



## Overview of 2002 GMCVB Business Plan

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2001 was a challenging year for tourism. But, the greater Madison market suffered minimal losses compared with larger, urban markets. Please refer to the GMCVB's 2001 Performance Recap (available in print from the GMCVB or on our web site, [www.visitmadison.com](http://www.visitmadison.com)) to review the GMCVB's excellent performance year and the overall success for the market during the 2001 travel year.

In 2002, we are beginning to see leisure travel and convention decision-making beginning to rebound. At the same time, our area is still affected by the slowdown of individual business and government travel. The GMCVB offers a unique solution to our destination's tourism challenges – we focus on building group/motor coach, convention/tradeshows and leisure travel business - markets we can and do affect for our entire destination.

Based on limited resources, we employ strategies including Internet marketing, direct sales and direct target market solicitation.

The GMCVB has contractual relationships with Dane County/Alliant Energy Center, the City of Madison/Monona Terrace, City of Middleton and the Dane County Regional Airport. We are a membership-based organization with over 600 individual business members.

This brief overview of our 2002 Business Plan is provided for your convenience. For a complete copy of our Comprehensive 2001-02 Business and Action Plan, please contact Debby Pechan, Manager of Administrative Services at [pechan@visitmadison.com](mailto:pechan@visitmadison.com).



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## **2002 BUSINESS PLAN OVERVIEW**

### **MARKETING THE GREATER MADISON AREA**

#### **MISSION OF GMCVB**

The mission of the GMCVB is to lead and direct the destination's tourism industry in strategic and Dynamic activities. Accomplishing this mission will result in increased, optimum levels of visitor traffic and maximum generation of visitor dollars for Madison and Dane County.

#### **ORGANIZATIONAL VISIONS**

Strategic and effective sales, marketing and service plans in place at all times  
Provide world-class destination information and services  
Recognized as area's destination marketing and management leader  
Generous, uncontested funding available for destination marketing and development activities  
Leadership and management are visionary, dynamic and effective  
Highly motivating and productive work environment  
Professional staff comprised of highly motivated and productive individuals

#### **DESTINATION VISIONS**

Well-established reputation as premier visitor and convention destination  
Area tourism facilities and businesses operate at optimum capacity and generate maximum profits  
Robust tourism industry contributes positively to area economy and environment  
Top-quality destination tourism product in place  
An ample and available workforce which is comprised of motivated, well-trained and customer focused individuals  
Enthusiastic public and private sector support and investment in tourism industry and its activities  
Area's tourism industry is cohesive and works collaboratively on all efforts and issues

#### **STAKEHOLDER EXPECTATIONS OF GMCVB**

- ✓ Lead and manage the area's tourism (leisure and convention) destination marketing and management activities and issues
- ✓ Manage and provide comprehensive visitor information and services
- ✓ Handle and generate tourism-related public relations
- ✓ Create and provide vehicles for visitors to invest their travel dollars during their visit(s) to Dane County
- ✓ Attract, confirm and contract for future tradeshow, conventions and related events for Alliant Energy Center, Monona Terrace and other area facilities
- ✓ Provide efficient and customized convention and housing services for all qualified conventions, tradeshow and conferences utilizing Dane County hotels and facilities



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### GMCVB STRUCTURE

**BOARD OF DIRECTORS.** The GMCVB has been operating as an independent 501 ( c ) 6 organization since 1972. Our Board of Directors is comprised of twenty-one, highly competent, committed individuals. These Directors oversee the organization's policy and financial direction. They are involved in major strategic visioning and direction for the organization and destination. Representatives from Dane County and the City of Madison as well as related organizations serve in appointed capacities on this body.

**GMCVB STAFF.** The GMCVB professional team is well trained and has earned an excellent reputation locally, regionally and nationally. Several members of our staff serve in positions of prominence in many state, national and international industry organizations.

