

**Objectives Strategies Measures**

**FY2015 Business Plan**

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**About Visit Loudoun**

The Loudoun Convention & Visitors Association (Visit Loudoun) is the destination management organization for Loudoun County and its incorporated towns. As the primary programmatic arm for Loudoun’s travel and tourism promotion, it leads the Loudoun tourism industry to work together to generate visitor spending by developing and implementing comprehensive destination management programs. It is a self-governing private not-for-profit corporation with a Board of Directors elected by dues paying members.

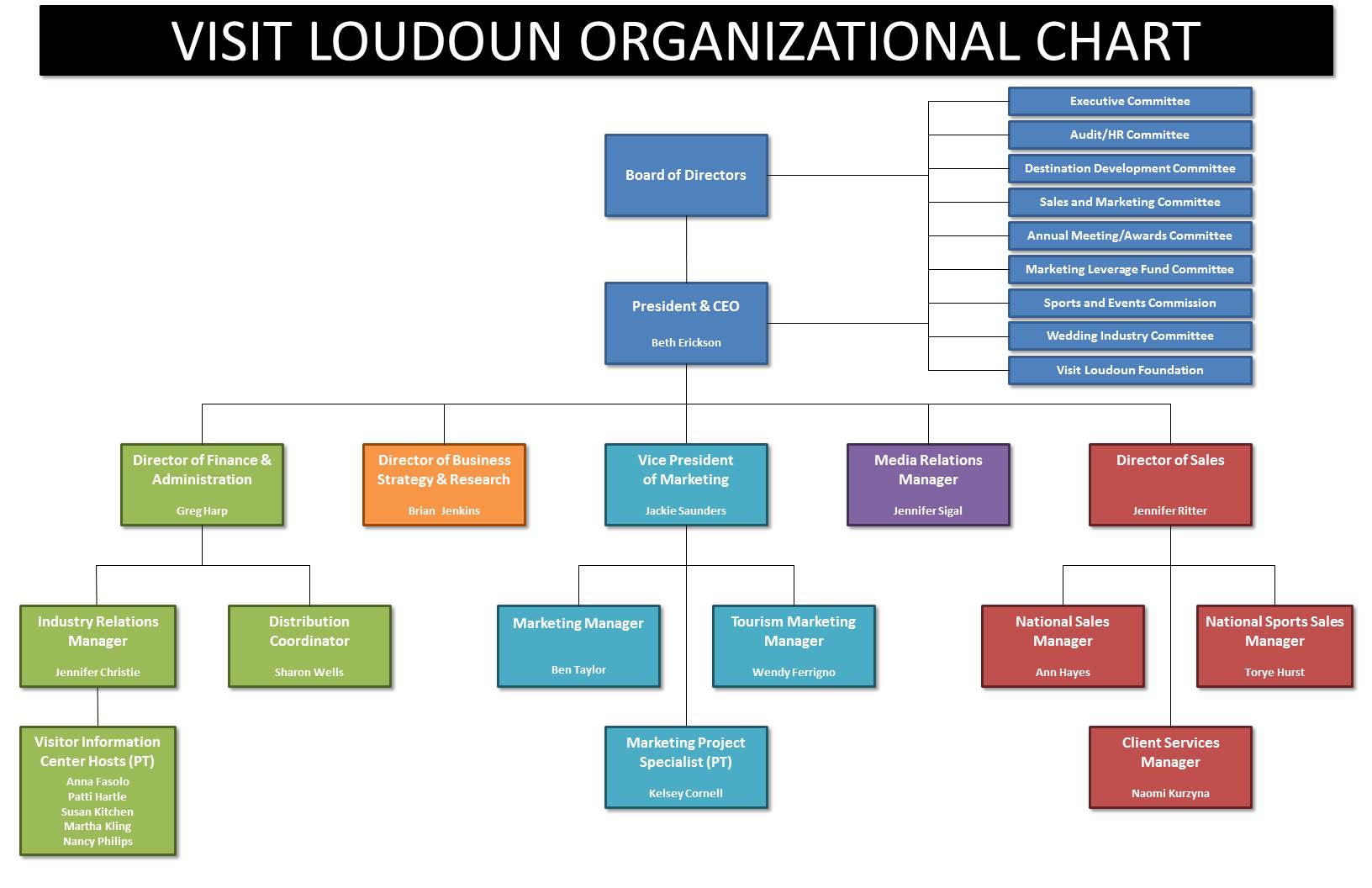
Visit Loudoun was established in 1995 as the Loudoun Tourism Council to support the preservation, utilization, and enhancement of Loudoun's unique historic, cultural, and natural tourism assets to ensure community well being and sustainable economic returns including tax revenues, employment, business profitability, and return on investment. Today, Visit Loudoun has a signed Memo of Understanding with Loudoun County to perform core tourism services and works with the industry to implement a county-wide Tourism Destination Strategy.

**Vision Statement**   
Visit Loudoun’s vision for tourism in Loudoun is to be a “must visit” destination supported by the community that recognizes the economic and quality of life benefits that come from sharing our home with visitors.  We seek to be the preferred East Coast wine country experience.

**Mission Statement**   
The mission of Visit Loudoun is to generate economic benefits for Loudoun County and its jurisdictions through marketing Loudoun as a visitor destination.

**Internationally Accredited Destination Marketing Organization (DMO)**  
Visit Loudoun (DMO) is accredited by Destination Marketing Accreditation Program (DMAP) of the Destination Marketing Association International, 2505 M Street, NW, Suite 500, Washington, DC 20036, Phone: 202-296-7888





**Visit Loudoun Standing Committees**

**Executive Committee**  
It is the duty and power of the Executive Committee to conduct the routine and ordinary business of the Corporation within the policy guidelines and financial plans established by the Board of Directors unless otherwise provided by law, the Articles of Incorporation, or the Bylaws. The Committee will be chaired by the Visit Loudoun Vice Chair and include the officers, standing committee chairs, and one at-large board member, as well as the President & CEO of Visit Loudoun.

**Audit/Human Resources Committee**  
It is the policy of the organization to maintain an audit committee consisting of the organization’s Treasurer, President & CEO, Board Chair, and appointed board members. The Treasurer will chair the committee, ensure corrective action is taken when necessary, and report on audit committee action to the Board of Directors. The Audit Committee will review the quarterly incentive program with the Visit Loudoun chief executive officer and make its recommendations to the full board before any allocation is made. When personnel matters arise requiring board involvement, the committee will serve in that capacity. The Audit Committee has the grant of authority from the Board of Directors to work with the President & CEO on the implementation and review of the Visit Loudoun Compensation Plan. The committee may be the Finance or Executive Committee.

**Destination Development**This committee, chaired by a member of the board of directors, will oversee the development of the destination plan to identify, suggest, and support product development opportunities within Loudoun and its jurisdictions. The committee will also provide subject matter expertise on development issues impacting tourism and Loudoun’s ability to become a distinctive destination. The committee will represent tourism interests and destination enhancement developments based upon research and a visitor-centric perspective and master plan.

**Annual Meeting & Tourism Awards Committee**  
This committee plans the Annual Meeting program, coordinates the tourism awards, and may support the Foundation’s fundraising activities. The purpose of the committee is to include the tourism and business communities in the celebration and recognition of the business of tourism through the awards program. The committee will coordinate sponsorship opportunities to support these programs so that program dollars are not needed.

**Tourism Marketing Leverage Fund Review Committee**This committee reviews and makes recommendations for funding support from the Restricted Transient Occupancy Tax Marketing Leverage Fund Program through Visit Loudoun, as well as the Sports Tournament Bids as part of the Tourism Destination Strategy. This committee is chaired by a Visit Loudoun board member and includes board members and members of the community with marketing expertise and individuals who are not affiliated with any of the applicants. This committee may assist Visit Loudoun with addressing a request made to a Board of Supervisors for input regarding an allocation from the Restricted Transient Occupancy Tax.

**Marketing/Sales Advisory Committee**  
This committee will be chaired by a Visit Loudoun board member and includes board members and senior level sales and marketing representatives from the tourism industry. This committee will meet regularly to implement the tourism destination strategies and to provide input for Visit Loudoun regarding its core tourism services. The committee will divide into market segment sub-groups and topic workgroups as needed to interact with the industry. This committee will serve in an advisory capacity to Visit Loudoun marketing plan development and direct sales program implementation.

