Ohio Missouri Indiana	Los Angeles Orange County Phoenix Denver Nevada	Dallas Houston San Antonio Austin Atlanta Charlotte Raleigh/ Research Triangle
Segments	State Associations Corporate National Associations	National Associations Corporate	National Associations Corporate SMERF	Corporate State Associations Regional Associations National Associations	Corporate SMERF
Market	Tech Ag Lifestyle Retail Trade Associations	Financial Tech Pharma Ag Association Management Companies Lifestyle	Medical Association Management Companies Retail Trade Associations Automotive	Tech Ag Lifestyle Automotive 3rd Party	3rd Party Tech Oil/Gas Financial Pharma Research

Tour & Travel

The MCCVB's Tour & Travel team works closely with wholesalers, domestic receptive operators and international outbound tour operators to fill shoulder seasons and need periods for the destination. Primary activities include participating in B2B travel tradeshow, conducting international sales missions and hosting FAMs (familiarization trips) for agents and tour operators to experience Monterey County firsthand, prioritizing the North American markets of USA, Mexico and Canada and long-haul markets of China, UK, Germany and Australia.

The international group plan revolves around China's MICE (Meetings, Incentive, Corporate and Exhibition) opportunities as well as both incentive and corporate group business from Mexico and Canada. Tour & Travel market development concentrates on building product in these target markets while supporting Visit California's 18 offices in 14 global markets, as they will bring important FAMs for tour operators and airlines around the globe.



Strategic Client Services



Strategic Client Services works with our community to create the magic for Monterey County meeting professionals and attendees. Focused on enhancing the destination's value proposition, we offer several services to meeting planners. These services are designed to make our customers' jobs planning memorable and profitable meetings—and, therefore, their destination choice—easier. These services include:

- Site Visit Microsites
- Event Microsites
- Online Mapping Tools
- Corporate Social Responsibility (CSR) Programs
- *Flash Your Badge* Program
- Pre- and Post-Conference Activities
- Client Event Planning
- Client Site Inspections

Overview

The ultimate objective of Marketing Communications is to generate overnight room stays in Monterey County by driving intent to visit. We achieve this task by implementing a wide variety of engaging activities that generally fall into three content areas:

- **P**aid Media (advertising)
- **O**wned (social & digital)
- **E**arned Media (public relations)

POE is how MCCVB implements content marketing. It is essentially the art of packaging every incredible activity and inspirational experience found throughout Monterey County into an appropriate channel to touch and engage consumers around the world.

The 2018-19 Marketing Communications plan includes an increased focus on creating incremental travel from farther out markets. While the MCCVB will always maintain a marketing presence in drive markets, reaching into new markets across the country and in international regions is critical to generating new visitors and increasing economic impact.

Target Markets

- Drive Markets: Northern CA, Central Valley, Central Coast and Northern LA region.
- Short-Haul: Southern CA, WA, AZ, CO, NV and OR.
- Establish Long-Haul Presence: Focus on Northeast US coast (NY, MA, PA and MD).

Content Marketing Strategy

- Maintain awareness levels in drive markets.
- Focus on short- & long-haul markets.
- Build on short-haul initiatives.
- Establish long-haul presence.
- Build upon the content-first approach & personalization.

STRATEGIES

- Optimize content marketing targeting three key market segments: leisure, group/meetings and international.
- Focus on incremental, high-value travelers from short- and long-haul markets, especially in the fall/winter shoulder season.
- Maintain focus on key feeder markets in the Bay Area and Central Valley.

Customer Segmentation

Our research tells us what the largest and highest-value visitor segments are for Monterey County. Using this information, the MCCVB is able to identify top markets aligned to our destination and derive insights to facilitate key customer marketing strategies. The following are the top five customer segments for Monterey County.



Silver Sophisticates

Mature, upscale couples and singles in suburban homes.

- Retiring in comfort
- Experienced travelers
- Art connoisseurs
- Philanthropic
- Have grown children
- Ecological lifestyles



Aging of Aquarius

With their parenting years behind them, these couples relish the opportunity to take cruises and frequent gourmet restaurants.

- Affluent
- Highly educated
- Upscale housing
- Philanthropic
- Savvy investors



Progressive Potpourri

Middle-aged, ethnically mixed suburban families and couples earning upscale incomes.

- Comfortable lifestyles
- Ethnically diverse
- Politically diverse
- Family-centric activities
- Financial investors



Rooted Flower Power

They spend their free time around the house reading and pursuing traditional hobbies like bird-watching and shopping antique stores.

- Deeply rooted
- Single adults
- Liberal
- Bargain hunters
- Enjoy clubs and volunteering



Cosmopolitan Achievers

Affluent, middle-aged, established couples and families enjoying dynamic lifestyles in metro areas.