*Special Note: Recently the GMCVB began to pursue organizational accreditation thru the Institute for Convention & Visitors Bureau Accreditation. ICVBA offers an ADMO certification – Accredited Destination Management Organization. Less than 30 CVBs across the country have qualified for this highly touted and rigorous accreditation. In early June the GMCVB went thru a pre-accreditation assessment to determine the viability of pursuit of the ADMO certification. We are proud to note that we passed the pre-accreditation and recorded one of the highest pre-accreditation scores to date.*

### GMCVB ANNUAL BUSINESS & BUDGET PLANNING PROCESS

The GMCVB's Business Plan and Budget processes are integrated. We cross-reference all budget line items with organizational or destination missions/visions and business plan goals. Business and fiscal decisions are based upon:

- Prior year and historic GMCVB strategic performance goals and objectives
- Dane County tourism statistics
- Regional, state and national travel and tourism trends
- Competition
- Actual program costs
- Final program results

Whenever appropriate, budget modifications, increases or cuts are undertaken.

### 2002 GMCVB BUDGET and REVENUES



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The GMCVB 2002 Budget is set at \$ 1,836,661. Projected revenues are set at \$1,790,349. To balance the budget, the GMCVB Board has approved drawing from our Designated Reserve Balance.

### STRATEGIC INITIATIVES

Employing a strategic, integrated approach to any effort is key to its success. The GMCVB has undergone strategic planning for over 5 years, resulting in several key initiatives. We have identified initiatives which will be most effective in helping us reach our organizational and destination Visions and the Mission of the GMCVB. Those most prominent in our 2002 operations include:

**Destination Branding.** Developing and adopting a **distinctive brand image** and/or series of messages is key in our efforts to position Madison and Dane County as a leisure and convention destination. We plan to launch this brand in the third quarter of 2002. The destination's brand will be based on consumer research and testing. A themeline and accompanying icon will be adopted and used in all destination marketing materials. The brand will be made available to other entities interested in using it.

**Database and Customer Relationship Management (CRM).** In conjunction with our fulfillment partner, Capital Contact, we have developed a sophisticated database for use in marketing and data mining and warehousing. This CRM database allows us to track inquiries by name, address, interest, request data, etc. This CRM database is linked to our web site.

**Regional Tourism Development.** Studies indicate that tourists are traveling to "regions" rather than single destinations. The GMCVB wants to continue to expand its outreach to surrounding communities and businesses interested in tourism development.

**Electronic marketing.** The first phase of a comprehensive redesign of the GMCVB's highly successful web site, [www.visitmadison.com](http://www.visitmadison.com) is complete. The objective for the redesign was to transition from a static information resource-based site to an interactive information and sales conversion tool. The site's new architecture creates a more user friendly and database driven marketing vehicle. Push marketing and other techniques are being launched as part of our web-based marketing plan. As noted above, our CRM database is tied into our web site. The GMCVB was proud that the *Capital Times* selected the new site as their "Web Site of the Week", the week following the launch. The second phase of development is underway. This phase will include enhancements for push marketing, including such features as a shopping cart-type itinerary builder. In addition, the GMCVB is interested in pursuing development of CD-ROM products for various markets. These interactive tools can be linked directly to live Internet sites, providing fresh, up-to-date information on Dane County.

**Niche marketing.** Niche group, event, convention and leisure markets have been identified for pursuit in 2002-3. (See departmental plans for further details.)

**Product Development Strategies & Support.** In order for this destination to remain competitive, the GMCVB has identified responsible proposals for key initiatives to support. These include: **DCRA**



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**airport improvements, increased air service to DCRA, commuter and high-speed rail and beautification of specific areas/sites** within the destination.

**Event Development.** With funding support, the GMCVB is considering developing events, which would drive destination/overnight business for this destination. Events may include cultural exhibits, targeted tradeshows, sports events and others.

