



Board of Supervisors Memorandum

July 12, 2011

**Metropolitan Tucson Convention and Visitors Bureau
Performance Audit Report**

The Metropolitan Tucson Convention and Visitors Bureau (MTCVB) Performance Audit has been completed. Brian Johnson, Managing Director of Loews Ventana Canyon Resort and Chair of the Stakeholder Audit Committee (Committee), will present the highlights of the audit at the July 12, 2011 Board of Supervisors meeting. Other members of the Committee will also attend the July 12 meeting.

Overview

At its November 16, 2010 meeting, the Board adopted the Fiscal Year 2010/11 MTCVB funding agreement, which included a provision for conducting an audit of the MTCVB's performance. During this meeting, I indicated I would appoint a committee consisting of County staff, the Chief Executive Officer of each major resort in unincorporated Pima County and a representative from both the Arizona-Sonora Desert Museum and the Pima Air and Space Museum to oversee the performance audit. The Committee was appointed in December and originally contained eight members representing County staff, the hospitality industry, the Small Business Commission and the Sports and Tourism Authority. A complete list of Committee members and their community affiliations is located at the beginning of the report.

Also in early December, I communicated with Jonathan Walker, President and CEO of the MTCVB, outlining the elements of the audit that were of particular interest, and I shared these with the Committee prior to their initial meeting. The initial meeting of the Committee occurred in early January 2011, at which time I reviewed the mission and objectives of the audit with the Committee. Consensus was reached that the mission of the Committee was to "review the operational components of the MTCVB to assure the appropriate use of public funds to maximize tourism development opportunities and positive performance impacts on behalf of Pima County and its reference."

The Audit Committee

Mr. Johnson was appointed Chair of the Committee given his vast experience in the hospitality industry, personal knowledge of the inner operations of the MTCVB as a former executive board member, and various upper-level associations with statewide hospitality organizations. The Committee met several times throughout January and February 2011.

After reviewing many documents obtained from the MTCVB, including financial reports, bylaws and marketing and strategic plans, the Committee felt it necessary to enlist a professional to assist the Committee and provide an in-depth review of the operations of the organization. Following a month-long search and on advice from the Committee, a convention and visitors bureau veteran of over 35 years, Marshall Murdaugh, was retained by the County to develop

and conduct the audit.

Mr. Johnson, in his introductory letter in the attached audit report, describes the next steps that ultimately led to the report. In summary, Mr. Murdaugh spent nine days in Tucson and many hours via telephone talking with MTCVB staff, hospitality stakeholders, government officials and community leaders. Additionally, he reviewed numerous pages of procedures, programs and reports, delivering a comprehensive report to the Committee in late April. Throughout this time, County staff, MTCVB executive leadership, team members and Board members gave Mr. Murdaugh and the Committee their full cooperation.

The Report

The report is comprised of five primary areas. The initial area contains key observations regarding the MTCVB based on the consultant's review followed by an overview of convention and visitor bureaus and how the MTCVB compares. Detailed findings of the MTCVB's operations are contained throughout the middle of the report, comparing the MTCVB's operations to best industry practices. The report's basic findings conclude with a section entitled "Implementing the Recommendations." The 24 major recommendations contained in the report are prioritized in five main areas and summarized. Two other areas toward the end of the report include a comparative convention and visitors bureau study based on the most current data available, which compares the top seven business and tourist-related competitive markets, as well as a 2011 marketing overview illustrating how the MTCVB has promoted our region. One area, which involves a comprehensive stakeholder survey, will be completed in late August and will become the last section of the report. This report will provide a comprehensive view of the performance of the MTCVB from stakeholder, client and end-user perspectives, which will be very useful as the MTCVB continues improving their performance.

Recommendation

I fully support the Committee's report with recommendations and recommend the Board approve the report and the recommendations contained therein. Further, I recommend adopting the Committee's recommendation to continue as an oversight/compliance committee of the MTCVB on behalf of Pima County to work with the MTCVB Board of Directors and staff to ensure a strategic implementation plan is developed and positive steps are taken to move forward with implementing the Committee's recommendations.