- Bilingual
- Luxury living
- Family abroad
- Status spenders
- Economically literate
- Progressive liberals

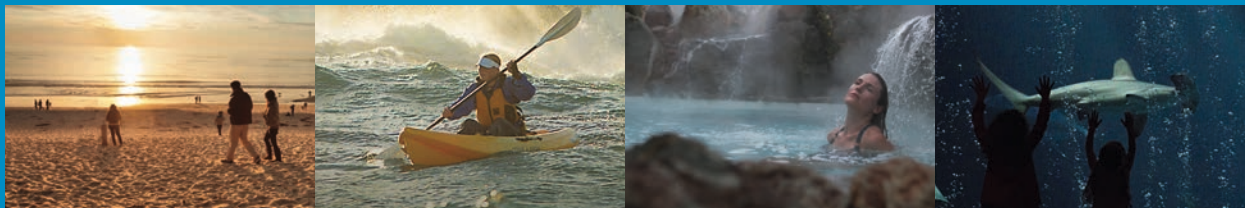


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[SeeMonterey.com/CustomerSegmentation](https://www.seemonterey.com/CustomerSegmentation)

We Match the Right Experience with the Right Traveler

Travelers to Monterey County are as varied and diverse as the types of experiences found within the destination. The basis of the Marketing Communications Plan is to connect the right experiences to the right travelers through paid, owned and earned content marketing. Marketing Communications uses third-party data to regularly update our customer segments and target top travelers with content linking their interests and desires to our content pillars.



Epic Scenery	Active Getaway	Escape Factor	Cultural/Personal Enrichment
<ul style="list-style-type: none"> • National Parks & Monuments • Highway 1 • 17-Mile Drive • Beaches • Salinas Valley • Vineyards 	<ul style="list-style-type: none"> • Biking • Hiking • Paragliding • Kayaking • Boating & Sailing • Racing 	<ul style="list-style-type: none"> • Golf • Spa • Hiking & Camping • Offline Relaxation • Food & Wine • Wellness Retreats 	<ul style="list-style-type: none"> • Music • History • Aquarium • Museums • Art Galleries • Festivals

Market	Key Initiatives and Areas of Focus
Leisure	<ul style="list-style-type: none"> • Fall Campaign • Winter/Shoulder season promotions • Spring content programs • Sustainable Moments in-destination and drive-market messaging • Always-on content marketing • Luxury traveler program • Amplify signature events (e.g., Hwy 1 reopening, Big Little Lies Season 2, US Open, etc.)
Meetings & Events/ Group Marketing	<ul style="list-style-type: none"> • <i>In the Moment</i> campaign • Monterey Conference Center • Business development outreach • Always-on destination familiarity brand promotions • Sustainable Meetings messaging
International	<ul style="list-style-type: none"> • Primary markets China, Canada, Mexico and opportunistic markets UK, Germany and Australia • Co-op marketing and earned coverage/media FAMs with Visit California, Brand USA and Central Coast Tourism Council (CCTC) • Channel marketing with high-performing receptive tour operators (RTOs) • Sustainable Moments training for travel agents and tour operators



Visit [SeeMonterey.com/Calendar](https://www.seeMonterey.com/Calendar) to view our full content calendar and take a look at the engaging topics we're amplifying in 2018-19.

MONTEREY Grab life by the moments. SeeMonterey.com												
CONTENT FLIGHTING	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Attractions	Highway 1 Opening		Local's Secrets		Only in Monterey		Golf	Romantic Restaurants	Scenic Drives	Free Things	Secret Spots	National Marine Sanctuary
Activities	101 Road Trip	Dog Friendly		Exhilarating Activities	Sunsets	Rainy Day Activities	Mindfulness	Movie Buffs	Fitness	Picnics	Bucket List Activities	Affordable Golf
Arts, Culture & History	Carmel Courtyards			Art/Artists			Steinbeck			Best Backdrops	Adobes	
Events & Holidays		Car Week	Jazz Fest/Fall Events		Unique Holidays	NY Resolutions	Whalefest	AT&T/Spring Events	GourmetFest	PBFW	Artichoke Fest	US Open 2019
Family	Family Adventure				Holidays			Spring Break			Family Itinerary	
Food & Wine	Happy Hours	Farmers Markets		Thanksgiving & Wine			Breweries			Wine Tasting		Taste Monterey County
Outdoors & Wildlife		Indian Summer	Sea Otters	Monarchs	Winter Wildlife	Tidepooling	Whale Watching	Pinnacles	Wildflowers/ Purple Carp	Top Hikes	Ocean Activities	
Sustainable Moments	Sustainable Road Trip		Sustainable Big Sur		Travel Fall 2.0		Sustainable Showcase			Earth Day		World Oceans Day
Campaigns/Sweepstakes			Fall Campaign/Sweepstakes			Winter Campaign/Sweepstakes						
Topical	Highway 1 Opening			Ghost Stories/ Harvest/ Denver Flight			Proposals	Romance		Big Little Lies		Pebble Beach Centennial/ US
Content Activation	Hwy 1 Roadtrip	Hiking/Outdoors		Harvest/ Wine Crush					Luxury Travel			
Group/Meetings	Happy Hours	New Venues & Renovatio	Unique Activities & Team Getting to Monterey: Airl Business Dinners/ Client	Unique Venues	Workcation	MCC Walkable Restaurant	Green Meetings			New Venues & Renovatio	Inspirational Itinerary	Ease of Access
Group Content												
Activations		In the Moment								Big Little Meetings		
Corporate	Highway 1 Opening	Annual Luncheon									Dean Runyan	

Stakeholder Engagement

Overview

The collaboration between our team, the Board of Directors, industry partners, local government leaders, businesses and residents is imperative to achieving a healthy balance for our community while growing the tourism economy. We seek to foster the responsible growth of Monterey County's tourism industry, thereby benefiting the residents of our community.

