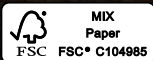


Big Sur | Carmel-by-the-Sea | Carmel Valley | Del Rey Oaks | Marina | Monterey | Moss Landing | Pacific Grove | Pebble Beach | Salinas | Salinas Valley | Sand City | Seaside

# 2019-20

## MCCVB Business Plan



**MONTEREY**  
Monterey County Convention  
& Visitors Bureau

[SeeMonterey.com](http://SeeMonterey.com)



# Execute with Excellence:

Our team of professionals is committed to executing all we do with excellence.

Aspire to inspire  
**transformational** moments

Bring your **best** possible self  
and work, every day

Commit to **quality** and  
consistency in all we do

Seek opportunities to  
**grow** and improve

Collaborate to foster **synergy**



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# 2019-20 Board of Directors

## Board Officers

**John Turner, Chair**

InterContinental The Clement  
Monterey

**John Lloyd, Past-Chair**

Pine Inn and Tally Ho Inn

**Kevin Ellis, Chair-Elect**

Hyatt Regency Monterey Hotel  
and Spa

**Mimi Hahn, Secretary**

Monterey Bay Aquarium

**Jeroen Gerrese, Treasurer**

The Sanctuary Beach Resort

## Board Directors

**Mary Adams**

Monterey County Board of  
Supervisors 5th District

**Rick Aldinger**

Big Sur River Inn

**Rene Boskoff**

Monterey Marriott

**Janine Chicourrat**

Portola Hotel & Spa at  
Monterey Bay

**Kimbley Craig**

K. Craig Media

**Sean Damery**

Bernardus Lodge & Spa

**Kirk Gafill**

Nepenthe / Phoenix  
Corporation

**Diane Mandeville**

Cannery Row Company

**Teri Owens**

Embassy Suites  
Monterey Bay Seaside

**Amrish Patel**

Centrella Inn and  
Carmel Green Lantern Inn

**Bina Patel**

Peninsula Hospitality Group

**Ed Smith**

City of Monterey

**Tony Tollner**

Downtown Dining

**Julie Weaver**

The Lodge at Pebble Beach  
and Casa Palmero

## Board Advisors

**Jacque Atchison**

Arts Council for Monterey  
County

**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



Monterey County Tourism  
**BY THE NUMBERS**

**\$2.98B** In Visitor Spending

**25,190** People Employed In Tourism

**\$135M** In Local Tax Receipts  
**+ \$137M In State Tax Receipts**

**4.6M** Overnight Visitors

**\$368** Average Spent Per Day by Each Overnight Visitor

**Source:** Monterey County Travel Impacts 1992-2018, Dean Runyan Associates, April 2019

# Heads in Beds

*Heads in Beds.* An often-used truism that is as simple as it is comprehensive in summarizing the #1 goal of a destination marketing organization. Heads in beds create jobs and paychecks, fill restaurants and shops, sell attraction tickets, fuel critically important tax revenues and improve the quality of life for residents. *Heads in beds* is more than a goal: it is our very reason for being. Yet, as easy as it is to state, getting those heads into Monterey County lodging beds is a complex and highly competitive business. Moreover, putting heads in beds requires balance between driving the tourism economy and protecting the natural assets that draw visitors from around the world and make our destination a beautiful place to live.

This 2019–20 Business Plan is a product of the incredible collaboration between our organization and our community. Our stakeholders spoke and we listened. The result is the approach MCCVB will take in the coming year to build on the success of previous years. This plan outlines the managed growth strategies and tactics that MCCVB will employ to target higher-valued, quality visitors and focus on driving responsible visitation in the off-peak times when business is needed the most.

This plan was developed with the direction of our Board of Directors and fueled by input and ideas from our community, including members, stakeholders and residents. MCCVB is a marketing and business development organization—our products are the extraordinary experiences created by the combination of Monterey County’s natural beauty and the businesses that cater to our visitors. This plan is the roadmap devised through collaboration to ensure the tourism tide rises for all businesses throughout Monterey County.



**Source:** Tourism Economics, Oxford Economics Company.  
TourismEconomics.com. August 2019

# Committees

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](http://SeeMonterey.com/Members/Board) to learn more about our Board of Directors and Committees, including meeting dates, agendas and minutes.



