

5 Year Convention Sales and Services Comprehensive Plan



Visit
Jacksonville
and the Beaches

The City of Jacksonville offers meeting, event and group tour planners a variety of unique and renovated hotels, facilities, attractions, and activities for convention groups and their attendees to have an Only in JAX experience! This 5-year comprehensive plan was developed based on our consideration of industry trends, changes in the marketplace, new developments, potential challenges, and existing meetings, convention, group tour, and event initiatives. The primary and fundamental objective for every strategy and tactic included in this plan is to meet and/or exceed the annual goals established below:

- Increase new room night production for the future by 5%
- Increase annual room night actualization by 5%
- Generate a minimum increase of 0.25% in REVPAR for the Group Segment Trend Report
- Increase the awareness of Jacksonville as a destination by 2% per the Destination MAP Report
- Maintain a minimum base of 50% new business for room night production

Internal and external research will continue to guide our sales and marketing efforts. Using research as a tool, the Visit Jacksonville Sales & Services team will focus its efforts on the six Convention Sales & Services components to market, promote, and sell the City of Jacksonville as a convention, meeting, and group tour destination. We used the following industry and internal research as a guide for our efforts:

- American Express Meetings Events Forecast 2017
- MPI: Meetings Outlook 2017 Quarterly Reports
- Destination MAP 2015 Volume II Report for Jacksonville
- Destinations International 2013 Sales & Marketing Activities Study
- Destinations International EmpowerMINT Blog – August 2017
- Visit Jacksonville Convention Services Survey Responses & Client Request



STRATEGY: PROMOTION TO TOURIST GROUPS

Visit Jacksonville's Sales & Services Team is the only team in the city that is solely focused on the promotion and marketing of the City of Jacksonville as a convention and meeting destination to meeting planners, event planners, and group tour operators. Our team is educated on industry standards and possesses the destination knowledge to develop strategic marketing tactics, which include:

- Develop an annual advertising campaign for digital and print ads, social media, websites, and e-newsletters
- Generate new sales collateral to including bid books, brochures, meeting planner guides, banners, postcards, tradeshow booths, FAM invitations, and Sales presentations
- Create new convention services collateral, brochures, planning toolkits, pre/post-event mailers, and Services PowerPoint presentations
- Establish annual promotions for meetings and group tour (lead generation business) initiatives.
- Craft messaging based on the 5 A's of destination sales
 - Affordability
 - Accessibility (transportation)
 - Attractions
 - Amenities (beaches, rivers, parks)
 - Availability (of meeting facilities/rooms)

These marketing efforts assist the Visit Jacksonville Sales & Services Team in soliciting and cultivating business from key meeting and group tour markets that have historically booked in Jacksonville, as well as develop new business opportunities. We will utilize the Dalton Agency for creative design, media buying/ placement, and social media strategies.

Together, we will continually implement new and innovative marketing initiatives to aid in increasing in leads, bookings, and the awareness of Jacksonville as a destination.

Also, we will continue align the Visit Jacksonville Convention Sales & Services marketing efforts with current, and future, destination brand standards and will continue to utilize our partnerships with Destination International, VISIT FLORIDA, the Southeast Tourism Society other industry organizations to obtain and include information on economic, sales, and marketing trends.

In addition to our current marketing and promotion activities, we will plan to implement the following marketing tactics in future years.

Tactics:

Year One

- Expand the Bring It Home JAX initiative by creating a new webpage, update current collateral, and increase awareness of program to the local community with a quarterly press release to local business publications
- Develop a promotion for convention center focused meetings, and a Keep It in JAX promotion for multi-year event, city-wide and mid-size conventions (250-500 total room nights)
- Create collateral for the "Show Us Your Badge" program, pre-and post-itineraries, and team building itineraries
- Develop an Offsite Venue Guide, with print and digital versions for clients
- Assist in designing new group welcome signage at the airport, Jacksonville Landing, hotels, and convention facilities
- Update Group Tour Itinerary brochure, based on new destination product offerings and create a new River-Taxi and Dine-Around Package brochure
- Plan for the development of a new SMG and convention center promotional brochure and the development of a new JAX medical meetings brochure
- Develop and implement a quarterly pitch plan for meeting and group tour publications
- Implement a new strategy for social media monitoring and management for LinkedIn
- Design new eNewsletter and eBlast templates
- Launch new destination meetings video

Year Two

- Distribute and publicize new Medical Meetings collateral
- Develop new quarterly email blasts for meetings and group tours
- Sponsor a Meeting Professionals International (MPI) Healthcare Meeting Compliance Certificate (HMCC) course to increase visibility of Jacksonville to medical meeting planners
- Increase communication to group tour operators with quarterly newsletters
- Update the annual public relations plan for meeting and group tour trade publications
- Research opportunities for virtual reality products for meetings sales and marketing
- Design new collateral for the "Bring it Home JAX Ambassadors" program
- Purchase a new Visit Jacksonville vehicle and brand with the Visit Jacksonville logo for use during client events, FAM trips, sales missions, site visits, and travel to local, state, and regional industry association meetings

Year Three

- Enhance the website with a “meeting on demand” feature, allowing meeting planners to simultaneously see open dates available for short term meetings
- Incorporate virtual reality facility and venue tours, and other assets on website
- Create a new interactive electronic bid book
- Update collateral for River Taxi and dine-around packages for groups
- Launch a new e-blast campaign for Prior Year promotional efforts
- Update Destination Meetings video

Years Four & Five

- Assist in expanding the Offsite Venue Guide by considering partnerships with local newspapers and magazines, i.e. Jacksonville Business Journal or Florida Times-Union
- Work with CVENT to identify options to highlight Jacksonville's information on the CVENT platform
- Continue existing initiatives from years 1-3



STRATEGY: CONVENTION MARKET TARGETING

We are currently working with a Convention Sales & Services database of over 4,324 clients, in all markets, and have 159 active leads in our convention sales pipeline for 2017-2023. Based on Smith Travel Research, Destination MAP, and our existing iDSS database, we will continue our focus to increase market penetration in the current convention, meeting and group markets:

- Association
- SMERF (Sports, Military, Education, Religious, and Fraternal)
- Corporate
- Government
- Multicultural
- Reunion

In expanding our Group Tour efforts, we will focus our 2017-2018 efforts on the following markets:

- Motor Coach Associations based in the Southeast region
- Student Youth Travel Association groups

According to Visit Florida, there are 7 metropolitan cities which are the greatest contributors to Florida's annual visitation statistics. We also have existing, and future plans, to leverage destination awareness by increasing proactive sales efforts in these cities and regions.

