



# Volusia County Council Workshop

Tourism study

**Strategic** Advisory Group

March 8, 2013

# Goal for the workshop

- Review each recommendation
  - Clarify
  - Discuss opportunities
  - Gain consensus on next steps
- Opportunity for leadership
  - Institute new policies to support direction
  - Call for accountability
  - Determine most effective implementation approach

# New directive for inclusion in annual budgets of tourism authorities

- Research driven decision making
  - PRIZM
    - Reviewed data with SVAA and HAAA
    - Continued work to develop data for West Volusia
      - Worked with West Volusia on additional research approaches
  - Visitor profile studies
  - Boards confirm responsiveness to research in the approval process
  - Common metrics
- Coordination and leverage
  - Cities and chambers
- Events plan – list of sponsored events
  - Criteria for sponsorship
    - Tourism impact
    - Product brand impact

# New directive for inclusion in annual budgets of tourism authorities (cont.)

- Event metrics
  - Economic impact – direct spending
  - Hotel room night generation
  - Value in overall marketing as a visitor destination
  - Attendees are a valuable year round market
  - Quality of life for residents
  - Security or safety needs
  - Event management structure
  - Cost associated with event support



# Suggested action

- County Council give direction to create new requirements to be built into the annual marketing plan and budget process
  - Demonstrate research driven decision making
  - Demonstrate leverage/collaboration
  - Event plan to include those that are proposed to receive support and alignment with proposed metrics

# Consider a shared service model for collaboration among tourism authorities



# Suggested action

- Directive for implementation oversight to ensure that all areas recommended are reviewed and implemented
  - Request an update in 90 days
  - Additional areas should be explored
  - Areas where there are potential challenges will be reviewed with County Council

# Implement stakeholder communications plan

- Implement a stakeholder communication report that includes common metrics and goals for leisure marketing and group sales



## Tourism Marketing Report

February 2013

### Room night generation – leisure marketing

FORECASTED 2013 CONSUMED ROOM NIGHTS – AS OF JANUARY 2013								
Advertising Authority	Room Nights Generated		Goals			Year-end Goals	Variance	
	Month	Year-to-Date	Goals	Variance	Year-to-Date		Variance	% of Goal
Halifax								
Southeast								
West								

### Room night generation – group sales

ROOM NIGHTS BOOKED – JANUARY 2013								
Advertising Authority	Room Nights Generated		Goals			Year-end Goals	Variance	
	Month	Year-to-Date	Goals	Variance	Year-to-Date		Variance	% of Goal
Halifax								
Southeast								
West								

### Total room night generation

2013 ROOM NIGHTS – JANUARY 2013									
Advertising Authority	Room Nights Generated			Goals			Year-end Goals	Variance	
	Month	Year-to-Date	Room	Goals	Variance	Year-to-Date		Variance	% of Goals
Halifax									
Southeast									
West									

### Economic impact – direct spending

Advertising Authority	Visitors			Goals			Year-end forecast	Variance	
	Month	Year-to-Date	Direct Spending	Month Direct Spending	Year-to-Date Direct Spending	Variance		Variance	% of Goal
Halifax									
Southeast									
West									

### Hotel/accommodator occupancy

Advertising Authority	Monthly Occupancy	Year-to-Date	Variance vs. previous year
Halifax			
Southeast			
West			