**Sports & Events Commission Advisory Committee**This committee will be chaired by a Visit Loudoun board member and will include board members and representatives of the Loudoun sports community and governmental bodies. The committee will meet regularly to implement the sports and events marketing/sales/services strategies.

**Wedding Advisory Committee**This committee, chaired by a Visit Loudoun board member will include representatives from the Loudoun County wedding tourism industry. The committee will meet regularly to implement the marketing and sales initiatives specific to weddings to Loudoun County.

**Loudoun Destination Foundation**The Foundation will stay committed to the future of travel and tourism through its activities and visioning and building partnerships with its members, all businesses, county and town governments, related organizations with a mutual focus, educational institutions, and the community as a whole to implement a scholarship and research program. In addition, the Foundation will actively reach out to other organizations to leverage its contributions.

**FY2015 Marketing and Tourism Trends**

It is anticipated that even with excellent access to business and consumer markets the destination is poised to experience modest growth (1.3% occupancy) as the economy continues to recover.

It should be noted that the continued increase in technology is quickly changing the game for destination marketing organizations. Visit Loudoun should continue to focus on moving to a more “technology-centric” marketing approach, making technology central to all marketing programs.

The growing concern for the environment means that Visit Loudoun needs to continue to focus on the environmental aspects of the destination. This includes featuring the natural assets of the County as well as the sustainability efforts of the tourism industry.

Loudoun County’s location with its access to Metro DC and the Mid-Atlantic region as well as air access from destination markets makes it very convenient to potential visitors.

The Metro DC and Mid-Atlantic marketplace continues to see a changing demographic picture. As such, it offers a key opportunity to target and attract a diverse visitor market.

Mobile devices are ideal companions for travelers, allowing them to access information, services, and booking while en route. [By 2015, mobile will account for one-quarter of U.S. online travel sales, driving $40 billion in revenue,](https://intelligence.businessinsider.com/the-mobile-travel-industry-is-growing-2014-1?utm_source=House&utm_medium=Edit&utm_term=M-TRVL-2014-1&utm_content=link&utm_campaign=BIIMobile) according to PhoCusWright.

Images, graphics and video in online content get more engagement, and tell the story in one glance, they will be reused across different platforms and imagery gets around any language barriers.

International travel continues to increase in the US, with former emerging markets of China and Brazil overtaking share and position of mature markets. International Pow Wow (IPW) will take place in Washington, DC in 2017.

USTA’s forecast for travel nationwide are:

* Total travel expenditures in the U.S.: up 4.1 percent in 2015
* Total international visitors to the U.S.: up 6.7 percent in 2015
* Total domestic person-trips: up 1.6 percent in 2015
* Leisure domestic person-trips: up 1.6 percent in 2015
* Business domestic person-trips: up 1.7 percent in 2015

PKF Hospitality Research provided a 2015 forecast for the Washington DC Region hotel market as follows:

* Occupancy: Up 2.2 percent to 68.7 percent
* Average Daily Rate (ADR): Up 2.5 percent at $147.44
* Revenue per available room (RevPAR): Up 4.8 percent to $101.24

This forecast represents moderate growth in occupancy rates, increasing growth in ADR and similar growth in RevPar compared to 2014.

**Loudoun County Visitor Profile**

**Basic Facts and Figures**

* There were 1,192,159 million overnight visitors in 2013 – down 3.4 percent from 2012. These visitors spent $1.5 billion in Loudoun County – unchanged over the previous year.
* Average party size was 2.45 adults and 2.4 children.
* 79.5% of parties are adult only.
* Overnight daily spending by visitors was $941.60.
* Day-trip daily spending by visitors was $404.21.

**Visitor Breakdown**

* Leisure Visitors 349,303 an increase of 8.4% over 2012.
* Business Travelers 842,856 an decrease of 7.7% over 2012.
* Average age of Loudoun County’s overnight Visitors is 51.4 years old.
* The most popular overnight travel months to Loudoun County (year range) were June (70% occupancy), July (66.9% occupancy), and May (66.2% occupancy). Followed by August (64.5% occupancy) and April (63.5% occupancy) making the Summer season the most popular season for Loudoun County’s overnight visitation. Average household income range of Loudoun County visitors is 60,000-80,000.

**Geographic Breakdown**

* 49% of Loudoun County visitors in 2013 came from Virginia.
* The top 5 states are:
  + Virginia 49%
  + Maryland 23%
  + Pennsylvania 12%
  + Washington DC 11%
  + New York 6%

**Visitor Activities and Motivators**

* Activity participation of Loudoun County overnight visitors
  + 57.87 percent, dining
  + 55.84 percent, shopping
  + 40.10 percent, driving/sightseeing
  + 34.01 percent, visit towns and villages
  + 30.96 percent, heritage
  + 24.87 percent, attend a festival/fair

**Average Occupancy and Average Daily Rate History**

The following is a summary of the average occupancy and average daily rates for 2013 and for the previous five years in Loudoun County.

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|  | **AVERAGE OCCUPANCY** | **AVERAGE DAILY RATE** |
| **2008** | 65.3% | $128.60 |
| **2009** | 60.5% | $108.45 |
| **2010** | 62.4% | $99.40 |
| **2011** | 61.1% | $100.41 |
| **2012** | 62.2% | $100.74 |
| **2013** | 59.4% | $97.84 |

**FY2015 New Developments**

New Leadership and Staff

New Loudoun County Wineries

New County Craft Breweries

New Cideries and Distilleries

Farm Brewery Legislation at the State and County level

Progress on Dulles and Loudoun Rail

Further Morven Park Development

New Air Service into Washington Dulles International Airport

Implementation of Strategic 2014-2017 Plan

Leadership role with Loudoun Winery Association

Product development for leisure and international audiences

Development of new sales structure and markets

Creation of Wedding Industry Events

Market-driven promotion to Canadian market

Second phase of Sports Impact Study completed and referral for action

2015 marks the 20th anniversary of Loudoun County Convention and Visitors Association

Virginia Tourism Corporation’s Drive Tourism Initiative

Loudoun County Nighttime Economy Initiative

**FY2015 New and Revised Goals**

Strategically base all marketing and sales decisions on sound research.

Working with outside consultants/agencies, conduct a Marketing Communications audit.

Working with outside consultants/agencies, conduct a Sales Department audit to increase room nights generated.

Re-aim the Sales Department’s overall strategy with a complete integration of programming traditional economic development partners.

Build on the momentum of the inaugural Epicurience Virginia event, increasing attendance, sponsorships and engagement in the community for the sophomore event.

Explore opportunities in which we can continue to position Loudoun County as a premier culinary destination.

Hire new social media agency to remain on the cutting edge of key social media platforms, engaging new and existing customers of the destination.

Ensure that future available marketing leverage funds are being invested for the best tourism ROI.

Define the role of Visit Loudoun in the Government Services Administration’s Per Diem rate for Loudoun County: Facilitation, information gathering, and recommendations.

Strengthen our position as a top meetings and sports destination for state, regional and national programs.

Take a leadership role in developing the destination’s 10-year sports plan.

Refine the mission of the Sports Commission to deepen stakeholder engagement and ensure that the Sports Grant Program delivers measurable room nights generated.

Increase domestic and international leisure visitation by promoting, packaging and selling arts and cultural venues and activities along with major county-wide events and festivals, including cross-promotion with Washington DC.

Continue to inform Loudoun County elected officials, staff and business leaders to better understand the economic value of tourism and the development of the destination.

Ensure that Visit Loudoun remains the official voice for tourism in Loudoun County and that we continue to work with economic development partners to be involved in decisions that have an impact on the visitor and tourism infrastructure.

Continue to explore and create ways for more co-op opportunities, trades, in-kind services and cost-saving programs to leverage our budget to expand sales and marketing programs.

Build on the success of the new membership structure and strategy established

**Business Strategy and Research Goals**

The primary goal of the Visit Loudoun Business Strategy and Research Department is to support the organizational strategic plan and individual department business objectives through effective use of available research data from industry and governmental sources as well as Visit Loudoun sanctioned studies – providing the resources to support the destination marketing and sales that attracts more visitors, delegates and attendees.