- Atlanta
- Boston
- Chicago
- Dallas
- New York City
- Philadelphia
- Washington DC

Yearly, Visit Jacksonville reviews and realign sales deployment, by market and region, to align with destination, and industry trends.



We will implement the following Convention Sales market targeting tactics in future years.

Tactics:

Year One

- Conduct a 3-year evaluation of which meeting and convention market segments have been productive, and which size of meeting group may generate the most bookings and room nights
- Conduct a 3-year evaluation of which group tour segments have been productive, and which group tour segments generated the most bookings and/or room nights
- Identify which meeting and convention target markets will require additional market penetration activities for new business development (i.e. tradeshows, client events, and sales missions)
- Share industry resources on Convention Sales & Services best practices, new trends in the industry, and meetings research with the local tourism industry
- Complete data base appending/database cleansing project
- Conduct a local tourism survey to assess interest in group tour sales efforts, specific group tour training for the local tourism industry, and group tour tracking for monthly reporting

Year Two

- Refine the medical meeting initiative, using current research on medical meeting requirements and regulations
- Conduct research, with "group tour friendly" hotels and attractions, to assess group tour sales efforts and the number of tours groups confirmed in the destination
- Research and Develop lists for "Group Tour Friendly" hotels, restaurants, and attractions
- Establish "seasons" for group tour travel based on festivals, football, etc.
- Utilize SEM/SEO reports to meeting and group tour target markets for the future growth

Years Three, Four & Five

- Conduct annual evaluation of which meeting, convention, and group tour segments are producing, and assess potential for new markets
- Conduct surveys of Group Tour planners to assess needs and services we may need to offer to grow or sustain business levels
- Continue annual survey to assess the local tourism industry interest in group tour sales efforts
- Continue annual research, with "group tour friendly" hotels and attractions, to assess group tour sales efforts and the number of tours groups confirmed in the destination
- Update lists for "Group Tour Friendly" hotels, restaurants, and attractions with new product offerings
- Continue utilizing SEM/SEO reports to determine growth opportunities for future meeting and group tour target markets
- Continue existing initiatives and the new initiatives from years 1-2

STRATEGY: CONVENTION SALES ACTIVITIES

Convention sales is a process which requires time to cultivate business relationships with meeting planners and group tour operators. We have a history of developing a strong relationship with clients, especially through face-to-face interaction, which is essential to generating business for the City of Jacksonville.

According to Beasley Direct Marketing, it takes 7-13 touches to convert a prospect to a qualified sales lead. Therefore, our goal is to use the variety of sales activities listed below to make at least 10 touches to generate meeting, convention, and group tour business for the City of Jacksonville.

- Prospecting
- Tradeshows
- Sales Missions
- Client Events
- Familiarization Trips (FAM)
- Site Visits
- Email
- Direct mail

We will plan to implement the following Convention Sales tactics for future years.

Tactics:

Year One

- Continue implementation of a new 10-touch sales prospecting process to communicate with clients
- Utilize the Backyard Marketing database to identify new Bring It Home JAX prospects
- Schedule meetings with area colleges and universities to determine the types of meetings they would like to attract to their institutions for Bring It Home JAX efforts
- Host 2 client events in the Chicago and Washington DC markets with coordinated sales missions.
- Host a market-specific FAM targeting 3rd Party planners
- Prepare to relaunch a proactive group tour sales effort
- Reengage with the Society of Government Meeting Professionals (SGMP) to develop new business opportunities
- Establish partnerships and/or sponsorships with 3rd Party planners and Meeting Management companies
- Increase participation in regional meeting industry meetings to develop client contacts and sell Jacksonville

Year Two

- Outreach to local schools and churches for Bring It Home JAX efforts
- Prepare to relaunch a proactive medical meetings effort
- Attend two national or regional group tour/motor-coach association tradeshow
- Develop a Bring It Home JAX Ambassadors program and host a quarterly luncheon to educate local residents on the initiative
- Host 2 client events for New York and New Jersey, targeting medical and insurance meetings, with a coordinated sales mission
- Host 2 FAMs targeting the following markets and purposes: Florida Society of Association Executives Annual Conference (market focus) and THE PLAYERS/or Jazz Festival (to close business)

Year Three

- Create a sales mission road trip with an Only in JAX Food Truck Caravan to conduct sales calls on clients in three Florida target markets
- Host 2 FAMs targeting the following markets and purposes: schedule around unique Jacksonville experience (destination awareness), and THE PLAYERS/ Jazz Festival (to close business)
- Begin hosting an annual event or FAM for group tour operators

Years Four & Five

- Host 2 client events in major markets (markets determined on deployment) with coordinated sales missions
- Host 3 FAMs targeting the following markets and purposes: 3rd Party (market focused), What's New in JAX? (destination awareness), and THE PLAYERS/ Jazz Festival (to close business)
- Incorporate an educational session for FAM attendees to earn CMP certification credits, facilitated by Jacksonville meeting industry experts
- Plan an annual luncheon to recognize Bring it Home JAX Ambassadors during National Travel & Tourism Week (May)
- Continue existing initiatives from years 1-3

Each year during the development of the annual sales and marketing plan and budgeting, the Sales & Services team will analyze return-on-investment and return-on-objectives for the current year's tradeshow, sales missions, client events and FAMs. This will be to ensure that future strategies align with key market segments, and can support the efforts to generate future meeting, event, and group tour bookings.

STRATEGY: COORDINATION WITH CITY CONVENTION CENTER MANAGEMENT

Visit Jacksonville will continually manage our working relationship with SMG Jacksonville facility managers to help provide business leads, to assist in fully booking the convention center. We will continue to provide monthly sales reports to SMG Jacksonville on all Convention Sales activities to include: bookings, leads, lost business, cancelled bookings, site visits, and the convention calendar. In addition, SMG Jacksonville has provided Visit Jacksonville access to the SMG event booking calendar technology to view open facility dates in current and future years, in order to target potential convention center users for those months.