### New marketing activities

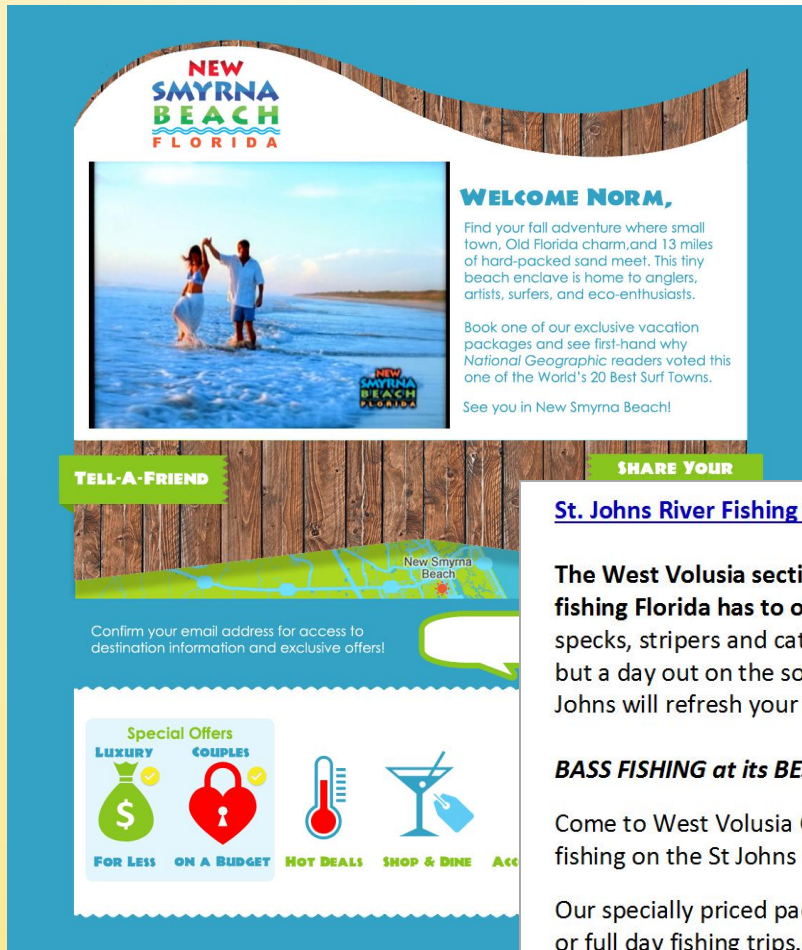
Advertising Authority	Monthly Activities
Halifax	
Southeast	
West	



# Suggested action

- Final proposed metrics submitted to County Council by May 1
  - County Council to approve including methodology
  - First stakeholder report to be produced by June 5
  - Initial distribution to include broad base of stakeholders

# Implement one-to-one marketing process



**NEW SMYRNA BEACH FLORIDA**

**WELCOME NORM,**

Find your fall adventure where small town, Old Florida charm, and 13 miles of hard-packed sand meet. This tiny beach enclave is home to anglers, artists, surfers, and eco-enthusiasts.

Book one of our exclusive vacation packages and see first-hand why *National Geographic* readers voted this one of the World's 20 Best Surf Towns.

See you in New Smyrna Beach!

**TELL-A-FRIEND**

**SHARE YOUR**

Confirm your email address for access to destination information and exclusive offers!

**Special Offers**

**LUXURY COUPLES**

**FOR LESS ON A BUDGET HOT DEALS SHOP & DINE ACC**

## St. Johns River Fishing Escapes

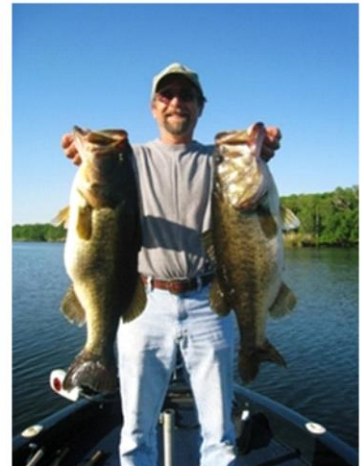
**The West Volusia section of the St. Johns River boasts some of the best fishing Florida has to offer.** Largemouth black bass, warmouth, bluegill, specks, stripers and catfish abound. Not only is the fishing great here, but a day out on the soothing sun dappled waters of the majestic St. Johns will refresh your spirit!

### ***BASS FISHING at its BEST!***

Come to West Volusia County and experience the finest freshwater fishing on the St Johns River.

Our specially priced packages pair discounted accommodations with half or full day fishing trips. Boat rental specials are available at some properties.

Don't delay in booking your trip today.



# Implement a one-to-one marketing process (cont.)

- Targeted
- Measureable
- Research will refine targets
- Shift resources from traditional media
- Create “experiences” for targeted audiences

# Suggested action

- Support a new targeted direction for ad authorities
- Presentation in conjunction with marketing plans/budgets of current/future direct marketing campaigns
  - Plan for unified fulfillment
    - Shared services
  - Targeted audiences
    - Supported by research
    - Goals for conversion

# Analyze new structure for sports tourism

- Need to create a focused new approach
  - Include all stakeholders
  - Volusia County not getting its share
  - Include the sports leaders in the county
  - Significant impact: \$36 billion industry in Florida
  - New sports commission would create an annual marketing plan
  - Inclusive of all facilities
  - Common use [sportsvolusia.org](http://sportsvolusia.org) website