## Budget Snapshot


Revenue	
<b>Jurisdiction Investment</b>	
Monterey County	\$1,400,000
City of Monterey	\$989,405
City of Carmel-by-the-Sea	\$189,347
City of Pacific Grove	\$117,742
City of Seaside	\$88,121
City of Salinas	\$86,268
City of Marina	\$82,407
City of Del Rey Oaks	\$1,000
Sand City	\$2,000
<b>Subtotal Jurisdiction Investment</b>	<b>\$2,956,289</b>
<b>Monterey County Tourism Improvement District</b>	
Monterey County	\$927,599
City of Monterey	\$2,070,726
City of Carmel-by-the-Sea	\$313,213
City of Pacific Grove	\$259,756
City of Seaside	\$241,179
City of Salinas	\$272,807
City of Marina	\$192,036
<b>Subtotal MCTID</b>	<b>\$4,277,316</b>
<b>Private Revenue</b>	<b>\$322,600</b>
<b>Total Revenue</b>	<b>\$7,556,205</b>

Expense	
<b>Group Business Development</b>	
Trade Shows & Sales Missions	\$343,700
FAMS, Site Visits & Sponsorships	\$285,000
Tour & Travel	\$220,215
Client Engagement Events	\$108,000
Group Marketing	\$555,000
Strategic Client Services & Support	\$103,830
Talent & Other Programs	\$1,450,604
<b>Total Group Business Development</b>	<b>\$3,066,349</b>
<b>Marketing Communications</b>	
Advertising Programs	\$1,468,000
Luxury Market	\$125,000
Media Relations	\$117,800
Research	\$80,000
Website	\$128,000
Talent & Other Programs	\$1,016,693
<b>Total Marketing Communications</b>	<b>\$2,935,493</b>
<b>Visitor Services</b>	<b>\$376,101</b>
<b>Stakeholder Engagement</b>	<b>\$477,248</b>
<b>Administration</b>	<b>\$900,094</b>
<b>Total Expense</b>	<b>\$7,755,285</b>




# Strategic Plan


## Vision

 Inspire the world to experience our extraordinary destination, responsibly

## 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

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

## FY19/20 Goals

### GROUP BUSINESS DEVELOPMENT

Group Room Nights Booked	<b>75,000</b>
New Business Room Nights Booked	<b>60,000</b>

### MARKETING COMMUNICATIONS

Intent to Visit	<b>44%</b>
-----------------	------------

### VISITOR & STAKEHOLDER ENGAGEMENT

% of Visitors Influenced to Stay Longer	<b>60%</b>
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## 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 business development initiatives.

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

**STRATEGIC:** Our plans will be an efficient and clearly defined roadmap to achieve the targeted goals of the organization.

## Situation Analysis

From a macroeconomic perspective, the tourism economy of Monterey County isn't just growing—its growth is accelerating. Getting heads in beds is our primary focus, and visitor spending—the dollars that fuel jobs and tax revenue—is the ultimate outcome. That focus has paid off in recent years. For example, the total number of visitors increases on average by about 2% each year, and in the past year visitor spending has increased by nearly 6%.

Key hotel metrics such as average daily rate (ADR) and revenue per available room (RevPAR) have also shown significant growth in the past several years. Comparing fiscal year 18-19 to fiscal year 14-15, ADR has grown by 18% and RevPAR by 25%. Compared to our large and small competitors, Monterey County is matching or exceeding their growth. In the same period Napa County's ADR increased by 18% and RevPAR by 19%; San Diego's ADR increased by 15% and RevPAR by 18%.

With this growth, both pockets of opportunity and issues of necessity remain. The former includes driving occupancy during off-peak months and the latter includes ensuring the visitors we reach understand the need to respect our destination.

### ADR Growth: FY2014 vs. FY2018

	Monterey	Napa	San Diego
Group	25%	20%	17%
Leisure	15%	17%	13%
Overall	18%	18%	15%

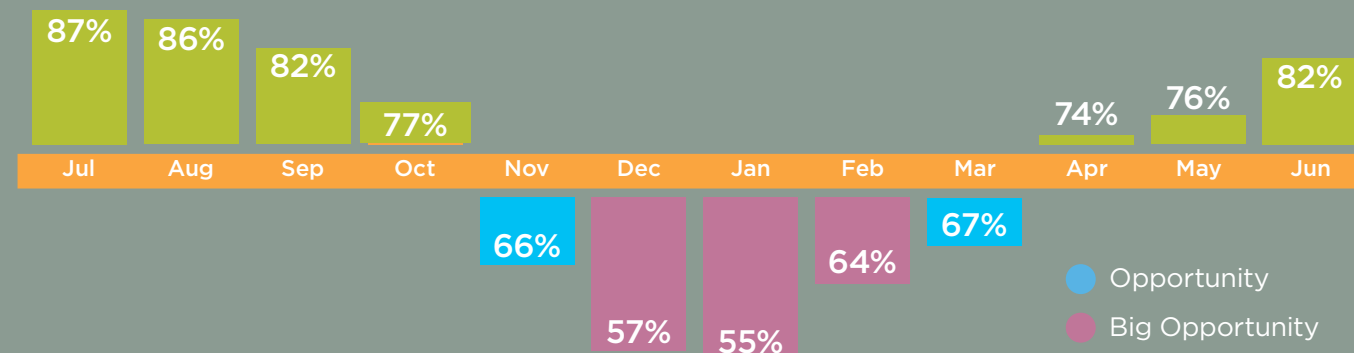
### RevPAR Growth: FY2014 vs. FY2018

	Monterey	Napa	San Diego
Group	18%	20%	14%
Leisure	22%	19%	19%
Overall	25%	19%	18%