**Business Strategy and Research Objectives**

* Improve the reporting, measurements and formats of monthly, quarterly and yearly tourism data through the acquisition of third-party research and economic metrics to better communicate economic impact to media, industry and policymakers.
* Assess Loudoun County’s market share and improve targeting, positioning and communication to visitors, by receiving updated research data and translating findings for marketing and sales departments to use into actionable strategies and tactics.
* Train and support staff on all organization-related technology in an effective manner to promote productivity.
* Automate the organization’s use of internal information to ensure that data are organized and shared in a manner that adds value, enhances productivity and promotes customer retention.
* Work closely day-to-day with the Marketing Department to implement strategies that ultimately attract more leisure visitors and their spending.
* Work closely day-to-day with the Sales Department to implement strategies that ultimately attract more meetings/conference delegates and sports/events attendees and their spending.

**Business Strategy and Research Strategies**

* Update visitor volume estimates and visitor profile data through calendar year 2015 with research from D.K. Shifflet & Associated and the U.S. Travel Association.
* Explore funding research on the overall annual economic impacts (direct, indirect and induced) of visitors to Loudoun County, as a Bureau performance indicator and as a communications tool for government relations and public relations.
* Explore joining with local partners to obtain actionable marketing data on past visitors to Loudoun County and cooperatively targeting customers with the highest potential for repeat visits.
* Collaborate with all Visit Loudoun departments on research and survey needs on customer conversion and satisfaction, in order to better pursue internal process and training improvements and to underscore the importance of Loudoun County visitors to residents.
* Continue to measure Visit Loudoun brand awareness and sentiment with potential visitors nationwide, as compared to benchmark data, and adjust marketing strategies and tactics accordingly.

**Information Technology Strategies**

* **VisitLoudoun.org**Migrate, deploy, support and maintain all aspects related to newly designed VisitLoudoun.org
* **Customer Relationship Management**  
  Migrate to and deploy, train on and support the Customer Relationship Management (CRM) system for destination marketing that will provide the tools to promote organization and productivity to power sales, services and other processes Bureau-wide.
* **Extranet**  
  Deploy and support the CRM’s integrated partner extranet with staff, with local hotels/meeting facilities and with local hospitality partners whose information is housed in the CRM.

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| **Business Strategy and Research Action Calendar** | **J** | **A** | **S** | **O** | **N** | **D** | **J** | **F** | **M** | **A** | **M** | **J** |
| Visit Loudoun Destination Development Committee |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Marketing Leverage Fund Committee |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Travel Pulse |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Annual Report |  |  |  |  |  |  |  |  |  |  |  |  |
| Loudoun County Visitor Report |  |  |  |  |  |  |  |  |  |  |  |  |
| Loudoun County ADR Report |  |  |  |  |  |  |  |  |  |  |  |  |
| Loudoun County Occupancy Report |  |  |  |  |  |  |  |  |  |  |  |  |
| Customer Service Research |  |  |  |  |  |  |  |  |  |  |  |  |
| Brand Awareness & Sentiment Study |  |  |  |  |  |  |  |  |  |  |  |  |
| Equine Study |  |  |  |  |  |  |  |  |  |  |  |  |
| Brewery Visitor Profile Study |  |  |  |  |  |  |  |  |  |  |  |  |
| Epicurience Visitor Profile |  |  |  |  |  |  |  |  |  |  |  |  |
| Sports Facility Analysis |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Lodging Survey |  |  |  |  |  |  |  |  |  |  |  |  |

* **Mobile website/smart phone application**  
  Manage and maintain Visit Loudoun’s mobile presence via mobile website and Smartphone application.
* **Housing Bureau**Deploy and support the Visit Loudoun housing bureau software and provide support and training to ensure integration into daily workflow is a success. Look for ways to drive revenue.

**Sales Goals - Meetings**

The primary goal of the Visit Loudoun Sales Department is to promote Loudoun County as a meeting, conference and retreat destination, establishing a strong regional and national presence in the meetings industry, thus initiating direct economic impact by increasing room-night production for our area hotel partners.

In late 2014, Visit Loudoun will undergo a comprehensive Sales Audit to ensure that in an ever-changing sales environment that we maximize our efforts to deliver more overnight stays. Based on the outcome of that audit, some of these goals and objectives may be revised and refined.

**Meetings Sales Objectives**

* Generate leads and produce room-night business for Loudoun County hotels and other county venues.
* Visit Loudoun sales team will put focus on direct sales once more. We will increase the number of industry-related tradeshows we participate in, putting both our sales team and the face of Loudoun County in the forefront of planners’ minds. (Most hotel partners are leaning on us more for outreach, which we will accomplish by a stronger presence at shows, events, conferences, sales missions and sales calls in key feeder markets.)
* Enhance awareness of Loudoun County by increasing our sales team’s presence in key feeder markets (Southeast, Mid-Atlantic and Northeast), targeting key meeting planners and decision makers who will bring conferences and meetings to Loudoun County.
* Partner with local “backyard” connectors (business leaders) from local and regional universities, associations and corporations. Work towards the common goal of selling our destination alongside these connectors serving on Boards and Councils of national and regional organizations. Educate them on the importance of their participation to assist in bringing their respective organizations to Loudoun County.
* Visit Loudoun sales team members will continue to serve on and seek out leadership board of director and committee positions with national and regional industry organizations (e.g.; MPI, SGMP, VSAE, etc)
* Visit Loudoun sales team members will work with marketing, media relations and research departments to put together an educational program for the local public aiding us in our quest for local connectors’ support.

**Meetings Sales Target Markets**

Overall strategy is a concentration of sales efforts towards:

* State, Regional and National Corporate Business
* State, Regional and National Association Business
* State, Regional and National Government Business
* State, Regional and National Health Care Business
* State, Regional and National Technology Business
* State, Regional and National Real Estate/Banking/Investing
* Continue to focus on regional in-house business that is within the drive market or on-hour flight time, by emphasizing value, bottom-line cost and ROI to the host organization when meeting in Loudoun County

**Meetings/Conferences Sales Strategies**

* Attend and participate in a minimum of 9 industry trade shows and events for the Midwest, Mid-Atlantic and Southeast regions. Most shows and events will focus on corporate and association markets. This focus will be monitored, and redesigned, if need be, based on changing economy, altered product availability or newly realized market potential.
* Conduct 14 individual site inspections for prospective and tentative clients per year.
* Conduct 2 group FAM tours for meeting planners.
* Utilize and enhance our listings within third-party online destination sales and marketing channels like Cvent.
* Pursue business from our four top local and regional vertical markets.
* Work closely with Loudoun County Economic Development (LCDED) on specific, high-growth industry clusters based on recognized strengths of the region. Concentrate on new emerging markets that are coming into the county. Utilize LCDED industry contacts to pursue bringing associated conferences to Loudoun County. Host, along with community partners, combined cluster reception/events, bringing members together and educating them on hotels and venues we have to offer. We will be asking them for information on conferencing, groups, etc., with which they may be familiar, making the “connection” we need.
* Conduct regional third-party planner “Meet and Greet” events, concentrating on Helms-Briscoe and Conference Direct, to educate them on existing and new Loudoun County area product. We are filling the need for strong area third-party relationships.
* Create a Visit Loudoun Sales Advisory Board of established meeting/conference planner professionals to meet annually in Loudoun County.
* Put emphasis on e-marketing tools to promote Loudoun County area and generate leads. Send bi-monthly e-newsletter to target all current planners in our CRM database, pre- and post-tradeshow contacts, and other potential clients, updating them on our product, as well as directing them to website.
* Make two sales presentations to multi-planner volume accounts in the DC area inviting our local hospitality community to participate.
* Work with Marketing Department to assist in developing a dynamic sales presentation for consistent brand positioning for in-house, tradeshows and other sales meetings.
* Work with Marketing Department to develop an educational presentation for local presentations (e.g., Rotary, Kiwanis, etc.) to aid in gaining connectors from our general community.
* Work with Marketing and Business Strategy and Research Departments to keep meeting ad placement focused primarily on outlets with distribution consistent with our target sales markets.
* Work with Media Relations Department to develop quarterly story pitches to local newspaper and broadcast media, to aid in educating locals on the Visit Loudoun sales efforts and its mission of increasing sustainable economic impact from meetings and conferences.
* Work with Media Relations Department to develop quarterly news releases and briefings targeting meetings industry publications such as Successful Meetings, M&C, Meetings South, Meeting Mentor, Convene and One (MPI).