**Public/private partnership development.** The GMCVB has employed a public/private partnership strategy since its inception. This tactic, along with building of key relationships continues to remain one of the cornerstones of our organization. Prime examples of partnerships include:

- ✓ ***Relationships with Dane County Communities.*** The GMCVB has strong ties to all Dane County communities. All Dane County community Chambers (or designated business organization), are welcome to become complimentary members of the GMCVB. For a small administrative fee, communities can gain tremendous marketing exposure through web site linkage, community event promotion, visitor inquiry fulfillment and public relations support.
- ✓ ***WI Innkeepers Association/Madison Chapter.*** The GMCVB is an active participant in the Madison Chapter of WI Innkeepers activities. These include: monthly meetings, annual golf outing, Hospitality with a Heart support and more.
- ✓ ***WI Association of CVBs.*** WACVB is one of the most prominent forces in Wisconsin tourism. WACVB is responsible for the Dept of Tourism's **THINK WISCONSIN** program geared to position Wisconsin as a place for meetings and conventions. In 2001, WACVB launched a new destination-based leisure web site, **[www.EscapetoWisconsin.com](http://www.EscapetoWisconsin.com)**. Through the GMCVB, Dane County events and attractions are prominently featured on this new site. WACVB is beginning to also formulate a sports marketing effort on behalf of its 28 member destinations. The GMCVB's president is currently being honored by WACVB by serving the second year of a two-year term as Chair.
- ✓ ***Wisconsin Department of Tourism.*** In addition to pursuing and securing Joint Effort Marketing grant moneys, the GMCVB works very closely and receives ongoing support from the WI Department of Tourism to assist in co-hosting familiarization tours, public relations site visits, as well as convention and leisure market advertising. Our President serves on the Governor's Council on Tourism and as Chair of the Governor's Committee on Meetings and Conventions.
- ✓ ***Circle Wisconsin.*** The GMCVB is a long-standing member of the state's primary motorcoach marketing arm. Our participation in their programs result in sales leads for motorcoach, joint marketing grant opportunities and site visit/FAMiliarization visits by prospective motorcoach/group planners.
- ✓ ***Wisconsin Sports Development Corporation/Badger State Games.*** The GMCVB has partnered with WSDC in securing of events such as *Ironman Wisconsin, US National Volleyball events, the US Tae Kwon Do* championship and more. This partnership holds great promise for our destination's future. The president of the GMCVB currently serves on the WSDC Board of Directors.
- ✓ ***University of Wisconsin-Madison.*** Both the Chancellor's office/Office of Visitor Services and UW Athletics appoint key staff to serve as GMCVB Directors. Our relationship with UW athletics has resulted in securing and



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maintaining many large events for Madison and Dane County, including the *2002 NCAA Midwest Men's Regional Basketball* tournament, *Drum Corps International's 2002 World Championships*, *WIAA tournaments* and others.

We meet regularly with and have a representative sit on the UW Visitor Services Advisory Board. Visitmadison.com is featured on UW's primary and Athletics web site as well as their on-campus visitor info kiosks as the primary resource for destination information. UW underwrites a special section in our Visitors Guide that features campus facilities and visitor attractions. We also work closely with UW's Fluno Center, UW-Extension conference centers, UW's summer programs, UW Housing and other institutional outlets.

The GMCVB's sales team works closely with dozens of faculty and staff who have been identified as individuals who can help us attract future conventions and conferences to the destination.

The GMCVB's president has been invited to participate in the UW-System's Economic Strategies discussions by serving on the Southwestern Wisconsin Regional Economic Planning Council. This relationship has resulted in the GMCVB's participation in statewide branding sessions via Forward Wisconsin and others.

- ✓ **MATC.** We work closely with MATC faculty and staff in generating leads for future conventions for our area. MATC is a member in good standing of the GMCVB. Our president sits on the Advisory Board for the school's Hospitality program and several members of the staff are regularly requested to serve as guest speakers for classes in the Hospitality program.
- ✓ The GMCVB actively represents the destination's tourism assets in a variety of trade industry organizations, including: *International Association of CVBs; WI Meeting Professionals, Meeting Professionals International, Religious Conference Managers Association, WI Society of Association Executives, American Society of Association Executives, Association Forum of Chicagoland, Int'l Association of Exposition Managers, National Association of Consumer Shows, Professional Convention Management Association, Midwest Travel Writers, Circle Wisconsin, Midwest Bank Club Directors, Council of Engineering and Scientific Society Executives TEMPO Madison, Madison Downtown Rotary, LEAP (Launching Entrepreneurial Advisory Panels), LGM* and others.