Stakeholder Engagement will effectively foster information exchange and enhance our ability to provide more involvement and opportunities for our stakeholders to benefit from MCCVB initiatives.

Primary Focus

Development and enhancements of Sustainable Moments initiatives.

Collaboration with economic development groups and stakeholders on the development of tourism-planning initiatives.



Cultivating opportunities for members and community representatives to engage with our team on a regular basis, including:

- Annual luncheon
- Quarterly forums
- Quarterly member orientations
- Biweekly Meet-a-Member events
- Familiarization activities that give our team firsthand knowledge of the places, services and experiences that our destination offers



Overview

The Visitor Services Team is excited to assist visitors in creating amazing memories from the Moments they grab in Monterey County. We generate overnight business for Monterey County accommodations by engaging visitors with inspirational information that increases their propensity to stay overnight or extend their stay. We offer free Wi-Fi, direct dial phone service to accommodations and restaurants, and local experts who provide professional and friendly customer service.



Key Situational Factors

More than 50% of walk-in visitors have a high propensity for incremental overnight influence.

Satellite Visitor Services engagements (i.e., events) do not have as great of an overnight influence opportunity.

Walk-in traffic to the Visitor Center continues to decline; FY17-18 saw a 28% decrease from the previous year. This is consistent with national visitor center trends.

Primary Focus

Create and maintain a dynamic and relational visitor information center environment.

Utilize available technology including Live Chat to promote the destination's accommodations and activities.

Create and update destination information in multiple languages in service of our international visitors.

“Please stop here when you get to Monterey, the people who staff this place are very personable and helpful, and I can tell you they will only enhance your trip...”

- fyremaven

Robust Growth In the Tourism Economy

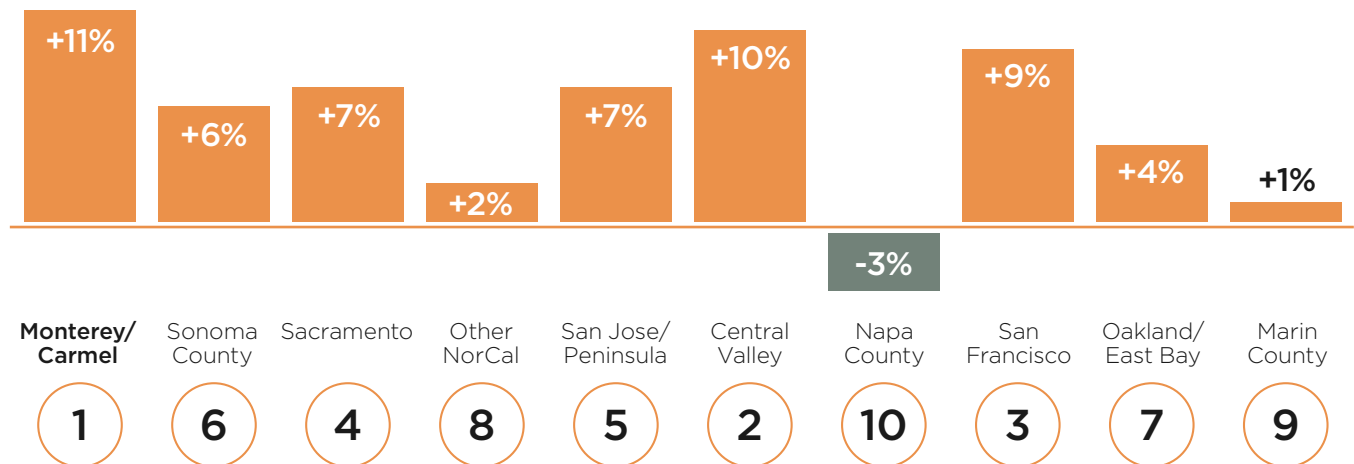
The United States Travel Association estimates that international and domestic traveler spending increased 4.5% to \$1,034.7 billion in 2017. This supports 8.8 million direct jobs in the travel industry and 6.8 million indirect jobs that extend from travel. Together, these comprise one of the largest sectors in the economy.

In 2017, California tourism outperformed the nation. Travel expenditures increased 4.8% to \$132 billion, directly supporting over 1.1 million jobs. Monterey County experienced a particularly successful year in 2017, outpacing the regional competition with growth in visitor spending. Tourism is Monterey County's second largest industry and it is the largest industry for most of our jurisdictions. Visitor spending experienced strong growth of 3.5% to \$2.85 billion. This \$2.85 billion in visitor spending supported 24,990 jobs, contributed \$255 million in total taxes and generated \$127 million local tax dollars that directly benefited the community.

Competition: By the Numbers

Monterey County is kicking off 2018-19 in a competitive position. According to Smith Travel Research, a hotel benchmarking company, Monterey County ranks in the top three positions in this competitive set for occupancy growth, average daily rate (ADR) growth and revenue per available room (RevPAR) growth year-over-year for both leisure and group travel. Coldwell Banker Richard Ellis (CBRE), a commercial real estate services and investment firm, published a report titled *Trends in the Hotel Industry Northern California* that confirms Smith Travel Research by ranking Monterey in the top three positions for occupancy and ADR growth and in the number one position for RevPAR growth year over year.

