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To: David Scholefield, Chairperson
Tourism Development Commission

From: Steve Geiogamah, Acting Tourism and Events Director

Date: May 19, 2015

Subject: FY15/16 SCVB Performance Measures

As part of the Destination Marketing Services Agreement between the city and the Scottsdale CVB, the city requires the establishment and monitoring of performance levels and accomplishments designed to verify delivery of the contracted services. They are also intended to reflect current industry priorities, the city's destination marketing objectives, and contractual requirements.

City staff worked with the SCVB to develop the proposed FY2015/2016 performance measurements. Consideration was given to current year to date FY2014/2015 performance measurements, bed tax investments, and market conditions.

FY15/16 Program Measurements

The proposed FY2015/2016 performance measurements are attached for your review along with comparison to FY2013/2014 actual results, FY2014/2015 goals and FY2014/2015 year-to-date achievements. The proposed FY2015/2016 performance measurements address the Destination Marketing Guide's program of work and goals.

Possible Action

Commission action by motion is requested for the TDC's recommended Performance Measures for the FY2015/2016 Destination Marketing Services agreement between the city and the SCVB that will be brought forward to the City Council for approval on June 16, 2015.



2015-16 Destination Marketing Guide for review by Scottsdale Tourism Development Commission

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DESTINATION MARKETING GUIDE 2015 – 2016

Dear Stakeholder:

Your partnership and engagement helps fuel the Scottsdale Convention & Visitors Bureau's endeavors to drive incremental tourism business to our community. We invite you to review this guide to learn how you can best partner with us to extend our collective message.

In this guide, you'll find an assessment of the tourism industry landscape that examines the current state of our industry, and explores challenges and opportunities both nationally and locally that might impede or accelerate our industry's growth (pgs. 4-8).

We then share with you our coming year's strategic initiatives (pgs. 9-10) – new and creative ways to advance Scottsdale's reputation as a world-class vacation and meetings destination. These include:

- **Exploring a new brand identity** to ensure that Scottsdale remains a desirable destination with a strong brand attracting not only our key customer segments, but also appealing to the next generation of travelers.
- **Overhauling our golf campaign** with new print, digital and TV ads that focus more on the luxury aspects of Scottsdale based on our research.
- **Engaging in high-impact, seasonal marketing** to provide Scottsdale with extraordinary exposure in key markets that help our destination stand apart from competitors, and attract new and repeat visitors.
- **Boosting fall group business from Canada** by creating meetings promotions to drive bookings and by focusing on niche segments that produce well for Scottsdale.
- **Enhancing niche market outreach** to drive incremental business from pharmaceutical/medical, financial and insurance, sports, third-party, and Canada markets.
- **Pursuing travel bloggers** through pitching, participation in a travel blogger conference, and by hosting bloggers on familiarization tours.
- **Supporting the City's tourism strategic plan** by collaborating with community partners to implement the plan's strategies and enhance the destination's appeal.

Lastly, if you're just beginning your membership with us, you'll also want to learn more about the comprehensive programs we execute in marketing, communications, convention sales and services, and tourism (pgs. 11-19).

We look forward to working with you!

Sincerely,



Rachel Sacco

Rachel Sacco
President & CEO



M.T. Surguine

Michael Surguine
Board Chairman

About Us

SCOTTSDALE CVB OVERVIEW

The Scottsdale Convention & Visitors Bureau is a 501(c)(6) nonprofit, private company that has contracts with the City of Scottsdale and Town of Paradise Valley to conduct destination marketing efforts on behalf of these municipalities. Combined, these entities provided approximately \$10.0 million of the CVB's \$12.9 million budget in 2014-15.

The CVB's primary source of revenue comes from bed tax collected by Scottsdale resorts and hotels and passed along to the City. Half of bed-tax collections come to the CVB for destination marketing, while the other half is invested by the City, including \$1.5 million in bed-tax revenue that goes annually to the general fund. The City's Tourism Development Commission (TDC) recommends to the Scottsdale City Council how to allocate the City's remaining half of the bed-tax revenue, which is designated primarily for tourism-related capital projects and special events. The City's relationship with the CVB is overseen by the City's Tourism & Events Department and the TDC.

The CVB also has served as the Town of Paradise Valley's destination marketing organization since 1987 and currently has a contract with the Town through June 2025. Additionally, the Salt River Pima-Maricopa Indian Community and the Fort McDowell Yavapai Nation invest in the CVB's marketing efforts. Partnering with neighboring communities allows the CVB to build the region's attractiveness in the eyes of our visitors, especially as these communities build attractions and hotels along Scottsdale's borders.

Another CVB public-revenue source is the State of Arizona, via Proposition 302, in which Maricopa County hotel operators and rental car companies collect and pass along an additional tax to the state that is then split and invested in numerous projects.

As a membership-based organization with more than 400 members, the CVB also receives some private revenue via membership dues and through program participation fees.

The CVB has been a standalone company since July 2001 after having been an arm of the Scottsdale Area Chamber of Commerce for 15 years. The CVB has more than 40 full- and part-time employees, along with a volunteer board of directors comprised of local leaders who represent a variety of segments from the tourism industry.

VISION

Our vision is to position Scottsdale as a world-class vacation, meetings and group travel destination by communicating an image that sells the uniqueness of the Scottsdale experience.

MISSION

The CVB is committed to enhancing the economic base of Scottsdale and its partnering communities through a strong visitor, meetings and group travel industry. We achieve this by:

- Maintaining a leadership position in Arizona's hospitality and tourism industry
- Positioning Scottsdale in top-performing domestic and international markets to attract targeted, high-value visitors to our resorts and hotels
- Teaming with member businesses to create awareness and excitement among meeting planners, tour operators, travel agents and media in our established feeder markets, while building credibility and interest in our entry markets

RETURN ON INVESTMENT

In 2013-14, the Scottsdale CVB generated \$30 for the community for every \$1 invested in the CVB. In addition to tracking our return on investment, the CVB also evaluates the success of its programs and reports results regularly to our board of directors, the City of Scottsdale, the TDC, the CVB's community partners and our members.

Industry Outlook

A LOOK BACK

Scottsdale concluded 2014 with positive year-over-year increases in all major hotel metrics – including occupancy, average daily rate (ADR), and revenue per available room (RevPAR) – outpacing the growth seen by many of the top 25 U.S. markets in ADR. However, the increases in rate may have triggered the slower growth in occupancy. Scottsdale’s occupancy rate was 5.5 percentage points below that of the top 25 U.S. markets for the year.

SCOTTSDALE VS. OTHER U.S. MARKETS				
2014 (January - December)				
	Scottsdale/PV	Phoenix Metro*	Top 25 Markets	Total U.S.
Occupancy	66.9%	63.1%	72.4%	64.4%
ADR	\$172.13	\$114.05	\$141.48	\$115.32
RevPAR	\$115.10	\$71.92	\$102.45	\$74.28
Percent Change – 2014 vs. 2013				
Occupancy	3.6%	5.4%	3.7%	3.6%
ADR	5.6%	4.8%	4.8%	4.6%
RevPAR	9.4%	10.5%	8.7%	8.3%

Source: Smith Travel Research, Inc. Republication or other re-use of this data without the express written permission of STR is strictly prohibited.

*Includes Scottsdale/Paradise Valley

When compared to the top 25 U.S. markets, Scottsdale’s RevPAR growth for 2014 would tie the destination for the No. 15 spot for growth. By comparison, the Phoenix metro area ranks No. 9. Both areas have improved dramatically over 2012 when Phoenix metro ranked No. 24 out of the top 25 markets, and Scottsdale’s RevPAR growth was even lower.

When comparing Scottsdale to other warm-weather destinations in our competitive set, the area’s occupancy growth is in the middle, and growth in ADR trails toward the bottom.

SCOTTSDALE VS. WARM WEATHER COMPETITORS			
Percent Change – 2014 vs. 2013			
	Occupancy	ADR	RevPAR
Austin	1.4%	6.6%	8.0%
Dallas	5.5%	3.3%	9.0%
Houston	3.9%	5.6%	9.7%
Los Angeles	2.7%	7.5%	10.3%
Miami	1.1%	5.8%	7.0%
Orlando	4.6%	5.9%	10.7%
Palm Springs	1.1%	7.1%	8.3%
San Antonio	2.9%	2.6%	5.5%
San Diego	4.3%	4.9%	9.4%
Scottsdale	3.6%	5.6%	9.4%
Tampa	5.8%	5.8%	12.0%
Tucson	0.6%	2.0%	2.6%

Source: Smith Travel Research, Inc. Republication or other re-use of this data without the express written permission of STR is strictly prohibited.

Scottsdale's overall recovery since the economic downturn in 2009 has been slow, but steady. Not accounting for inflation, Scottsdale's 66.9% occupancy in 2014 is still 2.9 percentage points from our high in 2006 when occupancy was 69.8%. Scottsdale's ADR of \$172.13 in 2014 is equivalent to our high in 2008 when ADR was \$172.26. And, Scottsdale's RevPAR of \$115.10 in 2014 is just above our high in 2006 when RevPAR was \$114.46.

SCOTTSDALE TOURISM INDUSTRY MEASUREMENTS			
	Occupancy	ADR	RevPAR
2014	66.9%	\$172.13	\$115.10
2013	64.9%	\$158.40	\$102.79
2012	61.9%	\$151.16	\$93.51
2011	61.4%	\$150.88	\$92.70
2010	60.2%	\$136.97	\$82.50
2009	56.0%	\$139.28	\$78.03
2008	61.0%	\$172.26	\$105.05
2007	66.6%	\$170.59	\$113.58
2006	69.8%	\$164.19	\$114.46

Source: Smith Travel Research, Inc. Republication or other re-use of this data without the express written permission of STR is strictly prohibited.

In 2014, bed-tax collections increased 8.4% over 2013 collections. However, without the bed-tax increase passed in 2010 by Scottsdale voters whereby the bed-tax rate increased from 3% to 5%, total collections in 2014 would have fallen short of the peak collections from 2007.

SCOTTSDALE FORECAST

In 2015, Scottsdale/Paradise Valley hotels and resorts are projected to experience a trivial increase in occupancy, but robust increases in ADR and RevPAR.

- Occupancy: +0.3% to 67.1%
- ADR: +8.3% to \$184.43
- RevPAR: +8.6% to \$123.83

Source: Smith Travel Research, Inc. Republication or other re-use of this data without the express written permission of STR is strictly prohibited.

LOCAL CHALLENGES & OPPORTUNITIES

The tourism industry is of critical importance to Scottsdale – generating jobs and tax revenues, and impacting the quality of life for residents.

TOURISM'S IMPORTANCE TO SCOTTSDALE
<ul style="list-style-type: none"> • Tourism is one of Scottsdale's largest industries. • One in every eight jobs in Scottsdale is directly related to tourism. • Scottsdale hosted 9.1 million visitors in 2013. • These visitors generated an economic impact of \$4 billion, as well as \$38 million in sales- and bed-tax revenue for Scottsdale.
<p><i>Sources: Scottsdale/Paradise Valley Tourism Study, Visitor Statistics, August 2014; City of Scottsdale</i></p>

Several challenges and opportunities are influencing our community's and state's ability to prosper.