Respectfully submitted,



C.H. Huckelberry
County Administrator

CHH/mjk - July 6, 2011

Attachment



MEMORANDUM

TO: Chuck Huckelberry, County Administrator

FROM: Tom Moulton, Director, Economic Development & Tourism *JKM*

DATE: July 6, 2011

RE: Addendum Item for July 12, 2011
Board of Supervisor's Meeting

Please accept this request for approval of an addendum item to be added to the July 12, 2011 Board of Supervisor's Agenda.

The item is for review and adoption of the Metropolitan Tucson Convention and Visitors Bureau (MTCVB) Performance Audit recommendations.

Thank you for your assistance in this matter.

C. Huckelberry

C. H. Huckelberry, County Administrator

7/7/11

Date



BOARD OF SUPERVISORS AGENDA ITEM SUMMARY

Requested Board Meeting Date: July 12, 2011

ITEM SUMMARY, JUSTIFICATION &/or SPECIAL CONSIDERATIONS:

Adoption of the Metropolitan Tucson Convention and Visitors Bureau (MTCVB) Performance Audit recommendations (see attached report and recommendations). A presentation will take place of the MTCVB Performance Audit findings by the audit committee chair, Brian Johnson, Managing Director of Loews Ventana Canyon. BOS requested that a performance audit be conducted of the MTCVB by a committee appointed by the County Administrator. Committee consisted of tourism stakeholders from businesses that are located in unincorporated Pima County.

CONTRACT NUMBER (If applicable):

STAFF RECOMMENDATION(S):

ED&T and County Administration Staff have reviewed the performance audit report and recommend the adoption of the recommendations to improve and enhance the operation of the official tourist promotion agency of Pima County.

CORPORATE HEADQUARTERS: _____

CLERK OF BOARD USE ONLY: BOS MTG. _____

ITEM NO. _____

PIMA COUNTY COST: N/A and/or REVENUE TO PIMA COUNTY: (N/A)

FUNDING SOURCE(S): N/A

(i.e. General Fund, State Grant Fund, Federal Fund, Stadium D. Fund, etc.)

Advertised Public Hearing:

		YES	x	NO
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Board of Supervisors District:

1		2		3		4		5		All	XX
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IMPACT:

IF APPROVED: *MTCVB will improve its communications with Pima County government; Improved and enhanced operations and marketing programs will generate more tourists visiting the greater Tucson area.*

IF DENIED: *MTCVB may operate at status quo and not improve its operations and marketing programs delaying or causing no growth in regional tourism.*

DEPARTMENT NAME: Economic Development & Tourism

CONTACT PERSON: Tom Moulton TELEPHONE NO.: 243-7355

**PERFORMANCE AUDIT
OF THE
Metropolitan Tucson Convention and Visitors Bureau
FOR PIMA COUNTY GOVERNMENT**



**An Initiative to Support Long Range Tourism Industry
Success for Metropolitan Tucson and its Convention &
Visitors Bureau**



Pima County Auditing Committee

Members: Brian Johnson - Chair, Alan Klein, Yvonne Morris, Tom Tracy,
Kyle Treat, Tim Vimmerstedt, Tom Ward, Jeff Zelkin

July 12, 2011



June 27, 2011

C.H. Huckelberry
County Administrator
County Administrator Office
Pima County Governmental Center
130 W. Congress
Tucson, AZ 85701-1317

Dear Mr. Huckelberry:

Please find attached the performance audit of the Metropolitan Tucson Convention and Visitors Bureau (MTCVB) as requested by the Pima County Board of Supervisors.

This report was formulated with the assistance of key Pima County business leaders (listed on page 3 of the performance audit) appointed by C. H. Huckelberry as requested by the Pima County Board of Supervisors. Our mission was to review the operational components of the MTCVB to "assure the appropriate use of public funds to maximize tourism development opportunities and positive performance impacts on behalf of Pima County and its residents."

The formulation of this committee was established in December 2010 and the first meeting took place on January 11, 2011. During the first few meetings, the committee reviewed the materials gathered with assistance of the MTCVB. These materials included financial statements, marketing plans, budgets, by-laws, strategic plans and annual reports. After review of the materials it was decided the scope of work would require further professional assistance. A search was conducted for a consultant and the firm of Marshal Murdaugh Marketing was selected to perform an audit of the MTCVB with guidelines determined by the audit committee.