May 2018 Year-Over-Year Competitive Set RevPAR Growth Rates & Rankings



Source: Trends, Northern California by CBRE, June 2018



Optimistic Outlook

Metric	Comment	According to
GDP	Increased nearly 4% in 2017 and is projected to increase over the next two years.	Bureau of Labor Statistics
Unemployment	Decreased to nearly 4%, signaling a performant and healthy economy.	Bureau of Labor Statistics
Real Tourism Spending	Decelerated from 3.2% growth in 2016 to 1.7% in 2017, indicating growth in tourism spending.	Bureau of Economic Analysis
Consumer Confidence	2018 has been performant and up year over year even with a brief slowdown in the summer.	Nielsen
Travel Price Index	Increased 2.3% and expected to increase at the same rate into 2019.	United States Travel Association
Total Domestic Person-Trips	Expected to increase by 2% into 2019.	United States Travel Association



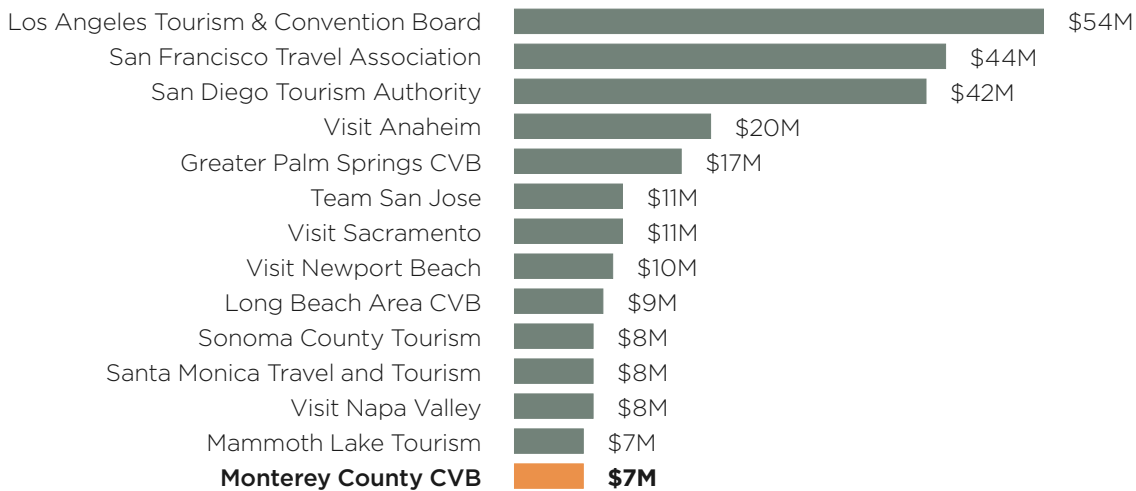
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Competition: By the Dollars

Monterey County is performing competitively and gaining market share with faster growth than our competitors, however, most of our competition has the advantage of greater funding. Among our competitive set, Monterey County ranks 6th for total funding, and in California we are outspent by 12 competing destinations. This represents a challenge and opportunity for the MCCVB to continue to find ways to use our marketing dollars to compete more effectively.

Competitor Funding



Things to Keep An Eye On

Reputation: The United States reputation has suffered in the past two years with protectionist and nationalist rhetoric.

Wage Stagnation: Wage stagnation for the majority of travelers is a threat that directly impacts disposable income and propensity to travel.

Gas/Fuel Prices: Increasing the cost of domestic travel will impact disposable income and decrease travel demand.

Business Cycles: It has been ten years since the 2008 recession and business cycles are a natural part of the economy's ebb and flow.

Currency Exchange: Trade disputes and other factors can affect currency values, impacting our target markets' ability to travel.

Natural Disasters: Hurricanes, fires, and other acts of God are a present and constant threat.

Digital Privacy: The ability to continue effective operations as a content marketing organization will be impacted by laws on digital privacy.

Weaponization of Travel: Using travel to specific areas as a weapon to demand change.

Research Programs

The MCCVB is a data-driven marketing organization that uses research to inform strategic direction, decision-making and tactical implementation.

Advertising & Communication Effectiveness Research

Tests advertising content, channels and topics to understand perception and effectiveness. Informs the upcoming marketing strategy for creatives, channels and the overall direction and focus of Public Relations.

Visitor Profile Survey

An intercept survey conducted quarterly, every other year. The intercepts are across Monterey County and guest surveys are present at 27 participating hotels. This study seeks to quantify and qualify the Monterey County traveler's behavior, characteristics, origins and motivations.

Monterey County Travel Impacts

An economic impact report generated annually by Dean Runyan Associates. This report quantifies visitor spending, earnings, employment and taxes of the Monterey County tourism industry by jurisdiction.