## **2002 BUSINESS PLAN OVERVIEW MARKETING THE GREATER MADISON AREA**

### **2002 CONVENTION & TRADESHOW SALES PLAN HIGHLIGHTS**

➤ ***2002 Sales Goals***

- 405 Event Leads
- 204 Event Wins/Bookings
- 130,000 Room Night Sales
- 66 Monona Terrace C&CC contracts
- \$731,000 in Monona Terrace revenues
- 1,600,000 sq. ft. sales for Alliant Energy Center of Dane County

➤ ***2002 Marketing Plan***

***Destination Promotion at Tradeshows***

- CEESE: Council of Engineering and Scientific Society Executives
- NACS: National Assoc of Consumer Shows
- Affordable Meetings: Washington DC and Chicago
- Destinations Showcase: Washington DC and Chicago
- Holiday Showcase: Chicago
- MeetWisconsin Marketplace: Madison
- IAEM: International Association of Exposition Managers' Expo! Expo!: Orlando
- Meetings Quest: Chicago
- TEAMS Sports Event Tradeshow

***Special Presentations to***

- GWSAE: Greater Washington Soc of Association Executives

***Special FAMiliarization tour***

- Health Professions Network

***Sales/Bid Presentations***

- Outdoor Writers Association of America: Charleston WV
- Others as year unfolds

***Destination Sales Missions***

- Chicago
- Washington DC
- Other cities as dictated by marketing plan adaptations

***Destination Advertising***

- Midwest Meetings: both annual issues
- THINK WI
- WSAE Newsletter
- Other vehicles as possible by budget availability



## 2002 BUSINESS PLAN OVERVIEW MARKETING THE GREATER MADISON AREA

### ➤ **Key Target Markets**

The foundation for Dane County's destination convention and tradeshow business is largely based on consumer trade, association and professional societies. Focus for the near-term will be on:

**Scientific, high tech, environmental, biotech and biomedical** groups. To complement the public and private sectors' commitments to the environment and technology growth and development, the GMCVB will focus on this sector heavily. Some of the groups from this sector that the GMCVB has confirmed for the destination include:

- ✓ *American Association for Artificial Intelligence*
- ✓ *CEC/ICMC: Cryogenics Conference*
- ✓ *Association for Computing Machinery*
- ✓ *Ecological Society of America*

**Hobby/social** groups. Trends indicate consumers continue to be committed to attending events for personal and social reasons. Groups we have been successful at attracting to the area from this market include

- ✓ *Gold Wing Road Riders*
- ✓ *Drum Corps International*
- ✓ *Corvettes on the Isthmus*

**Cultural** gatherings. To maximize the focus/investment in cultural infrastructure/programming in area An example of a cultural-oriented new show recruited by the GMCVB is:

- ✓ *The inaugural Madison Food & Wine Experience 2002*

**Sports Events.** The greater Madison area boasts an extensive array of excellent sport event venues and a reputation for successfully hosting sports events. And, this lucrative market continues to be resilient in current economic times. 2002 is one of the most successful sports events year for this destination. Events coming to Madison this year, include:

- ✓ *NCAA Midwest Regional Basketball Championships*
- ✓ *WIAA Tournaments (including the new Girl's Softball Tournament)*
- ✓ *Professional Musky Tournament Trail*
- ✓ *And, the first Ironman Wisconsin*

Future events we hope to pursue, include:

- ✓ *Women's Senior Golf Association*
- ✓ *National Senior Summer Games*
- ✓ *ESPN's Great Outdoor Games*



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### **MARKETING THE GREATER MADISON AREA**

#### **2002 CONVENTION SERVICES PLAN HIGHLIGHTS**

A strong services team is essential to back up successful sales. The GMCVB is privileged to have an extremely professional convention services team. Key activities for Convention Sales in 2002 include:

##### ***2002 Convention Services Goal***

130 Convention Service Business Leads

##### ***Housing Reservation Assistance***

Ironman Wisconsin  
Drum Corps International  
FFA  
WI Music Educators  
American Association of Bovine Practitioners