Marshall Murdaugh then conducted an extensive series of interviews with key MTCVB staff, community leaders and stake holders in the Tucson community. The goal of this exercise was to gather thoughts from a variety of disciplines within the community regarding how well the MTCVB was performing their function of maximizing tourism development opportunities. This information was then formulated into a detailed report along with industry best practices and the insight of Marshall Murdaugh's thirty-five years of destination marketing experience. After the report was formulated, the performance audit committee spent countless hours reviewing the findings and made suggestions for content change to support the original scope of work.

The report you have in front of you is the culmination of many dedicated hours of community stake holders that believe in our community and the Metropolitan Tucson Convention and Visitors Bureau (MTCVB). It is the belief of this committee that the MTCVB is vital to our community's continued tourism development. Fragmentation or privatization of parts of this organization would be detrimental to our community. It is our hope that the MTCVB staff and board will take this report in the spirit of which it was formulated: for assistance and partnership. Many best practices are detailed in this report, which if put into place, will assist the MTCVB in becoming an even more vibrant part of our tourism development and enhancing its position in Tucson.

Thank you for allowing me to play a part in this committee to enhance the tourism role in Pima County. As you read through this report, please do not hesitate to call on me if there are any questions. I look forward to presenting the findings of this committee to the Pima County Board of Supervisors on July 12, 2011.

Sincerely,

A handwritten signature in cursive script that reads "Brian Johnson".

Brian Johnson
Managing Director

BJ/yt
Encl.

METROPOLITAN TUCSON CONVENTION AND VISITORS BUREAU PERFORMANCE AUDIT

This Performance Audit for the Metro Tucson Convention and Visitors Bureau (MTCVB) was commissioned by the Board of Supervisors of Pima County. Its mission:

*"To assure the appropriate use of public funds to maximize tourism development opportunities and positive performance impacts on behalf of Pima County and its residents"...C.H. Huckelberry,
County Administrator, Pima County*

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This Performance Audit of the Metropolitan Tucson Convention and Visitors Bureau for Pima County Government has been developed as an independent and objective report by Marshall Murdaugh Marketing along with the Pima County Audit Committee. For more information contact: Marshall Murdaugh Marketing, 1231 Byrd Avenue, Suite 1A, Richmond, VA 23226, ph. 804.658.4401, www.MMTourismMarketing.com, email: MMurdaughMKTG@aol.com; Brian Johnson, Audit Committee Chair and Managing Director, Loews Ventana Canyon Resort, 7000 N. Resort Drive, Tucson, AZ 85750, ph. 520.299.2020, brianjohnson@loewshotels.com.

Introduction and Background

The fundamental outcome of this audit is to provide a performance based plan that charts an optimistic win-win future course for the CVB, its government and business partners and the tourism industry they serve. It was designed to provide a detailed analysis of CVB requirements for optimal performance management and marketing based on industry best business practices.

In addition, this audit includes a Competitive Set Profile Comparison of the Metro Tucson CVB with other CVBs as well as comparing Tucson to the average CVB throughout the industry. Also reviewed and assessed are detailed marketing, management and operational requirements, including major measurement criteria of positive performance produced for the community by the MTCVB. It also addresses how well the organization is performing on behalf of the destination and its stakeholders.

Throughout this report, a number of recommendations are made and highlighted in italics. Recommendations are also later grouped and prioritized at the conclusion of this document for ease of reference and implementation.

Marshall Murdaugh Marketing, a leading tourism industry consultant for destination performance planning and auditing, was selected to develop and conduct this audit as an independent and objective assessment. It is highlighted by numerous implementation recommendations, including the incorporation of best industry practices for marketing and management.