**Note:** Napa County is a top competitor for smaller (<150 peak) Group Business; San Diego for larger (>150 peak).

**Sources:** "Monterey County Travel Impacts," Dean Runyan 2014 & 2018; "Monterey County Key Competitor Analysis," Destination Analysts, 2015

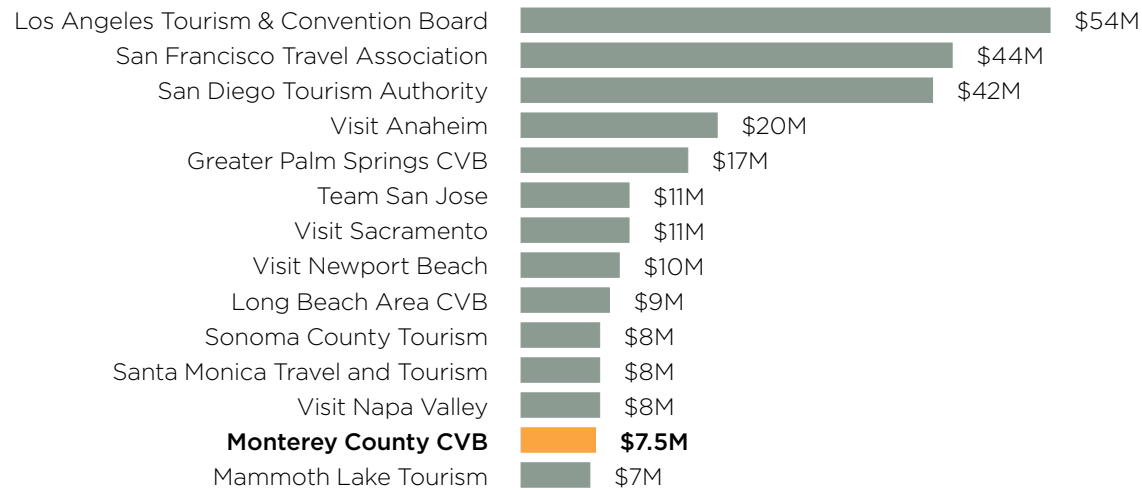
### Average Annual Occupancy



3-Year  
Occupancy  
Average  
**73%**

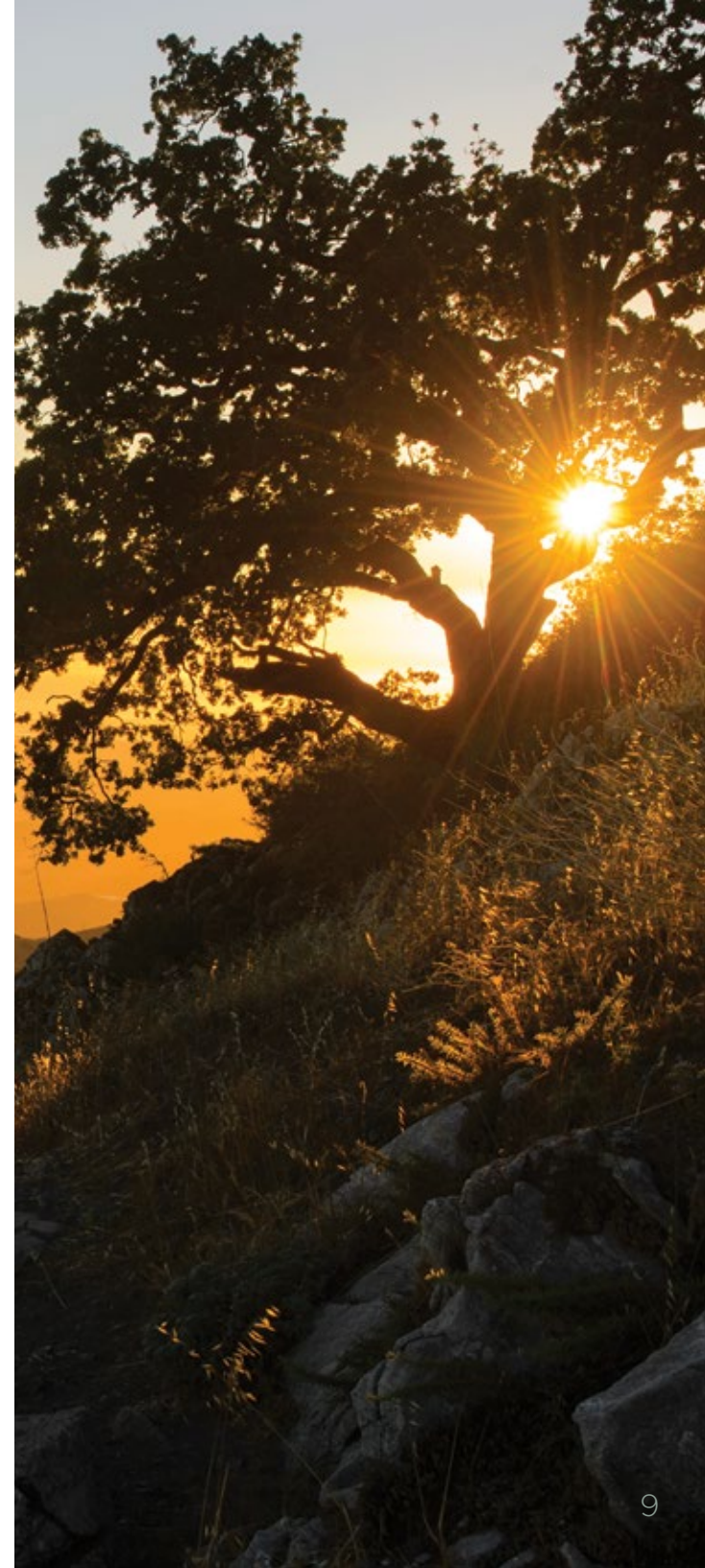
## Aggressive Competition

Tourism is a highly lucrative industry. It is also one of the fastest growing, having generated \$8.9 trillion globally in 2018 and with a growth rate second only to manufacturing, according to the World Travel & Tourism Council (WTTC). At home, tourism is the top industry on the Peninsula and second in the County. While tourism is both lucrative and critical to local economies, it is also extraordinarily competitive. Monterey County's top competitors certainly recognize this and they are spending to win. Monterey County is at a distinct disadvantage compared to our competitive set, which makes it even more important that MCCVB leverages community collaboration and synergy.



DMO	Budget	Room Count	Budget Per Room
<b>MCCVB</b>	<b>\$7.5 Million</b>	<b>12K+</b>	<b>\$586</b>
Greater Palm Springs	\$17 Million	15,267	\$1,113
Sonoma County	\$8 Million	6,590	\$1,214
Visit Napa	\$8 Million	5,020	\$1,594

Source: World Travel & Tourism Council Economic Impact 2019 report



## Economic Outlook

The overall economic outlook, as well as the travel economy, is projected by economists for moderate growth over the next several years. Nevertheless, with a major US political election in the coming year and simmering disruption in a number of important international markets, the only certainty is the potential for uncertainty. The 2020 presidential election is already significantly impacting advertising rates and social commentary for the 19-20 fiscal year.

