

2008 Business Plan Going Beyond Visit™

Product Development • Fund Development • Sales & Marketing • Public Relations

GREATER MADISON CONVENTION & VISITORS BUREAU

To our many stakeholders and friends,

As most of you know, 2007 was an incredible time for the Greater Madison Convention & Visitors Bureau. Throughout the year we worked hard to achieve our lofty goals while at the same time, set our sights on the future. In the end, we found success in both areas-meeting the objectives we outlined in our business plan, and orchestrating the process to define the vision for the future of our destination. In both these critical areas, we were fortunate and happy to have many of you with us each step of the way.

There is one truth we know - the hard work achieved in planning for the future is simply a brief glimpse of the work yet to come. In 2008 we are establishing the framework and rationale that will take this vision and strategy, and mold it into an actionable and measurable business plan. As you will see, this business plan is targeted, focused, and clear. It is narrowly defined to achieve success in the most efficient manner, at the most opportunistic levels, and using our organization's best resources.

As you will see, we have organized our 2008 Business Plan around our four core organizational areas; product development, fund development, sales & marketing, and organizational development. Within each of these areas we have established a common strategic framework:

Target Markets • Decision Makers/Influencers • Program Areas • Marketing and PR Strategy • Measurements

The Destination 2020 visioning study that was completed in late 2007 provided us with valuable knowledge along with a solid foundation of research and data; all of which we need to begin making this long-term vision of our region an achievable and sustainable reality. The GMCVB's first application of Destination 2020 was in helping us define the critical difference between destination "drivers" and "activities". The study pointed out that the primary decisions to visit a destination are based on DRIVERS - those core destination assets able to convert a visitor's interest in a destination into an actual visit. Most other destination assets fall into the category of ACTIVITIES - the specific and various behaviors of visitors once they are here.

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Madison is long known for its wealth of activities; dining options that range from local, organic fare to authentically diverse ethnic cuisine; attractions that highlight our region's vast cultural and natural landscapes; interesting shops and boutiques, and finally abundant outdoor recreation opportunities that extend across all seasons. Unquestionably, we offer visitors to the greater Madison area truly memorable and authentic experiences.

With this dynamic Business Plan, the Greater Madison Convention & Visitors Bureau and our partners will continue defining our destination's drivers while identifying those individuals and groups associated with those drivers. Aligning these will help us gain the highest rate of visitor conversion and achieve the greatest possible tourism impact from their visit. We are pleased to deliver our 2008 Business Plan to you, and look forward to partnering with you in accomplishing our goals.



Deb Archer

President & CEO

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PRODUCT DEVELOPMENT

TARGET MARKETS

- Downtown Convention Hotel Development
- Enhanced Event/Sports Venues
- Destination Customer Service Program
- Enhanced Destination Access & Signage

DECISION MAKERS

Downtown Hotel Development

- Monona Terrace Board & Staff
- City of Madison: Mayor, Common Council, Planning & Development
- Hotel GMs and Owners
- Customers (existing, lost and prospects)
- GMCVB Board

Enhanced Event/Sports Venues

- Sports Customers
- Sports Work Group
- Public or Private venue owners/operators
- GMCVB Board

Destination Customer Service Program

- GMCVB Board
- Madison Innkeepers
- Wisconsin Restaurant Association Chapter
- Dane County Tavern League (DCTL)
- UW Campus and Visitor Information Center
- Business Improvement District (BID)

Enhanced Destination Access & Signage

- City of Madison Planning & Development
- Downtown Madison, Inc. (DMI), Business Improvement District (BID)
- Dane County Executive
- Dane County Regional Airport Commission & Staff
- Area Chambers of Commerce
- Local Media

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PRODUCT DEVELOPMENT

PROGRAMS

Government Relations

- City Staff
- Mayor
- Madison Common Council
- County Executive
- County Board of Supervisors
- Dane County Communities' Elected Officials, Administrators and Economic Development Specialists

Community Relations

- Partners
- Media
- Area Chambers

Industry Relations

- Customers Industry Associations
- Industry Associations
- Monona Terrace Board & Committee Meetings

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FUND DEVELOPMENT

TARGET MARKETS

- City of Madison
- Municipal Partners
- Dane County
- Private Sector-Partnership Program
- Private Sector-Spirit of Greater Madison

DECISION MAKERS

Elected Officials

- Mayor, City Council, BOE, Economic Development Council
- Dane County Executive, County Board of Supervisors

Industry

- Innkeepers
- Wisconsin Restaurant Association
- DMI /BID
- Greater Madison Chamber of Commerce
- GMCVB Partnerships
- Monona Terrace
- Alliant Energy Center

Industries Within Communities

- Innkeepers
- Retail
- Chambers of Commerce
- Industry Groups
- Targeted Contacts
- Grant Making Entities
- Existing Partners and Contributors

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FUND DEVELOPMENT

PROGRAMS

Selling Events

- Partnership drives
- Prospects - GMCVB events

Partnerships/ Sponsorships:

- Existing GMCVB partnership base
- Trade groups (Innkeepers, Wisconsin Restaurant Assoc., BID)

Relationship Building

- Existing GMCVB Partnership base
- Trade groups (Innkeepers, Wisconsin Restaurant Assoc., BID)
- Elected officials
- City Administrators/ Tourism Commissions
- Thrive (and Thrive support base)
- Madison Community Foundation
- Area Chambers of Commerce & members

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SALES & MARKETING

Sales Measurables: 90,000 Visitor Room Nights | \$750,000 - Monona Terrace Contract Revenue | 1.2 Million Gross Square Footage at Alliant Energy Center.