To continue to enhance the working relationship, we will continue to host bi-monthly meetings and/or calls to discuss convention sales and marketing efforts. We will provide SMG Jacksonville with a quarterly update to the Visit Jacksonville tradeshow and travel calendar and share our annual Convention Sales & Services plan.

We will plan to implement the following tactics to ensure coordination with City Convention Center Management in future years.

Tactics:

Year One

- Work with transportation businesses to create a convention center transportation package, including shuttle costs and transportation logistics coordination
- Continue tracking and monthly reporting to the Prime Osborn Convention Center on convention center bookings, leads, inquiries, lost business, and cancelled bookings
- Coordinate bi-monthly meetings with SMG facilities and hotel businesses to discuss business opportunities and strategies
- Determine open facility dates in current and future years and target potential convention center users for those months
- Review opportunities to book additional conventions, supplementing current consumer show bookings
- Collaborate and develop a new SMG and convention center promotional brochure
- Finalize revisions to the existing Convention Center Alliance agreement with hoteliers and the Prime Osborn Convention Center

Year Two

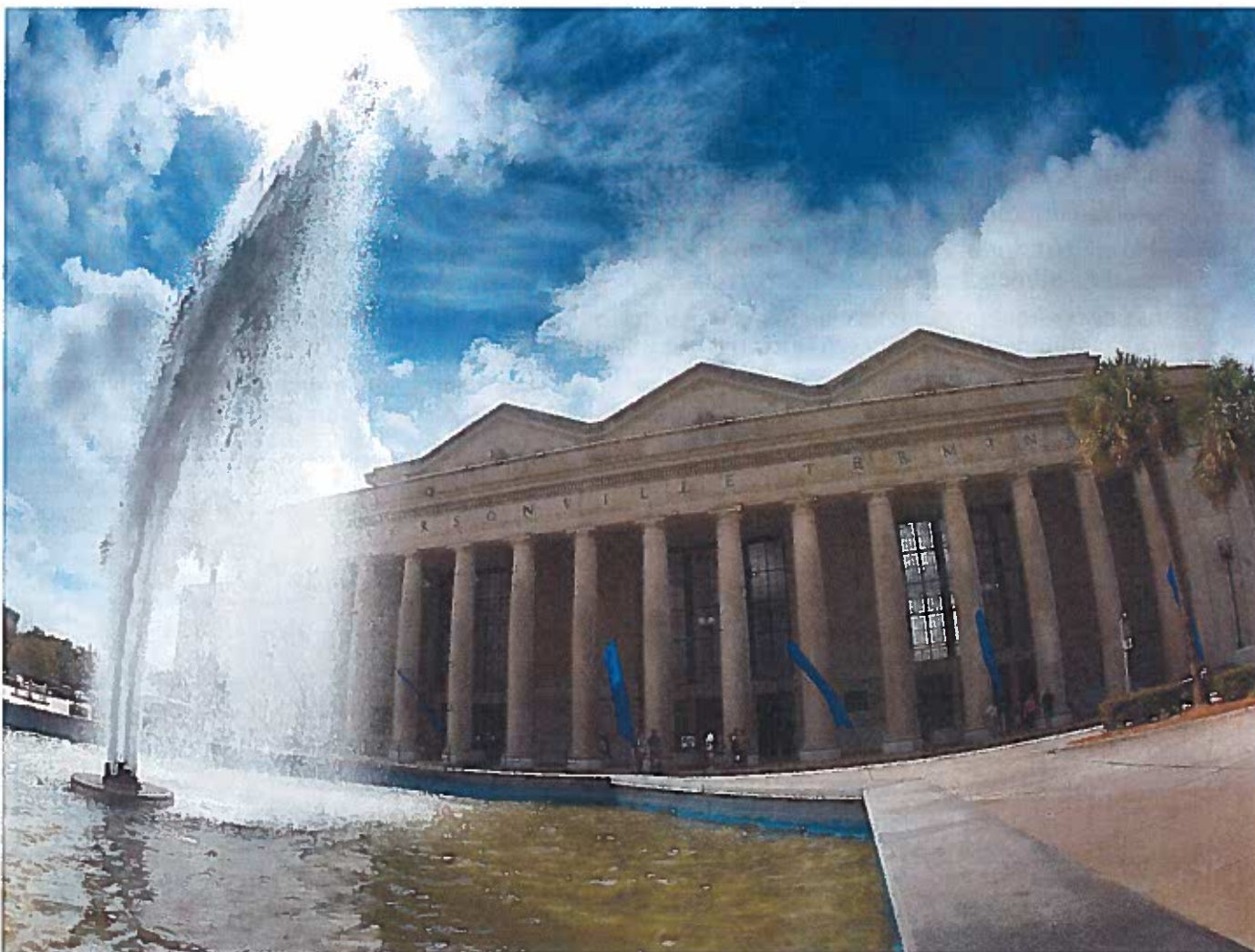
- Develop a joint Visit Jacksonville-SMG meetings and conventions advertising campaign
- Collaborate and develop a new SMG and convention center page on the website
- Conduct annual review of opportunities to book additional conventions, supplementing current consumer show bookings
- Update brochure and information regarding Convention Center transportation options

Year Three

- Coordinate a Customer Advisory Council to provide input on convention center (and other public facility) developments, expansions, renovations, technology and other meeting services
- Review and update the existing Convention Center Alliance agreement with hoteliers and the Prime Osborn Convention Center

Years Four & Five

- Continue annual review of opportunities to book additional conventions, supplementing current consumer show bookings
- Develop new projects and promotions based on feedback from Customer Advisory Council
- Update the Visit Jacksonville-SMG meetings advertising campaign
- Update the SMG and convention center page on the website



STRATEGY: CONVENTION SERVICE ACTIVITIES

The Visit Jacksonville Convention Services team is leading the way with innovative service offerings. We continue to serve as the destination experts for meeting planners. The services team has built great relationships with Jacksonville businesses to share information with meeting planners on the products and services available for their meetings or groups. Through our meetings with these businesses, we see there is a need for industry training on current trends and destination knowledge to enhance visitor experience.

A sampling of services we continually provide and enhance include:

- Prior year promotion materials to send to the previous year's convention to promote Jacksonville
- Attendance building materials for pre-event marketing: photo library, videos, infographics, JAX Facts and collateral (Visitor Magazine and Destination Sheets)
- Services referrals (AV companies, Photographers, Décor, etc.)
- Activities and Entertainment referrals (restaurants for offsite events, dine-a-rounds, entertainment, nightlife, teambuilding, and group tours)
- Providing visitor information to groups to share with attendees when they arrive
- Promote the destination experiences to groups

We will plan to implement the following tactics to provide Convention Services in future years to groups.