##### ***Special Convention Assistance***

US Conference of Mayors  
Drum Corps International  
World Dairy Expo  
Ironman Wisconsin  
American Assoc of Bovine Practitioners  
Great Lakes Logging Congress

##### ***Convention Pre-promotion***

Gold Wing Road Riders of America: Fort Wayne, IN

##### ***Professional Development***

ACOM: Association of Convention Operations Management: Milwaukee, WI  
WACVB/SENO on Convention Services



## **2002 BUSINESS PLAN OVERVIEW MARKETING THE GREATER MADISON AREA**

### **2002 MEMBERSHIP MARKETING PLAN HIGHLIGHTS**

The **600 members** of the GMCVB are the backbone for the organization. These members provide the GMCVB with:

- Over \$220,000 in dues investments
- Support over \$250,000 in advertising in our Official Visitors Guide
- Are primary partners in co-op ad programs, publications, etc.
- Provide extensive in-kind product and services to support GMCVB activities

#### ***2002 Membership Goals***

- 640 Members
- \$221,240 Revenues
- 85% Retention Rate

#### ***Member Social Activities***

- Joint Chamber/Bureau Social: July, 2002
- Quarterly Member Orientations/Refreshers
- GMCVB Open House: May, 2002

#### ***Special Activities***

- Presentation to Dane County Tavern League
- Restaurant Focus Group
- Presentation to Metro South Business Council

### **2002 VISTIOR SERVICES PLAN HIGHLIGHTS**

Inquiry fulfillment is one of the most powerful and important roles of the GMCVB. In 2001, the GMCVB responded to over 220,000 direct inquiries. Visitors Services activities in 2002 will include

- ✓ Reception/welcome/info services at Main Office: 615 East Washington
- ✓ Coordination/recruitment of volunteers to staff Visitor Info Cart at summer Dane County Farmer's Market
- ✓ Welcome/Info service at Dane County Regional Airport
- ✓ Mail request fulfillment coordination
- ✓ CRM (Customer Relation Management) database oversight
- ✓ Front Line Training sessions for member groups



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### 2002 LEISURE MARKETING PLAN HIGHLIGHTS

Individual and motorcoach leisure travel is expected to be one of the strongest travel sectors in 2002. Regional drive and motorcoach travel is anticipated to rebound. And, vacations involving families and friends will be high on most travelers' lists. Key marketing strategies for 2002 leisure travel include:

- ✓ Group/Motorcoach Lead Generation from direct inquiries and solicitations
- ✓ Participation in Circle Wisconsin events
- ✓ Participation in regional promotion via Circle Wisconsin
- ✓ Discover Wisconsin travel segment
- ✓ Winter 2002-2003 Getaway Promotion
- ✓ Kid's Guide and Kid's Club
- ✓ Packaging of destination and key visitor events
- ✓ Internet Marketing

Key niche leisure markets we are working to attract include:

***Cultural Travel*** is one of the world's fastest growing tourism sectors. The area's abundance of and reputation for cultural activities, events, heritage-based venues and attractions, positions the destination as a regional cultural destination. With adequate financial support, the GMCVB plans to expand development of cultural-based vacation packages and promotions.

***Getaway/Impulse Travel***. Recent trends indicate that Americans are making more impulsive travel decisions. Travelers are pursuing last minute, short stay, driving vacations and group/bus tours are on the rise. Dane County is an exciting, fresh destination for both last-minute "getaways" and planned, group excursions. Based on research, experience, results and resources, we have narrowed our leisure travel focus on targeted consumers in northern Illinois and the greater Milwaukee area and regional motor coach leaders/planners. Promotions to these customers are based on themes, such as seasonal attractions/events, cultural, historical, sports events and festivals.

***Relocation Market***. To counteract the area's "Brain Drain" issue, the GMCVB has stepped in to support recruitment and retention of new residents. Our web site includes a section for relocation information and we are expanding information resources for this market. With increased investments, the GMCVB can enhance its marketing efforts to provide expanded support for this critical market.



