



# Volusia County Council

Tourism study review

**Strategic** Advisory Group

April 4, 2013

# Council session

- Review discussion from workshop
  - Clarify/review each recommendation
  - Additional input and discussion
  - County Council recommendation

# New directive for inclusion in annual budgets of tourism authorities

- Research driven decision making
  - PRIZM
    - All three authorities engaged
  - Boards will validate research in their approval process
  - Authorities will present research plan as part of annual marketing plans and budgets
- Coordination and leverage
  - Annual plan to include new initiatives with key partners
- Events plan – list of sponsored events included in plan
  - Criteria for sponsorship

# 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

- Support the recommendation; direct ad authorities, as part of their annual budget presentation, to submit research results, initiatives that include key partners and an annual event sponsorship plan that uses the recommended metrics for evaluation.
  - 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

- Support the recommendation in concept and direct the ad authorities to develop a recommended shared service model with a report in six months on the status of implementation.
  - Areas where there are potential challenges will be brought back for review

# Stakeholder communications plan

- Support the recommendation and direct the ad authorities to create a monthly combined report using agreed upon metrics to update the County Council and stakeholders.



## 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 Goal
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									

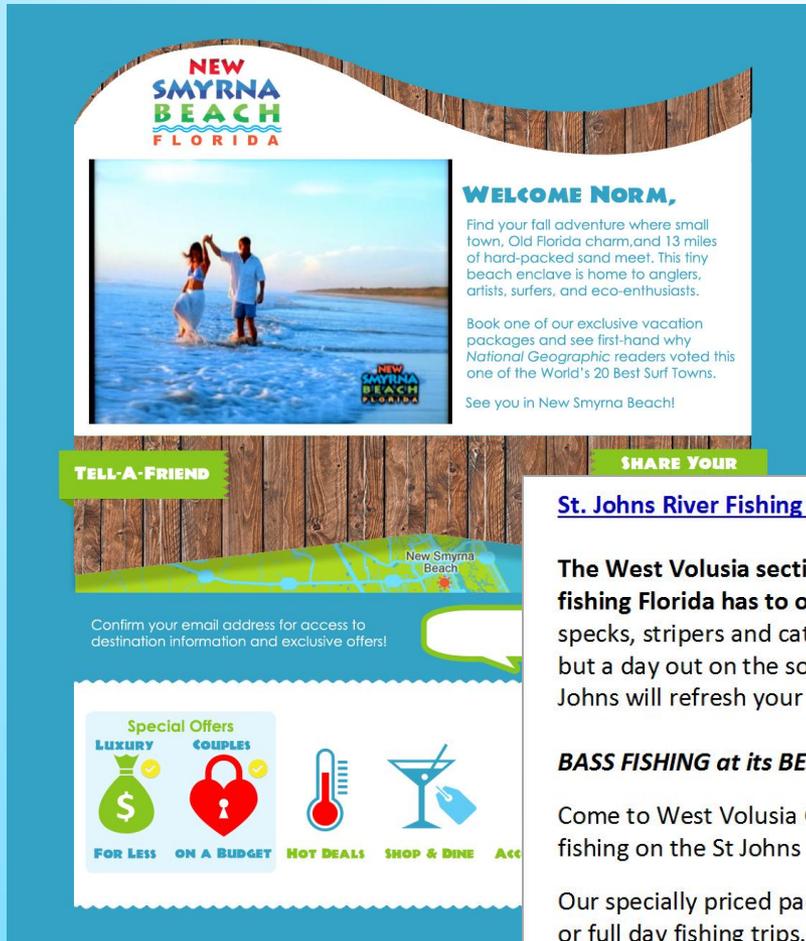
### Hotel/accommodator occupancy

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

### New marketing activities

Advertising Authority	Monthly Activities
Halifax	
Southeast	
West	

# 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 HOT DEALS SHOP & DINE ACC

FOR LESS ON A BUDGET

## St. Johns River Fishing Escapes

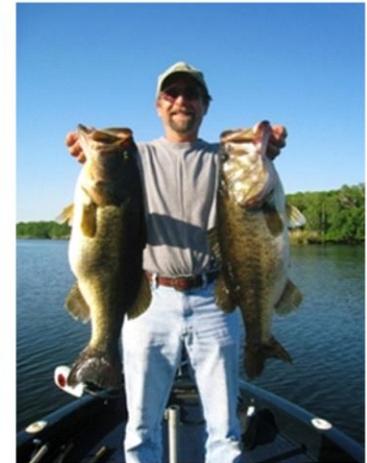
**The West Volusia section of the St. Johns River boasts some of the best fishing Florida has to offer.** Largemouth black bass, warmouth, bluegill, specks, stripers and catfish abound. Not only is the fishing great here, but a day out on the soothing sun dappled waters of the majestic St. Johns will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