Marketing Measurables: \$60,000-Matching Marketing Revenue | 2500 Getaway Room Nights | 2500 Online Room Nights | 10,000 Visitor e-News Subscribers.

TARGET MARKETS

Conventions

Industry Groups:

- Education
- Medical/Bio
- Science/Engineering
- Sports
- Agri-Business
- Environment

Leisure

Regular Madison Visitors:

- Visiting Friends & Relatives (VFR)
- Event Attendees
- Medical/Hospital/Clinic Visitors

DECISION MAKERS

Conventions

- National Association Planners & Leadership
- Event Holders/ Rights Holders
- UW/ MATC/ Edgewood faculty & staff
- Civic & business leaders

Leisure

General Demographic

- Female, 35-55, highly educated, upper income, within a 5-hour drive
- UW Parents/ Students
- UW Alumni
- Destination/area residents
- Hospital/Clinic care coordinators & social worker management teams
- State High School Affinity Groups (WIAA)

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PROGRAMS

Conventions Selling Events

- Trade Shows
- Prospecting events
- Sales trips
- Pre-promotes

Marketing Programs

- *Bring Your Meeting Home*
- E-Tradeshows

Partnerships/Sponsorships

- UW-Madison
- Wisconsin Alumni Association
- Hartford-Madison-Spokane partnership

Relationship Building

- UW Schools - Deans, Departments
 - Engineering
 - Education
 - Medicine & Public Health
 - Letters & Science
 - Agriculture & Life Science
-

Leisure Selling Events

- Annual Campus Events: (Homecoming, Graduation (May/Dec), Parents Weekend)
- WIAA Tournaments
- Multiple Event Weekends

Marketing Programs

- *Bring Your Friends/Family Here* (BYFH) Campaign
- Getaways/Promotions
- Local Communications/PR - students, residents

- Packaged Content - Research, thought leadership/Op-Ed, visitor spending reports
- Trend Analysis
- Visitor, hotel occupancy cycles

Partnerships/Sponsorships

Education:

- WAA
- Student Affairs Depts.
- Edgewood College, MATC
- WIAA/ School Associations
- UW Hospital
- Community Partners
- Badger Sports Properties

Relationship Building

- Dean of Students (UW/ Edgewood/ MATC)
- WIAA/ HS Associations

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PUBLIC RELATIONS

Measurables: \$550,000 - Destination PR value | \$100,000 - Trade PR value | \$50,000 - Community Relations PR value

TARGET MARKETS

Destination

Core Geographic Clusters

- Regional (Chicago/Milwaukee/Minneapolis)
- National (NYC-Boston corridor/San Diego-LA-SF corridor/Texas/Florida)
- Sports
- Destination/Travel/Tourism publications
- National destination "ranking" publications

Niches

- Green Travel
- LGBT
- Empty-nesters/ "20-30 somethings"

Trade

- Top Industry trade publications
- Publications - core sales markets

Community Relations

Elected Officials

- Mayor's office
- County Executive's office
- Peer Organizations - GMCC/DMI/BID/ Thrive
- Film
- Representative Partner Organizations - Museums/Overture & Resident Companies

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DECISION MAKERS

- Travel Writers/ Media
- Core local/city lifestyle publications & Websites
- Editors/contributors - travel/ event newsletters
- Core/ local UW Alumni Chapters
- National sports reporters/publications
- UW Athletic, communications Depts.
- Local/Regional/National Sports authorities (WIAA, WI Sports Development Corp.)
- Leading industry publications/media/ online communities:
AAA Living, National Geographic, Midwest Living
Travelocity, Trip Advisor
- Madison-connected media sources
- State Tourism Resources: DOT, WACVB
- Meeting trade media - Primary Sales Markets
- Association meeting planners
- UW Department Heads
- Communications Directors
- Community Relations Directors
- Film Wisconsin
- Lt. Governor's office
- M8 Group (museum marketing)

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PROGRAMS

Selling Events

- Deskside Visits
- Travel Media Showcase events
- Website launch events, programs
- Key events – Stem Cell Summit, AAU Taekwondo Championships
- Impact Numbers, Program results getaways, promos

Marketing Programs

- BYMH campaign
- National/Regional Marketing Programs
- Getaway Promotions
- Publications
- Meeting planner eNews communications

Partnerships/ Sponsorships

- Hartford/Spokane
- Wisconsin Alumni Association
- Society of American Travel Writers (SATW)
- Midwest Travel Writers Association (MTWA)
- UW Communicators Council

Relationship Building

- Marketing/PR directors - Hartford & Spokane CVB's
- Travel trade editors/writers
- Meeting trade editors/writers
- Regional media
- Local editors/writers/news directors
- Civic & business groups
- M8 marketing directors