### Travel Forecast (growth)

	2016	2017	2018	2019	2020	2021	2022
Real GDP	1.6%	2.2%	2.9%	2.4%	1.6%	1.8%	1.9%
Consumer Price Index (CPI)	1.3%	2.1%	2.4%	2.1%	1.9%	1.8%	2.0%
Travel Price Index (TPI)	0.3%	2.3%	2.5%	0.9%	1.4%	1.8%	1.7%
<b>Total Travel Spending in the U.S.</b>	<b>2.0%</b>	<b>4.4%</b>	<b>4.9%</b>	<b>3.0%</b>	<b>3.9%</b>	<b>4.4%</b>	<b>4.1%</b>
U.S. Residents	2.5%	5.2%	5.8%	2.9%	3.8%	4.2%	4.0%
International Visitors	-0.9%	0.1%	0.3%	3.6%	4.2%	5.2%	5.0%
<b>Total International Visitors to the U.S.</b>	<b>-1.8%</b>	<b>0.7%</b>	<b>3.5%</b>	<b>1.9%</b>	<b>3.5%</b>	<b>3.4%</b>	<b>3.6%</b>
Canada	-6.8%	4.8%	4.9%	2.7%	3.0%	3.0%	3.3%
Mexico	3.4%	-6.1%	3.9%	0.7%	3.5%	3.6%	4.0%
Overseas	-1.5%	2.0%	2.5%	2.0%	3.8%	3.6%	3.5%
<b>Global Long-Haul Travel</b>	<b>3.8%</b>	<b>9.1%</b>	<b>7.0%</b>	<b>5.7%</b>	<b>4.7%</b>	<b>4.8%</b>	<b>4.8%</b>
<b>Total U.S. Domestic Person Trips</b>	<b>1.3%</b>	<b>1.6%</b>	<b>1.7%</b>	<b>1.7%</b>	<b>1.6%</b>	<b>1.8%</b>	<b>1.9%</b>
Business	-1.1%	0.1%	1.2%	1.5%	1.4%	1.6%	1.8%
Leisure	1.9%	1.9%	1.8%	1.8%	1.7%	1.8%	1.9%

*Sources: U.S. Travel Association's Travel Forecast Model, Tourism Economics, Department of Labor, Department of Commerce, June 2019*

**"How's the economy doing? Better than you might expect, and worse than you might have hoped, according to the National Association of Business Economics."**

- "Next Recession 2020 Predictions." Fortune.com. June 4, 2019



# Key Strategies

## I. Prospect

Prospect the *ideal* mix of group business for Monterey County: high-yield and off-peak is the desired pattern. Segment and target high-value tour and travel operators in luxury and select international markets.

