



GMCVB 2001 Business Calendar

	DIRECT SALES	MEMBER ACTIVITIES
JANUARY	FAM tour: Religious Conference Managers Association WSAE / WMPI mtgs. Ironman Site Visit	Dane County Tourism Council
FEBRUARY	Destinations' Showcase – Washington DC Religious Conference Managers Association Convention - Milwaukee WSAE / WMPI mtgs. IACVB Foundation Dinner – Washington DC GM/DOS WIAA Tournament Support	GMCVB Open House GMCVB Membership Orientation/Refresher (Alliant Energy Center)
MARCH	Governor's Conference on Tourism UW Consortium WSAE / WMPI mtgs. WIAA Tournament Support	Governor's Conference on Tourism GMCVB Membership Workshop
APRIL	GMCVB Meeting Planners MarketPlace (Marriott Madison West) WSAE / WMPI mtgs. Midwest Bank Club Directors Meeting & FAM Midwest Travel Writers Association Spring Convention - Chicago USS Wisconsin promotion – Washington DC Affordable Meetings and Tradeshows	GMCVB Meeting Planners MarketPlace (Marriott Madison West) Dane County Tourism Council Visitor Services Front-line Training
MAY	Convention & Tradeshaw FAM Tour WSAE / WMPI mtgs. Circle Wisconsin Showcase & FAM GM/DOS	National Tourism Week
JUNE	Council of Engineering & Scientific Society Execs WSAE Golf Outing Destination Showcase US Conference of Mayors – Detroit Travel Media Showcase	"Wake up to Tourism" breakfast/new website kickoff Fall/Winter Visitors Guide listings due
JULY	Concerts on the Square GMCVB Golf Outing WMPI Golf Outing	GMCVB/Madison Chamber of Commerce Networking event Dane County Tourism Council Visitor Information Cart at Dane County Fair/Art Fair on the Square
AUGUST	Concerts on the Square American Society of Association Executives GM/DOS Drum Corps International - Buffalo	GMCVB Membership Directory listings due Winter Getaway campaign confirmations due
SEPTEMBER	Convention & Tradeshaw FAM Tour WSAE / WMPI mtgs Timber Producers Association - St. Ignace	GMCVB Member Orientation/Refresher (Monona Terrace) Visitor Information Cart/Taste of Madison Visitor Services Front-line Training GMCVB Group Tour Planner listings due Winter Getaway campaign copy due
OCTOBER	World Dairy Expo support Meetings Quest Tradeshaw - Chicago	GMCVB Member Workshop Dane County Tourism Council
NOVEMBER	Meetings Quest – Washington DC IAEM/Expo!Expo! - Chicago Multi-cultural Reception GM/DOS	
DECEMBER	Association Forum's Holiday Showcase - Chicago WSAE / WMPI	Visitor Services Front-line Training GMCVB Board of Directors (Open Mtg.)

Note: For information about co-op marketing opportunities or sponsorships, call Krista Flanagan at 800-373-6376, ext. 213, Director of Marketing & Development, and ask for the "GMCVB Marketing Opportunities" program.

Business & Action Plan

EXECUTIVE SUMMARY

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.



LEADERSHIP: BOARD OF DIRECTORS & PRESIDENT

- Completed Strategic Planning process
- Released new organization Mission, Vision & Objectives
- Released destination Visions
- Secured future funding mechanism from City of Madison via "excess TOT funding split"
- Secured special marketing assistance moneys by requesting release of funds from "excess" MT shuttle fund
- Completed office expansion and remodeling
- Secured underwriting for special office expansion needs
- Budget kept within approval totals and will carry money to reserves
- Assisted in resolution of future date conflicts with World Dairy Expo and UW Parents' Weekend
- Estimate achieving 80-90% of all City and County performance goals
- Estimate exceeding 2 specific City performance measurements
- Successfully expanded GMCVB's presence within industry and state with GMCVB President being named to:
 - ... Governor's Council on Tourism
 - ... Incoming Chair, WI Association of CVBs
 - ... Chair, Governor's Committee on Meetings & Conventions
 - ... Member, WI Sports Development Corporation Board of Directors
 - ... Member, SW WI Region Economic Development Summit Steering Committee
- Created additional "link" to City of Madison via new relationship with City's Economic Development Commission
- Created Product Development Review Committee to review projects which can impact marketability/product content of destination
- Created list of strategic industry issues to discuss/pursue beginning in 2001
- Developed excellent slate of potential, new Directors for Board
- GMCVB Directors supported & participated in events, including: Governor's Conference on Tourism 2000-Milwaukee, Hilton Topping Off Ceremony, Wake up To Tourism.com breakfast, DMI Annual Dinner, Chamber of Commerce, Annual Dinner, etc.
- Approved support for an independent study of return on investment for GMCVB stakeholders (results expected in late 2001)