Tactics:

Year One

- Coordinate planning for new convention signage at the Jacksonville International Airport
- Compile content for the development of the offsite venue guide
- Develop content for a "Show Us Your Badge" program for convention attendees including restaurants, nightlife, and attraction offers
- Create new pre-and post-itineraries to include in hot links and social media toolkits for planners to share with attendees in advance of their Jacksonville meetings
- Implement annual training for the Convention Sales & Services team to ensure compliance with Florida Open Records & Open Meetings laws, City of Jacksonville Ethics & Purchasing Code, and the TDC Plan & Tourist Development Tax
- Plan and coordinate annual convention sales events

Year Two

- Update suggested itineraries for group experiences and team building activities
- Develop group tour welcome packets for tour operators
- Update content for the Offsite Venue Guide
- Evaluate Jacksonville International Airport signage plan and update as needed
- Update the social media tool kits for meeting planner pre-promotions and onsite use
- Plan and coordinate annual convention sales events
- Host a focus group of hotels and sports groups planners to determine the level of interest in using a stay-to-play model for CVB Housing services

Year Three

- Collaborate with the River Taxi and local restaurants to expand and promote new dine-around packages
- Develop a new e-blast campaign to send information to attendees about Jacksonville and what they can experience during their conference, or event
- Share industry resources with local tourism industry on best practices for convention and event services and hot new trends in the industry
- Plan and coordinate annual convention sales events

Years Four & Five

- Provide options for convention attendees to interact with Visit Jacksonville staff via social media with questions, through a new #AskVJ initiative
- Leverage relationships with HelmsBriscoe and/or ConferenceDirect to host a Visit Jacksonville panel, for the local tourism industry, on best practices for working with a 3rd Party Planners
- Continue existing initiatives from years 1-3



STRATEGY: CONVENTION GRANTS

Visit Jacksonville will continue to offer convention grants to conventions or conferences and qualify these groups via the grant checklist, which includes: need period, city competition, what the grant funds will be used for, etc.

We will plan to implement the following tactics to manage the Convention Grant Program in future years.

Tactics:

Year One

- Review any changes to TDC grant process and update the Visit Jacksonville policies accordingly
- Research availability and requirements for any VISIT FLORIDA convention grant programs, as an alternative or supplement to the TDC Convention Grant program
- Conduct an annual assessment of convention grant and incentive programs provided by our key competitors

Year Two

- Review the current and past uses of TDC Convention grants, to recommend policy updates that will assist the City of Jacksonville in maintaining a competitive grant program
- Identify potential opportunities to streamline the grant payment process
- Offer multiple-year grants to attract new business opportunities to Jacksonville during need periods

Years Three, Four & Five

- Continue existing initiatives and the new initiatives from years 1-2

We recommend an annual review and assessment of this plan due to potential changes in budgets, economic conditions, facility developments, market shifts, staffing, and technology enhancements.

2017-2018 Convention Sales and Services Annual Plan



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This FY2017-2018 annual plan was developed based on our consideration of industry trends, changes in the marketplace, new developments, potential challenges, and existing meetings, convention, group tour, and event initiatives. The primary and fundamental objective for every strategy and tactic included in this plan is to meet and/or exceed the annual goals established below:

STRATEGY: PROMOTION TO TOURIST GROUPS

Visit Jacksonville's Sales & Services Team is the only team in the city that is solely focused on the promotion and marketing of the City of Jacksonville as a convention and meeting destination to meeting planners, event planners, and group tour operators. Our team is educated on industry standards and destination knowledge to develop strategic marketing tactics, which include:

- Develop an annual advertising campaign for digital and print ads, social media, websites, and e-newsletters
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- Create new convention services collateral, brochures, planning toolkits, pre/post-event mailers, and Services PowerPoint presentations
- Establish annual promotions for meetings and group tour (lead generation business) initiatives.
- Craft messaging based on the 5 A's of destination sales
 - Affordability
 - Accessibility (transportation)
 - Attractions
 - Amenities (beaches, rivers, parks)
 - Availability (of meeting facilities/rooms)

We plan to implement the following convention and group marketing tactics in FY2017-2018.

Tactics:

- Expand the Bring It Home JAX initiative by creating a new webpage, update current collateral, and increase awareness of program to the local community with a quarterly press release to local business publications
- Develop a promotion for convention center focused meetings, and a Keep It in JAX promotion for multi-year event, city-wide and mid-size conventions (250-500 total room nights)
- Create collateral for the "Show Us Your Badge" program, pre-and post-itineraries, and team building itineraries
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- Assist in designing new group welcome signage at the airport, Jacksonville Landing, hotels, and convention facilities
- Update Group Tour Itinerary brochure, based on new destination product offerings and create a new River-Taxi and Dine-Around Package brochure
- Plan for the development of a new SMG and convention center promotional brochure and the development of a new JAX medical meetings brochure
- Develop and implement a quarterly pitch plan for meeting and group tour publications
- Implement a new strategy for social media monitoring and management for LinkedIn
- Design new eNewsletter and eBlast templates
- Launch new destination meetings video

STRATEGY: CONVENTION MARKET TARGETING

We are currently working with a Convention Sales & Services database of over 4,324 clients, in all markets, and have 159 active leads in our convention sales pipeline for 2017-2023. Based on Smith Travel Research, Destination MAP, and our existing iDSS database, we will continue to focus to increase market penetration in the current convention, meeting and group markets:

- Association
- SMERF (Sports, Military, Education, Religious, and Fraternal)
- Corporate
- Government
- Multicultural
- Reunion

In expanding our Group Tour efforts, we will focus our 2017-2018 efforts on the following markets:

- Motor Coach Associations based in the Southeast region
- Student Youth Travel Association groups

We also have existing plans, to leverage destination awareness by increasing proactive sales efforts in these cities and regions:

- Atlanta
- Boston
- Chicago
- Dallas
- New York City
- Philadelphia
- Washington DC

We plan to implement the following convention market targeting tactics in FY2017-2018.