**Meetings Success Measures**

* Generate 160 leads
* Generate 23,500 definite room nights.
* Conduct a minimum of 15 weekly telephone sales calls.
* Conduct monthly hotel director of sales meetings.
* Attend a minimum of 9 tradeshows targeting meeting planners.
* Attend a total of 24 industry meetings (2 per month/4 organizations).
* Conduct 2 DC multi-planner presentations.

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| **Meetings Sales Action Calendar** | **J** | **A** | **S** | **O** | **N** | **D** | **J** | **F** | **M** | **A** | **M** | **J** |
| Visit Loudoun Sales and Marketing Committee |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Hotel DOS Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Monthly Sales Report |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Meetings E-Newsletter |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Sales Advisory Board Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Sales Presentation – DC Assn. Mgt. Cos. |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Meeting Planners Fam |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Sales Blitz - Philadelphia |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Sales Blitz - TBD |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Sales Multi-Market Blitz |  |  |  |  |  |  |  |  |  |  |  |  |
| VSAE Monthly Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| VHSMP Monthly Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| SGMP Monthly Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| PMPI Monthly Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| Connect |  |  |  |  |  |  |  |  |  |  |  |  |
| HSMAI – MEET |  |  |  |  |  |  |  |  |  |  |  |  |
| SGMP NATCAP Expo |  |  |  |  |  |  |  |  |  |  |  |  |
| VSAE Expo & Tradeshow |  |  |  |  |  |  |  |  |  |  |  |  |
| Rejuvenate |  |  |  |  |  |  |  |  |  |  |  |  |
| DMAI Destination Showcase |  |  |  |  |  |  |  |  |  |  |  |  |
| ASAE Springtime in the Park Expo |  |  |  |  |  |  |  |  |  |  |  |  |
| Collaborate Tradeshow |  |  |  |  |  |  |  |  |  |  |  |  |
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* Develop, plan and execute Visit Loudoun Sales Advisory Board meeting.
* Host 2 FAM trips targeting meeting planners.
* Conduct a minimum of 8 individual site visits for meeting planners.
* Increase traffic by 5% to the meetings side of the Visit Loudoun website.
* Increase click thru rate by 2% for sales e-newsletter.

**Sales Goals – Sports**

The Visit Loudoun Sports Department markets and promotes Loudoun County and the area’s sports venues in order to attract new business for the region in the form of sports events, tournaments and championships. The team also works closely with local partner organizations to successfully host and service existing events primarily for the purpose of enhancing the product and developing repeat business. Both the marketing and housing components are designed to effectively position and brand Loudoun County as one of the nation’s premier sports event destinations.

**Sports Marketing Objectives**

* Create economic impact by filling hotels with sports-related business.
* Generate positive media exposure and visibility for Loudoun County and its venues.
* Provide excellent leadership and/or support in the area of housing and servicing.
* Position Loudoun County as a “premier destination” and one of the Mid-Atlantic’s premier locations for sporting events.
* Continue to develop and strengthen relationships with local host partners and organizations.
* Increase local awareness of the sports/events industry as a key generator of economic impact in Loudoun County.
* Consult, advise and provide data upon request to public and private entities and community constituents on proposed product development. Encourage facility and venue development that will create increased visitor business and economic impact for Loudoun County.

**Target Audiences**

* Amateur sports (youth and adult)
* High school sports
* Core sports – Soccer, softball, baseball, lacrosse, ice hockey, ice skating, equestrian
* Emerging sports – Volleyball, collegiate clubs, extreme sports, distance running and cycling
* Geographic scope – National, regional, statewide (occasional international)

**Sports Sales Strategies**

* Attend national tradeshows to meet on-on-one with event owners and rights-holders and to promote Loudoun County as a premier sports/events destination.
* Prospect strategically for new business, primarily through existing contacts and client relationships, but also via “events available” databases, the internet, sports directories, industry publications, industry contacts and similar resources.
* Research and evaluate potential events to determine which ones are the “right fit” for Loudoun County.
* Develop and generate qualified sports leads on a consistent basis for Loudoun County hotels.
* Produce high-quality bid proposals and presentations for select sporting events. Work closely with hotels, venues and local host organizations and partners.
* Travel as needed to make sales calls and presentations, in order to recruit and secure new sports business.
* Organize and host site inspections and client events for rights-holders and event planners to showcase the area’s sports venues, accommodations and attractions.
* Contact local sports organizations, clubs and association to learn which events they compete in at the statewide, regional and national levels, and determine which of those events might be a reasonable and desirable fit for Loudoun County. At the same time, determine which of those organizations would be interested in helping to recruit, manage and host the event once it has been booked in Loudoun County.
* Create a Visit Loudoun Sales Advisory Board of established sports/event planner professionals to meet annually in Loudoun County.
* Increased sales focus on emerging sports and markets – volleyball, lacrosse, hockey, collegiate clubs, and extreme sports.
* Look to drive revenue and overnight rooms by revamping the sports grant program.

**Sports Success Measures**

* Generate 30 room night leads.
* Generate 13,000 definite room nights.
* Conduct a minimum of 15 weekly telephone sales calls.
* Attend 7 tradeshows targeting sports/events planners.
* Attend a total of 20 industry sports/events.
* Host 1 FAM trip targeting sports/event planners.
* Conduct a minimum of 15 individual site visits for sports/events planners.
* Increase traffic by 5% to the sports/events side of the Visit Loudoun website.
* Increase click thru rate by 2% for sports e-newsletter.

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| **Sports Action Calendar** | **J** | **A** | **S** | **O** | **N** | **D** | **J** | **F** | **M** | **A** | **M** | **J** |
| Visit Loudoun Sports & Events Commission Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Hotel DOS Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Monthly Sales Report |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Sports E-Newsletter |  |  |  |  |  |  |  |  |  |  |  |  |
| Sports Virginia Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| Sports Virginia FAM |  |  |  |  |  |  |  |  |  |  |  |  |
| NASC Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| Sports Live FAM & Tradeshow |  |  |  |  |  |  |  |  |  |  |  |  |
| ASA Tradeshow (LCPRCS) |  |  |  |  |  |  |  |  |  |  |  |  |
| NSA Tradeshow (LCPRCS) |  |  |  |  |  |  |  |  |  |  |  |  |
| TEAMS Tradeshow |  |  |  |  |  |  |  |  |  |  |  |  |
| ISA Tradeshow (LCPRCS) |  |  |  |  |  |  |  |  |  |  |  |  |
| US Lacrosse |  |  |  |  |  |  |  |  |  |  |  |  |
| NSCAA Tradeshow |  |  |  |  |  |  |  |  |  |  |  |  |
| NASC Tradeshow |  |  |  |  |  |  |  |  |  |  |  |  |

**Sales Goals – Destination Weddings**

In FY2014, the Visit Loudoun Sales Department will begin a more integrated approach to market and sell Loudoun County for destination weddings. The area’s many wedding venues coupled with the County’s efforts to relax the zoning ordinances that regulate special events will make provide an opportunity for growth in the number of destinations weddings. The team will work closely with local partner organizations to successfully host a Loudoun County wedding expo. Both the marketing and housing components will be designed to effectively position and brand Loudoun County as one of the region’s premier wedding destination.

**Wedding Sales Objectives**

* Staff will continue to engage prospective brides and offer servicing and planning support but again providing a “one stop shop” of services.
* Establish a Wedding Industry Advisory Committee to engage the County’s wedding suppliers to better market and promote Loudoun County as a destination wedding site.
* Promote Passkey as an opportunity for weddings to book hotel accommodates.
* Develop a weddings expo to showcase Loudoun County’s wedding industry to potential brides.

**Wedding Sales Strategies**

* Engage while also providing advice and services to local and DC based wedding planners.
* Consult with brides and wedding planners to identify specific needs. As their partner, provide a menu of services, past successes and examples as guidelines to customer serves.
* Identify local partners, venues and other services to assist wedding planners producing successful ceremonies and receptions.
* Create a social media platform specifically for the planning process to help planners identify new opportunities in Loudoun County industry trends and general information.
* Proactively request the opportunity to assist wedding planners in their search for local products and services through the lead service process.
* Provide hotel partners an opportunity to provide the same services for wedding groups booked directly through the hotels by educating them annually.