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### 2002 COMMUNICATIONS & PUBLIC RELATIONS PLAN HIGHLIGHTS

**Communications Vehicles.** The GMCVB produces a variety of communications vehicles for various audiences. In 2002, they will include:

- ✓ Official Visitors Guide (produce 2 issues annually/circulation of 300,000 total)
- ✓ Official Kids Guide to Greater Madison™
- ✓ Internet site: <http://www.visitmadison.com>
- ✓ Group Tour Planner
- ✓ Confidential Convention Calendar (to go online in 2002)
- ✓ Membership Directory (to go online in 2002)

In addition to these, our Communications Department supports all GMCVB departments by providing high-quality graphics support for such things as:

- ✓ Invitations, signage, etc. for GMCVB and industry events
- ✓ Bid sales materials
- ✓ Collateral materials
- ✓ Corporate communications materials
- ✓ Reports
- ✓ PowerPoint presentations
- ✓ Slides, photography

**Media and Public Relations.** Local and travel/tourism trade media relationships and relations with the public-at-large are key to our existence. Both proactive and responsive activities in 2002 will include, but not limited to:

- ✓ Assistance to press officials for US Conference of Mayors
- ✓ Assistance to press officials for Ironman Wisconsin
- ✓ Assistance to press for NCAA Regional Basketball Championships
- ✓ Local media responses to various issues, events, requests, statistics
- ✓ Assistance to WI Dept of Tourism media requests
- ✓ Assistance to film crews as needed
- ✓ Mailing of seasonal media kits to travel trade publications, internet sites, etc.
- ✓ Regular updating/providing of area event information to dozens of outlets
- ✓ Final production and support for airing of 2002 Discover Wisconsin Dane County segment
- ✓ Post convention marketing of US Conference of Mayors event
- ✓ Assistance to events with slides, photography, artwork
- ✓ Development of crisis communications plan for US Conference of Mayors
- ✓ Exhibition at Travel Media Showcase



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#### **2002 FINANCE AND ADMINISTRATION PLAN HIGHLIGHTS**

Supported by strong leadership and experience personnel, our finance and administration department supports all aspects of our operations.

##### ***Technology Initiatives***

- Employing integrated accounting software for use with other in-house software applications
- Standardizing all technology platforms
- Enhancing system-wide virus protection/management
- Establishing remote access for key personnel
- Enhancing remote access for Alliant Energy Center staff person
- Establishing system for tracking trouble shooting reports

##### ***Financial Initiatives***

- Pursue development of not-for-profit and for-profit subsidiaries
- Employing integrated accounting software for interfacing with other software applications
- Developing technology-based budget planning process
- Finalizing investment policies
- Identifying key sources of new revenues
- Analysis/review of current 401(k) plan/administration
- Bring payroll in-house

##### ***Human Resources Initiatives***

- Finalize crisis plan
- Review and pursue new review process
- Analyze/review employee benefits package

##### ***Professional Development***

- WACVB SENO for Administrative Professionals
- SHRM
- IACVB



## **2002 BUSINESS PLAN OVERVIEW MARKETING THE GREATER MADISON AREA**

### **SUMMARY**

The GMCVB's 2002 Business Plan is designed for efficient, effective results. We employ a variety of ways to measure our success and continuously research our competitors' performance levels. We are keenly interested in being the area's foremost expert on tourism with a reputation for accountability, high results and for being responsive and responsible stewards of this great area.

Most importantly, we strive for all bodies who invest in this organization to believe their investments are being well-managed.

What we pledge is a commitment to this community and our partners, to strive for:

- *Extraordinary contributions to area's economy*
- *Being a job and revenue generator*
- *Excellent performance results*
- *Continued expansion of tourism for Dane County*
- *Support for County's economic development initiatives*
- *Support for Monona Terrace*
- *Support for the Alliant Energy Center*
- *Support for DCRA*
- *Support for Dane County communities*
- *Support for our business partners*
- *Effectiveness, efficiency and accountability*
- *Responsible decision making*
- *Responsible stewardship of our environment*



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