## II. Transform

Create competitive differentiation through transformative client engagement and services. Enhance the experience (not just the meeting) by providing exemplary service that is specific to the Monterey County brand and encourages incremental visitation.

## III. Collaborate

Leverage the collective strengths of the destination through intensified collaboration with the group hotels, Sales & MCTID Committees, Monterey Conference Center and businesses that service meetings and conferences.

The focus of MCCVB's Group Business Development department is to create and cultivate revenue opportunities through groups, meetings and conferences for the benefit of our hotel community and other related members that draw income from such visitors. MCCVB is also the principal business development organization for the Monterey Conference Center (MCC) which itself has the purpose of generating hotel room nights for area hotels and other businesses that benefit from groups and meetings.

Meetings and conferences are highly valued for a variety of reasons. Chief among them is their ability to attract business in off-peak periods, when they can fill rooms and increase compression to benefit the hosting hotels as well as other lodging properties in the area. Additional benefits include higher traveler spending and travel that impacts our environment less.

## Meetings that Make Sense:

Off-Peak

Longer Stays

Lower Impact Travel

Higher Spending Traveler

Drive Compression

Midweek

Extended/Return Visits



## The Team

The Business Development team is comprised of two interrelated groups: **Business Development Executives (BDEs)** and **Strategic Client Services (SCS)**.

### Business Development Executives

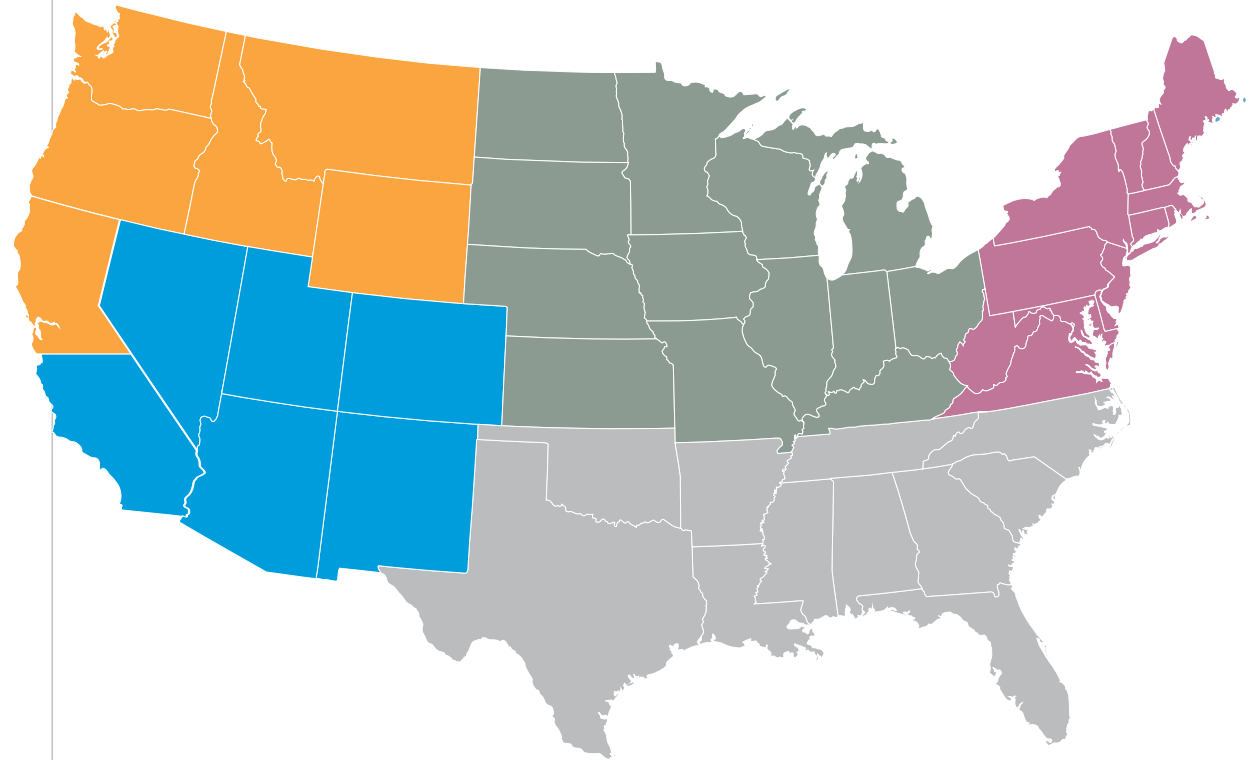
Each BDE has a geographic focus for domestic meetings and conferences; our tour and travel BDE focuses on developing international and luxury leisure travel that is primarily booked through tour operators and travel consolidators.

### Strategic Client Services

The SCS team is where MCCVB's business development begins and ends. Targeting business development opportunities begins with our Strategic Business Development Specialist, who conducts prospecting analysis that fuels and directs the outreach of the BDEs. Once a prospect is converted to a lead by the BDEs, the SCS team works with the meeting planner on site inspections and provides other services to ensure the group books.