**Client Services Success Measures**

* Generate #? wedding room night leads.
* Generate#? wedding definite room nights.
* Issue #? service leads in FY 2014.
* Host a minimum of 8 individual wedding planner FAM tours.
* Conduct a minimum of 15 weekly telephone sales calls.
* Create a toolbox on the Weddings portion of website to order collateral, request services and/or products from local suppliers via the internet.
* Establish an bi-monthly meetings with Visit Loudoun Wedding Industry Advisory Committee.

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| **Weddings Action Calendar** | **J** | **A** | **S** | **O** | **N** | **D** | **J** | **F** | **M** | **A** | **M** | **J** |
| Visit Loudoun Weddings Advisory Committee Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Hotel DOS Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Monthly Sales Report |  |  |  |  |  |  |  |  |  |  |  |  |
| Capital Bridal Affair |  |  |  |  |  |  |  |  |  |  |  |  |
| Wedding Planner Group Fam |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Weddings Tour |  |  |  |  |  |  |  |  |  |  |  |  |

**Sales Goals – Client Services**

Client Services is responsible for enhancing the visitor experience through customer service excellent and differentiated product development and delivery. Our purpose is to work with our partners to help deliver a wonderful and distinct Loudoun County experience to visitors. Client Services focuses deployment in two areas: meetings services (services provided to meetings, conferences and other groups) and sports services (services provided to sports and events groups). Our leadership for the destination will focus on integrating programs that will add value and maximize the group visitor experience. We believe that, by building strong relationships and providing extraordinary experiences, we build a “services to sales” approach that will affect repeat and referral business and positively impact the county’s economy.

**Client Services Objectives**

* **Customer Service**

We will work to maintain a high commitment to customer service excellence internally (to our partners and peers) and externally (to our clients and visitors).

* **Meetings/Sports Services**

We will use the meeting/sports servicing and planning process to grow client relationships one meeting/event at a time. By providing “one stop shop” services, we will integrate a cooperative spirit between our planners and Loudoun County hospitality partners.

**Client Services Strategies**

* Consult with clients to identify specific needs. As their partner, provide a menu of services, past successes and examples as guidelines to customer serves.
* Identify local partners, venues and other services to assist planners producing successful events.
* Create a social media platform specifically for the planning process to help planners identify new opportunities in Loudoun County industry trends and general information.
* Identify opportunities for Client Services to participate in events and meetings with the Sales Department to share available services and success stories.
* Identify opportunities to customize attendance-building tools.
* Propose face-to-face meetings or conference calls with planners, marketing and public relations departments of various groups to strategize how Visit Loudoun can assist with their efforts to create event awareness and promote the destination.
* With the Marketing Department, develop electronic and hard copy templates that are easily customizable for groups.
* Educate clients on other services offered by Visit Loudoun including housing services, community outreach and green initiatives.
* Visit Loudoun offers housing services through Passkey for groups utilizing more than one hotel.
* Proactively request the opportunity to assist planners in their search for local products and services through the lead service process.
* Provide hotel partners an opportunity to provide the same services for groups booked directly through the hotels by educating them annually.
* Engage while also providing advice and services to local and DC based wedding planners.

**Client Services Success Measures**

* Issue #? service leads in FY 2014.
* Conduct a minimum of 15 weekly telephone sales calls.
* Create a toolbox on the Meetings portion of website to order collateral, request services and/or products from local suppliers via the internet.
* Establish an annual meeting with service/product providers to share information about the Lead Service program and online services directory.
* Maintain at least a 40% return rate on electronic surveys for groups utilizing services in a county hotel or venue.
* Achieve a 4.4% survey satisfaction rate for Client Services staff.

**Marketing Goals**

The Marketing Department is responsible for the overall brand strategy as well as marketing within the meetings/conferences, sports/events, tour and travel and tourism verticals. The primary goal of the department is to create accurate and compelling advertising, promotions, online, social media and partner programs, increasing overall visitation and hotel and sales tax revenue.

**Marketing Objectives**

* Position and brand the destination through leisure, lifestyle imagery.
* Continue to establish and protect Visit Loudoun’s brand position and evolve its brand strategy by working with hospitality partners.
* Increase hotel occupancy and revenue through compelling domestic and/or international marketing programs – advertising, online, packaging, social media, and promotions.
* Establish Visit Loudoun as the meetings/conferences, sports/events domestic/international tour and travel destination of choice through compelling advertising, collateral, social media and online marketing communications.
* Encourage visitors to do and spend more by creating accurate, compelling, promotional guides showcasing all that Loudoun County has to offer and distribute them in all visitor welcome centers and areas with high visitor traffic.
* Utilize existing events, performances and venues and convert more day-trippers to overnight visitors through hotel packaging, online messaging and sales incentives.
* Increase website traffic levels (unique visitors, visitor sessions) via search engine optimization, search engine marketing and other tactics.
* Expand Visit Loudoun advertising impact or reach by offering compelling, well-thought out co-op opportunities to local partners for buy-in.
* Establish VisitLoudoun.org as the single, official source for the area’s tourism, restaurant, hotel, attraction, event, meeting, sports, travel media and partner information.
* Continue to serve on the Loudoun Civil War Sesquicentennial Committee to keep tourism and visitors as part of the commemoration and develop ways to promote the event to visitors.
* Continue the development and branding of Epicurience Virginia.

**Marketing Strategies, All Verticals**

* Expand the scope of the destination brand strategy and develop a new destination education strategy, through additional online marketing campaign, PowerPoint presentations and video projects as well as through outreach with local partners, creating more brand strategy synergy in cooperative partner marketing.
* Re-aim but continue a variety of tactics to take full advantage of conversational marketing, social networking, video content marketing, and online packaging, and position Loudoun County competitively among its peer destinations in these areas.
* Launch new VisitLoudoun.org enhancing aspirational positioning, integrating user generated content through third party vendors, and integrating social media content. Explore opportunities to translate the website into additional languages.
* Grow Visit Loudoun Sales and Marketing Advisory Committee to encompass new niches, such as local environmentalists and diversity leaders. As resources allow, expand marketing and promotion of multicultural opportunities for African-American heritage.
* Continue to generate new photo assets of destination experiences utilizing Loudoun Foto Treks and continue to add local amateur photographers to our Trek target list.
* Explore and secure outside funding for marketing initiatives through statewide marketing leverage funding programs through Virginia Tourism Corporation, Virginia Wine Marketing Office, and Virginia Sesquicentennial Commission.
* In cooperation with Industry Relations and Media Relations Department, develop a local strategy for National Tourism Week that will promote and engage Visit Loudoun to Loudoun County businesses and residents.

**Marketing Strategies, Meeting Sales**

* Continue collaborating to template all of the steps of the personal selling process, enabling sales staff to employ digital marketing platform.
* Arm sales staff with new designs and themes to supplement tradeshow booth installations at major shows throughout the year.
* Assist sales staff in establishing a voluntourism/ teambuilding initiative for promotion to planners during the personal selling and servicing processes.
* Develop compelling and comprehensive meetings content for website.
* Enhance the venue content and assets in the meetings section of VisitLoudoun.org.

**Marketing Strategies, Sports Sales**

* Continue to collaborate to create toolkit content for digital marketing platform uses.
* Compile a sports venue and target sports inventory matrix for print and for web integration for use in selling destination to sports planners.
* Continue to support sports marketing with advertising, promotional brochures, sub-branded development and enhanced website content, tools and assets.

**Marketing Strategies, Client Services**

* Continue to produce touring map of the area for use in servicing meeting/conference delegates, sports/events attendees and wedding guests on site; increase distribution of the map as budget allows.
* Collaborate with Client Services team to develop servicing tools for groups with special interests and needs.

