Fiscal Year 2016 Marketing Plan
(July 1, 2015 – June 30, 2016)
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Mike Radike, General Manager, Historic Inns of Annapolis
Cmdr. John Schofield, Public Affairs Officer, USNA
Lawrence Scott, Assistant State's Attorney
Sushant Sidh, Principal, Capitol Strategies
Susan Zellers, Executive Director, Marine Trades Association of Maryland

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**MISSION**

The mission of the Annapolis and Anne Arundel County Conference and Visitors Bureau is to plan, produce and promote programs designed to increase the volume of leisure and business visitors to Annapolis and Anne Arundel County, while preserving the community and managing the travel and tourism industry.

**President & CEO**
Connie Del Signore

**Chief Financial Officer**
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**Chief Marketing Officer**
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**Vice President, Communications**
Susan Steckman

**Director, Visitors Services**
Sue McKenzie

**Director, Partnership Relations**
Ben Isenberg
AAACCVB VISITOR INDUSTRY
ECONOMIC IMPACT

PEOPLE

6.37 MILLION
Visitors to Anne Arundel County

= 17,471 PER DAY
Number of Visitors in Anne Arundel County on an Average Day in 2013

DOLLARS

$3.36 BILLION
Total Direct Visitor Spending in Anne Arundel County in 2013

$374 MILLION
Spending by Visitors in Restaurants in Anne Arundel County in 2013

$281 MILLION
Spending by Visitors on Retail in Anne Arundel County in 2013

$255 MILLION
Spending by Visitors on Lodging in Anne Arundel County in 2013

$3.36 BILLION = $9.22 MILLION PER DAY
Visitor Spending in Anne Arundel County on an Average Day in 2013

JOBS

29,360
Total Jobs

$1,537.6 MILLION
Total Payroll

TAXES

$348 MILLION
State & Local Taxes Generated by Anne Arundel County Visitor Industry in 2013

Total Jobs Supported by Anne Arundel County Visitor Industry
Total Jobs Supported by Anne Arundel County Visitor Industry
As a destination marketing organization (DMO) our goal is to position the county as the ideal leisure travel and meeting destination. Within our core market we encourage regular visitation for longer periods, while identifying new markets to open as source visitor markets.

We’ve researched who travels, and what they do. That knowledge has been the driving force for our new DMO model of marketing. Our county provides the exact feature travelers are searching for an “authentic experience.” We want to leverage that experience and encourage visitation through strategic marketing campaigns.

For Fiscal Year 2015-2016 we’re all about finding your passion within the Chesapeake Experience and our marketing strategy will bring more visitors here to find their passion.

Based upon the tourism experiences and attractions found within the county, our goal will be to target visitors that are looking for authentic experiences, have discretionary income, and the available time to travel. Based on these attributes our target audience segments will include:

**Millennials (Born 1980s to 2000s)**
The Millennial generation is one of the fastest growing segments and one that greatly supports the travel industry. PhoCusWright stated that more than 70% of Millennials took at least one leisure trip in 2013 and 66% of Millennials consider travel a very important part of their life. Another interesting fact is that 71% of Millennials took short getaways of three nights or less, which makes them a perfect target for our destination.

**Boomers (Born 1946 to 1964)**
The Boomer generation continues to be a focus for the travel industry, based on the pure size of the audience but also their passion for travel. A AARP report in 2015 indicated that 97% of Boomers anticipate taking at least one domestic trip in 2015, with the main types of travel included multi-generational trips, summer vacation, and weekend getaways.

While these two audiences are different in some aspects, they do share similar characteristics, which is why we have targeted them as our core audience in FY16.

- Pure size of the audience (estimated 76.4 million baby boomers and 80 million millennials).
- Interest in authentic experiences. These audiences are looking for unique experience, not just shopping the best deal.
- They have a desire to customize their experiences and create their own personal connections when traveling.
- Both have discretionary income and the propensity to spend on travel (according to MMGY, Boomers spent on average $3,381 while Millennials spent an average of $3,217).
- Both have time and are open to last minute weekend getaways or short haul trips.