- **New Events, Attractions & Amenities** – Competition from other warm-weather destinations with larger budgets than Scottsdale continues to be a primary concern. In order to remain competitive, the Scottsdale area has to continue attracting and creating special events, as well as new attractions and amenities. Opportunities

exist with the newly built Western Spirit: Scottsdale's Museum of the West as well as the soon to open OdySea Aquarium. The City's Tourism & Events Department, the Scottsdale Tourism Development Commission, the CVB and the Scottsdale Tourism Advisory Task Force, which is overseeing implementation of the City's five-year tourism strategic plan, also are working to support current events, generate new events that will help drive demand during the shoulder and summer seasons, activate our downtown, and champion a Desert Discovery Center that could provide Scottsdale a unique destination attraction that will enhance appreciation for and access to Scottsdale's McDowell Sonoran Preserve.

- **Special Event Venues** – Special events continue to be a prime motivator for travel and, therefore, are important for Scottsdale to support. The upgraded WestWorld of Scottsdale offers opportunities for events to come to Scottsdale year-round when that previously would not have been possible. Various groups are working to support the creation of new special event venues in downtown that would help the community host more events in the urban core of our city, where many event promoters want to be.
- **Diversity & Inclusion** – As of April 2015, a survey by *Meetings & Conventions* magazine showed that 40% of respondents said Arizona's immigration-related legislation from 2011 has absolutely or somewhat affected their likelihood of holding a meeting in the state. Survey respondents also overwhelmingly (70%) said that local or state laws that some attendees might consider discriminatory would influence their decision to meet in a destination. Therefore, it is important that our city and state's tourism and business communities, along with our elected officials, continue to work together to showcase Arizona as a place that celebrates diversity, inclusion and equality for all who live, work and play here.
- **Local Transportation** – National research continues to show that Scottsdale ranks poorly for good local transportation, especially in relation to competitive destinations. To combat this city-wide issue, various groups hope to work collaboratively with the City on finding viable public transportation solutions that will appeal to visitors and residents, as well as exploring ways to improve the overall transportation experience for visitors coming to Scottsdale from Phoenix Sky Harbor International Airport.

NATIONAL TOURISM OUTLOOK

The following trends could impact travel in the coming year:

- **Leisure Travel:** The year 2015 will see the millennial generation outnumber baby boomers for the first time, according to a new Pew Research Center report based on population projections from the U.S. Census Bureau. Millennials are projected to number 75.3 million, surpassing the projected 74.9 million boomers. A new Priceline survey found that millennials are on the cusp of a travel-buying spree. Almost half of all Americans who didn't take a last-minute vacation in 2014 said they regretted it, and millennials were most eager to do something about it. Nearly one quarter of millennials said they were likely to take a last-minute vacation in 2015. In total, 58% of Americans surveyed said they agreed that a last-minute 2015 getaway was in the cards. Americans would be most willing to plan a last-minute vacation for a romantic getaway (55%), followed by a surprise celebration, such as a birthday (42%), a guys or girls getaway (25%), a wedding (19%) or to attend a sporting event (18%). Last-minute travelers also typically spend more freely for these types of trips.

Skift's latest trend report—The Rise of Food Tourism—delved into the concept of traveling to a destination specifically for its food and beverage products. The report estimated that 39 million U.S. leisure travelers choose a destination based on the availability of culinary activities, while another 35 million seek out culinary activities after a trip is decided upon.

According to the Adventure Travel Trade Association (ATTA), tour operators specializing in adventure travel expected business to be up around 23% in 2015. Casey Hanisko, vice president of marketing and communications at ATTA, recently reported that the adventure travel market was worth about \$263 billion a year worldwide. Four out of every 10 travelers were taking some sort of adventure trip, but that included a wide range of trips from hardcore mountain climbing expeditions to “soft” adventures that require minimal training, like a safari or a bird watching expedition.

- **Business Travel:** Business travel spending is expected to increase 3.1% this year to \$295.7 billion, according to the Global Business Travel Association. A survey of Travel Leaders Group’s business-focused travel agents also found that 45% – 7% more than last year – indicated their clientele will be traveling more in 2015.
- **Meetings:** According to MPI’s 2015 Meetings Outlook, organizations’ meetings budgets have been rising steadily and are predicted to continue – 11% of their survey respondents anticipate budgets to increase by 6% or more in the near future, and 42% expect an increase between 1% and 5%. The corporate market segment is expected to see the most positive business this year with 39% of respondents anticipating an uptick. Domestic associations on the other hand are only anticipating a 1% increase in business.
- **Air Travel:** According to the International Air Transport Association, global airline passenger traffic demand rose 5.9% for 2014 compared to 2013. This 2014 performance was above the 10-year average growth rate of 5.6%. International visitors to the U.S. in 2014 totaled 110.4 million passengers, which represented a 6% year-over-year increase, according to the U.S. National Travel and Tourism Office.

Mergers have left four airline companies controlling more than 80% of the U.S. market, and they have been slow to add new flights. U.S. airlines were filling more than 85% of their seats in some months, which were close to record levels, according to the Bureau of Transportation Statistics. “Right now the airlines have a great balance of supply and demand, and they are using it to ratchet up fares,” said Jim Corridore, an airlines analyst for S&P Capital IQ.

- **Lodging Industry:** The U.S. hotel industry reported positive results in the three key performance metrics during 2014, according to Smith Travel Research (STR). Overall, in year-over-year results, the U.S. hotel industry’s occupancy was up 3.6% to 64.4%; ADR rose 4.6% to \$115.32; and RevPAR increased 8.3% to \$74.28. “The U.S. hotel industry experienced a great year and ended 2014 on a positive note,” said Amanda Hite, president and COO of STR. “The year’s performance broke several records thanks to continued strong demand growth. “ADR and RevPAR for the year were the highest ever recorded by STR, and we expect more growth in 2015,” she added.

“With a strong near-term economic outlook, solid business and leisure travel trends and below average supply growth, owners and operators can expect to have significant pricing power yielding higher room rates in 2015,” said Scott D. Berman, principal and U.S. industry leader for hospitality and leisure at PricewaterhouseCoopers (PwC).

Jan Freitag, STR’s senior vice president of hotel research, believes that the all-time U.S. occupancy record of 64.9%, set in the mid-1990s, was within reach this year. Largely fueling the rosy outlook were reports of resurgent group demand and a development pipeline that will keep room growth at less than 2%, at least for this year. Markets most strongly impacted by new supply, according to the 2015 HVS Hotel Development Cost survey, included Houston, Miami, Denver, Nashville, New York and Seattle, which were expected to report double-digit increases in new hotel rooms.

Following are expectations by Smith Travel Research (STR), PKF Hospitality Research (PKF) and PricewaterhouseCoopers (PwC) for 2015.

2015 U.S. LODGING INDUSTRY GROWTH FORECASTS		
	ADR	RevPAR
STR	+5.2%	+6.4%
PKF	+5.3%	+7.3%
PwC	+6.2%	+7.4%

PKF is forecasting the pace of ADR growth to improve to 6.3% in 2016, with RevPAR up 6.5%.

- International Travel:** The Department of Commerce reported a record 75 million international visitors arrived in the U.S. in 2014 – a 7% increase over 2013. While Canada and Mexico continue to be the top source markets, Canada actually saw a decline in arrivals last year and Mexico increased substantially, up 19% from the prior year. Meanwhile, 12 of the top 20 source markets experienced record level visitors last year. China continues to lead as the fastest growing arrival market, up 21% from 2013. European markets saw larger increases, while South American markets declined somewhat. While China and Brazil continue to receive deserved acclaim for their growth into major inbound international travel markets to the United States, many important European markets, including the United Kingdom and Germany, remain robust tourism source markets for the U.S. and should maintain their position despite the rise in emerging markets in the near future.

Source: U.S. Travel Association

2015-16 Strategic Initiatives

Each year, the Scottsdale CVB works to maintain the programs that provide a consistent return on investment while implementing new programs that will allow us to remain competitive. Following are several areas that the CVB will focus on for the coming year to drive new visitation and meetings groups to Scottsdale.

EXPLORE A NEW BRAND IDENTITY

The Scottsdale CVB has embarked on a brand positioning project to ensure that Scottsdale remains a desirable destination with a strong brand attracting not only our key customer segments, but also appealing to the next generation of travelers. In order to remain at the forefront of destination marketing, it is critical that we understand perceptions of Scottsdale and align our brand position, strategy, messaging and creative with these findings. After a thorough vetting process, the CVB, with the help of a selection committee comprised of local tourism leaders, chose STRUCK, a creative and research agency, to lead Scottsdale's brand positioning initiative. The process began with an extensive brand research and analysis phase that included community stakeholder interviews, out-of-market consumer focus groups and quantitative research. Up next is the brand platform and creative execution phase. During the year, STRUCK will collaborate with the CVB's in-house creative team to bring the brand to life through new leisure and meetings print ads; a TV commercial; website; digital assets; large-scale, out-of-home formats; and collateral materials. Scottsdale's new brand will launch in fall 2016. This CVB project to redefine our brand position complements the work being done by the City of Scottsdale through their five-year tourism strategic plan and the Council-appointed Tourism Advisory Task Force, which is working to shape our community through product development.

OVERHAUL GOLF CREATIVE

The CVB will enhance "The World's Finest Golf Destination" golf campaign by developing new creative concepts based on the Scottsdale-specific golf research conducted by Sports & Leisure Research Group. The updated creative – including print, digital and TV ads – will appeal primarily to affluent male golfers for whom the primary purpose of their visits is to play golf or combine business travel with golf. Messaging will focus on the abundance of quality golf courses, exceptional weather, fine dining, luxury accommodations and value for their money. While Brandel Chamblee will continue to serve as Scottsdale's golf ambassador, the new creative will focus more on the luxury aspects of Scottsdale's brand identity.

ENGAGE IN HIGH-IMPACT, SEASONAL MARKETING

The CVB's marketing plan includes a presence in luxury, in-flight and driver-specific publications, as well as a robust online program that includes search engine optimization and pay-per-click campaigns. Our TV commercials run on broadcast and cable stations in our key feeder markets, while the CVB's website, emails and social media outlets support CVB campaigns, special events and many member initiatives. Enhancing these strategies are the CVB's seasonal campaigns and high-impact, out-of-home programming such as station saturations and subway, building and airport baggage claim wraps that provide Scottsdale with extraordinary exposure in key markets. The CVB will continue to mine for new opportunities to help our brand stand apart from other competitive destinations, and attract new and repeat visitors to Scottsdale. In addition, the CVB will leverage the holiday campaign by providing media in our top winter markets with winter survival kits to keep Scottsdale top-of-mind and generate social media buzz.