**Marketing Strategies, Tour and Travel**

* Develop a leisure visitation campaign strategy that promotes Loudoun County brand across multiple activity/interest/personality categories with related calls-to-action, packaging and cross-promotions.
* In concert with other NOVA DMOs, Capital Region USA and Journey Through Hallowed Ground partners, cross-promote the region’s assets to domestic and international markets.
* Develop campaign components specifically around the wine & culinary, Civil War, and agricultural/technical products of Loudoun County.
* Create and strengthen strategic marketing partnerships with local organizations with an emphasis on a win/win, in-kind trade agreements or financial support for Visit Loudoun’s destination marketing activities. Also strengthen partnerships with other destination marketing organizations within the region in ways that make sense and increase visitation to Loudoun County through cross-promotion.
* Create strategic partnerships statewide and nationwide with AAA, VTC, Capital Region USA and Journey Through Hallowed Ground DMOs and augment Visit Loudoun’s destination marketing efforts with referral-based funding when possible.
* Increase visitation regionally by promoting festivals, special events, concerts, sports and cultural and historical venues through integrated marketing converting day-trippers to overnight visitors and converting those visiting friends and relatives (VFRs) in private homes into paid accommodation guests.
* Create and distribute new, targeted email messaging to potential leisure planners.

**Marketing Strategies, Media Relations**

* Continue to produce collateral pieces for Media Relations’ use with media contacts.
* Create an updateable press kit for digital marketing platform use with travel journalists and writers.
* Take fuller advantage of Visit Loudoun’s video resources collected in recent years by reusing those resources to produce new b-roll to fulfill media requests.

**Marketing Success Measures**

* Generate approximately #? unique visitors to VisitLoudoun.com (#?% increase)
* Maintain a bounce rate of 50% or less
* Generate 5% site conversion rate for website engagement (defined as digital and print requests, e-news, sign ups, online brochure clicks)
* Expand database by #? with qualified contacts through promotional programs
* Generate approximately #? new e-newsletter registrants
* Increase Facebook fans by #?
* Increase Twitter followers by #?

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| **Marketing Action Calendar** | **J** | **A** | **S** | **O** | **N** | **D** | **J** | **F** | **M** | **A** | **M** | **J** |
| Visit Loudoun Sales and Marketing Committee Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| Touring Map |  |  |  |  |  |  |  |  |  |  |  |  |
| Digital and Website Content (site wide, ongoing) |  |  |  |  |  |  |  |  |  |  |  |  |
| Consumer E-Newsletter (quarterly) |  |  |  |  |  |  |  |  |  |  |  |  |
| Travel Trade E-Newsletter (quarterly) |  |  |  |  |  |  |  |  |  |  |  |  |
| Annual Report |  |  |  |  |  |  |  |  |  |  |  |  |
| Conversational Marketing and Social Networking |  |  |  |  |  |  |  |  |  |  |  |  |
| Destination Photo shoot |  |  |  |  |  |  |  |  |  |  |  |  |
| Destination Video and B-Roll Project |  |  |  |  |  |  |  |  |  |  |  |  |
| New Branding/Tour Guide |  |  |  |  |  |  |  |  |  |  |  |  |
| Sports Guide |  |  |  |  |  |  |  |  |  |  |  |  |
| Meetings Guide |  |  |  |  |  |  |  |  |  |  |  |  |
| Wedding Guide |  |  |  |  |  |  |  |  |  |  |  |  |
| International Guide |  |  |  |  |  |  |  |  |  |  |  |  |
| Tradeshow Themes (ongoing) |  |  |  |  |  |  |  |  |  |  |  |  |
| DMAI Annual Convention |  |  |  |  |  |  |  |  |  |  |  |  |
| US Travel Association ESTO Conference |  |  |  |  |  |  |  |  |  |  |  |  |
| VA-1 Conference |  |  |  |  |  |  |  |  |  |  |  |  |
| North American Journeys E-Tourism Summit |  |  |  |  |  |  |  |  |  |  |  |  |
| Social Media Conference |  |  |  |  |  |  |  |  |  |  |  |  |
| Wine Tourism Conference |  |  |  |  |  |  |  |  |  |  |  |  |
| American Bus Association |  |  |  |  |  |  |  |  |  |  |  |  |
| North American Journeys Summit Conference East |  |  |  |  |  |  |  |  |  |  |  |  |
| US Travel International Pow Wow |  |  |  |  |  |  |  |  |  |  |  |  |
| National Tourism Week |  |  |  |  |  |  |  |  |  |  |  |  |

**Media Relations Goals**

The Media Relations Department is responsible for managing all external communication activities, including all public relations, media relations and community outreach. The 2013-2014 program will continue align with the Visit Loudoun brand and local outreach will focus on ensuring the efforts of Visit Loudoun are illustrated and recognized as supportive and contributing to the economic development of the county. The Out-of-Market PR strategy will focus on media outlets reaching high-yield audience with the greatest propensity to travel to Loudoun County, thus providing the greatest return on investment. Outlets will include national and regional in geo-targeted markets and to those with strong development potential and specializing in targeted niche brand aligned segments. We will continue to tailor our efforts around the DC’s Wine Country brand position by generating editorial that speaks to Loudoun as a compelling culinary destination offering a variety of cultural, food & wine, historic and lifestyle experiences with a focus on overnighting in Loudoun. This will include emphasis on influencers for both online and social media outlets to create real stories of signature experiences. We will continue to develop traditional media relations assets by developing and expanding important one-on-one relationships with key media in all outlets and partnering with organizations that assist in garnering Loudoun coverage.

**Media Relations Objectives**

* Out-of-Market Objectives
  + Generate positive media coverage on the Loudoun County area as a premier domestic and international leisure, meetings and sports destination, while increasing the quality and quantity of print, broadcast and online coverage.
  + Promote Loudoun County as a top event destination in the Northeast by using brand attributes to attract leisure visitors.
  + Pursue qualified travel media to visit the destination on individual visits or during planned group press trips.
* Local Objectives
  + Increase Visit Loudoun brand awareness to local consumers, media and members of the Loudoun County tourism community.
  + Engage in building strong relationships with local television, print, radio and online media to help build credibility in the local and business community.
  + Enhance relationships with Public Information Officers for each of Loudoun County’s municipalities and public relations staff at area tourism industry partners.
  + Work to develop and discover story ideas, new developments, events and unique publicity angles from local tourism industry.

**Media Relations Strategies**

* Visiting Journalist Program: Pursue qualified domestic and international travel media to visit the destination on individual visits or during planned group press trips.
* Write and distribute press releases around new developments, major exhibitions and events as well as renovations of current hotel properties and attractions.
* Partner with Virginia Tourism Corporation, Capital Regions USA and Destination DC Media Departments to participate in media visits and events in key markets.
* Develop and regularly keep an online press room updated with press releases, backgrounders, media alerts and industry facts and figures to communicate news and information for easy access to media.
* Pitch in key markets via desk-side visits and events with leading media writing for leisure, lifestyle and meeting and conferences publications.
* Develop public relations campaigns to compliment marketing plan initiatives.
* Encourage a “call to action” (website and social media platforms) in all coverage to drive traffic to website.
* Develop online and print guide to assist meeting and sports planners with reaching local media.
* Coordinate and lead weekly staff communications meeting.
* Apply for membership in Society of American Travel Writers
* Retain membership in the Public Relations Society of America and attend the PRSA Travel and Tourism Conference.
* In cooperation with Marketing and Industry Relations Departments, develop a local strategy for National Tourism Week that will promote and engage Visit Loudoun to Loudoun County businesses and residents.
* Track the volume of media coverage, audience reached and paid advertising equivalent value.

**Media Relations Success Measures**

* Track the volume of media coverage, audience reached and paid advertising equivalent value.
* Achieve a minimum of ?# placements, ?# million impressions and $?# PAE.
* Complete final accreditation for membership in Society of American Travel Writers.
* In cooperation with Marketing and Industry Relations Departments, develop a local strategy for National Tourism Week that will promote and engage Visit Loudoun to Loudoun County businesses and residents.