The Audit Committee of Pima County, whose members provided ongoing insights and guided the process, include:

Brian Johnson, Committee Chair, Loews Ventana Canyon, Managing Director
Alan Klein, Westward Look Resort, Past General Manager;
Kyle Treat, Canyon Ranch Resort & Spa, General Manager
Jeff Zelkin, Embassy-Paloma Village, General Manager
Tim Vimmerstedt, AZ-Sonora Desert Museum, Director of Operations and Community Affairs
Yvonne Morris, Arizona Aerospace Foundation, Executive Director
Tom Tracy, Chair, Pima County Sports & Tourism Authority
Tom Ward, Chair, Pima County Small Business Commission

Special thanks to staff of the MTCVB who consistently made themselves available for meetings, follow-up discussion and the sharing of numerous reports and programs for detailed review.

They included: Jonathan Walker, President & CEO; Richard Vaughan, CDME, CTA, Senior Vice President, Sales & Marketing; Graeme Hughes, CTA, Director of

Convention Sales; Jane Roxbury, CTA, Director of Convention Services; Allison Cooper, Director of Marketing; Graeme Hunt, CTA, Webmaster; Jessica Stephens, Director of Communications & PR; Jackie Ludwig, CTA, Director of Tourism; Vince Trinidad, CTA, Director of Sports Development; J. Felipe Garcia, Vice President of Community Affairs & Mexico Marketing; Shelli Hall, Film Manager; Vicki Doyle, CTA, Vice President, Partner Development and Visitor Services; Hope Patterson, CRM Manager, Roni Thomas, Director of Finance and Administration and LaRee Murphy, CTA, Executive Administrator, who worked with the Destination Marketing Association International to provide the competitive set analysis with MTCVB and assisted in the compilation of additional information for our profile of the average CVB.

Thanks also to the following community leaders for sharing their insights in meetings and by phone throughout the process: Honorable Ramon Valadez, Chair and District 2 Pima County Board of Supervisor, Honorable Sharon Bronson, District 3 Pima County Supervisor and Honorable Ray Carroll, Pima County Supervisor District 4, and C.H. Huckelberry, Pima County Administrator; Tom Tracy, President, The Lodging Company, Chair of the Pima County Sports and Tourism Authority and member of the Pima County Audit Committee; Bonnie Allin, President & CEO, Tucson Airport Authority and Dick Gruentzel, Vice President of Finance and Administration/CFO, Tucson Airport Authority; Jack Camper, President & CEO, Tucson Metropolitan Chamber of Commerce; Joe Snell, President & CEO, Tucson Regional Economic Opportunities Inc. (TREO), Kyle Treat, General Manager, Canyon Ranch Resort and member of the Pima County Auditing Committee; Jeff Zelkin, General Manager, Embassy Suites Paloma Village and member of the Pima County Audit Committee.

Additional community leader input was provided by Marie Nemerguth, Assistant to the City Manager, City of Tucson; David Cormier, Chair of the City of Tucson Audit Committee, City of Tucson; Roberto Bedoya, Executive Director, Tucson-Pima Arts Council; Tommy Obermaier, Deputy Director, Tucson Convention Center; Tom Ward, Small Business Commission Chair, Pima County; Ken Goodman, Owner, Environmental Strategies, Small Business Commission Vice Chair; Lea Marquez-Peterson, Owner, Tucson Biz For Sale and member, Small Business Commission; Bob Edison, MTCVB Board Chair and Executive Philanthropic Director, Arizona-Sonora Desert Museum; Lynn Erickson, MTCVB Board Vice-Chair and General Manager, Hilton El Conquistador Hotel; Mark Van Buren, General Manager, Marriott University Park; Ryan George, CEO, Simpleview, Inc.; Keith Alexander, Group Manager, Enterprise Rental Car; Bruce Wright, Director, Economic Development, University of Arizona; and Tom Morgan, CEO, Grayline Motor Coach Tucson.

Finally, special appreciation to Tom Moulton, Director of Pima County Economic Development and Tourism, and Catherine Strickland, Program Marketing

Manager, who provided ongoing management and administrative support for this audit.

About the Consultant

Tourism destination marketing consultant Marshall Murdaugh has been assisting travel communities to become more successful for more than thirty-five years—first as the President and CEO for some of America’s most respected and best recognized programs, including New York City (88-94), Atlantic City (94-00), Memphis (83-88) the State of Virginia (70-83) where he developed the successful and award-winning “Virginia is for Lovers” marketing campaign—and most recently for the past ten years, with his firm, Marshall Murdaugh Marketing as consultant to more than eighty county, city, state and regional destination programs and organizations.