BOOST FALL GROUP BUSINESS FROM CANADA

With an increase in year-round flights from Canada, the CVB has an opportunity to boost group business in the fall from the Canadian market. Therefore, the CVB will be working with our hotel and resort partners to create a Canadian meetings promotion to drive bookings in September, November and December. In addition, the CVB is creating more customized information for Canadian clients that focuses on services and amenities

important to this market, flight access, and information from the Canada Arizona Business Council. The CVB also will continue its partnership with a Canadian-based meetings agency, which will focus on the following niche segments that we know produce well for Scottsdale from Canada: food and beverage, retail, law firms, and manufacturing.

ENHANCE NICHE MARKET OUTREACH

The CVB focuses on a variety of niche meetings markets to drive incremental business for the destination. The most important niche markets for the CVB include pharmaceutical/medical, financial and insurance, sports, third-party, and Canada. Due to various initiatives, the CVB has been able to increase year-over-year room nights within these markets and will continue to focus on these areas through sales missions, trade shows, familiarization tours and relationship marketing. The CVB also will add more educational components to our niche FAMs in order to provide these clients with an added reason to participate. A supplemental educational component has been a critical factor of our medical meetings FAM. In addition, the CVB will be targeting second-tier markets – such as Nashville, Pittsburgh and Salt Lake City – through participation in smaller appointment-based trade shows.

PURSUE TRAVEL BLOGGERS

The explosive growth of blogs, especially in the travel space, has greatly expanded the availability of information for consumers. While the CVB continues to focus the majority of its efforts on traditional media, we are expanding our outreach efforts to influential bloggers focused on travel, dining and outdoor adventure. Bloggers help tell the story of Scottsdale through social media and help optimize the CVB's, and in turn our partners', search engine optimization. Efforts include pitching and participation in the world's largest gathering of travel bloggers, writers and new media content creators. The CVB also will host familiarization tours customized for individual bloggers. The CVB's inaugural blogger FAM resulted in blogs posts and social media outreach that generated 2.1 million impressions.

SUPPORT CITY'S FIVE-YEAR TOURISM STRATEGIC PLAN

The CVB continues to work with the City of Scottsdale, Tourism Development Commission and Tourism Advisory Task Force to implement the strategies outlined in the City's five-year tourism strategic plan. Numerous CVB staff members are contributing to task force committees working on individual projects. The strategic plan initiatives are designed to enhance Scottsdale's tourism industry and unique character of place, and create new visitor experiences that could boost our destination's appeal.

Marketing

OVERVIEW

The Scottsdale Convention & Visitors Bureau’s marketing department brands Scottsdale as an upscale leisure and meetings destination through the use of advertising, high-end collateral and publications, online and email outreach, social media, and event marketing. The department manages advertising, fulfillment, online, creative services and visitor services.

TARGET AUDIENCES

The CVB strategically targets the consumer, meetings, and tour and travel markets based on comprehensive research.

GEOGRAPHIC TARGET MARKETS

Primary: Canada (Calgary, Edmonton, Toronto, Vancouver), Chicago, Los Angeles, New York, San Francisco
Secondary: Denver, Phoenix

SCOTTSDALE LEISURE TRAVELER - AVERAGE VISITOR

Median age 59 years old
Median household income \$115,700
Average length of stay 5.4 nights
Average daily expenditures (hotel guests) \$400
Percentage of overnight stays in a hotel/resort 65%
Top activities (rank order): Dining, Shopping, Visit Downtown Scottsdale, Day Trips, Outdoor Desert Activities, Native American Arts & Culture, Art Galleries, Western Culture & Attractions, Museums, Nightlife, Events, Overnight Trips, Spa, Golf, Gaming

Source: City of Scottsdale Visitor Inquiry Study, August 2014

SCOTTSDALE LEISURE TRAVELER - LUXURY VISITOR

Represents more than 50% of Scottsdale’s core customers who stay at area luxury resorts

Median age 50 years old
Median household income \$289,000
Average length of stay 2.4 nights
Average daily room expenditures \$262
Average daily on-property expenditures (including room)* \$363
Visited the city more than once in a year 50%

**Includes on-property expenditures only and does not include daily off-property expenses.*

Source: Scottsdale Convention & Visitors Bureau’s Visitor Industry Customer Analysis 2013

BRAND POSITION

The CVB positions Scottsdale as an upscale resort destination offering outstanding weather, spas, golf, arts, outdoor adventure, shopping, dining and nightlife. The CVB’s brand campaign showcases the unique and surreal quality of the Sonoran Desert by incorporating vibrant imagery, rich textures and abstract scenes that capture the unique spirit of Scottsdale’s target audience.

PROGRAMS

Many marketing programs are open for CVB member participation. For specific opportunities, refer to the online schedule.



Samples of current brand ads

Media Plan

Each year, the CVB creates a media plan based on extensive research and strategic planning to align Scottsdale's luxury message with the appropriate mediums to target our niche audiences. By buying regional media, the CVB is able to most effectively reach potential visitors in key feeder markets. To extend the reach of Scottsdale's messages and maximize individual branding potential, the CVB encourages members to purchase ad space near CVB advertising at preferred member rates.

Creative Campaigns

In addition to brand advertising, the CVB develops seasonal marketing campaigns to push messaging around key destination time periods. These targeted campaigns often use a variety of mediums – such as TV, outdoor, print, direct mail and online – to strengthen destination awareness and exposure in key feeder markets, and drive consumers online to learn more. The CVB's campaigns also focus on Scottsdale's key drivers to address potential visitors' points of passion and travel motivators. With intense competition in the travel marketplace, the CVB continues to look for the most effective, yet unique and creative, outlets for the Scottsdale message to reach our target audiences.

Consumer Promotions

Promotions add value to advertising campaigns, highlight events and connect the CVB with potential visitors. Promotions often include a giveaway and are promoted through an "enter-to-win" web page, print ads, email, direct mail or social media.

Relationship Marketing

We maintain permission-based databases for leisure travelers, meeting planners and travel professionals. These databases are used for direct mail and email to keep Scottsdale top of mind with people who have already visited, expressed an interest in visiting, or fit the profile of our target audience.

Publications & Promotional Materials

The CVB produces a variety of publications including the *Experience Scottsdale* visitor guide, the primary fulfillment piece for leisure travelers. Other publications available to visitors include the *Desert Discovery Guide*, as well as online downloadable guides such as the *Downtown Guide*, *Western List* and *Kids' List*. To assist meeting planners, travel agents and tour operators, the CVB produces the *Discover Scottsdale* meeting and travel planners guide and offers high-quality promotional materials that can be used to sell Scottsdale, including brochures, maps, posters, photos and videos.

Online Marketing & Social Media

ExperienceScottsdale.com is the CVB's primary website. As part of our online marketing strategy, pay-per-click advertising and search marketing programs drive visitors to the CVB website. We also maintain an active presence on social media sites such as Facebook, Twitter, YouTube, Pinterest and Instagram to further promote Scottsdale. In addition, the CVB uses videos, a responsive website and downloadable guides to provide greater access to information online.

Event Marketing

The CVB supports special events by incorporating them into our advertising, visitor guides, website, emails and social media outlets to help drive incremental visitation to Scottsdale during events. The CVB also provides visitor services at several events. In addition, the CVB works with special event venues to secure new events that fill room nights and attract new customers to Scottsdale.

Visitor Services

The CVB operates a full-service visitor center at the Galleria Corporate Centre and provides the services of a concierge at Scottsdale Fashion Square. These locations provide visitors with destination information and personal help from visitor center concierges. In addition, the Galleria location displays CVB member brochures. The CVB regularly visits concierges at area hotels to provide CVB publications and update them on Scottsdale amenities.

Communications

OVERVIEW

The Scottsdale Convention & Visitors Bureau's communications department garners positive publicity for Scottsdale as a premier travel and meetings destination. Through the voices of credible journalists, the CVB is able to increase awareness for Scottsdale, position it as a world-class destination, and ultimately increase demand. In markets where advertising dollars are scarce or nonexistent, communications programs are the most important tactic used to generate awareness for Scottsdale.

TARGET AUDIENCES

Targeted, positive media exposure in print, broadcast and online mediums frequently generates interest in Scottsdale.

GEOGRAPHIC TARGET MARKETS

Domestic: Chicago, Denver, Los Angeles, New York, Phoenix, San Francisco, Seattle

International: Canada, France, Germany, Mexico, United Kingdom

PROGRAMS

Many communications programs are open for CVB member participation. For specific opportunities, refer to the online schedule.

Media Missions & Trade Shows

The CVB targets members of the press in key cities with one-on-one editorial meetings, receptions and other special events. These missions allow the CVB to target high-caliber journalists with strategic messages and build relationships. When possible, the CVB also attends travel trade shows to establish and further develop media relationships as well as share story ideas.

Media Familiarization Tours

The CVB encourages qualified journalists to experience Scottsdale firsthand. Media who visit typically produce better coverage and write more often about the destination than those who have not visited. The CVB facilitates these individual and group visits by providing story ideas and coordinating customized itineraries with the support of our members who provide accommodations, meals and activities. Group tours are often produced around specific drivers or special events to attract niche media.

The CVB also hosts a bi-annual travel writer conference, Travel Classics West, which provides an additional way to introduce top editors and freelance writers to the destination. When the conference is in another city, a CVB representative attends as a sponsor to maintain and develop media relationships.

Media Resources

The CVB's resources provide story ideas, enhance editorial coverage and help the CVB to build relationships with media.

- **Press Kits:** The CVB's general and golf-specific press kits are used for media fulfillment. Press kits are available on flash drives and online; some materials are available in other languages.
- **Press Releases:** Throughout the year, media are targeted with news and feature releases, which often incorporate information submitted by CVB members. Some materials are available in other languages.
- **Customized Pitches:** Customized pitches allow the CVB to tailor the message to a publication and its audience in order to secure thorough, high-value coverage.

- ***Destination Images:*** The CVB provides media with high-definition video footage and images to enhance Scottsdale editorial.
- ***Scottsdale Travel News:*** This monthly e-newsletter updates nearly 4,000 domestic and international media on what's new in Scottsdale. Niche versions are distributed to media covering golf and meetings.
- ***Scottsdale Sun News:*** This printed newsletter, which is sent in March and September, provides destination information for travel agents, tour operators, meeting planners, and the media that cover these markets.

Public Relations Representatives

The CVB contracts with international public relations representatives in Canada, the United Kingdom and Germany to have a more consistent presence in these markets. The CVB also contracts with a domestic agency with offices in New York and Los Angeles to help us further penetrate these media-rich cities. In addition, the CVB partners with a local golf-focused marketing and public relations agency. Our representatives help build relationships with media in their respective markets, respond to media requests, distribute press materials, coordinate media visits to Scottsdale, and advise the CVB regarding opportunities to further our positioning.

Convention Sales & Services

OVERVIEW

The Scottsdale Convention & Visitors Bureau's convention sales and services department provides destination education to meeting planners and assists with securing space and services for meeting and incentive programs.