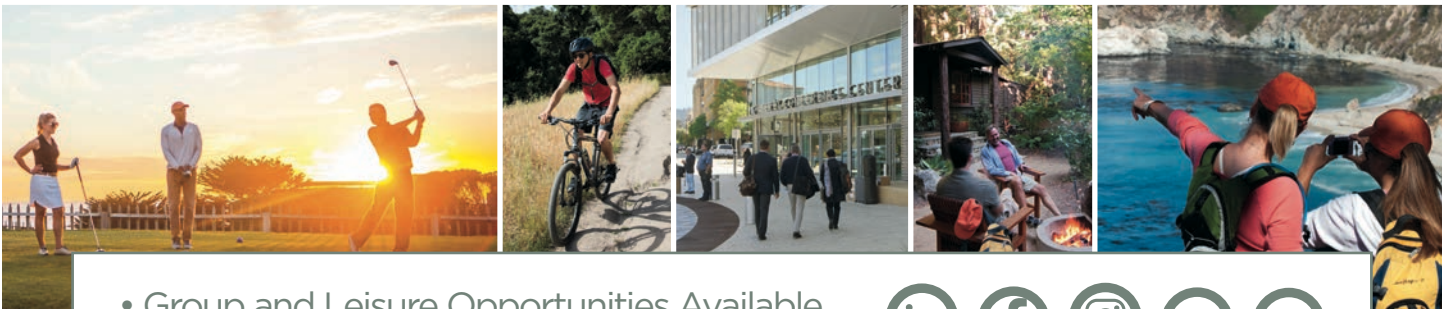
Smith Travel Research

A monthly report describing hotelier demand, supply, trends and metrics for Monterey County, the Monterey Peninsula and the City of Monterey.

VisaVue Travel

A quarterly report aggregating visitor spending by origin location for domestic and international visitors using Visa for payments.

2018-19 MCCVB Marketing Co-Op Programs



- Group and Leisure Opportunities Available
- Full List of Ad Opportunities Online



Space is limited. Reserve your spot today! SeeMonterey.com/MemberAds

Big Sur | Carmel-by-the-Sea | Carmel Valley | Del Rey Oaks
Marina | Monterey | Moss Landing | Pacific Grove | Pebble Beach
Salinas | Salinas Valley | Sand City | Seaside

MONTEREY
Inspired moments in meetings:

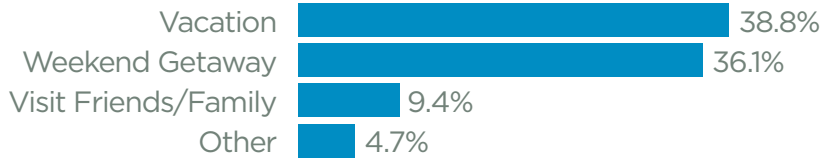
MONTEREY
Grab life by the moments.

2017-18
**Annual
Report**

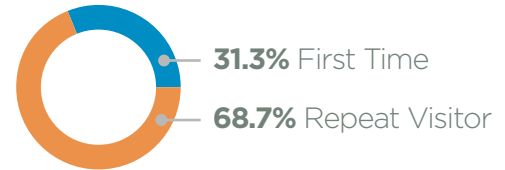
2017-18 Annual Report

Monterey County Visitor Profile Study 2017

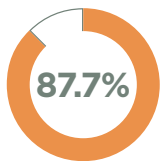
Top Reasons for Visiting



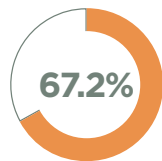
Past Visitation



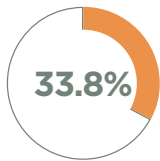
Top Activities



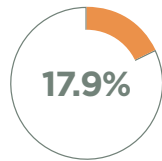
Dining in
Restaurants



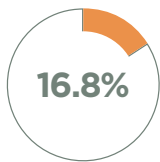
Shopping



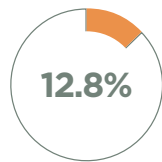
Outdoor
Recreation



Visit Friends/
Family



Whale
Watching



Nightlife/
Bars/Clubs

Key Trip Details:



2.8 Days

Average length of time spent
in Monterey County



\$455.47

Average spent in market
per party, per day

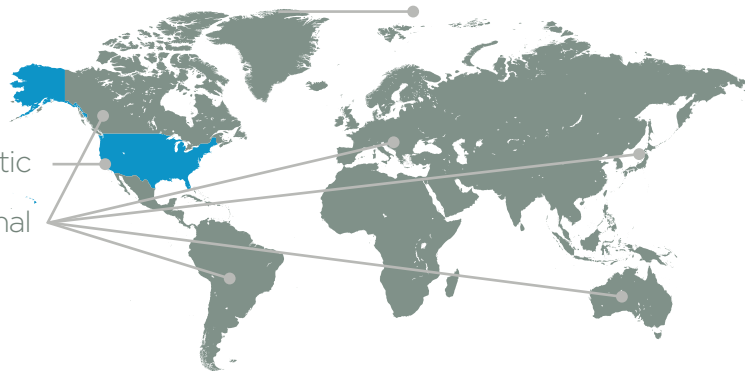


3.3 People

Size of the average travel
party visiting the county

Domestic vs. International Visitors

86.2% Domestic
13.8% International



Executive Summary

The economic engine of tourism continued to make great strides in fiscal year 2017-18, reaching a record high of \$2.85 billion in visitor spending and more than 25,000 jobs in the hospitality sector. The \$127 million generated in local taxes went directly into jurisdiction general funds, supporting the employment of teachers, police officers and firefighters. This income generated by tourism for the community provided for many of the vital needs and services of our residents.