The SCS team's job doesn't end there. Once the MCC or hotel books the business, the SCS team provides additional services such as creating micro-sites for conference attendees and implementing the Flash Your Badge program, which is intended to spread the revenue opportunity from groups to other area businesses.

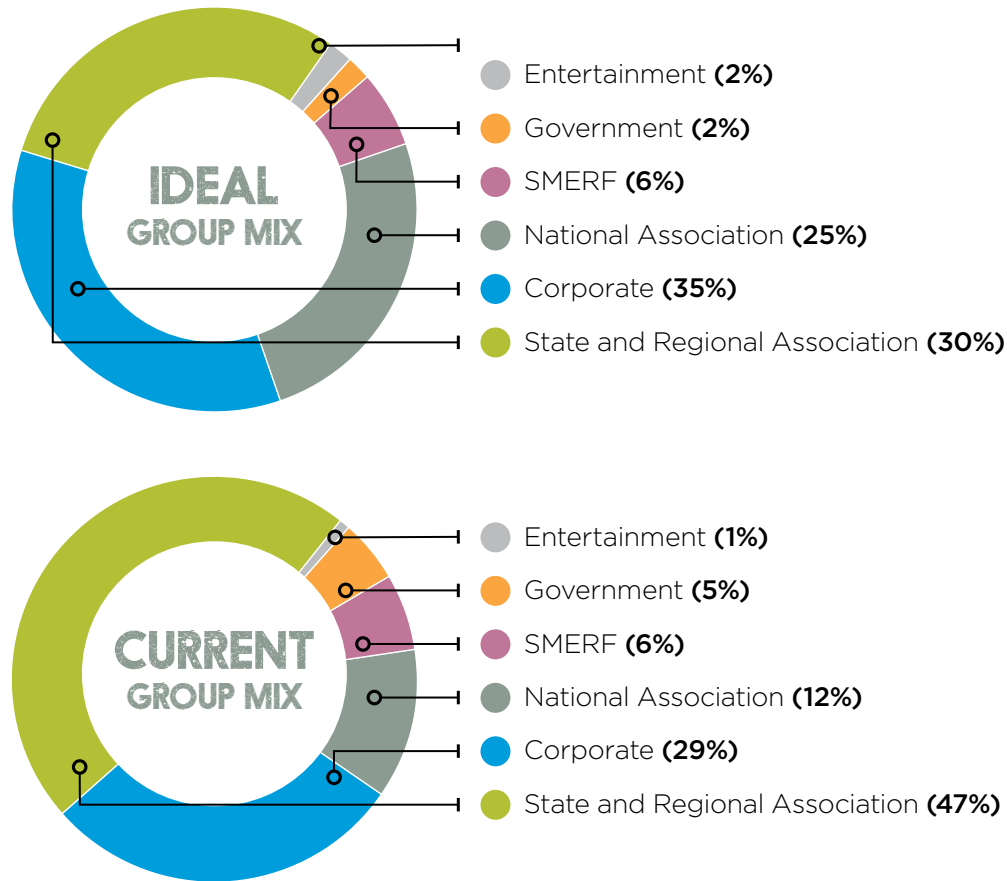
# MCCVB Business Development Team Deployment



- Southeast
- Northern CA, Northwest States, Western Canada, Alaska
- Eastern States, Eastern Canada, Europe
- Central States, Central Canada
- Southern CA (SLO South), Hawaii, Southwest, Asia

## Reaching the Right Mix

With Group Business Development, reaching the right customer starts with establishing the right mix of meetings and conferences. Certain types of meetings have a higher value; for example, corporate meetings generally have a higher value than association meetings. MCCVB's team has been focusing on new business for the destination and on those segments that have higher value. The following is a comparison of Monterey County's current mix with the more ideal mix:



## The Approach



**Continued focus on high-yield, compression-causing, off-peak season markets and segments** that contribute to occupancy and RevPAR growth



**Invest robustly in select, proven high-yield trade shows** that will draw high partner participation and connect with new, incremental business opportunities



**Segment and target Tour and Travel operators/sellers** to increase existing market share and to grow new higher-yielding segments in golf, luxury, family, experiential and adventure travel in both domestic and international marketplaces



**Target business development efforts** by leveraging our 3rd party and business meetings industry strategic partnerships such as HelmsBriscoe and SF Travel to uncover and convert new business from further afield compelling markets



**As a competitive differentiator, further utilize our Strategic Client Services team** to provide customized business meeting service solutions while providing industry-leading, exemplary client care; build out the meeting experience to extend stays through spousal programs and combined business and leisure (i.e., bleisure) itineraries



## Monterey Conference Center

### The MCC Success Story

The MCC is a cornerstone to the success of the destination's conference business and MCCVB is the business development and marketing organization for this facility. However, the MCC is more than just a facility—it is a symbol of the revitalization of downtown Monterey and an accelerating economic engine for the entire destination. According to the City of Monterey, the MCC has contributed over \$61 million in economic impact since reopening in January of 2018, and that return on investment is expected to grow significantly in the coming year. Contributing to delivering that ROI is one of the primary areas of focus for MCCVB.