TARGET AUDIENCES

In Scottsdale, an estimated 40 to 50% of all resort and full-service hotel business results from meetings-related travel.

Corporate Meetings

More than half of meetings booked by the Scottsdale CVB are from the corporate sector, including healthcare, high tech, financial, manufacturing, insurance, pharmaceutical and retail.

Association Meetings

Association meetings include major conventions, as well as board meetings, training/educational seminars, professional/technical meetings, and regional/local chapter meetings. These meetings account for nearly a quarter of the CVB's bookings.

Niche Meetings

Niche markets include sports and the SMERF market (social, military, educational, religious and fraternal meetings). These groups, which account for less than a quarter of the CVB's bookings, often are looking for value when selecting a meetings destination, which makes them a good fit for Scottsdale during the shoulder and summer seasons.

Third-Party Planners

Meetings from third-party planners account for more than half of the CVB's bookings. Much of this can be attributed to the CVB's relationships with third-party meetings services companies such as HelmsBriscoe, ConferenceDirect, Experient and HPN.

PROGRAMS

Many convention sales and services programs are open for CVB member participation. For specific opportunities, refer to the online schedule.

Generating Leads

The CVB customizes all meeting planners' requests for accommodations, meeting space and other types of services, and does not produce a convention calendar. This not only protects the privacy of our clients, but also ensures that only those companies that fit their needs will be in contact with them. The CVB works closely with both clients and members to ensure a great match between the needs and wants of a client and the products and services of our members. In addition to leads generated from our own efforts, the CVB also has agreements with Cvent and Starcite to generate incremental leads for the destination.

Trade Shows & Sales Calls

The CVB connects face-to-face with meeting planners at select trade shows, which typically generate immediate leads for CVB members. Often in conjunction with a trade show, the CVB will conduct sales calls to connect with additional planners. Members frequently partner with the CVB for these events, increasing Scottsdale's presence in a market.

Familiarization Tours & Site Inspections

To give clients a firsthand experience of Scottsdale, the CVB conducts two large meeting planner familiarization tours (FAMs) each year – the Sunsational FAM in the spring and the Explore the American Southwest FAM in the fall. In addition to these larger FAMs, the CVB frequently hosts smaller niche FAMs. When possible, FAMs are produced around special events. These FAMs provide an opportunity for members to showcase

their properties and services to highly qualified meeting planners who are actively considering Scottsdale for future programs. In addition to FAMs, smaller and more customized site inspections are coordinated throughout the year for qualified clients. The CVB's "Site See & Fly Free" program encourages planners with an active piece of business to fly free on us to experience a customized site tour to see firsthand what makes Scottsdale one of the top meetings destinations.

Client Outreach

Clients are contacted during the course of the year via direct mail, phone calls and emails to generate awareness, keep Scottsdale top-of-mind, and update customers on new amenities and products in Scottsdale.

Advertising & Public Relations

The CVB also reaches meeting planners through advertising in predominant trade publications, through email blasts and in online RFP tools such as Cvent and Starcite. In addition, the convention sales and communications teams work together to keep Scottsdale top of mind with media from key meetings publications.

Convention Services

By efficiently matching the planners' requests for destination management services, off-property venues, speakers, wholesale gifts and other types of services with member businesses, the CVB streamlines the planning process and makes the planner's job easier. The CVB also helps planners boost attendance for their programs by providing complimentary materials such as photos, videos, brochures, posters, visitor guides and welcome letters.

Convention Sales Representatives

The CVB contracts with a meetings agency in Canada to augment the CVB's group sales efforts in one of Scottsdale's most important international markets. The agency assists the CVB in generating incremental leads from Canadian corporations and associations not currently in our database, as well as developing programs to reach targeted vertical and geographic markets in Canada.

Tourism

OVERVIEW

The Scottsdale Convention & Visitors Bureau's tourism department provides destination education to travel agents and tour operators to help them best capture the Scottsdale experience for their clients and to ensure that Scottsdale stands out as a unique destination in tour operator product inventories throughout the world. The department also promotes Scottsdale to international meetings groups.

TARGET AUDIENCES

The CVB's tourism programs are targeted to tour operators, airline vacation divisions, online tour operators and travel agents in the following markets: United States, Canada, Mexico and Europe.

United States

The top 12 revenue-producing markets for domestic visitors to Scottsdale are New York, Los Angeles, Chicago, San Francisco, Denver, Seattle, Dallas, Washington D.C., Philadelphia, San Diego, Boston and Minneapolis. The average visitor stays for 5.4 nights and spends \$400 per person per day. Repeat visitation is most likely to occur in March, but is increasing in November and December. Favorite activities include dining, shopping, visiting downtown Scottsdale, day trips, outdoor desert activities, and Native American arts and culture. During the summer, Scottsdale is seeing customers visit from a more diverse mix of markets than realized in previous years. Scottsdale's most affluent visitors book their luxury accommodations approximately 36 days before traveling, and 50% visit Scottsdale more than once per year.

Canada

Canada continues to be the largest international inbound market to the United States by a wide margin. Canadians represent one-third of all international travelers to the U.S. According to the U.S. Department of Commerce, Canadian visitation to the U.S. is forecast to grow 2.2% per year on average through 2019. Canada is Arizona's top-grossing international market by overall expenditures. Latest numbers show that nearly 900,000 Canadians visited Arizona in 2014, spending \$923 million. They come to shop, dine, sightsee and participate in sports or outdoor activities. Canadian visitors traveling to Arizona come primarily by air (61%), but 35% drive to Arizona. More than 74% of visitors to the region via nonstop international flights through Phoenix Sky Harbor International Airport are from Canada. Top revenue-producing Canadian markets to Scottsdale are Toronto, Calgary, Vancouver, Edmonton and Montreal with visitors spending approximately \$1,437 on average per visit.

Mexico

Mexico is the second-largest international inbound travel market to the United States and represents one-fifth of all international travelers to the U.S. According to the U.S. Department of Commerce, Mexico visitors to the U.S. are forecast to grow 5.6% per year on average through 2019. Favorite vacation activities of the Mexican traveler include shopping, restaurant dining and visiting historical places. Travel packages that include added value such as complimentary nights, complimentary breakfast or room upgrades are most popular. While only 16% of all Mexican visitors to Arizona stay overnight, 61% of these visitors stay in a hotel with the other 39% staying in a private home.

Europe

Scottsdale's key target markets in Europe are the United Kingdom, Germany and France. The U.S. Department of Commerce forecasts that by 2019, arrivals from Europe will be 15.4 million, or 20% higher than the 2013 volume. The largest growth will come from the U.K. (+569,000), France (+343,000) and Germany (+242,000). Visitors from these countries tend to spend more and stay longer, and often visit Scottsdale during the summer months. They stay in paid accommodations for an average of nine nights and typically travel to two states during each trip. European visitors come to Arizona for the

wide open spaces and natural attractions. The average U.K. visitor to Arizona is 47 years old and has an average household income of \$118,000. Of Arizona's U.K. visitors, 30% fly into the United States through Las Vegas and another 14% come through Los Angeles. Arizona's German travelers are typically a bit younger at 40 years old with a household income of \$103,000. They primarily travel to Arizona through Los Angeles or San Francisco. Visitors from France also come through these two ports, and are nearly 43 years old on average with a household income of \$82,000.

Sources: Arizona Office of Tourism, Canada Arizona Business Council, City of Scottsdale, Scottsdale Convention & Visitors Bureau, U.S. Department of Commerce, U.S. Travel Association

PROGRAMS

Many tourism programs are open for CVB member participation. For specific opportunities, refer to the online schedule.

Generating Leads

The tourism department generates leads for CVB members. Once a tour operator has established a relationship with a Scottsdale hotel, the CVB introduces new itinerary ideas to enhance the experience for customers and hopefully increase the number of nights booked for a Scottsdale vacation.

Trade Shows & Sales Missions

The CVB connects face-to-face with travel professionals at select trade shows, which generate immediate leads for CVB members. In addition, the CVB conducts sales missions, client events and educational seminars in key markets to cultivate relationships with new clients and meet with long-term clients. During one-on-one client meetings, the CVB reviews travel catalogues to ensure that Scottsdale hotels and resorts are properly featured within a Scottsdale-branded section, as well as the destination being prominently featured in the catalogue and possibly even highlighted on the cover.

Familiarization Tours & Site Inspections

The CVB hosts familiarization tours (FAMs) for travel professionals to increase their overall knowledge of the destination by experiencing it firsthand. These FAMs and site inspections provide an opportunity for members to showcase their properties, services and events to travel professionals who are actively seeking new product to sell.

Product Training Seminars

The CVB conducts in-person and online product training sessions for travel industry clientele and reservation agents who sell Scottsdale hotels and activities. These seminars are a valuable tool for increasing room-night bookings to the area – the more information each agent absorbs, the easier the destination is to sell to the leisure traveler.

Relationship Marketing

Tourism clients are contacted during the course of the year via direct mail and email to generate awareness, keep Scottsdale top of mind, and update customers on new amenities and products in Scottsdale. Seasonal package promotions are emailed to travel agents to promote fall, spring and summer specials from CVB members.

Trade Cooperative Marketing

To drive more travelers to purchase Scottsdale vacation packages, the CVB partners with international and domestic tour operators to create trade cooperative marketing campaigns in their respective cities and countries. These promotions are organized around seasonal travel packages or a Scottsdale vacation contest. The CVB matches the nominal cost incurred by the tour operator to execute the promotion and in turn receives exposure in every medium of the promotion (e.g. print ads, direct mail, in-store displays).

To gain additional exposure, the CVB cultivates affinity marketing partnerships with companies outside the tourism industry who share a similar target audience. These layered campaigns often include in-store promotions, magazine ads and editorial, direct mail,

email and catalogues. The cooperative efforts benefit the CVB and the partnering company, as well as travel agents who are often included as a call-to-action for those interested in booking a Scottsdale vacation. Collected consumer information also allows the CVB to provide additional information to potential visitors.

Services

The CVB also helps travel professionals to sell Scottsdale by providing complimentary materials such as photos, videos, brochures, maps, posters, visitor guides and itinerary ideas. Many travel professionals include Scottsdale promotional pieces with itineraries for clients who have purchased a Scottsdale vacation.

Tourism Representatives

The CVB works with trade representatives in the United Kingdom, Germany, Canada and Mexico. Our representatives respond to travel industry requests, participate in trade shows, and conduct educational seminars and sales missions in an effort to promote tourism to Scottsdale.