From,

*Your Passionate Marketing Team*
MEASURING SUCCESS

The Annapolis and Anne Arundel County DMO tracks and communicates the results of its efforts on the basis of the following:

PERFORMANCE INDICATORS

- Economic Impact of Tourism
- Market Occupancy
- Hotel Tax Collections
- County Hotels’ Average Daily Rate (ADR) and Revenue per Available Room (RevPAR)
- Anne Arundel County Hotels’ Revenue per Available Room (RevPAR)

PERFORMANCE MEASURES

- Return on Investment (ROI)
- AAC DMO-booked Room Nights
- Media Visits/Media Value/Social Media Analytics
- Advertising Inquiries Generated
- Total Lead Generation via Advertising, Social, Sales, and Communications
Tourism dollars often start in the usual places, like a hotel or restaurant, but they don’t stay there.

And then the gardener buys a bushel of crabs to steam at Chesapeake Seafood.

Say a hotel guest walks to City Dock and catches a water taxi to Eastport for a view of the Annapolis skyline.

Then the water taxi driver heads downtown to Iron Rooster for his lunch break, making sure to tip his favorite waiter.

The following day, a ballerina visits a plant sale at the Historic London Town and Gardens to spruce up her apartment.

The waiter stops at the Annapolis Book Store after his shift to pick up a gift for his Dad’s birthday.

After work, the Goddard school teacher heads to Maryland Hall for the Creative Arts to see the performance of Cinderella by the Ballet Theatre of Maryland.

On his way home from work, the Optometrist picks up his children from The Goddard School and pays their weekly tuition.

The book store owner has to take the afternoon off for her yearly checkup appointment at the Anne Arundel Eye Center.
DESTINATION ANALYSIS

The result of legislation introduced in 2009 by members of the Anne Arundel County Legislative Delegation, was that the Anne Arundel County Tourism Promotion Act was signed into law by the governor, providing that a percentage of the overall county tax collection be dedicated to the AAACCVB. That percentage is now 17%. The increased funding has meant a considerable increase in the AAACCVB performance metrics, and an increase in visitor volume to the destination.

IMPACT PERSPECTIVE

- Anne Arundel County tourism wages total $932.3 million.
- 17% of private sector jobs in Anne Arundel County are tourism jobs.
- Tourism’s income tax and hotel property tax contributes over $22.8 million to AAC’s public education system.
- Tourism is the 4th largest industry in Anne Arundel County
- Each visitor generated $116 in tax receipts, $68 of which went to state and local authorities
- Looking at all tourism tax revenues and their impact on AAC, $87 million, each AAC taxpayer saves $405 a year in taxes.
- Anne Arundel County was able to retain 70 cents of every $1.00 spent by travelers

KEY ASSETS

Historic Annapolis | United States Naval Academy | pristine shoreline communities | rural attractions | maritime heritage and industry | unique meeting space | burgeoning shopping districts | BWI Thurgood Marshall Airport | Arundel Mills Mall (largest attraction in Maryland) | Maryland Live! Casino

Domestic Feeder Markets:
Maryland, Virginia, District of Columbia, Pennsylvania, Ohio, New Jersey, New York

2015 Choice Communications Systems, Inc.
KEY MANAGEMENT GOALS OVERVIEW

- Increase unique visits, page views, and time spent on all CVB websites and Apps
- Leverage advertising/marketing/communications dollars by participating in cooperative projects with Maryland Office of Tourism Development (OTD), Capital Region USA (CRUSA), and TEAM Maryland
- Generate overnight group business via trade shows, sales missions, sales events and sales calls
- Increase visitation and overnight bookings through our sales activities with Discover Newport CVB
- Increase visitation and overnight bookings overall
- Utilize public relations and social media initiatives to generate positive destination coverage to increase awareness of AAC, and to further extend the reach of traditional advertising
- Utilize public relations and social media initiatives to generate positive Organization coverage to increase awareness of the successful activities of the CVB
- Continue to expand ways the CVB and Anne Arundel Economic Development Corporation (AAEDC) can market together for increased tourism volume, relocation, and business development
- Use AAC area events and assets to showcase the county in a variety of targeted familiarization tours, and promotional opportunities
- Increase cooperative marketing activities with our CVB Partners
- Increase Partner referrals generated by visitors center personnel
- Increase partner referrals from CVB websites
- Increase revenues for our partners
- Enhance the skills set of CVB staff through continuing Professional Development
- Continue to educate our public officials and partners on the ROI of marketing the destination
- Increase CVB productivity and metrics year over year
MARKETING

Through successful marketing campaigns the last couple of years, we have penetrated the regional market and turned visitors into "Fans." What we have found is that the target market (a broad range of visitors that live within a two or three hour drive) knows of Annapolis & Anne Arundel County and visit on a regular basis.