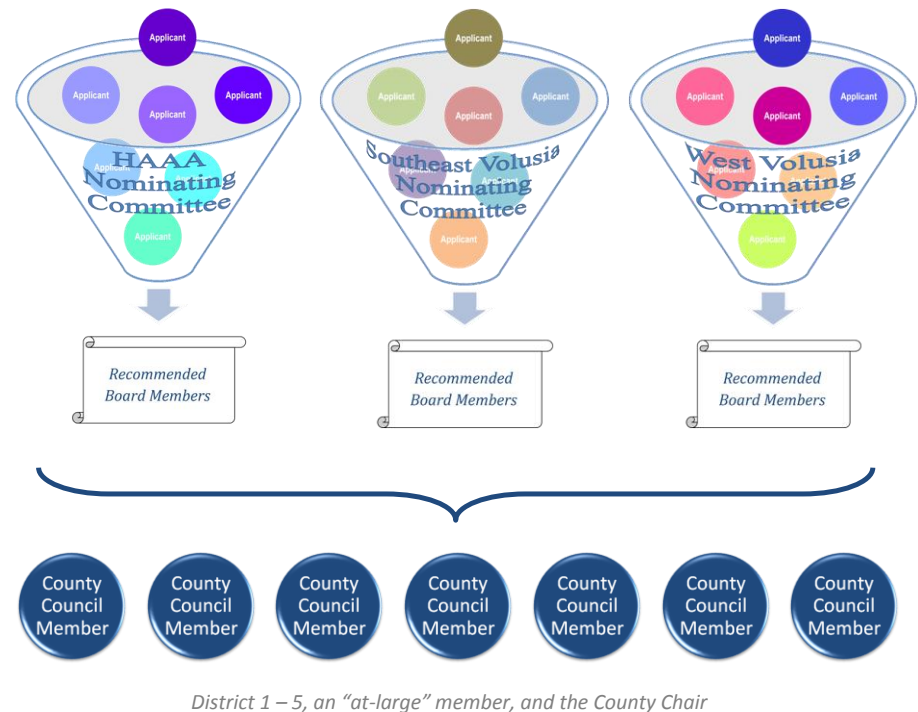
# Suggested action

- Support the overall direction
- Determine a “convener”
  - Bring together key stakeholders
  - i.e. authorities/CVBs, chambers, local sports organizations, county Parks and Rec., hotel/motel assn., Ocean Center
- Report in 90 days
  - Structure
    - Advisory board – local sports leaders
  - Budget
  - Initial goals

# Establish a new governance/appointment process for tourism authority members

- It starts at the top –
  - Fiduciary and direct supervision
- Need to focus on skills that will support the authorities
- County Council retains authority/welcomes input

**PROPOSED PROCESS:** Nominating committees vet applicants to present to the County Council



# Suggested actions

- Support overall direction
- Request fully developed process and criteria by May 1
  - Skills and expertise
    - i.e. marketing, finance
    - Industry background
  - Internal nomination process
  - Timeline for candidates to be proposed
- In conjunction with fiduciary responsibility and proposed new approach to financial reporting
  - Require new accounting, internal control, and procurement policies submitted by June 1



# Create, set initial meeting of a Tourism Product Development Task Force

- Directive to create the task force
  - Quarterly updates
- Target industries
  - Hotels and resorts
  - Attractions
  - Entertainment
  - Restaurant
  - Retail



# Suggested action

- Support the creation of Tourism Product Development Task Force
- Determine a “convener”
  - Direction to convene the first task force meeting within 90 days
  - Direction to create an annual work plan by July 1

# Create new group sales plan for Ocean Center and Daytona Beach Convention and Visitors Bureau

- Marketing plan
- Collective mission/universal goals
  - Economic impact, direct spending
  - Room night generation
  - Ocean Center revenue
  - Attendee/client satisfaction
  - Ocean Center profitability
- Governance buy in
- Booking policies

# Create new group sales plan for Ocean Center and Daytona Beach Convention and Visitors Bureau (cont.)

- Deployment plan
  - Religious
  - State associations
  - National associations
  - Sports
  - Competitive arts
  - Social, military, educational, religious and fraternal markets (SMERF)
  - Corporate

# Create a new group sales plan for Ocean Center and Daytona Beach Convention and Visitors Bureau (cont.)

- Marketing channels
  - Website
  - Advertising
  - Public relations
  - Participation in marketing events
- Holistic goal-setting
  - Approved jointly – County Council and HAAA board
  - Align with industry
  - Transparent
- Sales performance plan
  - Consistent commitment to minimum thresholds
- Incentive plan
  - Reward exceptional performance
- Functionality will move the needle
  - Highest and best use – citywide conventions

# Create a new group sales plan for Ocean Center and Daytona Beach Convention and Visitors Bureau (cont.)

- Avoid duplication, maximize collective resources
- Functionality informs structure
- Case studies
  - Meet Hawaii
  - Visit Denver
  - Rochester, MN