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W Scottsdale Hotel & Residences

Ace Bailey
Ultimate Art & Cultural Tours

Carl Grupp
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Robb McCreary
Talking Stick Resort

Steve Geiogamah
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Scottsdale Cultural Council, Trustee

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Arabian Horse Association of Arizona

Susan Potje
Celebration of Fine Art

Fred Unger
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CITY OF SCOTTSDALE

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Councilwoman Suzanne Klapp

Councilmember Virginia Korte

Councilwoman Kathy Littlefield

Councilwoman Linda Milhaven

Councilman Guy Phillips

Councilman David N. Smith

City Manager Fritz Behring

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Vice Mayor Paul Dembow

Councilman Jerald Bien-Willner

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Councilman David Sherf

Councilman Mark Stanton

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Secretary Selena Castaneda

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Councilmember Michael Dallas

Councilmember Jenelle Howard

Councilmember Archie Kashoya

Councilmember Thomas Largo

Councilmember Ricardo Leonard

Councilmember Deanna Scabby





2015-16 Media Schedule

Note: Final decisions will be made based on budget and space availability.

JULY 2014

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click and Search

AUGUST 2014

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click and Search

SEPTEMBER 2014

- Arizona Republic (Scottsdale section)
- ColoradoAvidGolfer.com Email Blast
- Connect Sept/Oct
- Elite Traveler Sept/Oct
- Facebook.com
- GolfWeek.com Digital Campaign
- Insurance & Financial Meetings Sept/Oct
- Pay Per Click and Search
- San Francisco – Event Sponsorship at AT&T park
- Score Golf Radio Broadcast
- Score Golf TV
- ScoreGolf.com Email Blast

OCTOBER 2014

- AFAR
- Arizona Republic (Scottsdale section)
- Canada - Boingo Starbucks Wi-fi Sponsorship (Calgary, Edmonton, Montreal, Toronto, Vancouver)
- Chicago – Cable
- Colorado Avid Golfer Magazine
- Conde Nast Traveler

- Emiles
- Facebook.com
- Fore Magazine
- Golf Magazine
- Golf World Email Blast
- Golf.com Digital Campaign
- Golftrips.com Digital Campaign
- GolfWeek.com Digital Campaign
- Ignite
- LINKS Magazine
- Meetings & Conventions
- National Geographic Traveler
- New York – Cable
- Pay Per Click and Search
- Score Magazine
- SportsEvents
- Travel + Leisure
- Twitter.com

NOVEMBER 2014

- AFAR Nov/Dec
- American Airlines American Way Magazine
- Arizona Republic (Scottsdale section)
- BuzzFeed.com
- Canada - Boingo Starbucks Wi-fi Sponsorship (Calgary, Edmonton, Montreal, Toronto, Vancouver)
- Conde Nast Traveler
- Connect Nov/Dec
- Elite Traveler Nov/Dec
- Facebook.com
- Golf Digest
- Golf Magazine
- Golf.com Digital Campaign
- GolfWeek.com Digital Campaign
- GolfWorld.com Digital Campaign
- Ignite Nov/Dec
- Meetings & Conventions
- National Geographic Traveler
- Pay Per Click and Search
- Saveur
- SCGA.org Digital Campaign
- Southwest Airlines Spirit Magazine
- Twitter.com
- Westjet UP Magazine
- YouTube.com

DECEMBER 2014

- Air Canada EnRoute Magazine
- American Airlines American Way Magazine
- Arizona Republic (Scottsdale section)
- Canada - Boingo Starbucks Wi-fi Sponsorship (Calgary, Edmonton, Montreal, Toronto, Vancouver)
- Collaborate Dec/Jan
- Colorado Avid Golfer Magazine
- Facebook.com
- FOOD & WINE
- Golf Week Magazine
- Golf.com Digital Campaign
- GolfWeek.com Digital Campaign
- Meeting & Incentive Travel Dec/Jan
- National Geographic Traveler Dec/Jan
- NCGA.org Digital Campaign Jan/Feb
- Pay Per Click and Search
- Saveur
- SCGA.org Digital Campaign Jan/Feb
- Southwest Airlines Spirit Magazine
- SportsEvents
- Twitter.com
- Westjet UP Magazine
- YouTube.com

JANUARY 2015

- AFAR Jan/Feb
- Air Canada EnRoute Magazine
- American Airlines American Way Magazine
- Arizona Office of Tourism Visitor's Guide
- Arizona Republic (Scottsdale section)
- Art Ltd Jan/Feb
- Canada - Boingo Starbucks Wi-fi Sponsorship (Calgary, Edmonton, Montreal, Toronto, Vancouver)
- Canada – Broadcast TV
- Canada – Traffic Network (Montreal, Edmonton, Calgary)
- Canada – Train Wrap (Vancouver)
- Canada – Weather Channel TV (National)
- Chicago – Boingo Airport Wi-fi sponsorship
- Chicago – O'Hare Airport Baggage Claim Digital Boards
- Chicago – Train Wrap
- Chicago – Travel & Adventure Show

- Conde Nast Traveler
- Connect Jan/Feb
- Denver – Airport Great Hall Video Towers
- Denver – Cable
- Denver – Outdoor Boards
- Denver – Train Wrap
- Departures Jan/Feb
- Elite Traveler Jan/Feb
- Facebook.com
- Golf Channel Jan/Feb
- Golf Week Magazine
- Golf.com Digital Campaign
- LinksMagazine.com Digital Campaign
- Los Angeles - Boingo Airport Wi-fi Sponsorship
- Meetings & Conventions
- NCGA Magazine
- New York - Boingo Airport Wi-fi Sponsorship
- Pay Per Click and Search
- Phoenix – Promotion for Native Trails
- Robb Report
- San Francisco - Cable
- San Francisco – Montgomery Tunnel Wrap
- San Francisco – Train Wrap
- Saveur Jan/Feb
- ScoreGolf.com Email Blast
- Southwest Airlines Spirit Magazine
- SportsEvents
- Twitter.com
- Westjet UP Magazine
- YouTube.com

FEBRUARY 2015

- Air Canada EnRoute Magazine
- Arizona Republic (Scottsdale section)
- Canada – Airport Baggage Claim Banners (Toronto)
- Canada – Airport Baggage Claim Banners (Vancouver)
- Canada - Boingo Starbucks Wi-fi Sponsorship (Calgary, Edmonton, Montreal, Toronto, Vancouver)
- Canada – Broadcast TV
- Canada – Traffic Network (Montreal, Edmonton, Calgary)
- Canada – Train Wrap (Vancouver)
- Canada – Weather Channel TV (National)
- Canada – Weather Channel TV (National)
- Chicago – Boingo Airport Wi-fi Sponsorship

- Chicago – Cable and Broadcast TV
- Chicago – O’Hare Airport Baggage Claim Digital Boards
- Chicago – Train Wrap
- Chicago – Union Station Saturation
- Colorado Avid Golfer
- Denver – Cable
- Denver – Train Wrap
- Facebook.com
- Golf Digest
- Golf Magazine
- Golf.com Digital Campaign
- GolfWeek.com Digital Campaign
- Ignite (Feb/Mar)
- LINKS Magazine
- Los Angeles - Boingo Airport Wi-fi Sponsorship
- Meetings & Conventions
- Meetings & Incentive Travel (Feb/Mar)
- National Geographic Traveler
- New York - Boingo Airport Wi-fi Sponsorship
- New York – Cable
- New York – Grand Central Shed Station Saturation
- New York – Metro North Commuter Platform Posters
- Pay Per Click and Search
- Phoenix – Promotion for Native Trails
- Robb Report
- San Francisco – Cable
- San Francisco – Train Wrap
- ScoreGolf.com Email Blast
- Twitter.com
- Westjet UP Magazine
- YouTube.com

MARCH 2015

- Arizona Republic (Scottsdale section)
- Art Ltd March/April
- Canada - Boingo Starbucks Wi-fi Sponsorship (Calgary, Edmonton, Montreal, Toronto, Vancouver)
- Canada – Train Wrap (Vancouver)
- Facebook.com
- GolfWeek.com Digital Campaign
- Insurance & Financial Meetings
- Los Angeles – Theater Screen Advertising
- Meeting Mentor
- Pay Per Click and Search

- Saveur
- Twitter.com
- YouTube.com

APRIL 2015

- Arizona Republic (Scottsdale section)
- Collaborate Apr/May
- Facebook.com
- GolfWeek.com Digital Campaign
- Los Angeles – Sunset Boulevard Wallscape
- Pay Per Click and Search

MAY 2015

- Arizona Republic (Scottsdale section)
- Facebook.com
- GolfWeek.com Digital Campaign
- Pay Per Click and Search
- Twitter.com

JUNE 2015

- Arizona Republic (Scottsdale section)
- Collaborate June/July
- Facebook.com
- GolfWeek.com Digital Campaign
- Pay Per Click and Search
- Twitter.com



Communications Program of Work 2015-16

(*open to member participation)

JULY 2015

*Denver Media/Client Event – July 21, 2015 (SP)

The Scottsdale CVB's communications, marketing, tourism and convention sales departments will partner to host an event for Denver area media, meeting planners and travel professionals at a Colorado Rockies game. This event will give participating members the chance to present their company's information to media and clients in this key feeder market. While Denver is a small media market, it ranks fifth for domestic feeder cities to Scottsdale and is particularly important in luring these visitors during Scottsdale's peak season. Increased direct flights from Denver to Phoenix, Colorado Rockies spring training at the Fields at Talking Stick and the bureau's targeted marketing in this region have led to a steady increase in Denver area visitation to Scottsdale.

- Participation Cost: \$650 (plus travel expenses)
- Estimated Media Attendance/Interaction: 15 journalists
- Location: Denver, CO
- CVB contact: Stephanie Pressler at spressler@scottsdalecvb.com or 480-889-2719

AUGUST 2015

Troon Challenge National Finals – Aug. 22-23, 2015 (SP)

The SCVB will partner with Troon Golf to host the estimated 100 regional qualifiers from around the United States to the National Finals at Troon North's two courses. The SCVB will host a foursome of media and SCVB representatives and the media will stay at an SCVB member property.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: 4 writers
- Location: Scottsdale, Arizona
- CVB contact: Stephanie Pressler at spressler@scottsdalecvb.com or 480-889-2719

SEPTEMBER 2015

*San Francisco Media/Client Event & Mission – Sept. 16-18, 2015 (MN, SP)

The Scottsdale CVB's communications, marketing, tourism and convention sales departments will partner to host an event for Bay-area media, meeting planners and travel professionals at a San Francisco Giants game. This event will give participating members the chance to present their company's information to media and clients in this key feeder market. San Francisco ranks fourth for visitation to Scottsdale with very high spend. The Giants' recent World Championships (2010, 2012 and 2014) have led to strong visitation from the Bay Area to Scottsdale.

- Participation Cost: \$650 (plus travel expenses)
- Estimated Media Attendance/Interaction: 15-20 Bay-area journalists
- Location: San Francisco, California
- CVB contact: Megan Neighbor at mneighbor@scottsdalecvb.com or 480-889-2716

New York Media Mission – Dates TBD (LM, MN)

The Scottsdale CVB will conduct media appointments with key editors and freelance writers to pitch Scottsdale story ideas and keep the destination top-of-mind with travel, culinary and lifestyle journalists. Working with The Brandman Agency, the SCVB will foster existing media relationships as well as tap into new contacts. New York is the media hub of the U.S. and Scottsdale's top revenue generating market.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: 50 New York-area journalists
- Location: New York, New York
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

OCTOBER 2015***Seattle Media Event & Vancouver Media/Sales Event – Oct. 6-7, 2015 (LM, MN)**

On Tuesday, Oct. 6, the Scottsdale CVB will meet with 10-15 key journalists in Seattle during a media luncheon to pitch Scottsdale story ideas and keep the destination top-of-mind. While Seattle remains a secondary market for Scottsdale, it's an important market. According to the CVB's Visitor Industry Customer Analysis (VICA) data, Seattle ranks No. 6 for visitation and aggregated revenue spent in Scottsdale when compared to other U.S. cities.