We also know, that many in this target market do not necessarily plan ahead to visit us, as we are a last minute getaway destination or a destination they travel for a specific event or activity. Our marketing approach for this target market is to continue to position the Annapolis & the Chesapeake Bay brand, but utilize call to actions around our event and seasonal activities to entice them to return for another visit.

OBJECTIVES

- Continue with our current commitment to utilize our "Find It Here" branding and marketing initiatives to create destination awareness for Anne Arundel County as leisure, corporate and sport event destination resource.
- Redesign our extensive website platform with continued awareness and direction for specific directives such as MeetInAnnapolis.com and WeddingsInAnnapolis.com. New development includes a Come by Boat Microsite, Blog Redesign, VisitAnnapolis.org homepage design update, and additional Mobile Apps
- Leverage the Matching Funds Grants Program established by the Maryland Office of Tourism Development (OTD) for leisure advertising
- Reinforce the Brand in previous target markets through advertising
- Begin opening new markets such as Raleigh-Durham-Chapel Hill, and New Jersey through advertising
STRATEGIES

▲ Leverage our marketing and advertising budget to increase brand awareness through the VisitAnnapolis.org platform.

▲ Enhance our current Google/Facebook/Twitter/Instagram/YouTube marketing strategies with researched options and continued fan engagement.

▲ Cross our social media engagement with interactive options with our partners, members and corporate clients along with cross promoting VisitAnnapolis.org.

▲ Continue to address call to action campaigns through timely advertising with traditional media (print/radio/television) and digital outlets.

▲ Target domestic and international markets with the emphasis of our funding dedicated to the local and regional aspects of Maryland, Pennsylvania/New Jersey, Virginia and Northern Virginia/D.C.

▲ Target new markets with digital and direct advertising.

▲ Create and advertise sweepstakes and promotions of key events such as the Military Bowl, U.S. Boat Shows, Irish Week, Annapolis Film Festival, and a list of others to generate a spike in queries and visitors during each month.
MARKETING CONTINUED

STRATEGIES

▲ Update the bureau’s customer relationship and content management systems (CRM and CMS) to improve accuracy of queries, reporting, and listings on our websites.
▲ Continue to expand the CVB’s electronic outreach and email marketing capabilities. Continue to build the bureau’s proprietary database of opt-in contacts, and improve electronic distribution of E-newsletters.
▲ Continue to redevelop search engine optimization (SEO) to increase traffic to our websites in order to increase the number of electronic leads generated by those sources.
▲ Utilize research commissioned by the CVB and research purchased as a partnership with the OTD to identify economic impact, traveler profiles, and tax revenue value.
▲ Continue to define the partnership with both the city and AAEDC to position the destination for tourism, relocation, and business development under the CVB’s Find it Here brand.
▲ Provide a variety of marketing collateral in printed and digital formats including visitors guides, meeting planner guides, sports market collateral and others.
▲ As required, design continuing education, online training support and attendance at education conferences with our members and partners.
▲ Identify, theme, manage, and promote AAACCVB events to include, National Tourism Week, the 25th Annual Partnership Anniversary, and the kick-off to the Maryland Tourism Education Foundation.
COMMUNICATIONS & PUBLIC RELATIONS

OBJECTIVES

- Initiate/enhance relationships with journalists at significant media outlets in key CVB feeder markets
- Boost the use and frequency of digital and traditional mediums to maximize the reach of the AAACCVB’s public, media and internal relations efforts
- Continue with ongoing efforts to establish the AAACCVB as the definitive go-to resource for residents, visitors and journalists seeking information about Annapolis and the Chesapeake Bay
- Continue coordinating public relations efforts internally to ensure dissemination of a unified organizational message
- Continue to identify and expand outreach into new and developing domestic and international media markets that will yield the greatest return on human and capital investment
- Enhance efforts to build strong support for the AAACCVB, its initiatives and accomplishments among key stakeholders, including partners, board members, business associations, elected officials and area residents
COMMUNICATIONS & PUBLIC RELATIONS CONTINUED

STRATEGIES

▲ Continue to investigate and promote the destination’s new, emerging and existing tourism products to members of the news media

▲ Anticipate and satisfy the media’s ever-evolving requirements for image quality and variety

▲ Utilize key annual events as vehicles for enhancing the destination’s exposure with the news media

▲ Grow the CVB’s ongoing partnership with the Maryland Office of Tourism Development and Capital Region USA

▲ Introduce methods to maximize the efficiency of AAACCVB-sponsored press trips

▲ Continue involvement with the Mid-Atlantic Tourism Public Relations Alliance (MATPRA) and Public Relations Society of America (PRSA) to identify and capitalize on new outreach opportunities