- He is the recognized industry expert in the development of CVB Performance Audits that have enhanced marketing and management effectiveness for numerous destinations. Murdaugh’s audits for government and industry have included: Miami, Baltimore, Fort Worth, Palm Springs, Fresno, The Black Hills and Badlands of South Dakota, Niagara Falls, Newport Beach and Tulsa.
- Murdaugh was a member of the Performance Team that developed the convention/tourism industry’s Marketing Performance Standards and return-on-investment criteria for the Destination Marketing Association International (DMAI), formerly the International Association of CVBs).
- He is the recipient of the Lifetime Career Achievement Award in recognition of his expertise and accomplishments in Destination Tourism Marketing from the prestigious Association of Travel Marketing Executives.
- Murdaugh also authored the Destination Marketing section in the major industry textbook, “*The Fundamentals of Destination Marketing and Management*”, from the International Association of Convention and Visitor Bureaus (now DMAI).
- He produced the industry’s *Performance Self-Assessment Manual for CVBs* that is now employed by bureaus globally and considered a major industry resource.

The Auditing Process: Diagnostics Approach for Pima County

Throughout this auditing process, diagnostics were employed to determine the current effectiveness of both major qualitative and quantitative efforts, analyzing results based on industry standards, best business practices and professional processes.

The consultant also relied on prior findings from numerous comparative performance assessments conducted for other Destination Marketing Organizations (DMOs) throughout the tourism industry. And his industry "Self Assessment Manual for Convention and Visitor Bureaus," was used as a guide throughout this process.

The two initial auditing components consisted of

1. Individual and group stakeholder meetings to seek input and guidance and,
2. The gathering and analysis of data, including, when available, the following:
 - **Market Analysis—review of community occupancy, room nights generated by category and pricing, seasonality, market segmentation, etc.** lost business reports to determine principal reasons for annual losses and to whom; Hotel Community Available Inventory Reports, software systems, etc; Individual Hotel input and discovery; sales records/booking reports; Sales lead analysis (% conversion to business booked); Market segment analysis of state, regional, national and international business; Customer Service Evaluation Analysis; Customer Prospecting resources (resource review); Review of other available market and marketing research; economic impact studies, visitor profile studies, client surveys, etc.
 - **CVB—process review, staff skill sets, and core competencies.** Included: CVB org chart, Customer prospecting techniques, Review of customer prospecting sources, Qualifying prospects, Presentation Materials, bid proposals, selling destination strengths and benefits, addressing customer objections, market segmentation, sales and marketing support, convention services analysis, productivity: booking goals (how established) and actual deliverables, staff compensation/incentive plan, meetings development/tourism positioning, brand development programs, motivational messages, tactical support: advertising, web, direct mail, tradeshow, site inspections, familiarization programs, etc., other management supervisory processes, community stakeholder support review.
 - **Written procedures, plans, processes for sales, marketing and operations** including: marketing plans, annual report, operational sales plans/manuals, and program implementation outlines.

- **Review of manuals, policies, procedures, operational documents regarding association management governance**—Includes: board governance policies, board committees/task forces, annual budget, income statement/plan, mission statement, objectives, visioning statement, value statement, annual report, employee evaluation processes, employee compensation plan, performance management ongoing auditing plan, staff training plan, relevant contracts or agreements with the city, county, etc.
- **Other Market and Marketing research**—Includes: market research documents: long range strategic planning documents, goals/deliverables, annual and monthly productivity/activity report of achievable work, manpower/financial competitive analysis, strengths/weaknesses analysis, competitive analysis with other destinations, customer service analysis, internet marketing plan for technology, sales and media, in-kind partnership report, cancelled business, other analyses, including return on investment reports.
- **Convention Center opportunities**—Meeting with management to determine relationship with the CVB, opportunities for team-sell and service approaches to optimize performance, and a review of the recent International Assn of Venue Managers/CVB committee recommendations.
- **Competitive Set comparison to its competitors and to national standards** using the latest comparative industry report from the Destination Marketing Association International of CVBs.
- **Review of Destination Accreditation Certification materials and programs** (DMAP certification from Destination Marketing Association International)
- **Review of Performance Reporting Standards recommendations from DMAI**
- **Other market research studies referenced herein**