Tactics:

- Conduct a 3-year evaluation of which meeting and convention market segments have been productive, and which size of meeting group may generate the most bookings and room nights
- Conduct a 3-year evaluation of which group tour segments have been productive, and which group tour segments generated the most bookings and/or room nights
- Identify which meeting and convention target markets will require additional market penetration activities for new business development (i.e. tradeshow, client events, and sales missions)
- Share industry resources on Convention Sales & Services best practices, new trends in the industry, and meetings research with the local tourism industry
- Complete data base appending/database cleansing project
- Conduct a local tourism survey to assess interest in group tour sales efforts, specific group tour training for the local tourism industry, and group tour tracking for monthly reporting

STRATEGY: CONVENTION SALES ACTIVITIES

Convention sales is a process which requires time to cultivate business relationships with meeting planners and group tour operators. We have a history of developing a strong relationship with clients, especially through face-to-face interaction, which is essential to generating business for the City of Jacksonville.

Our goal is to use the variety of sales activities listed below to generate meeting, convention, and group tour business for the City of Jacksonville.

- Prospecting
- Tradeshows
- Sales Missions
- Client Events
- Familiarization Trips (FAM)
- Site Visits
- Email
- Direct mail

We plan to implement the following convention sales activities in FY2017-2018.

Tactics:

- Continue implementation of a new 10-touch sales prospecting process to communicate with clients
- Utilize the Backyard Marketing database to identify new Bring It Home JAX prospects
- Schedule meetings with area colleges and universities to determine the types of meetings they would like to attract to their institutions for Bring It Home JAX efforts
- Host 2 client events in the Chicago and Washington DC markets with coordinated sales missions
- Host a market-specific FAM targeting 3rd Party planners
- Prepare to relaunch a proactive group tour sales effort
- Reengage with the Society of Government Meeting Professionals (SGMP) to develop new business opportunities
- Establish partnerships and/or sponsorships with 3rd Party planners and Meeting Management companies
- Increase participation in regional meeting industry meetings to develop client contacts and sell Jacksonville

Below is the proposed Convention Sales Travel & Event Schedule for FY2017-2018.

| Category | Event Start Date | Event End Date | Hosting Organization and Event Name | Location |
|---------------------------------------|-------------------|-------------------|--|---------------------|
| FAM | May 10, 2018 | May 12, 2018 | The PLAYERS Championship FAM | Jacksonville, FL |
| Industry Show | October 10, 2017 | October 11, 2017 | Southeast Tourism Society Conference | Biloxi, MS |
| Industry Show | November 13, 2017 | November 15, 2017 | Events Industry Council CMP Conclave | National Harbor, MD |
| Industry Show | December 13, 2017 | December 13, 2017 | Destinations International (DI) Convention Sales & Marketing Summit | Chicago, IL |
| Industry Show | December 13, 2017 | December 13, 2017 | Destinations International Convention Services Summit | Chicago, IL |
| Industry Show | January 7, 2018 | January 10, 2018 | Professional Convention Management Association (PCMA) Convening Leaders | Nashville, TN |
| Industry Show | August TBD, 2018 | August TBD, 2018 | Florida Governor's Conference on Tourism | TBD |
| Industry Show | July TBD, 2018 | July TBD, 2018 | Destination Marketing Association International (DMAI) Annual Convention | TBD |
| Local/Regional Meeting Industry Event | Monthly | TBD | MPI North FL Chapter Educational Luncheon | Jacksonville, FL |
| Local/Regional Meeting Industry Event | Monthly | TBD | Society of Government Meeting Professionals (SGMP) | Gainesville, FL |
| Local/Regional Meeting Industry Event | Quarterly | TBD | Professional Convention Management Association (PCMA) | TBD- Southeast |
| Sales Mission | November 7, 2017 | November 9, 2017 | Sales Mission | Charlotte, NC |
| Sales Mission | TBD, 2018 | TBD, 2018 | Sales Mission | Chicago, IL |
| Sales Mission | TBD, 2018 | TBD, 2018 | Sales Mission | Washington, DC |
| Tradeshaw | October 4, 2017 | October 4, 2017 | Florida Society of Association Executives (FSAE) Education Expo | Tallahassee, FL |
| Tradeshaw | October 5, 2017 | October 5, 2017 | American Meetings, Inc. (AMI) Global Procurement Day | Ft. Lauderdale, FL |
| Tradeshaw | October 10, 2017 | October 12, 2017 | IMEX America | Las Vegas, NV |
| Tradeshaw | October 18, 2017 | October 18, 2017 | Plan Your Meeting (PYM) Live Houston | Houston, TX |
| Tradeshaw | October 24, 2017 | October 26, 2017 | Connect Faith & Medical | Cincinnati, OH |
| Tradeshaw | November 1, 2017 | November 3, 2017 | Connect Marketplace Florida | Palm Coast, FL |
| Tradeshaw | November 6, 2017 | November 9, 2017 | Your Military Reunion Connection (YMRC) | Savannah, GA |
| Tradeshaw | December 14, 2017 | December 14, 2017 | Association Forum Holiday Showcase | Chicago, IL |

Convention Sales Travel & Event Schedule for FY2017-2018 continued.