After the Seattle event, the group will depart for Vancouver for the second part of the media mission. On Wednesday, Oct. 7, the Scottsdale CVB will meet with approximately 30 key editors and freelance writers for a joint media/sales event over lunch. We will coordinate a lunch reception with various stations to encourage more mixing and mingling than a plated sit down luncheon. According to the CVB's Visitor Industry Customer Analysis (VICA) data, Vancouver ranks No. 2 for visitation and aggregated revenue spent in Scottsdale when compared to other Canadian cities.

- Participation Cost: \$900
- Estimated Media Attendance/Interaction: 10-15 journalists in Seattle, approximately 30 in Vancouver
- Location: Seattle, WA and Vancouver, B.C., Canada
- CVB contact: Megan Neighbor at mneighbor@scottsdalecvb.com or 480-889-2716

***Travel Classics West – Oct. 8-11, 2015 (LM, MN)**

The CVB will sponsor this prominent travel writer conference that brings together approximately 15 editors and 35 freelance writers. The CVB will explore the opportunity of hosting a Scottsdale-themed lunch to increase Scottsdale exposure with these key journalists.

- Participation Cost: Varies per sponsorship; participation limited to event sponsors. Visit www.travelclassics.com/conferences for information.
- Estimated Media Attendance/Interaction: 15-18 top editors and 35-40 freelance writers
- Location: Sutton Place Hotel or Hotel Georgia (dates above correspond to properties accordingly)
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

***Outstanding in the Field Culinary Press Trip with Mesa CVB – Oct. 26-30, 2014 (LM, MN)**

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 6 North American journalists
- Location: Scottsdale & Mesa, Arizona
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

Fall Meeting Planner FAM – Oct. 25-28, 2015

The Communications team will work with the Meetings & Conventions team to host 2-4 meetings journalists as part of this meeting planner familiarization tour. This FAM trip gives media the opportunity to discover Scottsdale's meeting venues and amenities as well as to interact with their readers, the meeting planners.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 2-4 journalists covering the meetings market
- Location: Scottsdale, Arizona
- CVB contact: Megan Neighbor at mneighbor@scottsdalecvb.com or 480-889-2716

TBEX North America – Oct. 28-30, 2015 (SP)

The Communications Team will meet with and pitch Scottsdale to journalists during TBEX, the world's largest gathering of travel bloggers, writers, and new media content creators. In addition to connecting with travel writers, the SCVB participant will attend workshops and educational breakout sessions that explore best practices in social media and blogging.

- Participation Cost: \$395
- Estimated Media Attendance/Interaction: 20+ journalists
- Location: Ft. Lauderdale, Florida
- CVB contact: Stephanie Pressler at spressler@scottsdalecvb.com or 480-889-2719

NOVEMBER 2015***Scottsdale Spartans – Urban vs. Desert**

The Scottsdale CVB will host a select group of golf and lifestyle journalists from the U.S. and Canada to experience golf ²⁹ ~~golf~~ during this press trip that will test even the most dedicated drivers, putters and chippers. Every day, ^{item 4b} journalists will vie off against one another during 36-holes of championship golf in and around downtown and north Scottsdale. When the writers aren't on the course, the group will compete in other challenges that incorporate Scottsdale's well-known culinary, adventure and nightlife scenes. Prizes will be doled out daily to journalists who prove that they are worthy Scottsdale Spartans both on and off the greens.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 6-8 North American journalists
- Location: Scottsdale, Arizona
- CVB contact: Stephanie Pressler at spressler@scottsdalecvb.com or 480-889-2719

***Chicago Media/Client Event – October, November or January (MN)**

The Scottsdale CVB's communications, marketing, tourism and convention sales departments will partner to host Chicago-area media, meeting planners and travel professionals to a Blackhawks game in a luxury suite. This event will give participating members the chance to present their company's information to media and clients in this key feeder market. Chicago is an important market for Scottsdale particularly in our peak season when rates are at a premium. Ranking third for visitation to Scottsdale, the revenue generated from this market is on par with San Francisco, which brings in more visitors and ranks second for visitation to the city.

- Participation Cost: \$650 (plus travel expenses) – space is limited
- Estimated Media Attendance/Interaction: 20 Chicago-area journalists
- Location: Chicago, Illinois
- CVB contact: Megan Neighbor at mneighbor@scottsdalecvb.com or 480-889-2716

Toronto/Montreal Media Mission – November (LM)

The Scottsdale CVB will conduct media appointments with key editors and freelance writers to pitch Scottsdale story ideas and keep the destination top-of-mind with travel, culinary and lifestyle journalists. Despite more air lift from cities in Canada's Western provinces, Toronto, Ontario remains Scottsdale's number one city of origin and top city for spend. While lack of non-stop air service has made Montreal's growth slower than other cities, it has a tremendous amount of growth potential and it is an important affluent market to continue to develop.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: 25-30 Canadian journalists
- Location: Toronto, ON, and Montreal, QC, Canada
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

DECEMBER 2015

OB Team Championship – Dates TBD

OB Sports will once again partner with the Scottsdale Convention & Visitors Bureau to host top qualifying golfers and club professionals from around the country. As a part of the tournament OB Sports and the SCVB will host three golf writers as part of the tournament. The writers will experience Scottsdale golf and stay and experience downtown Scottsdale as a preview to Super Bowl 2015 action.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: 4 writers
- Location: Scottsdale, Arizona
- CVB contact: Stephanie Pressler at spressler@scottsdalecvb.com or 480-889-2719

***United Kingdom Media FAM – Dec. 3-7, 2015**

The Scottsdale CVB will host 6-8 top UK journalists to a four- or five-day familiarization tour of Scottsdale. The journalists will experience a sampling of quintessential Scottsdale resorts, spas, restaurants and activities.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 6-8 UK journalists
- Location: Scottsdale, Arizona
- CVB contact: Megan Neighbor at mneighbor@scottsdalecvb.com or 480-889-2716

***Scottsdale Open Media FAM – January 2016**

The Scottsdale CVB will once again sponsor the Waste Management Scottsdale Open, the precursor to the PGA's Waste Management Phoenix Open. The CVB will host four golf journalists to a sampling of resorts, activities and courses including play on the TPC Scottsdale in PGA tournament condition.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 4 North American journalists
- Location: Scottsdale, Arizona
- CVB contact: Stephanie Pressler at spressler@scottsdalecvb.com or 480-889-2719

AOT Los Angeles Media Marketplace - TBD (SP)

The Arizona PR Roundtable will coordinate this year's media marketplace in California. The marketplace will consist of a tradeshow/reception where Arizona DMOs can promote their destination to media from throughout southern California. Attendance is expected to be approximately 30 journalists, editors and freelancers.

- Participation Cost: N/A. Participation is open to Arizona CVBs, Chambers and DMOs, and will be limited.
- Estimated Media Attendance/Interaction: 30 journalists
- Los Angeles, California
- CVB contact: Stephanie Pressler at spressler@scottsdalecvb.com or 480-889-2719

FEBRUARY 2016***Canadian Media Press Trip**

The Scottsdale CVB will host 6-8 top Canadian journalists to a four- or five-day familiarization tour of Scottsdale. The journalists will experience a sampling of quintessential Scottsdale resorts, spas, restaurants and activities.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 6-8 Canadian journalists
- Location: Scottsdale, Arizona
- CVB contact: Stephanie Pressler at spressler@scottsdalecvb.com or 480-889-2719

***Quintessential Scottsdale Media FAM – Feb. 28-March 3, 2016**

The Scottsdale CVB will host 8 top-tier domestic journalists to a four-day familiarization tour of Scottsdale. The journalists will experience a sampling of distinctively Scottsdale resorts, spas, restaurants and activities.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 8 domestic journalists
- Location: Scottsdale, Arizona
- CVB contact: Megan Neighbor at mneighbor@scottsdalecvb.com or 480-889-2716

MARCH 2016**AOT Mexico Media/Sales Event – Dates TBD (LM)**

The Scottsdale CVB will join the Arizona Office of Tourism and statewide CVBs for a media/sales event in Mexico City, Mexico. Visitors from Mexico and Canada still remain Scottsdale's top international markets and travelers from Mexico City have a high propensity to seek out luxury resorts, spa, golf and dining. In addition, they travel over peak holiday periods that result on high revenue visit.

- Participation Cost: \$1,500; Open to Arizona DMOs only
- Estimated Media Attendance/Interaction: 15 key Mexico City-based journalists
- Location: Mexico City and Guadalajara, Mexico
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

AOT Toronto Media/Trade Event and Media Mission – Dates TBD (MN)

The Scottsdale CVB will participate in the Arizona Office of Tourism's media event. Toronto is the media hub of Canada and Ontario is an important hub for visitation to Scottsdale. This event will give participants the chance to interact with key journalists in this market to keep Scottsdale top-of-mind. Despite more air lift from cities in Canada's Western provinces, Toronto, Ontario remains Scottsdale's number one city of origin and top city for spend.

- Participation Cost: N/A Open to Arizona DMOs only
- Estimated Media Attendance/Interaction: 40 Canadian journalists
- Location: Toronto, ON, Canada
- CVB contact: Megan Neighbor at mneighbor@scottsdalecvb.com or 480-889-2716

AOT New York Media Event – Dates TBD (MN)

The Scottsdale CVB will participate in the Arizona Office of Tourism's media event. New York is the media hub of the U.S. and Scottsdale's top revenue generating market. This event will give participants the chance to interact with key journalists in this market to keep Scottsdale top-of-mind.

- Participation Cost: N/A Open to Arizona DMOs only
- Estimated Media Attendance/Interaction: 75 NY-based journalists
- Location: New York, New York
- CVB contact: Megan Neighbor at mneighbor@scottsdalecvb.com or 480-889-2716

APRIL 2016***Los Angeles Media Mission – Dates TBD (MN, SP)**

The Scottsdale CVB will meet with key editors and freelance writers in this important market in a series of small events and editorial meetings. Meetings and events with key editors and freelance writers will allow members to pitch Scottsdale story ideas and keep the destination top-of-mind with travel, culinary and lifestyle journalists. Los Angeles is Scottsdale's No. 2 feeder market, which makes it one of Scottsdale's most important short-haul markets and one of the most important media markets behind New York City. In addition, Los Angeles continues to be an important summer market for Scottsdale.