#### Group Business Development

The MCC is at the core of MCCVB's group strategy and will be prominently featured in our approach to selling the destination. Our goal is to deliver quality business meeting prospects, leads and bookings so that MCC and the hotel community can achieve their annual room night goals.

#### Marketing Communications

MCCVB is not just marketing the facility; we are marketing the opportunity for transformative meetings at the MCC. There are three levels of promotion: the facility itself, where *Inspiration and Innovation Meet*, the conference district (downtown Monterey, the Wharf & Cannery Row) and the entire destination of Monterey County.



# Key Strategies

### I. Intensify

Intensify focus on quality travelers and high-value travel—quality over quantity, responsible visitation, off-peak and longer stays—through targeted, transformative business development marketing.

The primary goal of Marketing Communications is to drive intent to visit amongst leisure, group and international travelers. Brand-based content marketing successfully drives intent to visit by synergizing advertising, public relations and social media to develop and distribute compelling, targeted content.

Not all travelers are the same; people are interested in and motivated by a variety of factors. Additionally, Monterey County values responsible travelers—the quality of traveler over the quantity. So MCCVB tailors its messaging to the audience and incorporates our responsible travel message throughout. Customer segmentation is used to profile the highest potential segments for travel to Monterey County and align them with the top reasons to visit.

### Moving Customer Perceptions

The knowledge and motivation of geo-targeted audiences:

**Drive Market** *High familiarity, motivated by relaxation*

**Short Haul Market** *Low familiarity, motivated by unique experiences and rejuvenation*

**Long Haul Market** *Low familiarity, motivated by unique experiences and rejuvenation*

**Source:** Monterey County Attitude & Perception Study, SMARI, Summer 2019

### II. Engage

Engage the greater community in Monterey County to become part of the tourism story. Educate residents and stakeholders to ensure they understand that *responsible tourism matters*.

### III. Collaborate

Increase participation with members, stakeholders and tourism-related organizations from MCHA to Fly Monterey and others to synergize, focus and broaden our marketing impact.

## Customer Segmentation

Our research tells us what the largest and highest value visitor segments are for Monterey County.




At right are the top five customer segments for Monterey County and the content pillars that draw visitors to Monterey County.



## Monterey County's Top 5 Customers

				
<b>Luxury Traveler</b> Affluent couples and singles looking to escape the bustle of the work week.	<b>Conservative Comfort</b> Retired couples looking to learn new things and recharge together.	<b>Meeting Planner</b> Meeting planners looking to offer an unexpected and unrivaled experience.	<b>Family Fun</b> Parents with young children seeking an engaging road trip experience.	<b>Thoughtful Millennial</b> Eco-conscious 20-somethings looking to make memories with friends.

## Content Pillars

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

## The Approach

MCCVB will continue to implement an integrated content program for leisure, group and industry audiences across paid, owned and earned channels. In addition, we will continue to leverage earned media opportunities through partnerships and agency resources, maximize destination coverage and align with target international, group and leisure audiences.

### Luxury:

MCCVB will continue its partnership program with Virtuoso Network and luxury promotional campaign to support direct sales efforts.






### Group Business Development

MCCVB will align and focus marketing programs with Group Business Development's target markets and audiences.

### Leisure

MCCVB will prioritize long-haul travel markets and continue to create awareness while emphasizing the importance of responsible travel. Focus on closer short-haul and regional markets will be aimed on extended trip lengths with those who are already familiar with Monterey County.

# International

	Key Markets			Opportunistic Markets	
					
Country	Canada	Australia	UK/EU	Mexico	China
Target Demographic	High-income travelers interested in golf, wine and culinary; immune to current economic situation (i.e., can afford to travel internationally)	High-income travelers and repeat visitors	High-income travelers	High-income air travelers looking to book extended trips and long weekend travel to California	FIT, mid- to high-income independent traveler looking to book their own trip and long-term travel
Key Booking Window:	February–May	April–September	February–July	February–May	March–November
Strategy:	Co-Op programs through Brand USA, Visit CA and CCTC. Other opportunities as available	Participate in opportunistic programs through regional partners Visit CA, CCTC and others	Co-Op programs through Brand USA, Visit CA and CCTC. Other opportunities as available	Co-Op programs through Brand USA and Visit CA. Other opportunities as available	Partner with agency East West Marketing Group to reach tour operators, travel agents and social media
Interests:	Golf, wine, culinary and spa	Culinary, wine and outdoors	Sustainable travel, wellness, culinary, wine, craft beer and festivals/events, luxury	Aquarium, greater interest in niche and experiential travel	Shopping, arts, culture, authentic experiences, food and wine, self-driving and 17-Mile Drive. Golf for corporate