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| **Media Relations Action Calendar** | **J** | **A** | **S** | **O** | **N** | **D** | **J** | **F** | **M** | **A** | **M** | **J** |
| Visit Loudoun Sales and Marketing Committee Meeting |  |  |  |  |  |  |  |  |  |  |  |  |
| Ongoing Media Relations |  |  |  |  |  |  |  |  |  |  |  |  |
| Individual Media Visits |  |  |  |  |  |  |  |  |  |  |  |  |
| Website Updates |  |  |  |  |  |  |  |  |  |  |  |  |
| NYC Media Event and Calls |  |  |  |  |  |  |  |  |  |  |  |  |
| Destination DC NYC Media Event |  |  |  |  |  |  |  |  |  |  |  |  |
| VTC NYC Media Event |  |  |  |  |  |  |  |  |  |  |  |  |
| MATPRA Quarterly Meetings and Marketplace |  |  |  |  |  |  |  |  |  |  |  |  |
| Media Marketplace - IPW |  |  |  |  |  |  |  |  |  |  |  |  |
| PRSA National Conference |  |  |  |  |  |  |  |  |  |  |  |  |
| TBEX Travel Blog Exchange |  |  |  |  |  |  |  |  |  |  |  |  |
| National Tourism Week |  |  |  |  |  |  |  |  |  |  |  |  |

**Visitor and Industry Relations Goals**

The Visitor and Industry Relations Department is responsible for communications and interactions with Visit Loudoun members and the tourism industry as a whole. It is also responsible for providing excellent customer service to visitors through continued education about the tourism product and enhanced information delivery. Our purpose is to engage, connect, and educate the Loudoun tourism industry, and provide the most positive and memorable Loudoun County experience for visitors.

**Visitor & Industry Relations Objectives**

* Maintain a high commitment to customer service excellence internally (to Visit Loudoun members and the industry) and externally (to visitors and clients).
* To serve as the official resource for visitors and the industry of visitor information, to enhance the visitor experience, increase their spending, and create destination evangelists.
* To foster a culture of connecting, learning, and collaborating within the industry to promote destination prosperity.

**Visitor & Industry Relations Strategies**

* Operate the Visitor Information Center seven days a week from 9am-5pm, 362 days a year.
* Continue to improve services by implementing new and improved infrastructure.
* Explore ways to improve the visitor experience through technology and providing alternative ways to provide information.
* Refine brochure tracking management program. Program will allow staff to track how many brochures are receive and distributed through the Visitor Information Center.
* Work with the Marketing Department to improve opportunities to promote the Visitor Information Center services as the “first stop” for visitors. Create a plan to promote Visit Loudoun’s Visitor Information Center services to visitors at ingress locations in Loudoun County.
* Encourage continued training for Visitor Information Center staff to include site visits to attractions, hotels, and other venues.
* Identify new and existing tourism-related businesses to get them connected to Visit Loudoun and the tourism industry.
* Ensure Visit Loudoun members understand, receive, and utilize their membership benefits.
* Provide quarterly educational programs for the tourism industry.
* Provide quarterly familiarization tours based upon a route or theme for industry front-line staff and volunteers.
* Conduct quarterly face-to-face meetings with team members as a “Visit Loudoun Resource Hour” to assist industry partners.
* Coordinate annual Visit Loudoun Holiday Open House.
* Continue to improve communication with the tourism industry through enhanced technology, the quality of information provided, and participation from the industry.
* Increase awareness of Visit Loudoun’s Annual Meeting and Tourism Awards Program and encourage award nominations.
* Expand the JTHG CTA program for our destination’s needs and build strong participation with incentives and rewards.
* Provide county-wide brochure distribution to hotels, wineries, attractions, restaurants, etc. to maximize availability for visitors to obtain the most current visitor publications.
* Assume the lead while working in cooperation with the Marketing and Media Relations Departments, to develop a local strategy for National Tourism Week that will promote and engage Visit Loudoun with Loudoun County businesses and residents.

**Visitor & Industry Relations Success Measures**

* Plan, coordinate, and execute the Visit Loudoun Annual Meeting and Tourism Awards Program, recognizing the 29th anniversary of the organization.
* Maintain Visit Loudoun Annual Meeting and Tourism Awards sponsorship at 2014 level.
* Maintain Visit Loudoun Annual Meeting and Tourism Award Attendance at 250.
* Maintain 2014 membership level due to structure adjustments. Look for opportunities to expand membership base.
* Plan, coordinate, and execute four Visit Loudoun University Friday Forum programs.
* Plan, coordinate, and execute four Visit Loudoun University FAM tours.
* Plan, coordinate, and execute four Visit Loudoun University Resource Hour programs.
* Receive an average participant survey score of 4.4 per quarter in Visit Loudoun University programs.
* Plan, coordinate, and execute Visit Loudoun’s participation in the Leesburg First Friday program.
* Conceptualize, plan, and execute bi-annual membership breakfasts.
* Plan, coordinate, and execute National Tourism Week activities.
* Distribute Visit Loudoun visitor information collateral on a weekly basis to tourism businesses county-wide.

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| **Industry Relations Action Calendar** | **J** | **A** | **S** | **O** | **N** | **D** | **J** | **F** | **M** | **A** | **M** | **J** |
| Visit Loudoun Annual Meeting and Tourism Awards Com. |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Annual Meeting and Tourism Awards Lunch. |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Industry E-Newsletter |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Membership Drive |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Membership Breakfast |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun University Friday Forum |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun University Fam Tour |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun University Resource Hours |  |  |  |  |  |  |  |  |  |  |  |  |
| Visit Loudoun Holiday Open House |  |  |  |  |  |  |  |  |  |  |  |  |
| Leesburg First Friday Visitor Center Wine Tasting |  |  |  |  |  |  |  |  |  |  |  |  |
| Coordination of US Travel National Tourism Week Activities |  |  |  |  |  |  |  |  |  |  |  |  |

**Administrative Goals**

The primary goal of the Administration Department is to provide managerial guidance to all Visit Loudoun Departments related to staffing, management, operational efficiencies, organizational strategic planning, education and community-based initiatives that position Visit Loudoun to be the leader in hospitality and tourism-based economic development for Loudoun County, Virginia.

**Administrative Objectives**

* Continue to provide efficient, convenient, responsive and customer-oriented support services to the organization.
* Provide essential human resource functions to the organization.
* Safeguard Visit Loudoun’s financial assets and manage its financial resources in accordance with the organizational by-laws.
* Provide contract compliance support services and centralized guidance to all Visit Loudoun departments related to contract planning, execution, performance and monitoring.
* Continue to reach out to the elected officials, the business community, media and local residents to educate them on the economic value of tourism and the value of Visit Loudoun efforts.
* Establish mechanisms for the development of alternative funding sources for Visit Loudoun by creating partnerships with local and national vendors specific to tourism economic development and visitation that assist in creating shared revenue channels beyond tax collection.
* Position Loudoun County as a sustainable destination through collaborative initiatives with our public municipal leaders. Seek out certification promotion opportunities with organizations like Green Plus, Green Meeting Industry Council and Convene Green Alliance to positively impact visitors and partners.
* Encourage Visit Loudoun staff to take leadership roles with local, state and national organizations to raise the level of credibility of the organization.
* Work with economic development partners to be the official source of visitor information for any hotel developers, attractions or other hospitality related projects.
* Throughout the year implement and engage the process to create a Destination Visit Loudoun – 2020 Vision Plan.

**Administrative Strategies**

* Visit Loudoun will host two membership meetings with hotels, attractions and other interested businesses to Visit Loudoun designated projects, programs and initiatives noted in the FY2014 Business Plan.
* The Administration Department will continue to execute a strategy with all Visit Loudoun departments to identify alternative revenue channels to include partnerships and program revenues from travel, entertainment, media, retail and advertising agreements. The 2014 Business Plan will include an obtainable non-tax goal and focus on programming related to the following:
  + Visit Loudoun Touring Guide
  + Visit Loudoun Touring Map
  + VisitLoudoun.org
  + Easy Loudoun Meetings
* Will coordinate the opportunity to conduct monthly speaking engagements with area civic groups. Attend various area events and activities hosted by local organizations and civic groups.
* Conduct community presentations to Loudoun County Board of Supervisors, standing committees and departments, County based town councils and Loudoun County Chamber of Commerce. Throughout the year, assign staff to cover various community events and to act as liaisons between Visit Loudoun and the host organizations.
* Work with area media and meet with their editorial staffs to educate them on the value of tourism programs that Visit Loudoun is involved with that will have a positive impact for residents and businesses.
* Make sure that Visit Loudoun staff is involved with US Travel Association, Brand USA, Destination Marketing Association International, Virginia Tourism Corporation, Virginia Convention Bureaus Association, Northern Virginia Convention and Visitors Association, Journey Through Hallowed Ground and Capital Region USA, to ensure that we have a voice on local, state, national and international issues impacting Loudoun County tourism.
* Work with Loudoun County based social service and charitable partners to develop the promotion of cooperative “voluntourism” programs and events that increase both Visit Loudoun and local charitable foundations exposure and volunteerism.
* Provide timely IT problem resolution and customer service to Visit Loudoun staff.
* Have a work environment that inspires employees through recognition and open communication.
* Ensure that administrative directives and policies are easily accessible and understood by staff.
* Oversee and monitor all expenditures of the organization to ensure operational budget is maximized.
* Provide timely financial reports to board members and other stakeholders and enhance the quality and efficiency by which financial services are delivered.
* Manage and coordinate the annual budget process including the revenue and expenditure forecasting.
* Administer all accounting functions to assure proper control and recording of financial transactions and compliance with fiscal policies.
* Continue to oversee the management and coordination of various contractual obligations for Visit Loudoun.