- Participation Cost: TBD (plus travel expenses) – space is limited
- Estimated Media Attendance/Interaction: 40 travel and lifestyle L.A. journalists
- Location: Los Angeles, California
- CVB contact: Megan Neighbor at mneighbor@scottsdalecvb.com or 480-889-2716

***Outdoor and Culinary Adventures -- the guilt-free press trip! (with Visit Phoenix) – Dates TBD**

In conjunction with the Greater Phoenix CVB, the Scottsdale CVB will host 6-8 lifestyle journalists from the U.S. and Canada who will experience the best of the destination's adventure and culinary offerings, which will inevitably lead to them developing a love affair with the destination. The group will take to the great outdoors for activities like sunrise hikes, horseback rides, and Tomcar and kayaking tours. After burning calories and taking in the breathtaking Sonoran Desert, journalists will be treated to some of the best restaurants in the Valley.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 6-8 U.S. and Canadian journalists
- Location: Scottsdale, Arizona
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

May 2016***Spring Meeting Planner FAM – May 3-6, 2016**

The Communications team will work with the Meetings & Conventions team to host 2-4 meetings journalists as part of this meeting planner familiarization tour. This FAM trip gives media the opportunity to discover Scottsdale's meeting venues and amenities as well as to interact with their readers, the meeting planners.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 2-4 journalists covering the meetings market
- Location: Scottsdale, Arizona
- CVB contact: Stephanie Pressler at spressler@scottsdalecvb.com or 480-889-2719

Travel Classics International – Dates TBD (LM)

Travel Classics International is a premier travel writer conference that allows freelance travel writers the opportunity to meet with the industry's top editors. There is a low writer-to-editor ratio and pre-scheduled appointments, which gives the writers ample opportunities to have one-on-one time with the editors. This conference attracts top-notch editors from publications such as Sunset Magazine, National Geographic Adventure, Self, Robb Report, AARP Magazine, Men's Journal, Golf for Women, Saveur and more. AOT is a sponsor/co-host of Travel Classics West and traditionally sponsors and attends Travel Classics International.

- Participation Cost: Sponsorships vary
- Estimated Media Attendance/Interaction: Approximately 15 editors and 35 freelance writers
- Location: Switzerland
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

AOT German Media Mission – Dates TBD (LM)

The Scottsdale CVB will join the Arizona Office of Tourism on a multi-city mission to connect with key German-speaking freelance writers and editors to pitch Scottsdale story ideas and keep the destination top-of-mind. Germany ranks as the number two overseas destination of origin for Arizona visitation behind the United Kingdom. North America is the primary markets for visitation to Arizona; however the long-haul markets listed above are important visitors in key periods such as spring, holidays and summer. In addition, overseas visitors tend to stay longer and spend more money than North American visitors.

- Participation Cost: N/A; Open to Arizona CVBs only
- Estimated Media Attendance/Interaction: 30 German journalists
- Location: TBD Germany, Switzerland, Austria
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

June 2016

Public Relations Society of America Travel & Tourism Conference – TBD (SP)

This annual conference offers communications professionals in the travel and tourism arena the opportunity to learn about industry trends, technology and best practices from their peers as well as top travel media.

- Participation Cost: Approximately \$730-\$930 for registration (plus travel). Visit www.prsa.org/Conferences/TravelTourism/ for information.
- Location: TBD
- CVB contact: Stephanie Pressler at spressler@scottsdalecvb.com or 480-889-2719

Travel Media Association of Canada – Dates TBD

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: The CVB's Canadian PR rep will attend and meet with approximately 30 journalists
- Location: TBD
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

USTA International POW WOW – June 16-22 (LM or MN)

POW WOW is the largest and most important international trade show held in the United States. The Scottsdale CVB will have appointments with top international and domestic media and tour operators from Asia, Australia, Canada, Germany, Latin America, Mexico and United Kingdom. Scottsdale CVB members have the opportunity to participate in the bureau's booth for \$2,900 or PR representatives can choose to participate in the one-day media marketplace for \$750.

- Participation Cost: \$750-\$2,900 (plus travel expenses) – space is limited
- Estimated Media Attendance/Interaction: More than 400 domestic and international journalists attend
- Location: New Orleans, Louisiana
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

* Source for visitor statistics: *The Scottsdale CVB's 2011 Visitor Industry Customer Analysis (VICA)*

July 2016

UK Media Mission and Visit USA Ball and Media Marketplace – Dates TBD (LM)

The Scottsdale CVB will conduct a media mission in London focusing on editorial meetings with key U.K. freelance writers and editors as well as attending two Visit USA events. The United Kingdom is Arizona's top overseas market for visitation. The state's only non-stop overseas flight is British Airway's service between London Heathrow and Phoenix Sky Harbor International airport.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: Approximately 50 U.K. journalists
- Location: London, England
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

***Calgary Media/Client Event – Dates TBD (LM or MN)**

The Scottsdale CVB's communications, marketing, tourism and convention sales departments will partner to host an event for Calgary-area media, meeting planners and travel professionals during the Calgary Stampede. This event will give participating members the chance to present their company's information to media and clients in this key feeder

market. Calgary has a small base of media with limited outlets, but it is important to tell our Scottsdale stories in this market as Calgary ranks second for Canadian visitation to Scottsdale and number two in spend. Item 4b

- Participation Cost: \$650
- Estimated Media Attendance/Interaction: 10 editors/writers
- Location: Calgary, AB, Canada
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

On the Horizon/For Consideration...

- German Press or Blogger FAM (TBD May)



Tourism Program of Work 2015-2016

JULY 2015

Denver Sales Mission & Client Event – July 20-24, 2015

The Scottsdale CVB will travel to Denver for a sales mission and to host clients at a Colorado Rockies game. This event will give participating members the chance to present their company's information to travel agents in this important feeder market.

- Participation Cost: \$650 (plus travel expenses) – space is limited
- Location: Denver, Colorado
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

AUGUST 2015

Los Angeles/Las Vegas Receptive Sales Mission – August 2015

The SCVB tourism team will conduct sales calls to receptive tour operators in Los Angeles and Las Vegas. These high-volume clients are responsible for sending thousands of visitors to Scottsdale from all international markets.

- Participation Cost: Brochure Distribution Only \$100
- Location: Los Angeles, California and Las Vegas, Nevada
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

SEPTEMBER 2015

San Francisco Travel Agent Sales Mission & Client Event – September 14-18, 2015

The Scottsdale CVB will travel to San Francisco conduct sales calls and host clients at the Fan Appreciation Day at AT&T Ballpark for a San Francisco Giants game. This mission will give participating members the chance to present their company's information to travel agents in this important feeder market.

- Participation Cost: \$650 (plus travel expenses) / \$150 brochure distribution only
- Location: San Francisco, California
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

Eastern U.S. & Canada Fall Package Promotion – September 2015

The Scottsdale CVB will send an e-blast and mailing to travel agents in key Eastern US and Canada Feeder markets such as New York, Connecticut, New Jersey, Boston, Toronto and Montreal. This e-blast and mailing is a wonderful way to promote your shoulder season vacation packages.

- Participation Cost: \$50
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

NY Receptive Tour Operator Sales Calls – September 2015

The SCVB tourism team will conduct sales calls to receptive tour operators in New York City who are responsible for sending international meeting and incentive programs to Scottsdale from countries such as the United Kingdom, Germany, Austria, Switzerland, France, Netherlands, Italy as well as the Scandinavian countries and South America.

- Location: New York, New York
- CVB contact: Deanne Boynton Grupp at dboyntongrupp@scottsdalecvb.com or 480-949-6285

United Kingdom Sales Mission – September 28- October 2, 2015

The Scottsdale CVB will conduct tour operator sales calls and destination product trainings in the UK. Members are invited to join the CVB on this sales mission and meet face-to-face with key accounts in the UK.

- Participation Cost: \$1000 (plus travel expenses) / \$200 brochure distribution only
- Location: London, United Kingdom and surrounding areas
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

OCTOBER 2015

Vancouver & Seattle Sales Mission – October 5-9, 2015

The Scottsdale CVB will travel to Vancouver and Seattle to conduct sales calls and host an upscale client event for 30-35 top travel agents in each city. This mission will give participating members the chance to present their company's information to travel agents in these important feeder markets.

- Participation Cost: \$650 (plus travel expenses) / \$200 brochure distribution only – space is limited
- Location: Vancouver, Canada and Seattle, Washington.
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

Showcase Arizona in Mexico – October 2015

Showcase Arizona promotes fall and holiday shopping, family activities and accommodations to an important drive market. The main event is a consumer show for 800 local society women and includes a travel exhibit and fashion show; local travel agents will also be invited to attend this event.

- Participation Cost: TBD per AOT (plus travel expenses) / \$200 brochure distribution only
- Location: Hermosillo, Mexico
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

New York Travel Agent Sales Mission & Client Event – October 19-23, 2015

The Scottsdale CVB will travel to New York to conduct sales calls and host a unique client event for travel agents. This mission will give participating members the chance to present their company's information to travel agents in this important feeder market.

- Participation Cost: \$500 (plus travel expenses) / \$150 brochure distribution only
- Location: New York, New York
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

NOVEMBER 2015

Chicago Travel Agent Sales Mission – November 2015

The Scottsdale CVB will travel to Chicago to conduct sales calls and host high-end client event for 30-35 top travel agents in Chicago. This mission will give participating members the chance to present their company's information to travel agents in this important feeder market.

- Participation Cost: \$650 (plus travel expenses) / \$150 brochure distribution only
- Location: Chicago, Illinois
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

World Travel Market (WTM) – November 2-5, 2015

WTM is a dedicated business-to-business forum with more than 40,000 industry professionals from 150 countries in attendance. Pre-scheduled appointments with UK tour operators are arranged. This year, the booth costs will be split by all participating CVBs and members.

- Participation Cost: \$200.00 brochure distribution only
- Location: London, England
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

EIBTM Trade Show – November 16-19, 2015

EIBTM is a meetings and incentive show with a visitor audience of 6,000 visitors, hosted buyers and press from 78 countries. The three-day show consists of one-on-one meetings with professionals responsible for planning international meetings, conferences, incentive travel and events. The Scottsdale CVB shares a booth with the Tucson CVB and invites members to attend.

- Participation Cost: \$1500 (plus travel expenses) / \$200 brochure distribution only
- Location: Barcelona, Spain
- CVB contact: Deanne Boynton Grupp at dboyntongrupp@scottsdalecvb.com or 480-949-6285

NBAA Annual Conference – November 17-19, 2015

The Scottsdale CVB teams up with the Scottsdale Airport to promote the destination for corporate and leisure travel. NBAA is a diverse group of entrepreneurs and organizations located around the United States and makes up the majority of America's business aviation fleet. Scottsdale will host a 40'x40' booth with a Barrett Jackson Collector Car as the centerpiece.