Monterey Conference Center

The MCCVB collaborated with the Monterey Conference Center (MCC) in developing shared sales goals with a focus on larger compression-causing groups. 42 groups using 30,134 room nights with a projected economic impact of \$33.3 million were booked for the MCC in fiscal year 2017-18, representing 60% of total MCC room nights booked.

Recovery of Big Sur

Focus on the recovery of Big Sur remained a top priority for the MCCVB. During the closure of the Pfeiffer Canyon Bridge, MCCVB collaborated on the Pfeiffer Canyon Trail and Shuttle and worked with media and social influencers to ensure timely and accurate messaging was amplified to important audiences. The recovery effort resulted in \$3.4 million in earned media, over 70 million impressions and features in publications including *Forbes*, *New York Times*, *Conde Nast Traveler* and *National Geographic Traveler*.



680,000+ Impressions

Sustainable Moments

The Sustainable Moments initiative's mission is to establish balance between growing the regional tourism economy and preserving resident quality of life. This program was expanded in 2017-18 through the establishment of the Sustainable Moments Collective and by integrating training content into Visit California's California Star global travel trade training program. The training program is being utilized in 14 countries, and 240 agents have been trained on Monterey County's features, assets and offerings.

See page 8 for examples of our Sustainable Moments initiative.

International

The tour and travel component of the MCCVB's sales and marketing strategies allowed us to strengthen Monterey County's foothold in the key international markets of China, Mexico, Canada and Europe. Our partnership with China-based marketing agency East-West resulted in being the only US destination awarded "Luxury Travel Destination of the Year."



Increase in Growth for Wholesale Business



Increase in Travel Buyer and Media Contact Engagement



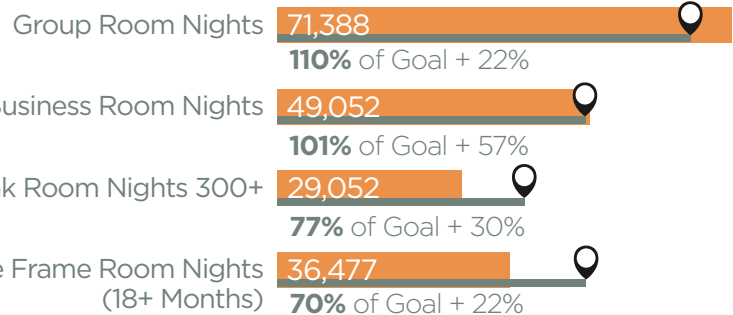
New Hotel Contracts



Total Hotel Room Nights Booked

Group Sales & Services

Focus on new business and compression-causing groups through a business development approach produced strong results this year. Group Sales & Services exceeded goals for total and new business room nights booked.



Marketing Communications

Managing and promoting the brand and creating awareness and excitement for our region are core components in growing the region's tourism economy. The primary strategy used to support this mission was content marketing, the integrated amplification of engaging and inspiring content across paid, owned and earned channels, driven by research and market intelligence.



Intent to Visit
116% of Goal



3.15B +6%
Earned Impressions (domestic)
106% of Goal



1.8M +2%
Unique Web Visits
106% of Goal



906K +41%
Social Engagements
122% of Goal

Visitor Services

The rate of Visitor Center influence remained steady; however, walk-in traffic declined significantly in 2017-18, causing a re-examination of the operation's business model. New services were introduced including online live chat and experiential displays in the center.



60%
Influenced to stay longer
100% of Goal

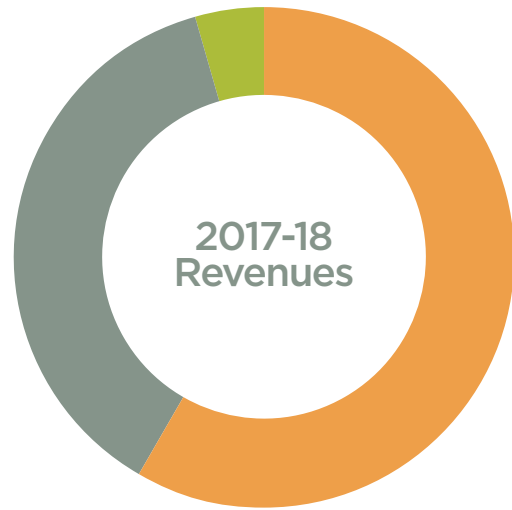
Visitor Engagements:
69,557 (-30%)

Economic Impact of Influenced Room Nights:
\$20,195,363 (-35%)



2017-18
Total Expenditures:
\$6,909,626

- \$2,716,608 Marketing Communications
- \$2,663,380 Group Sales & Services
- \$953,460 Administration
- \$391,172 Visitor Services
- \$185,006 Membership



2017-18
Total Revenues:
\$7,038,962

- \$4,121,155 TID
- \$2,614,146 Jurisdiction Investment
- \$303,661 Private

MONTEREY COUNTY TOURISM BY THE NUMBERS

\$2.5B

In Visitor Spending

24,990

People Employed
In Tourism

4.6M

Overnight Visitors

\$128M

In State Tax Receipts

\$127M

In Local Tax Receipts

Marketing Communications

As the destination marketing organization for Monterey County, managing and promoting the brand as well as creating awareness and excitement for our region are core components in MCCVB's mission to grow the tourism economy. The primary strategy used to support this mission was content marketing—the integrated amplification of engaging and inspiring content across paid, owned and earned channels. The MCCVB leveraged its social channels and website content with support from paid advertising and earned media to maximize coverage, inspire visitation and position our region as the premier meetings and leisure region on the West Coast.