▲ Introduce a method of more accurately reflecting the scope and value of the CVB’s media outreach efforts

▲ Continue to serve as an informational resource to partners seeking guidance and direction in the media and promotions arena

▲ Utilize public relations firm(s) on a project basis to drive additional exposure for high-profile events
COMMUNICATIONS & PUBLIC RELATIONS CONTINUED

STRATEGIES

- Invite qualified journalists to participate in a CVB-sponsored media press trip
- Plan and execute face-to-face meetings with news media representatives in two of the CVB’s major target markets
- Utilize Cision database to identify and reach new media outlets in key CVB markets
- Continue regularly contacting representatives of area businesses and associations to identify and develop story ideas for distribution to the news media
- Continue meeting with representatives from Annapolis BWI Marshall, the Annapolis Countryside, West Annapolis and Annapolis City to help them identify and package their tourism product.
- Continue to assist the Maryland Office of Tourism Development and Capital Region USA on domestic and international press trips
- Continue to collaborate within marketing department to ensure a unified message across all communications platforms
- Continue to provide prompt and comprehensive assistance to media representatives in search of information, contacts, images and b-roll
- Use Photoshop and In-Design to enhance the overall appeal of bi-weekly E-blasts
- Enhance the usefulness of the CVB’s bi-weekly E-blasts by continuing to provide timely information and by introducing new categories that turn the E-blasts into essential reading material for CVB partners and the local news media
DESTINATION SALES

OBJECTIVES

- Educate customers on the proximity of BWI Marshall Airport, Amtrak, and the Metro
- Continue to offer the marketing incentive program to best meet the needs of AAC hotels and customers
- Book group business in all markets for Anne Arundel County
- Retain and expand existing sporting events
- Implement direct sales and marketing strategies promoting county assets
- Execute additional meeting planner events using Annapolis/Newport model
- Integrate sales strategies with other AAACCVB departments to execute marketing plan and maximize group bookings
- Input and analyze group booking data using Economic Impact Calculator
STRATEGIES

- Attend trade shows relevant to market segmentation
- Join appropriate sales industry associations to develop leads and to network with planners
- Work closely with hotels to focus on mid-week business for Annapolis weekend business for BWI hotels, and Sunday night business for all.
- Convert business from face-to-face and lunch-and-learn sales calls and events
- Promote MeetInAnnapolis.com website address
- Plan and execute prospecting phone bank with partners using CVB preferred leads lists
- Host Wednesday Night Sailboat Races targeting Philadelphia, Washington, DC and Virginia, New York/New Jersey meeting planners
- Host Sports Night Event with sports industry partners and sports planners
- Act as housing agent for the December Military Bowl
- Work closely with Anne Arundel County operation and facility managers of sports venues, fields and complexes
- Plan and execute Maryland Live! Casino and Arundel Mills /BWI Marshall Meeting Planner Event
DESTINATION SALES CONTINUED

STRATEGIES

- Increase sales calls and sales missions to Washington, DC Metro area and known feeder markets
- Host destination customer events capitalizing on significant in-market events such as the Military Bowl, Navy Football
- Encourage CVB partners to take advantage of new and existing CVB website features
- Utilize available technology to track economic impact
- Send quarterly E-News blast to meeting planners
- Attend industry association meeting planner networking events in feeder markets
- Attend advanced level professional development conferences and educational programs
- Collaborate within AAACVB advertising department for group sales ad placement
- Require uniform attire at sales events and trade shows
- Communicate regularly with CVB partners, key city, county and state partners
- Schedule annual hotel meeting for Annapolis partners
- Schedule annual hotel meeting for BWI Marshall/Arundel Mills partners
- Continue monthly sales meetings for all CVB partners
- Increase total room night bookings by 2%
### Trade Shows FY16