# 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 the recommendation and direct the ad authorities to develop and implement direct marketing strategies for the upcoming fiscal year using the New Smyrna Beach and West Volusia campaigns as a template.
- 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 and results

# Analyze new structure for sports tourism

- Need to create a focused new approach
  - Include all stakeholders
  - Include the sports leaders in the county
  - New sports commission would create an annual marketing plan
  - Work with Central Florida Sports Commission to determine on-going role

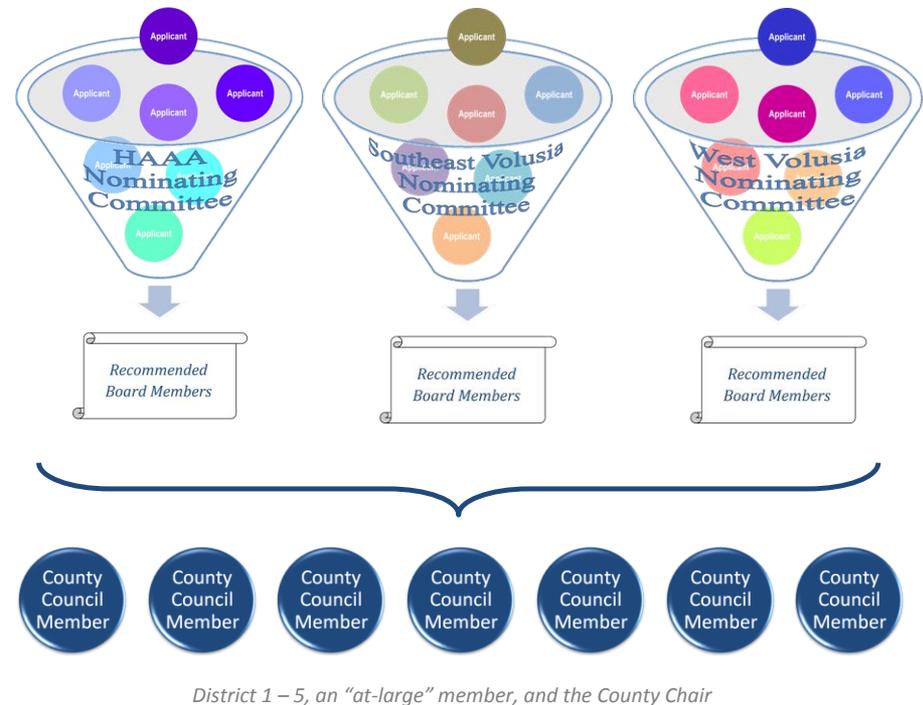
# Suggested action

- Support the formation of a countywide sports commission that is focused on bringing new sporting events to Volusia County and provide direction on implementation.

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

- County Council retains authority/welcomes input
- Annual process for receiving nominations from tourism industry

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



# Suggested action

- Approve the development of an annual nominating process in conjunction with the ad authorities.

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

- Create a process for tourism product development
- Target industries
  - Hotels and resorts
  - Attractions
  - Entertainment
  - Restaurant
  - Retail
- SAG met with CEO Alliance

# Suggested action

- Seek the input of the CEO alliance on the need to analyze Volusia's "tourism product" and, if so, provide suggestions on how to go about such a review.

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

- Collective mission/universal goals and metrics
  - Economic impact, direct spending
  - Room night generation
  - Ocean Center revenue
  - Attendee/client satisfaction
  - Ocean Center profitability
- Governance – collaboration
- Industry supported booking policy

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

- Deployment plan -- Maximize full sales team
  - 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 – singular approach
  - Website
  - Advertising
  - Public relations
  - Participation in marketing events
- Holistic goal-setting and metrics
  - Approved jointly – County Council and HAAA board
  - Align with industry
  - Transparent
- Sales performance plan – ensure agreed upon outcomes
  - Consistent commitment to minimum thresholds
- Incentive plan
  - Reward exceptional performance
- Increased combined sales activity will increase overall impact

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

- Avoid duplication, maximize collective resources
- Seamless approach
- 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

- Provide direction on the recommendations related to the Ocean Center and future groups sales functionality and structure.