2017-18 Content Marketing Highlights

- A new brand anthem video launched in April 2018 resulted in over **281,000 Facebook and YouTube views** and over **7,500 Facebook engagements**.
- The SeeMonterey.com member listing redesign resulted in **420,000+ offsite referrals, a 20% increase year over year**.
- In June, a drive-market summer awareness campaign reminding visitors to visit responsibly received **480,000+ impressions and 48% overall engagement rate**.

\$81M+ In Earned Media Exposure:

The MCCVB secured Monterey County placement in **1,995 articles in targeted publication categories**, including:

- 755 Top States Driving Domestic Visitation
- 700 National Lifestyle
- 296 California
- 111 International
- 68 Group/Industry
- 65 Monterey County

3.15B
Domestic Impressions

Brand Campaign: *Grab Life By The Moments*

51%

Intend to Visit



20,954
Followers



122,250
Fans



25,145
Followers

906,378
Engagements

214,589
Trips Influenced

\$211,125,460
Economic Impact

SeeMonterey.com performance

1,816,910
Unique Visits
YTD

56,973
Contacts in
Database

420,202
Referrals to
Members

4,516,804
Page Views

1,582
Room Nights
Booked on Web

Group Sales & Services

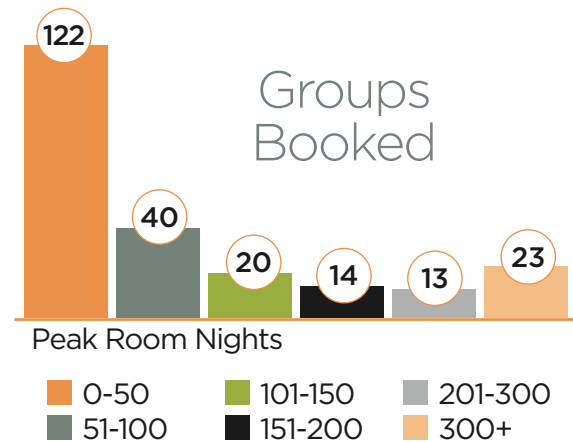
The greatest opportunity to grow overall market share and balance year-round business lies within group sales. Meetings and conferences provide healthy hotel room rates and revenues, and they fill need or slow periods when leisure customers occupy weekend and high-season rooms. The nature of this business combined with the extraordinary opportunity that arises with the Monterey Conference Center (MCC) renovation supports the MCCVB's focus on this important market segment.

Group Sales & Services

Room Nights Booked	New Business	18+ Months Out	Peak 300+ Room Nights
71,338	49,052	36,477	29,052
110% of Goal	101% of Goal	70% of Goal	79% of Goal



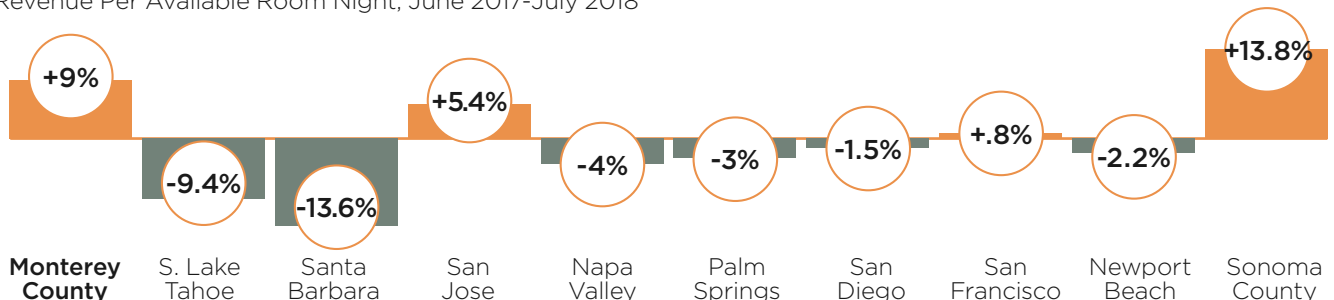
Region	Bookings	% of Total
Northern California	130	55.56
Southern California	24	10.26
Midwest	22	9.40
Central California	14	5.98
Northeast	13	5.56
Mid-Atlantic	9	3.85
Southeast	8	3.42
Southwest	7	2.99
Northwest	4	1.71
Mountain	3	1.28



Pace Report	New Bookings Pace	
June 2017 Pace: 58,912 room nights	2017 - 3,828	2018 - 27,294
June 2018 Pace: 127,489 room nights	2019 - 29,173	2020 - 5,953
Growth of 68,577 room nights	2021 - 2,320	2022 - 1,348
	2023 - 1,348	

Group RevPAR

Revenue Per Available Room Night, June 2017-July 2018



Source: Smith Travel Research, June 2018

Tour & Travel

The economic engine of tourism continued to make great strides in fiscal year 2017-18, reaching a record high of \$2.85 billion in visitor spending and more than 25,000 jobs in the hospitality sector. The \$127 million generated in local taxes went directly into jurisdiction general funds, supporting the employment of teachers, police officers and firefighters. This income generated by tourism for the community provided for many of the vital needs and services of our residents.