- Participation Cost: \$200 brochure distribution only
- Location: Las Vegas, Nevada
- CVB contact: Deanne Boynton Grupp at dboyntongrupp@scottsdalecvb.com or 480-949-6285

DECEMBER 2015

USTOA Annual Conference & Marketplace – December 3-5, 2015

The Scottsdale CVB will partner with the Arizona Office of Tourism and Phoenix CVB to host the closing event for this conference as the 2016 conference will take place in Scottsdale. The USTOA Annual Conference includes a three-day marketplace where member tour operators meet in pre-scheduled, one-on-one meetings with suppliers who are members of USTOA.

- Participation Cost: \$1075 (plus travel expenses) open to USTOA members only
- Location: Chicago, Illinois
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

Eastern Canada Sales Mission – December 7-11, 2015

The Scottsdale CVB will travel to Eastern Canada to conduct sales calls and host a high-end client event for 30-35 top travel agents in Toronto. This mission will give participating members the chance to present their company's information to travel agents in this important feeder market.

- Participation Cost: \$600 (plus travel expenses)/ \$200 brochure distribution only – space is limited
- Location: Toronto, Canada
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

JANUARY 2016

Spring Training Package Promotion – January 2016

The Scottsdale CVB will send an e-blast and mailing to travel agents in key Spring Training Feeder markets such as San Francisco, Denver, Chicago, and Los Angeles. This e-blast and mailing is a wonderful way to promote your spring training packages.

- Participation Cost: \$50
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

National Tour Association (NTA) – January 31 - February 4, 2016

The NTA Trade Show is the largest pre-scheduled appointment tradeshow with tour operators from the United States and Canada. Individual suppliers and CVBs conduct 35-50 appointments during the show.

- Participation Cost: \$1200 (plus travel expenses) – open to NTA members only
- Location: Atlanta, Georgia
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

FEBRUARY 2016

Calgary & Edmonton Sales Mission – February 2016

The Scottsdale CVB will travel to Calgary and Edmonton to conduct sales calls and host an upscale client event for top travel agents in each city. This mission will give participating members the chance to present their company's information to travel agents in these important feeder markets.

- Participation Cost: \$650 (plus travel expenses) / \$200 brochure distribution only – space is limited
- Location: Calgary and Edmonton, Alberta, Canada
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

Go West Summit – February 22-25, 2016

Go West Summit provides a unique business setting structured specifically to give Western U.S. suppliers the chance to promote their product to tour operators from around the world and receptive operators from the United States. This show consists of two-days of one-on-one appointments, tourism industry seminars and evening events.

- Participation Cost: register online www.GoWestSummit.com
- Location: Anchorage, Alaska
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

MARCH 2016

AAA Summer Package Promotion – March 2016

The Scottsdale CVB will send an e-blast and mailing to AAA travel offices nationwide. This e-blast and mailing is an excellent way to promote your summer deals.

- Participation Cost: \$50
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

AOT Mexico Sales Mission – March 2016

The Scottsdale CVB will join the Arizona Office of Tourism and statewide CVBs for a sales mission to Mexico City and Guadalajara, Mexico. This sales mission consists of tour operator sales calls, a client event and destination product trainings for travel agents and tour operators.

- Participation Cost: \$900 (plus travel expenses) / \$200 brochure distribution only – space is limited
- Location: Mexico City and Guadalajara, Mexico
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

APRIL 2016

Southern California Sales Mission – April 11-15, 2016

The Scottsdale CVB will travel to Los Angeles to conduct sales calls and host a high-end client event for 30-35 top travel agents. This mission will give participating members the chance to present their company's information to travel agents in this important market.

- Participation Cost: \$500 (plus travel expenses) / \$150 brochure distribution only
- Location: Los Angeles, California
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

MAY 2016

German Sales Mission – May 2016

The Scottsdale CVB will conduct tour operator sales calls and destination product trainings in Germany. Members are invited to join the CVB on this sales mission and meet face-to-face with key accounts in Germany.

- Participation Cost: \$1000 (plus travel expenses) / \$200 brochure distribution only
- Location: Munich, Frankfurt, Hannover and Hamburg, Germany
- CVB contact: Sarah Kearney skearney@scottsdalecvb.com or 480-889-2705

Scottsdale Local Travel Professional Event – May 2016

The Scottsdale CVB will hold a local client tradeshow at a location to be determined. This trade show/agent training day is a great way to educate and refresh local Arizona agents on our Scottsdale hotel product.

- Participation Costs: \$75 local event (includes table for trade show) / \$50 brochure distribution only
- Location: Scottsdale, Arizona
- CVB contact: Mary Carlson at mcarlson@scottsdalecvb.com or 480-949-2715

IMEX Meeting & Incentive Show – May 2016

IMEX focuses on the meetings and incentive travel markets; the event provides exhibitors and visitors the chance to meet and conduct business in a highly professional manner. Over 3,000 hosted buyers from more than 50 world markets visit IMEX, contributing to a total of over 7,500 visitors. The Scottsdale and Tucson CVB's share a booth and invite members to participate.

- Participation Cost: \$2000 (plus travel expenses) / \$200 brochure distribution only
- Location: Frankfurt, Germany
- Participation interest contact Deanne Boynton Grupp at dboyntongrupp@scottsdalecvb.com or 480-949-6285

JUNE 2016**U.S. Travel Association IPW Trade Show – June 18 -22, 2016**

IPW is the largest and most important international trade show held in the United States. The Scottsdale CVB will have pre-scheduled appointments with top international and domestic tour operators from Asia, Australia, Canada, Germany, Latin America, Mexico and United Kingdom. The Scottsdale CVB will have a booth and invite CVB members to participate.

- Participation Cost: \$3000 (plus travel expenses) – space is limited
- Location: New Orleans, Louisiana
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705



**FY2015-16
Working Budget**

	Approved 2014-2015 Budget	2014-2015 Budget, with True-up	DRAFT 2015-2016 Budget	Difference
REVENUE				
Contracts				
City of Scottsdale - Contract	7,897,000	7,897,000	8,327,500	5%
City of Scottsdale - Fiesta Bowl	287,398	287,398	298,900	4%
COS Carryover		234,250		-100%
True-Up Payment	518,000	422,813	250,000	-41%
Total City of Scottsdale Revenue	8,702,398	8,841,461	8,876,400	0%
Town of Paradise Valley	1,115,708	1,115,708	1,159,726	4%
Fort McDowell Yavapai Nation	100,000	100,000	100,000	0%
Salt River Pima	100,000	100,000	100,000	0%
State of Arizona - Prop 302	1,830,991	1,830,991	1,947,709	6%
Total Contracts	11,849,097	11,988,160	12,183,835	2%
Private Sector Carryover	-			
Total Private Sector Revenue	950,000	950,000	910,000	-4%
TOTAL ALL REVENUE	12,799,097	12,938,160	13,093,835	1%
EXPENSE				
Personnel	4,400,000	4,400,000	4,640,000	5%
Operating/Administration Expense	853,000	853,000	870,000	2%
Membership Development	5,500	5,500	6,000	9%
Marketing	5,577,199	5,716,262	5,519,235	-3%
MARKETING RESERVE			25,000	
Pass Through - Fiesta Bowl	287,398	287,398	298,900	4%
Communications	535,000	535,000	535,000	0%
Community & Government Affairs	129,000	129,000	168,700	31%
Convention Sales	688,000	688,000	700,000	2%
Tourism Sales	324,000	324,000	331,000	2%
TOTAL ALL EXPENSE	12,799,097	12,938,160	13,093,835	1%
Net Cash (Carryover)	-	-	-	-



2015-16 Performance Measures

Scottsdale CVB Budget	2015-16 Budget ¹	2015-16 % Change vs. 14-15	2014-15 Budget			2013-14 Budget	
City of Scottsdale Funds <i>Does not include pass-through event funding</i>	\$8,577,500	0.2%	\$8,554,063			\$7,391,250	
Scottsdale CVB Performance Measures	2015-16 Goals	2015-16 % Change vs. 14-15 Goals	2014-15 Goals	2014-15 Actual (9 months: July-March)	2014-15 % of Annual (9 mos.)	2013-14 Goals	2013-14 Actual
Convention Sales²							
Sales Leads	1,296	5%	1,236	1,266	102%	1,200	1,497
Site Inspections	180	7%	168	174	104%	160	234
Bookings	408	3%	396	371	94%	383	467
Room Nights	114,000	6%	108,000	134,965	125%	103,500	160,588
Convention Services²							
Leads	264	5%	252	236	94%	240	326
Tourism³							
Leads & Services	1,500	0%	1,500	1,466	98%	1,500	1,983
Client Reach	3,300	0%	3,300	2,906	88%	3,300	3,769
Tour Operator Catalogue Impressions	2.9 million	7%	2.7 million	3,112,000	115%	2.7 million	3.01 million
Communications⁴							
Travel Articles	1,000	0%	1,000	858	86%	1,000	1,085
Marketing⁵							
Inquiry Conversion % <i>(consider removing)</i>	---	---	73%	<i>will be reported Aug. '16</i>		73%	80%
Economic Impact of Total Inquiries <i>(includes Web inquiries, which was not previously included)</i>	\$230 million	77%	\$130 million	\$196.3 million	151%	\$120 million	\$164.2 million
Inquiries (Primary & Secondary Markets)	27,000	0%	27,000	36,352	135%	25,000	30,890
Website Sessions	1.5 million	25%	1.2 million	1.96 million	163%	1 million	1.76 million



2015-16 Budget & Performance Measure Notes

1. Budgets for operations/administration and personnel are going up primarily due to increasing rent payments as called for in our seven-year lease, and increases in insurance premiums. Any anticipated costs in these areas that come in less will be reallocated to marketing programs. The budget for Community & Government Affairs also is increasing substantially due to our investment every two years in the Visitor Industry Customer Analysis (VICA) research, which has previously been included in the marketing budget.
2. The Convention Sales & Services budget is increasing 2% due to more educational components being added to our niche familiarization tours (similar to what we've provided in conjunction with our pharmaceutical FAM). Attending FAMs can be difficult for planners to justify, but adding these educational components provides an additional reason to participate. The budget increase also accounts for increased expenses related to hotel and transportation costs the CVB pays during site visits and FAM tours. Increasing each performance measure between 3% and 7% as outlined better reflects performance.
3. The Tourism budget will increase by 2% to cover the costs associated with one additional client event. Performance measures will remain flat, except for an increase in impressions due to greater reach through various trade cooperatives and marketing promotions in partnership with tour operators.
4. The Communications budget will remain flat; therefore, performance measures will remain flat as well.
5. The Marketing budget is decreasing by 3%. Funds will be used to cover high-impact marketing campaigns as well as TV in our top feeder markets. We're also using funds this year to support the re-branding initiative. While the marketing budget is currently anticipated to dip slightly, we do believe that website sessions will continue to grow so this performance measure is increasing. The conversion metric will be eliminated from our annual performance measures since the result is provided months following the end of the fiscal year. Because the CVB cannot track performance during the year, we are unable to make course corrections until the following year. Therefore, receiving the information from the City is valuable, but can only affect the following year's program.