**Measureable Performance Objectives**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Summary of Visit Loudoun Measurable Performance Objectives** | | | | |
| **Organization Measure** | | **2014 Actual** | **2015 Goal** | **Variance** |
| **Business Strategy** | |  |  |  |
| 1 | Loudoun County Occupancy |  |  |  |
| 2 | Loudoun County ADR |  |  |  |
| 3 | Loudoun County Transient Occupancy Tax |  |  |  |
| 4 | Monthly Travel Pulse Distribution |  |  |  |
| 5 | Extranet Training Sessions |  |  |  |
| **Measure** | | **2014 Actual** | **2015 Goal** | **Variance** |
| **Marketing** | |  |  |  |
| **Website** | |  |  |  |
| 6 | Website Total Visits |  |  |  |
| 7 | Website Local Ratio |  |  |  |
| 8 | Website Visits From Target Markets |  |  |  |
| 9 | Website Page Views |  |  |  |
| 10 | Website Length of Visit |  |  |  |
| 11 | Email Consumer Database |  |  |  |
| 12 | Website Electronic Guide Views |  |  |  |
| 13 | Mobile Site Traffic |  |  |  |
| 14 | Meetings Website RFP |  |  |  |
| 15 | Sports Website RFP |  |  |  |
| 16 | Weddings Website RFP |  |  |  |
| 17 | Website Media Requests |  |  |  |
| **Social Media** | |  |  |  |
| 18 | Facebook Fans |  |  |  |
| 19 | Facebook Local Ratio |  |  |  |
| 20 | Twitter Followers |  |  |  |
| 21 | Twitter Local Ratio |  |  |  |
| 22 | YouTube Views |  |  |  |
| 23 | Other Video Site Views |  |  |  |
| 24 | Pintrest Photos |  |  |  |
| **Tour and Travel** | |  |  |  |
| 25 | International Tour Operators Carrying Product |  |  |  |
| 26 | Receptive Operators Carrying Product |  |  |  |
| 27 | Domestic Tour Operators Carrying Product |  |  |  |
| 56 | Visit Loudoun Annual Meeting Attendance |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Media Relations** | |  |  |  |
| 28 | Media Placements |  |  |  |
| 29 | Impressions |  |  |  |
| 30 | Ad Equivalency Value |  |  |  |
| **Sales** | |  |  |  |
| **Meetings** | |  |  |  |
| 31 | Meetings Leads Distributed |  |  |  |
| 32 | Meetings Definite Bookings |  |  |  |
| 33 | Meetings Definite Room-Nights |  |  |  |
| 34 | Meetings Definite Economic Impact |  |  |  |
| 35 | Meetings Group Serviced |  |  |  |
| 36 | Weekly Telephone Sales Calls |  |  |  |
| 37 | Meetings Tradeshow Prospects |  |  |  |
| **Sports** | |  |  |  |
| 38 | Sports Leads Distributed |  |  |  |
| 39 | Sports Definite Bookings |  |  |  |
| 40 | Sports Definite Room-Nights |  |  |  |
| 41 | Sports Group Economic Impact |  |  |  |
| 42 | Sports Group Serviced |  |  |  |
| 43 | Weekly Telephone Sales Calls |  |  |  |
| 44 | Sports Tradeshow Prospects |  |  |  |
| **Weddings** | |  |  |  |
| 45 | Wedding Leads Distributed |  |  |  |
| 46 | Wedding Definite Bookings |  |  |  |
| 47 | Wedding Definite Room Nights |  |  |  |
| 48 | Wedding Definite Economic Impact |  |  |  |
| 49 | Wedding Groups Serviced |  |  |  |
| 50 | Wedding Services Survey Results |  |  |  |
| **Visitor and Industry Relations** | |  |  |  |
| 51 | Visit Loudoun Membership |  |  |  |
| 52 | Visit Loudoun University Programs |  |  |  |
| 53 | Visit Loudoun University Average Survey Score |  |  |  |
| 54 | Distribution of Marketing Leverage Funds |  |  |  |
| 55 | Visit Loudoun Annual Meeting Sponsorship |  |  |  |
| 56 | Visit Loudoun Annual Meeting Attendance |  |  |  |
| **Administration** | |  |  |  |
| 57 | In-Kind Partnerships/Services |  |  |  |
| 58 | Marketing Grant Funds Received |  |  |  |
| 59 | Speakers Bureau Presentations |  |  |  |

**Industry Leadership Positions**

**Beth Erickson, President & CEO**

* Northern Virginia Visitors Consortium
* Journey Through Hallowed Ground, Destination Marketing Organization Committee
* Journey Through Hallowed Ground Certified Travel Ambassador
* Loudoun County Economic Development Committee, ExOfficio Member
* Loudoun County EDC Nighttime Economy Committee Member
* Loudoun County Chamber of Commerce, Board of Directors EcOfficio Member
* Middleburg Film Festival, Board of Directors

**Wendy Ferrigno, Tourism Marketing Manager**

* Middleburg Bizz Buzz
* Loudoun Wineries Association
* American Bus Association
* Receptive Services Association of America
* Journey Through Hallowed Ground Certified Tourism Ambassador
* National Alliance for Youth Sports
* Upper Loudoun Youth Football League

**Greg Harp, Director of Finance and Administration**

* Society of Human Resource Management
* Journey Through Hallowed Ground Certified Tourism Ambassador
* Journey Through Hallowed Ground CTA Instructor

**Torye Hurst, National Sports Sales Manager**

* Sports Virginia, Tradeshow/Outreach Committee
* National Association of Sports Commission:  Symposium Judge and Industry Award Committee
* National Association of Sports Commissions:   Meetings Committee
* National Association of Sports Commission:  Facilitator:  Annual Symposium – Best Practices Roundtable

**Brian Jenkins**

* Tour & Travel Research Association
* Journey Through Hallowed Ground Certified Tourism Ambassador
* Journey Through Hallowed Ground CTA Instructor

**Naomi Kurzyna**

* Journey Through Hallowed Ground Certified Tourism Ambassador
* Loudoun County Special Events Advisory Committee
* Last Tuesdays

**Jennifer Ritter, Director of Sales**

* Virginia Society of Association Executives
* American Society of Association Executives
* Association of Meeting Professionals
* Meeting Professionals International
* Potomac Meeting Professional International
* Society of Government Meeting Professionals
* National Capital Chapter of SGMP
* Religious Conference Management Association
* Reston Herndon Meeting Planners
* National Association of Sports Commissions
* Middleburg Women’s Luncheon
* Sterling Women’s Luncheon
* Journey Through Hallowed Ground Certified Tourism Ambassador

**Jackie Saunders, Vice President, Marketing**

* Public Relations Society of America - Capital Chapter and Tourism and Travel Dept.
* Mid-Atlantic Tourism Public Relations Alliance
* Washington Dulles International Airport 50th Anniversary & Gala PR Committee
* Middleburg Women’s Luncheon
* Sterling Women’s Luncheon
* Journey Through Hallowed Ground DMO Communications Committee
* Journey Through Hallowed Ground Certified Tourism Ambassador

**Jennifer Sigal, Media Relations Manager**

* Public Relations Society of America - Capital Chapter and Tourism and Travel Dept.
* Mid-Atlantic Tourism Public Relations Alliance
* Chair, Social Media Committee, Mid-Atlantic Tourism Public Relations Alliance
* National Press Club Member
* Journey Through Hallowed Ground DMO Communications Committee
* Journey Through Hallowed Ground Certified Tourism Ambassador

**Ben Taylor, Marketing Communications Manager**

* Loudoun County Rural Economic Development Council