## Travel Trade Channels

Channel	Area of Focus	How We Work Together
<b>Virtuoso Network</b> The leading international travel agency network specializing in luxury and experiential travel	Luxury travel agent network with advisors that sell to high-spending consumers	Paid media placements and tradeshow appointments, advisor training
<b>AmericanTours International</b> North America's leading wholesale travel service provider	International group and free independent travelers (FIT)	Promote in-market to increase visibility and boost yield, tradeshow appointments, hotel introduction
<b>Hotelbeds Group</b> The world's leading bedbank that provides wholesale rooms globally to a network of operators and buyers	International and domestic FIT	Promote in-market to increase visibility and boost yield across all months. FIT contracting and hotel introduction
<b>BONOTEL</b> Exclusive Travel North America's leading inbound travel tour operator	Luxury international and domestic FIT, and some group business through their Beyond division	Promote in-market during off-season winter months, encourage hotels to run promotions that facilitate bookings
<b>Tour Operators</b>	Overnight visitors during off-peak season	Product development, tradeshow appointments, trainings and familiarization trips



# Key Strategies

### I. Convert

Convert destination interest into incremental room nights through Visitor Information Center walk-ins, telephone calls, online chats and emails. Utilize satellite visitor stations at key events that draw attendees from outside of Monterey County to encourage longer stays and return visitation.

MCCVB's primary goal as an organization is to put heads in beds, and the Visitor & Stakeholder Engagement team will accomplish this through the Visitor Information Center at El Estero Park and by connecting with visitors online through our live chat service and satellite stations. Our goal is to influence at least 60% of the visitors we engage to book a room. Each traveler we assist is an opportunity to generate incremental revenue throughout Monterey County by inspiring them to see and do more while they are here.



We not only seek to drive economic impact in Monterey County: we strive to mitigate environmental impact. A major part of the VSE team's responsibility is to ensure that visitors are well informed about how to treat our destination responsibly.

### II. Promote

Encourage responsible travel and longer stays. Promote exploration throughout Monterey County.

### III. Collaborate

Band together with members and stakeholders to create innovative opportunities to engage visitors. Invite community involvement through experiential features at the Visitor Information Center. Expand the Sustainable Moments distribution network.

## Stakeholder Engagement

MCCVB will focus on creating opportunities for members and stakeholders to engage with our team and participate in programs that extend reach to Group Business, and to influence meeting delegates to extend their stay or return with their families.

We will also continue to hold events where members can engage with our organization, including the Meet a Member Monday series, quarterly forums and coordinating team familiarization tours.

In collaboration with our stakeholders, we will continue to share Sustainable Moments messaging by incorporating responsible travel into all conversations and messaging with visitors.

# Sustainable Moments

In 2016, MCCVB launched Sustainable Moments, a responsible tourism initiative designed to promote safe, convenient and environmentally conscious visitation. The goal is maintaining balance between the desires of visitors seeking life-enriching experiences and the quality-of-life needs of our residents. Sustainable Moments has continued to evolve and expand with new ways of educating visitors that include:

- Online training programs for international tour operators and travel agents who educate travelers before they arrive
- Advertising and social media campaigns targeting our drive markets
- In-market collateral and other materials that are free to businesses that target visitors while they are in our community

In the coming year, MCCVB's Sustainable Moments Initiative will expand to educate residents and hospitality workers on how to protect our destination and how they can participate.



## Co-operative Advertising Opportunities

MCCVB provides members with numerous co-operative advertising opportunities throughout the year for both leisure and meeting markets. Benefits include 50%-80% cost savings and access to media research tools. MCCVB will work with you to collect assets and build the custom creative on your behalf.

# 2019-20 MCVB MARKETING CO-OP PROGRAMS



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



LinkedIn



Facebook



Instagram



Digital



Email

Space is limited. Reserve your spot today! [SeeMonterey.com/MemberAds](https://www.monterey.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:



# Stakeholder Engagement Opportunities



## EMAIL COMMUNICATIONS

Add SeeMonterey.com to your “safe senders” email list and stay up to date with our monthly member newsletter and emails that feature upcoming opportunities.



## ENGAGE OUR TEAM

Join us during a Meet-a-Member staff meeting and tell us about your business and how we can help you further your goals.



## ATTEND OUR MEMBER EVENTS

Attend a quarterly Member Orientation to learn more about the MCCVB and network with other members. Join us for Quarterly Forums and our Annual Membership Luncheon.



## UPDATE YOUR LISTINGS

Refresh the content on your website listing(s) periodically. Listings can be updated at any time through the Member Extranet.



## POST TO OUR EVENTS CALENDAR

Upload your events to our Events Calendar, viewable on SeeMonterey.com and on the MCCVB’s mobile site. Events are amplified via our social networks and visitor e-newsletter.



## MEDIA RELATIONS AND PR OPPORTUNITIES

Add Media@SeeMonterey.com to your media database and sign up to participate in media opportunities and have the chance to be featured in publications and media outlets around the world.



## COMMITTEE INVOLVEMENT

Attend committee meetings to participate in discussions that help shape the direction of MCCVB initiatives for the destination.