| Category | Event Start Date | Event End Date | Hosting Organization and Event Name | Location |
|-----------|---------------------|---------------------|--|----------------------------|
| Tradeshow | November 14, 2017 | November 17, 2017 | ConferenceDirect CD Forum | Orlando, FL |
| Tradeshow | November 29, 2017 | December 2, 2017 | HPN Global Partners Conference | San Francisco, CA |
| Tradeshow | November 29, 2017 | December 2, 2017 | National Coalition of Black Meeting Planners (NCBMP) Annual Conference | Oakland, CA |
| Tradeshow | November 29, 2017 | December 2, 2017 | Military Reunion Network SE Regional Roundtable | Nashville, TN |
| Tradeshow | December 13, 2017 | December 15, 2017 | Florida Encounter (Visit Florida) | West Palm Beach |
| Tradeshow | January 30, 2018 | February 1, 2018 | Religious Conference Management Association (RCMA) Emerge | Omaha, NE |
| Tradeshow | February 4, 2018 | February 6, 2018 | Connect Diversity | Portland, OR |
| Tradeshow | February 20, 2018 | February 20, 2018 | XSITE Tallahassee | Tallahassee, FL |
| Tradeshow | February 26, 2018 | February 28, 2018 | Rendezvous South Conference | Daytona Beach, FL |
| Tradeshow | March 2, 2018 | March 2, 2018 | Destinations International (DI) Destination Showcase | Washington DC |
| Tradeshow | March 6, 2018 | March 8, 2018 | Christian Meetings & Conventions Association (CMCA) Showcase | Roanoke, VA |
| Tradeshow | March 24, 2018 | March 29, 2018 | ConferenceDirect Annual Partner Meeting (APM) | Hollywood, CA |
| Tradeshow | April 30, 2018 | May 2, 2018 | HelmsBriscoe Annual Business Conference | Orlando, FL |
| Tradeshow | May TBD, 2018 | May TBD, 2018 | Smart Meeting East National | TBD |
| Tradeshow | June 2, 2018 | June 5, 2018 | Meeting Planners International (MPI) World Education Congress (WEC) | Indianapolis, IN |
| Tradeshow | June 10, 2018 | June 13, 2018 | Professional Convention Management Association (PCMA) Education Conference | Cleveland, OH |
| Tradeshow | June 23, 2018 | June 26, 2018 | Military Reunion Network Education Summit | Washington DC/ Fairfax, VA |
| Tradeshow | June TBD, 2018 | June TBD, 2018 | Plan Your Meeting (PYM) Live Charlotte | Charlotte, NC |
| Tradeshow | July 5, 2018 | July 9, 2018 | Fraternity Executives Association (FEA) Annual Meeting | San Diego, CA |
| Tradeshow | July 9, 2018 | July 12, 2018 | Your Military Reunion Connection (YMRC) | Nashville, TN |
| Tradeshow | July 10, 2018 | July 12, 2018 | Council of Engineering and Scientific Society Executives (CESSE) | Pasadena, CA |
| Tradeshow | July 11, 2018 | July 13, 2018 | Florida Society of Association Executives (FSAE) | Ft. Lauderdale, FL |
| Tradeshow | July TBD, 2018 | July TBD, 2018 | Florida Motorcoach Association Membership Meeting | TBD |
| Tradeshow | July TBD, 2018 | July TBD, 2018 | South Central Motorcoach Association SCMA-GMOA-AMA Regional Meeting | TBD |
| Tradeshow | August 18, 2018 | August 21, 2018 | American Society of Association Executives (ASAE) Annual Meeting | Chicago, IL |
| Tradeshow | August TBD, 2018 | August TBD, 2018 | MPI Sunshine Education Summit | TBD |
| Tradeshow | September TBD, 2018 | September TBD, 2018 | Small Market Meetings Conference (SMMC) | TBD |

STRATEGY: COORDINATION WITH CITY CONVENTION CENTER MANAGEMENT

Visit Jacksonville will continually manage our working relationship with SMG Jacksonville facility managers to help provide business leads, to assist in fully booking the convention center. We will continue to provide monthly sales reports to SMG Jacksonville on all Convention Sales activities to include: bookings, leads, lost business, cancelled bookings, site visits, and the convention calendar.

We will plan to implement the following tactics to ensure coordination with City Convention Center Management.

Tactics:

- Work with transportation businesses to create a convention center transportation package, including shuttle costs and transportation logistics coordination
- Continue tracking and monthly reporting to the Prime Osborn Convention Center on convention center bookings, leads, inquiries, lost business, and cancelled bookings
- Coordinate bi-monthly meetings with SMG facilities and hotel businesses to discuss business opportunities and strategies
- Determine open facility dates in current and future years and target potential convention center users for those months
- Review opportunities to book additional conventions, supplementing current consumer show bookings
- Collaborate and develop a new SMG and convention center promotional brochure
- Finalize revisions to the existing Convention Center Alliance agreement with hoteliers and the Prime Osborn Convention Center



STRATEGY: CONVENTION SERVICE ACTIVITIES

The Visit Jacksonville Convention Services team is leading the way with innovative service offerings. We continue to serve as the destination experts for meeting planners. The Services team has built great relationships with Jacksonville businesses to share information with meeting planners on the products and services available for their meetings or groups.

A sampling of services we continually provide and enhance include:

- Prior year promotion materials to send to the previous year's convention to promote Jacksonville
- Attendance building materials for pre-event marketing: photo library, videos, infographics, JAX Facts and collateral (Visitor Magazine and Destination Sheets)
- Services referrals (AV companies, Photographers, Décor, etc.)
- Activities and Entertainment referrals (restaurants for offsite events, dine-a-rounds, entertainment, nightlife, teambuilding, and group tours)
- Providing visitor information to groups to share with attendees when they arrive
- Promote the destination experiences to groups

We will plan to implement the following tactics to provide Convention Services for clients this year.

Tactics:

- Coordinate planning for new convention signage at the Jacksonville International Airport
- Compile content for the development of the offsite venue guide
- Develop content for a "Show Us Your Badge" program for convention attendees including restaurants, nightlife, and attraction offers
- Create new pre-and post-itineraries to include in hot links and social media toolkits for planners to share with attendees in advance of their Jacksonville meetings
- Implement annual training for the Convention Sales & Services team to ensure compliance with Florida Open Records & Open Meetings laws, City of Jacksonville Ethics & Purchasing Code, and the TDC Plan & Tourist Development Tax
- Plan and coordinate annual convention sales events