*Current Organizational Chart*

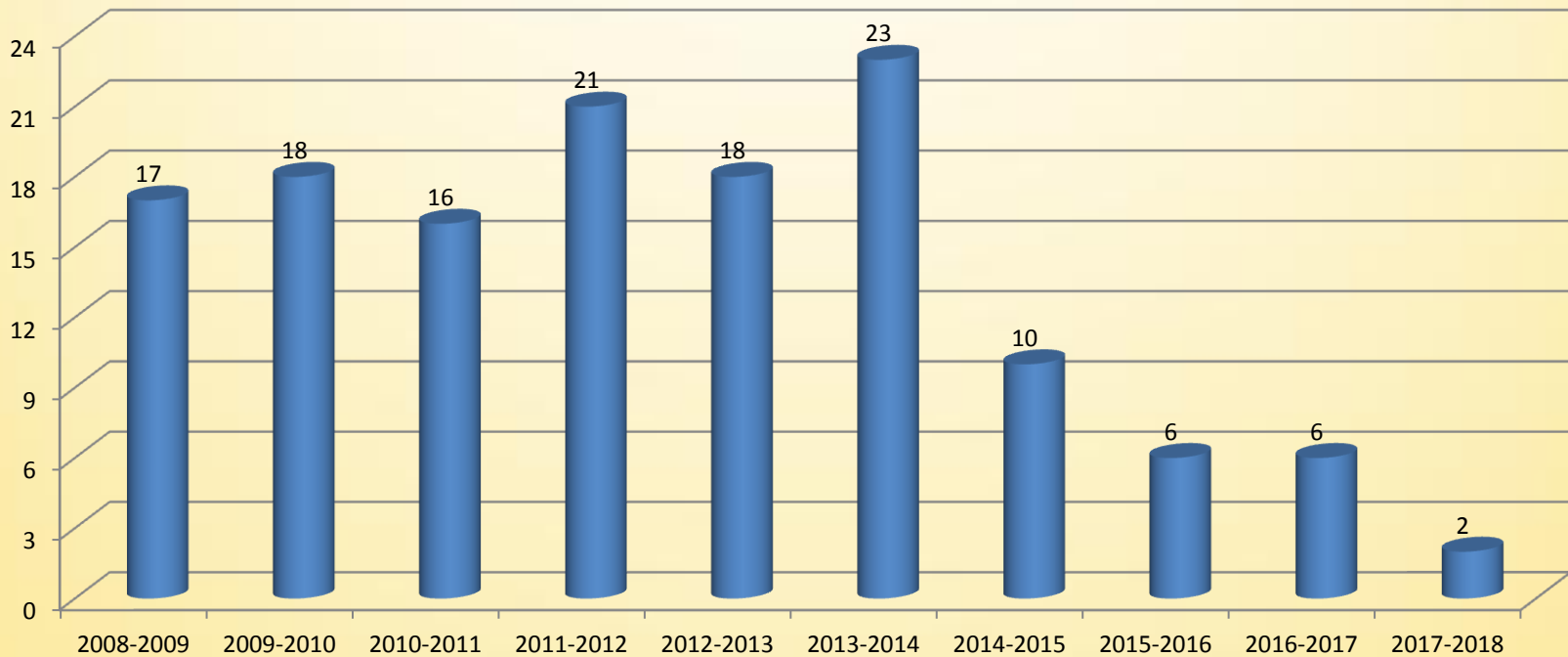


*Future structure*



# Larger groups – Ocean Center

Larger attendance groups



- Chart represents groups that have had higher attendance at the Ocean Center and have out of town attendees

# Suggested action

- Accept direction ... with conditions
  - Direction to deliver an implementation plan, timelines, and key milestones
  - Finalize joint accountability
    - Revenue – fiscal results
    - Economic impact – room nights
  - County Council can adjust plan if necessary
    - Cooperation and focus are vital
    - Quarterly updates with concrete accomplishments