# Conduct branding evaluation

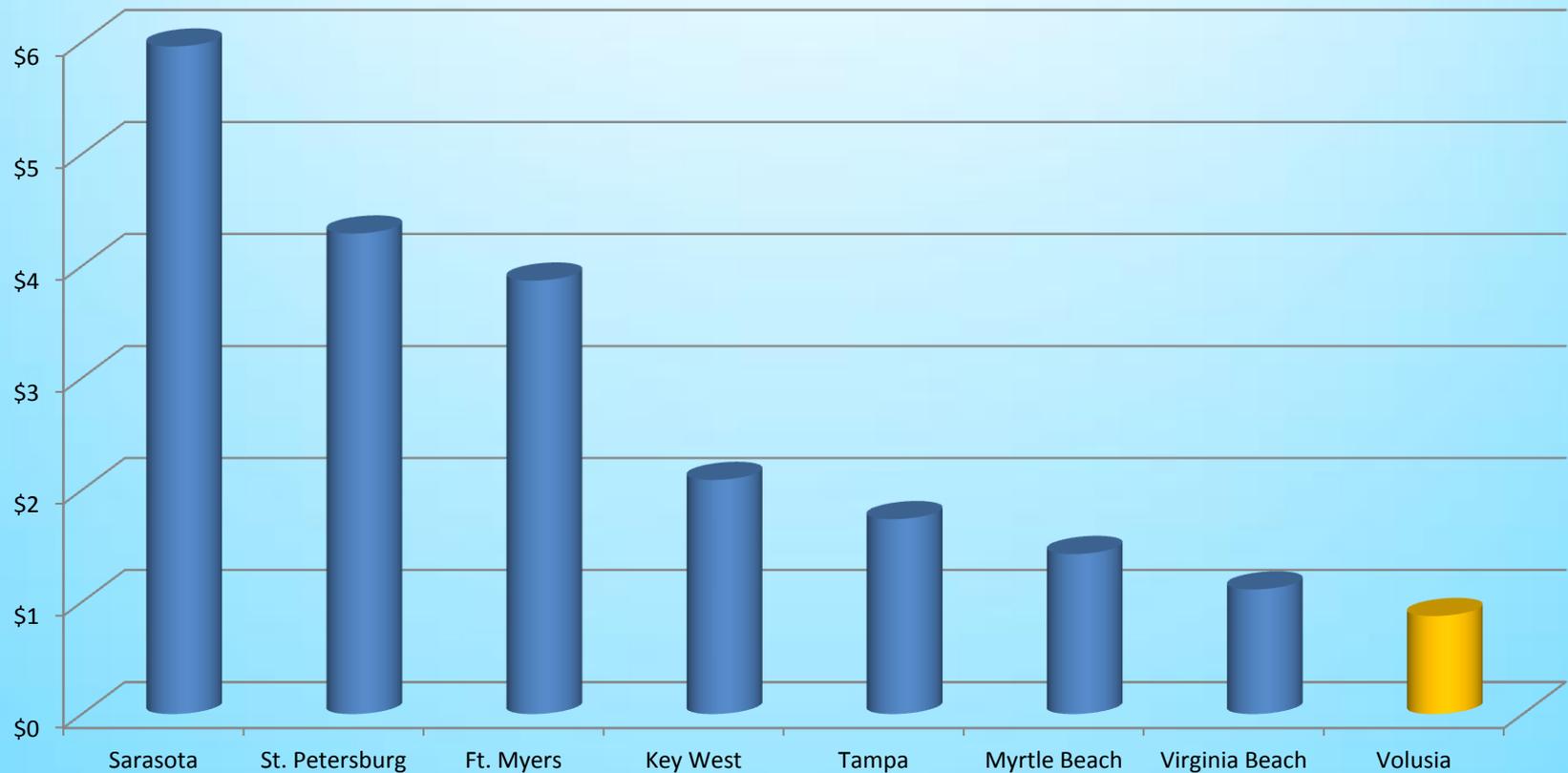
- Forbes Magazine: The Daytona 500 the sixth highest revenue sporting event in the world
- The “Daytona” name has been used in promoting numerous consumer products
- Determine how to leverage the brand effectively

# Suggested action

- Ask Team Volusia to discuss this recommendation and make recommendations on potentially engaging a branding consultant to evaluate the current value of the Daytona brand and the most effective uses within the county.

# 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
- State is reviewing enabling legislation

# Suggested action

- Table this recommendation for now.

# 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** Advisory Group  


Daniel Fenton

[dan@strategicadvisorygroup.net](mailto:dan@strategicadvisorygroup.net)

(831) 298-7215