CONVENTION & TRADESHOW SALES

- Increased presence in Washington with 6 sales trips to area, ran ads in the Washington chapter of ASAE to gain exposure and visibility
- Increased presence in Chicago with 3 sales trips to area and attended several meetings of CMPI meetings
- Attended the following trades shows: Logging Congress, IACVB Destination Showcase, NACS/IAEM, CESSE, ASAE, Meetings Quest Chicago and Washington, IAEM and Holiday Showcase
- Successfully planned and implemented statewide Think Wisconsin booth for ASAE in Florida ("Jump on This" with Harley Davidson theme to tie-in with Milwaukee) and Holiday Showcase in Chicago ("Warm Up to Wisconsin")
- Events hosted to showcase GMCVB: Arts Community Breakfast, Multi-cultural Reception, UW consortium breakfast, summer FAM
- Hosted Meeting Planners MarketPlace at Monona Terrace
- Attended Teams 2000, first joint sports tradeshow effort with WI Sports Development Corp
- Successful sales trip to Indiana to present bid books to 6 potential RV show producers
- Solidified contract with Watchtower Bible and Track Society for Madison 2001. Beginning negotiations for the next 10 years in 2001
- Produced new Facilities Guide insert

CONVENTION SERVICES

- Generated 135 Convention Services leads; serviced 280 incoming groups (as of 12/13/00)
- Designed new Convention Services Brochure
- Attended Ecological Society and Timber Producers events for pre-promotional purposes
- Coordinated 2000 MarketPlace booth sales (81 exhibitors)
- Hosted membership seminar in conjunction with the Membership Department
- Provided centralized housing services for four conventions (generated 7,665 room nights)

COMMUNICATIONS & PUBLIC RELATIONS

- Hosted travel writers from San Francisco, CNX Media (produced a 90 second feature on Madison, aired on over 45 CBS affiliate stations across the nation including Madison's own WISC-TV)
- The Food Network visited Madison in mid-August to produce a feature on five Madison area food venues for *The Best Of*, a half-hour magazine program reaching more than 45 million homes with a viewing audience of 2.5 million people
- Enhanced GMCVB Web site - www.visitmadison.com (including additional domain name registrations; added a New Year's Eve events/hotel and Winter Getaway packages to the site; rotated feature on home page and coordinated with the City on placing GMCVB logo on the City's website.)
- Published FW & SS Visitors Guides (300,000 total copies)
- Produced quarterly newsletters
- Launched on-line reservation system, Travelhero.com, for real-time and email reservations to GMCVB member accommodations.

MARKETING & DEVELOPMENT

- Coordinated 2000 Winter Getaway campaign, which generated an economic impact of \$52,000
- Developed 2001 Winter Getaway campaign that includes discounted accommodations and themed activity packages.
- Secured sponsorships from Culver's Frozen Custard Restaurants and UW-Madison to produce the first annual *Kid's Guide to Greater Madison*TM
- Developed Greater Madison Kid's Club and Funletter.
- Produced the 2000-2001 Membership Directory (1,000 copies).
- Produced the 2001 Group Tour Planner (2,000 copies)
- Distributed over 500 qualified group tour leads to GMCVB members interested in pursuing the group tour market
- Coordinated the following familiarization (FAM) tours - Circle Wisconsin (40 tour operators), SR Travel (2 tour operators), Conference and Travel Services (1 tour operator who plans for 4 offices) and Group Travel Leader magazine (1 reporter).
- Began coordination of the 2001 Midwest Bank Club Directors meeting and FAM tour (40 Midwest bank group tour leaders).
- Coordinated the following co-op advertising campaigns - WIAA program, E. Iowa newspapers co-op, PARADE magazine
- Sponsored Governor's Conference on Tourism luncheon in Milwaukee to pre-promote the 2001 conference in Madison.
- Developed VFR campaign with billboard on W. Beltline, airport dioramas and 663-PLAY telephone number.
- Hosted two networking events, two refreshers and two seminars.
- Coordinated Dane County Tourism Council (DCTC) meetings.
- Developed Product Development Review Committee
- Earned WACVB's *Trailblazer Award* for partnership development for the Kid's Guide
- Coordinated GMCVB Open House to unveil new office space.