<table>
<thead>
<tr>
<th>Trade Shows FY16</th>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>Luxury Meetings Summit</td>
<td>July 23, 2015</td>
<td>Charlotte, NC</td>
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<tr>
<td>Luxury Meetings Summit</td>
<td>July 24, 2015</td>
<td>Raleigh/Durham</td>
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<tr>
<td>Connect Marketplace (assn/specialty/sports)</td>
<td>August 27 - 29, 2015</td>
<td>Pittsburgh, PA</td>
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<tr>
<td>HSMAI MEET National</td>
<td>September 9 - 10, 2015</td>
<td>Washington, DC</td>
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<tr>
<td>S.P.O.R.T.S. The Relationship Conference</td>
<td>October 5 - 8, 2015</td>
<td>Shreveport, LA</td>
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<tr>
<td>Rejuvenate Marketplace</td>
<td>November 2 - 4, 2015</td>
<td>Dallas, TX</td>
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<tr>
<td>Your Military Reunion Connection Marketplace</td>
<td>February 2016 TBA</td>
<td>Myrtle Beach, SC</td>
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<tr>
<td>DMAI Destination Showcase</td>
<td>March 2016 TBA</td>
<td>Washington, DC</td>
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<tr>
<td>National Association of Sports Commission</td>
<td>April 2016 TBA</td>
<td>Grand Rapids, MI</td>
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<tr>
<td>ASAE Springtime</td>
<td>April 2016 TBA</td>
<td>Washington, DC</td>
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### Sales Activities FY16

<table>
<thead>
<tr>
<th>Sales Activities FY16</th>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>Wednesday Night Sailboat Races</td>
<td>July/August 2015</td>
<td>Annapolis, MD</td>
</tr>
<tr>
<td>New York City Meeting Planner Event</td>
<td>July 2015 TBA</td>
<td>New York, NY</td>
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<tr>
<td>USNA - Ravens Practice Meeting Planner Event</td>
<td>August 2015 TBA</td>
<td>USNA</td>
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<tr>
<td>Navy Home Game Meeting Planner Event</td>
<td>Fall 2016 TBA</td>
<td>USNA</td>
</tr>
<tr>
<td>Chicago Sales Blitz</td>
<td>Fall 2016 TBA</td>
<td>Chicago, IL</td>
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<tr>
<td>Annapolis/Alexandria Meeting Planner Luncheon</td>
<td>Fall 2016 TBA</td>
<td>Alexandria, VA</td>
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<tr>
<td>Unique Venue - Crab Feast</td>
<td>September 24, 2015</td>
<td>Annapolis, MD</td>
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<tr>
<td>BWI / Maryland Live FAM</td>
<td>November 5 - 6, 2015</td>
<td>BWI/Arundel Mills</td>
</tr>
<tr>
<td>Military Bowl Client Appreciation Event (sports)</td>
<td>December 2016 TBA</td>
<td>USNA</td>
</tr>
<tr>
<td>4th Annual CVB Sports Night</td>
<td>February 18, 2016</td>
<td>Annapolis, MD</td>
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<tr>
<td>Annapolis/Newport Meeting Planner Luncheons</td>
<td>February/March 2016 TBA</td>
<td>DC /VA</td>
</tr>
<tr>
<td>Annapolis Historic FAM</td>
<td>April 2016 TBA</td>
<td>Annapolis, MD</td>
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VISITOR SERVICES

OBJECTIVES

- Establish feasibility and potential for increased Visitor Service capabilities in physical satellite locations or by utilizing Ambassador model
- Increase skill sets related to Visitor Center, staff and volunteer management
- Expand recruiting efforts to maintain current high quality of active volunteers
- Increase visibility of ambassador program to include targeted Anne Arundel County festivals and events
- Establish additional volunteer/ambassador training and community service project participation and opportunities
- Determine best practices and appropriate incentives to reinvigorate the commitment and enthusiasm of veteran volunteers
- Maintain a safe, friendly and updated environment in the visitors center and information booth

STRATEGIES

- Regularly attend and participate in meetings with Community Associations/Organizations/Heritage Area
- Expand Visitor Services to include the use of Ambassadors in high impact locations on daily/weekly/weekend basis as determined by demand
- Continued upgrade of procedures and operational practices, utilizing available technologies to increase effectiveness of administrative tasks, volunteer scheduling and information dissemination
- Discover service projects in community for additional local involvement and visibility
- Establish Partner of the Month displays and meet & greet opportunities at the Visitors Center
- Schedule 16 hrs./two 8-hour weekday shifts to be covered by Supervisor to allow more off-site scheduling availability for Director
- Create opportunities for partner involvement in advanced volunteer training
- Establish volunteer mentorship program to encourage interested veteran volunteers in becoming more involved in the training process of new recruits
find it here

VisitAnnapolis.org

MeetInAnnapolis.com

Weddings in Annapolis

Annapolis Now

NapTown locals

Visit Annapolis Like A Local

TheHotelsAtBWI.com

Annapolis & Anne Arundel County Conference and Visitors Bureau