STRATEGY: CONVENTION GRANTS

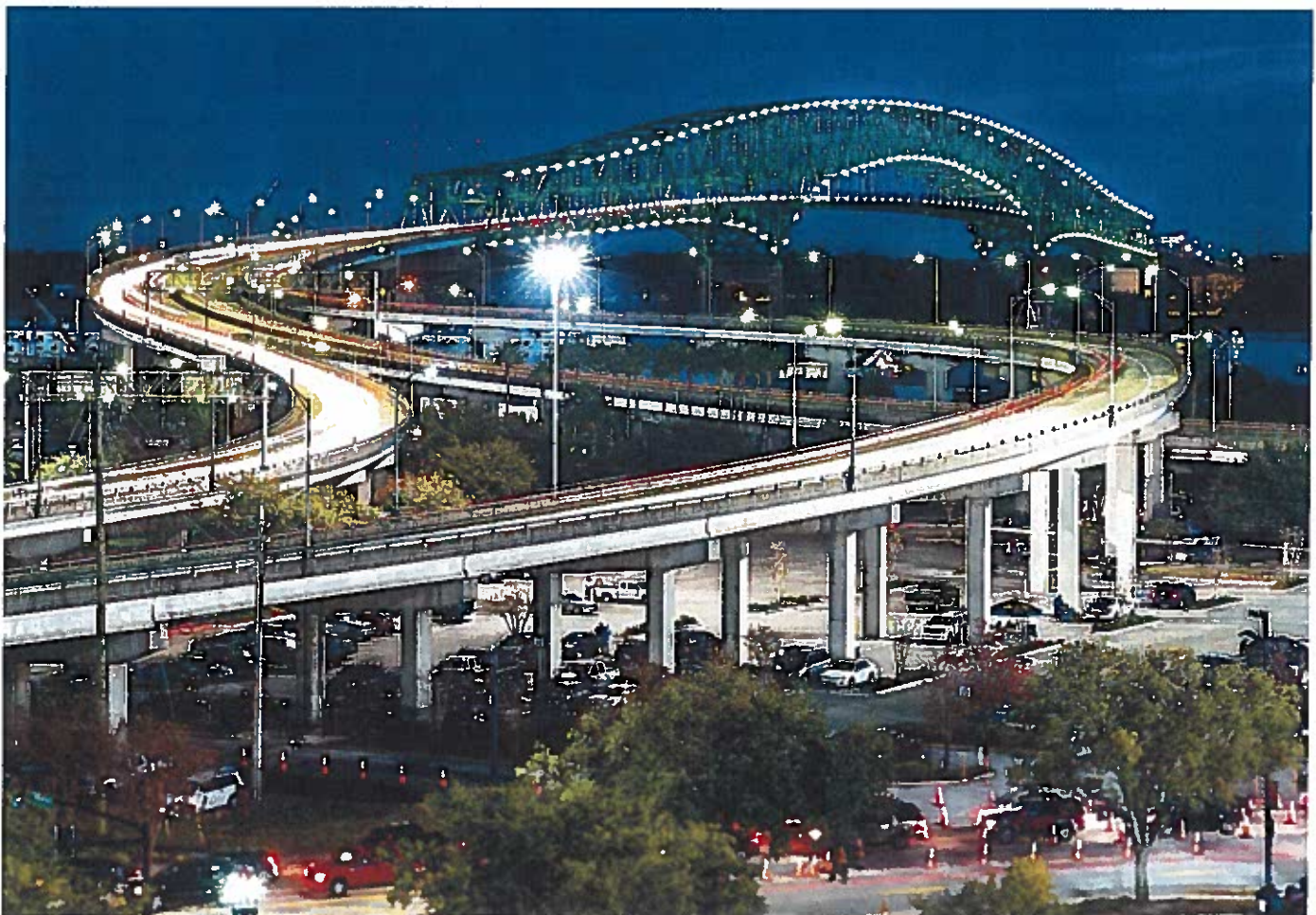
Visit Jacksonville will continue to offer convention grants to conventions or conferences and will qualify these groups via the grant checklist, which includes: need period, city competition, what the grant funds will be used for, etc.

We will plan to implement the following tactics to manage the Convention Grant Program in FY2017-2018.

Tactics:

- Review any changes to TDC grant process and update the Visit Jacksonville policies accordingly
- Research availability and requirements for any VISIT FLORIDA convention grant programs, as an alternative or supplement to the TDC Convention Grant program
- Conduct an annual assessment of convention grant and incentive programs provided by our key competitors

We will complete an ongoing review and assessment of this plan throughout FY2017-2018 and recommend any needed revisions due to potential changes in budgets, economic conditions, facility developments, market shifts, staffing, and technology enhancements.



Convention Sales & Services FY2017-2018 Budget

| Description | Revised FY2017-2018 Budget | Ratio of Total Budget |
|---|----------------------------|-----------------------|
| Overhead Costs - Visit Jacksonville Administration | | |
| SALARIES/WAGES/BENEFITS | \$279,842 | 12.62% |
| FACILITY RENT/UTILITIES | \$126,021 | 5.68% |
| OFFICE EQUIPMENT | \$27,516 | 1.24% |
| OFFICE SUPPLIES | \$9,164 | 0.41% |
| UTILITIES | \$- | 0.00% |
| PROFESSIONAL SERVICES | \$6,000 | 0.27% |
| INSURANCE | \$6,913 | 0.31% |
| TRAVEL, MEALS & ENTERTAINMENT - LOCAL | \$2,130 | 0.10% |
| TRAVEL, MEALS & ENTERTAINMENT - DOC | \$11,675 | 0.53% |
| INDUSTRY ASSOCIATION DUES | \$12,367 | 0.56% |
| Subtotal | \$481,628 | 21.72% |