VISITOR SERVICES

- Upgraded and implemented Visitor Services front-line training program and materials for GMCVB and member businesses. (Training sessions now held three times a year in conjunction with the publishing of the GMCVB Visitors Guide)
- Designed and implemented statewide distribution program for Visitor Guides to members, businesses and WIC in Wisconsin, Minnesota and Illinois.
- Designed and implemented reporting programs for VS statistical information gathering
- Completed second phase upgrade of visitor information booth at Dane County Regional Airport (includes new lighting, photos, informational materials, brochure racks)

ADMINISTRATION (Includes Accounting & Information Systems)

- Completed expansion and remodeling of existing office to serve GMCVB team and programs
- Reestablished Employee Benefit and Morale Advisory Committee
- Instituted and achieved more effective cash management netting increased interest income
- Successfully hired Network Administrator and returned to an in-house function
- Developed and completed IS needs assessment
- Established 3-5 year computer replacement/rotation plan

2001-02 Strategic Goals

DESTINATION MARKETING & MANAGEMENT

Objective # 1

- All organizational initiatives are designed to support increased destination visitor traffic and spending
- Goal: Recognizable destination "brand" image and message(s)
- Goal: All destination sales and marketing programs are designed for maximum ROI
- Goal: Top quality destination product development plan is designed

PUBLIC RELATIONS

Objective # 2

- Programs and initiatives are established which result in increased support and participation by public and stakeholders
- Goal: Perceptions and expectations of stakeholders and public are satisfied
- Goal: Effective communications exist between GMCVB, industry and all local publics
- Goal: Public is educated on tourism and its value to area
- Goal: Stakeholders and members are mobilized for maximum support and investment

FINANCIAL DEVELOPMENT

Objective # 3

- Plans established which will result in securing of required resources to achieve destination and GMCVB visions
- Goal: Long-range capital and development plans are adopted and supported by industry and stakeholders
- Goal: Capital plan implementation results in securing of resources to achieve goals and meet expectations of stakeholders and members

LEADERSHIP & MANAGEMENT

Objective # 4

- Organization offers optimum infrastructure and work environment
- Goal: Organization attracts and retains dynamic, competent and motivated professionals
- Goal: Sound and effective operating systems, policies and practices are observed
- Goal: All resources are effectively deployed
- Goal: Leadership is enthusiastic, effective and committed

2001 Department Goals & Objectives

LEADERSHIP: BOARD OF DIRECTORS AND PRESIDENT

- Goal: Identification of stakeholders expectations & needs
- Goal: Adopt plan for securing traditional and nontraditional resources (to be incorporated into capital plan)
- Goal: Adopt effective leadership development plan
- Goal: Prioritize strategic initiatives to pursue based on organization and destination objectives & visions

CONVENTION SALES

- Goal: Adopt strategic sales & marketing plan designed for maximum ROI and results in increased convention and tradeshow traffic and spending.
- Goal: Achieve annual performance goals of:
 - ... Contract 48 MT Conferences
 - ... Contract 26 MT Conventions
 - ... Contract 1.5 million gsf for Alliant Energy Center
 - ... Contract 98,900 room nights
 - ... Win 70 single hotel bookings
- Goal: Identify potential alternative revenue streams as achieved by other CVBs (for inclusion in capital plan)
- Goal: Identify successful local PR/education plans conducted by CVBs (for inclusion in overall local/community PR plan)

COMMUNICATIONS & PUBLIC RELATIONS

- Goal: Adopt destination brand image/message(s) which will increase destination visitor traffic and spending
- Goal: Adopt local public/community relations plan which will increase support for and awareness of GMCVB and tourism industry initiatives
- Goal: Adopt PR plan designed for maximum ROI and to increase destination awareness in all targeted market audiences
- Goal: Establish performance measurement and evaluation systems to determine effectiveness and value of all PR/Communications initiatives
- Goal: Complete revamping of GMCVB web site
- Goal: Generate 34,000 monthly unique web site visits to www.visitmadison.com

CONVENTION SERVICES

- Goal: Achieve annual performance goal of 124 Convention Services Leads
- Goal: Explore revenue-generating options
- Goal: Develop a 3 to 5 year plan for Convention Services Department
- Goal: Develop training manual for Convention Services Department
- Goal: Establish a high level of awareness of all Convention Services offered by the GMCVB

VISITOR SERVICES

- Goal: Adopt strategic plan for providing world-class information services and resources to local and external markets
- Goal: Adopt plan for ongoing development of VS team
- Goal: Adopt plan for effective visitor database management
- Goal: Adopt plan for effective information fulfillment
- Goal: Develop training manual for Visitor Service/Frontline Staff

MARKETING & DEVELOPMENT

- Goal: Adopt destination product development plan
- Goal: Identification of stakeholders and public's expectations/needs
- Goal: Adopt plan which provides maximum opportunities for citizen and stakeholder involvement in GMCVB/industry initiatives
- Goal: Develop training manual for Marketing & Development Dept
- Goal: Achieve department performance goals of:
 - ... Increasing membership number to 650
 - ... Achieve 90% member retention rate
 - ... Generate \$45,000 sponsorship/co-op marketing & development revenues

ADMINISTRATION

- Goal: Develop 2-year and long-term capital plans
- Goal: Develop effective & integrated resources & function planning processes
- Goal: Adopt effective personnel development plan
- Goal: Adopt contemporary operating policies & procedures
- Goal: Adopt organizational structure based on strategic objectives & visions