The MCCVB hosted 21 FAMs in Monterey County with 85 tour operators, agents and product managers. MCCVB also participated in nine sales missions in the UK, Mexico and Canada and eight tradeshow where 296 travel buyers and the media were consulted through prescheduled appointments. A total of 1,638 engagements were made with the following results: **5% increase in growth for wholesale business, 15 new hotel contracts and 27,100 total room nights booked.**

Strategic Client Services



Elevating and personalizing site inspections and familiarization trips to destination experiences.



Creating event microsites.



Coordinating offsite dining, team-building experiences and corporate social responsibility (CSR) programs.



Developing and promoting discount programs with our members for planners and attendees such as Be Our Guest and Flash Your Badge.



Assisting with housing for attendees and staffing for conferences.



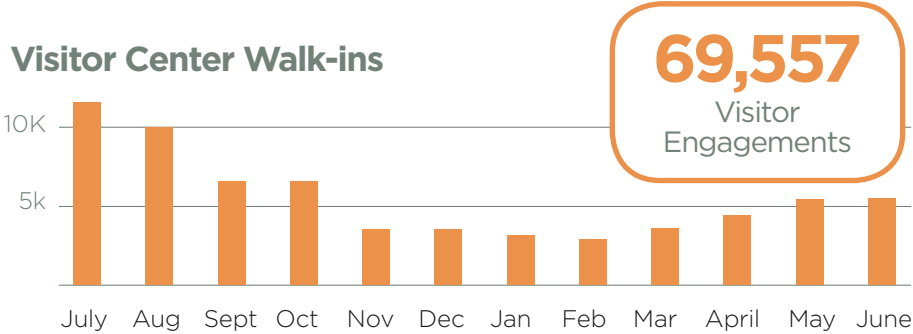
Executing service requests from planners to our members.

Visitor Services

The mission of Visitor Services is to lengthen stays, expand visitor distribution throughout the region and increase visitor spending. The authentic experiences that destination specialists provide through face-to-face interactions and unparalleled customer service directly result in positive economic impact.

This year, 69,557 visitors were assisted by our specialists. Our destination specialist influenced 60% of visitors to extend their stay as a result of their encounters. That equates to 59,387 room nights influenced with an economic impact of \$20,195,363. Visitors share their gratitude and feedback on a regular basis.

Visitor Center Walk-ins



100% of Annual Goal

 **59,387**
Influenced Room Nights

\$20.2M
Economic Impact

“Good place to get your bearings on all there is to do in the area... you can find info for just about any interest for adults, children and teens. Very nice helpful staff.”
– Rosemary C.

Membership



33 New Members
Joined the MCCVB



Member
Retention

288
Member
Engagements

- Meet a Member
- Member Orientation
- Member FAMs

2017-18 Board of Directors

Officers:

John Lloyd, Chair and Treasurer

Pine Inn and Tally Ho Inn

Rick Aldinger, Past-Chair

Big Sur River Inn

Mimi Hahn, Secretary

Monterey Bay Aquarium

Board Members:

Mary Adams

County of Monterey

Janine Chicourrat

Portola Hotel & Spa

Steve Dallas

Monterey County Mayor's Association

Tim Kessler

Monterey Plaza Hotel

Diane Mandeville

Cannery Row Company

Amrish Patel

Centrella Inn and Green Lantern Inn

Brad Shupe

NCGA
Poppy Hills Golf Course & Poppy Ridge Golf Course

Ed Smith

City of Monterey

Tony Tollner

Downtown Dining

John Turner

Intercontinental The Clement

Julie Weaver

The Lodge at Pebble Beach & Casa Palmero

Advisors:

Jacquie Atchison

Arts Council for Monterey

Gill Campbell

WeatherTech Raceway Laguna Seca

Carol Chorbajian

Monterey County Hospitality Association

Kimbley Craig

City of Salinas

Jennifer Fahselt

Monterey Regional Airport

Norm Groot

Monterey County Farm Bureau

Troy Kingshaven

Monterey County Film Commission

Marilyn Lidyoff

City of Marina

Sean Panchal

Presidents Inn Hotels

Doug Phillips

Monterey Conference Center

Ralph Rubio

City of Seaside

David Spaur

County of Monterey

Kim Stemler

Monterey County Vintners and Growers Association

Hans Uslar

City of Monterey



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CREW

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MONTEREY

**Monterey County Convention
& Visitors Bureau**

787 Munras Avenue, Suite 110
Monterey, CA 93940

SeeMonterey.com

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Pacific Grove | Pebble Beach | Salinas | Salinas Valley | Sand City | Seaside