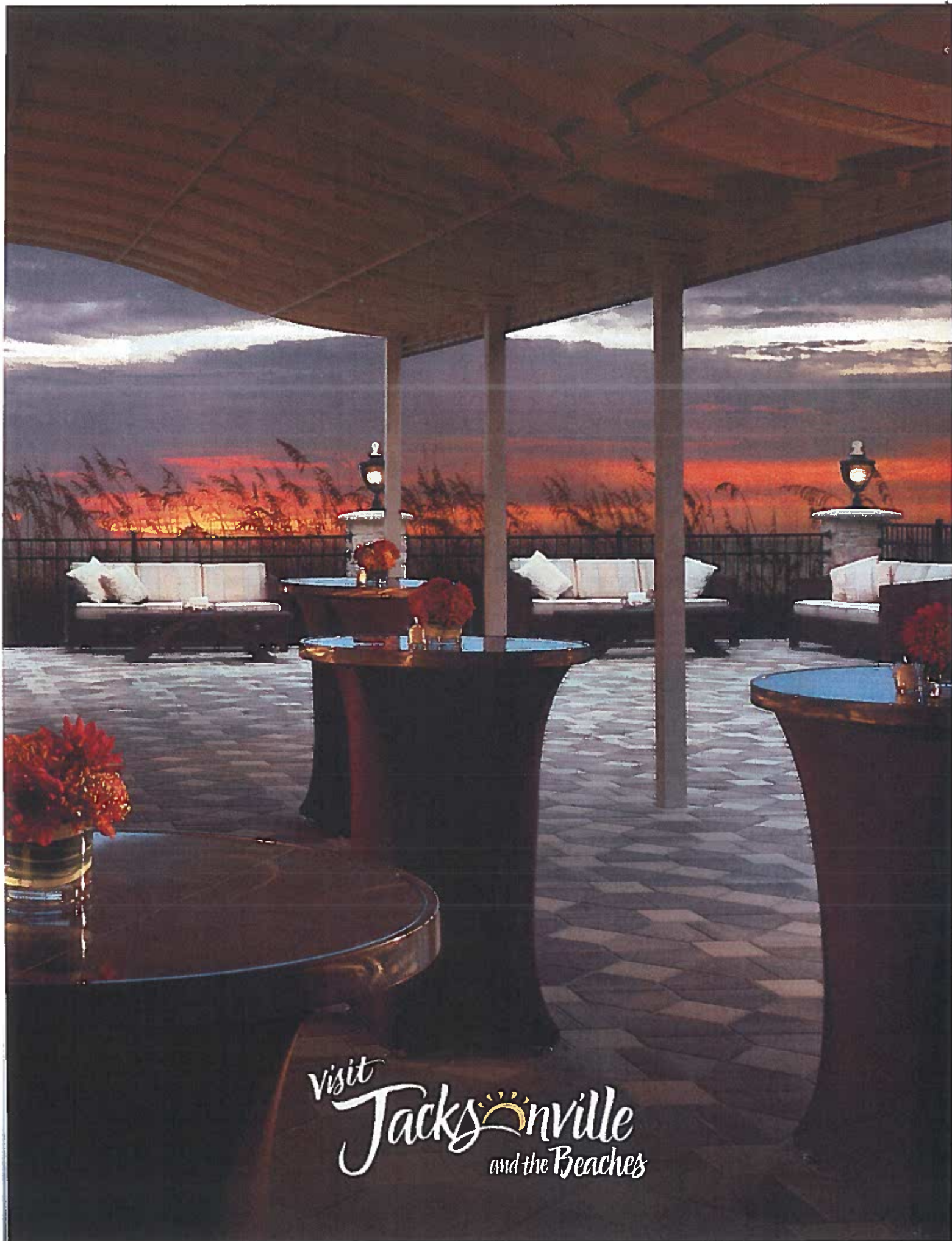
Note: The Administration overhead costs are a 57% allocation of the total Administration budget, to Convention Sales & Services.

| | | |
|--|------------------|---------------|
| Overhead Costs - Visit Jacksonville Convention Sales & Services | | |
| SALARIES/WAGES/BENEFITS | \$844,519 | 38.08% |
| RELO EXPENSE | \$5,000 | 0.23% |
| RECRUITMENT | \$1,500 | 0.07% |
| PROFESSIONAL DEVELOPMENT | \$9,295 | 0.42% |
| OTHER STAFF EXPENSES | \$1,000 | 0.05% |
| POSTAGE & SHIPPING | \$2,000 | 0.09% |
| Subtotal | \$863,314 | 38.93% |

| | | |
|---|------------------|---------------|
| Promotion to Tourist Groups | | |
| CONVENTION/GROUP ADS - PRINT | \$89,238 | 4.02% |
| CONVENTION/GROUP ADS - DIGITAL | \$67,363 | 3.04% |
| CONVENTION/GROUP ADS - SOCIAL MEDIA/SEM | \$10,000 | 0.45% |
| CONVENTION/GROUP ADS - TV/RADIO | \$- | 0.00% |
| CONVENTION/GROUP TOUR INDUSTRY GUIDES | \$5,000 | 0.23% |
| AD/PR AGENCY FEES - CONVENTION | \$36,000 | 1.62% |
| CONVENTION CONTENT DEVELOPMENT/EMAIL | \$6,000 | 0.27% |
| WEBSITE - CONVENTION | \$10,106 | 0.46% |
| EMAIL SERVICE - CONVENTION | \$1,000 | 0.05% |
| COLLATERAL - CONVENTION | \$20,000 | 0.90% |
| PROMOTIONS - CONVENTION | \$5,000 | 0.23% |
| Subtotal | \$249,707 | 11.26% |

Convention Sales & Services FY2017-2018 Budget (continued)

| Description | Revised FY2017-2018 Budget | Ratio of Total Budget |
|---|----------------------------|-----------------------|
| Convention Market Targeting | | |
| RESEARCH - CONVENTION | \$- | 0.00% |
| IDSS SALES CRM MODULE | \$9,500 | 0.43% |
| EMPOWERMINT DATABASE | \$15,000 | 0.68% |
| Subtotal | \$24,500 | 1.10% |
| Convention Sales Activity | | |
| TRAVEL, MEALS & ENTERTAINMENT - LOCAL | \$2,750 | 0.12% |
| INDUSTRY ASSOCIATION DUES | \$16,500 | 0.74% |
| FAM TRIPS | \$45,000 | 2.03% |
| CLIENT DEVELOPMENT/PROSPECTING | \$7,500 | 0.34% |
| SITE VISITS - CONVENTIONS | \$16,500 | 0.74% |
| SALES MISSIONS | \$16,000 | 0.72% |
| CLIENT EVENTS | \$25,000 | 1.13% |
| SALES TRAVEL/MEALS/ENTERTAINMENT - OOC | \$43,000 | 1.94% |
| TRADESHOW BOOTH SHIPPING | \$15,000 | 0.68% |
| OTHER REGISTRATION FEES | \$90,000 | 4.06% |
| SPONSORSHIPS/PROMOTIONS | \$80,000 | 3.61% |
| Subtotal | \$357,250 | 16.11% |
| Coordination with City Convention Center Manager | | |
| CO-OP CONVENTION ADS - PRINT | \$2,500 | 0.11% |
| CO-OP CONVENTION ADS - DIGITAL | \$5,000 | 0.23% |
| JOINT TRADESHOW REGISTRATION | \$2,500 | 0.11% |
| JOINT CONVENTION MARKETING COLLATERAL | \$9,000 | 0.41% |
| Subtotal | \$19,000 | 0.86% |
| Convention Grants | | |
| CONVENTION GRANT PAYMENTS | \$125,000 | 5.64% |
| Subtotal | \$125,000 | 5.64% |
| Total Convention Sales & Services Budget | \$2,212,770 | |



visit
Jacksonville
and the Beaches