# Conduct branding evaluation

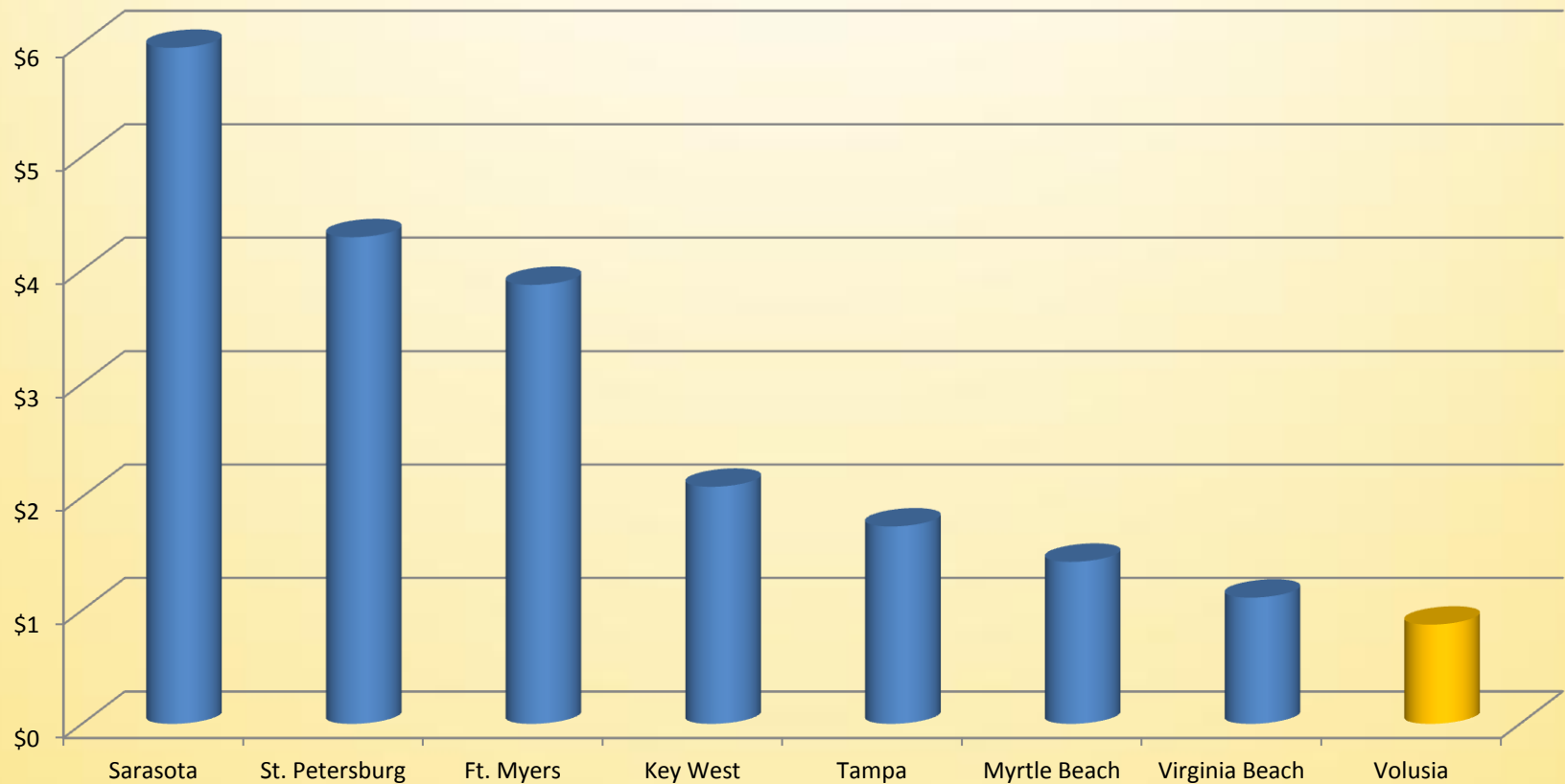
- Forbes Magazine: The Daytona 500 the sixth highest revenue sporting event in the world
- Only event in the top five that occurs in the same location every year
- The “Daytona” name has been used in promoting numerous consumer products
- Need to determine how to leverage the brand

# Suggested action

- Support further research related to brand equity
  - Evaluate results – determine next steps

# Evaluate new tourism funding possibilities

**Marketing budget per overnight visitor**



# Evaluate new tourism funding possibilities

- With the changes in place
  - Could alternative funding sources be possible?
  - i.e. Tourism Business Improvement Districts

# Suggested action

- After implementation of recommendations under way
  - Conduct industry forums to explore future funding opportunities

# Final thoughts

- Time to act is now
  - 150 plus stakeholders were clear
    - Change is needed
    - Willingness to participate
  - Increase accountability
  - Increase communication
  - Increase collaboration
  - Move the product forward
- Implementation will take focus and resources

Thank you

**Strategic**AdvisoryGroup  
The logo for Strategic Advisory Group features the word "Strategic" in a bold, dark blue font, followed by "AdvisoryGroup" in a lighter blue font. Below "Strategic" is a stylized, semi-transparent reflection of the word.

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