Key Observations

- **With two independent government audits commissioned of the Metro Tucson Convention and Visitors Bureau** by Pima County and the City of Tucson—a rare occurrence throughout the destination marketing industry—there are evidently serious government relations challenges and impediments to progress that need to be quickly addressed and positively ameliorated.
- **There exists a perception with both government and other principal stakeholders that the MTCVB views itself with an apparent sense of entitlement**—that it is an independent, autonomous organization that reports only to its board. This “we-they” viewpoint is at odds with the reality that CVBs are an integral part of a community’s public-private partnership--and that government, at all levels, has a recognized, ongoing fiduciary responsibility to assure that CVB programs funded or supported with public dollars are operating with appropriate and maximum efficiency and accountable transparency to assure success on behalf of the community and its residents.
- **The MTCVB staff is generally dedicated and skilled**, they display high morale, are long tenured and professionally accredited in their scopes of work—all very positive attributes for the CVB and the community they serve.
- **Last year the MTCVB booked for the community about \$170 million dollars in visitor spending** principally from new conventions, sports and leisure tourism bookings-- and is capable of producing much more with performance productivity recommendations provided throughout this audit.
- **While the MTCVB produces many strong and productive program performance results, it does not consistently provide transparency**, accountability and a focus in communicating out to stakeholders and to the community its performance productivity, including future goals to be achieved. Also missing is the return-on-investment from major marketing initiatives.
- **Against this backdrop, the MTCVB has a complacent attitude in dealing with government** and is not partnering with officials to produce greater performance results through funding development—at a critical time when current funding is limited and shrinking against most destination competitors.

- **The MTCVB Board of Directors is not fully engaged, energized or pro-active** in representing the stakeholder community through the development of new CVB policy analysis and direction, or in guiding the staff management team in charting an optimistic future course for the MTCVB and community.
- **Overall, the MTCVB’s functions of sales, sports and general marketing are well developed.** Their special event and sports marketing participating opportunities for partners are well produced and appreciated. However, major deficiencies are found with the annual report, the marketing plan, and brand development program, as well as the current leisure development marketing program.
- **There is generally a lack of, and an ongoing need for, collaborative community efforts from the MTCVB** that build true major alliances and partnerships through genuine input and not just feedback.
- **There are currents of stakeholder and partner concern with the MTCVB** and this should be thoroughly validated by a third party independent survey.
- **There is a priority need for senior MTCVB leadership, with Board support, to follow directional guidance of the recent Strategic Plan**—advocating for major tourism industry opportunities and the overcoming of serious challenges to community success. They include:
 - **New funding requirements to produce much needed destination marketing** and resulting visitors and visitor receipts for Metro Tucson
 - **A plan to bring back Tucson’s meeting and convention industry** through new infrastructure and service rehabilitation at the convention center and a new headquarters hotel
 - **Galvanizing interests in a new tourism master plan** for downtown revitalization

A Brief History of the CVB Industry: Models and Mission

The history of convention and visitor bureaus (CVBs) dates back to 1896 when a prominent Detroit journalist, Milton Carmichael, suggested that local businessmen band together to promote the city as a convention destination and represent its many hotels to bid for business.

During the subsequent 100 years, CVBs have evolved a great deal—Tucson created its own CVB about twenty-five years ago—and today, they are principally viewed as full-service destination marketing organizations (DMOs) that lead the development of their community's hospitality and tourism sector and are often a driving force in the local economy. There is a CVB in most every U.S. community as well as throughout the world.

Most bureaus have transitioned over the past few decades from less effective general service tourism and convention promotion agencies that focused primarily on activity — such as brochure and visitor service programming — to more quantifiable, results-oriented marketing efforts.

Today, the CVBs principal business is destination marketing; that is, determining customer needs and then filling them through a variety of tactical programs (advertising, direct sales, customer service programs, collateral development, internet, media publicity, etc.) — for the hosting of meetings and conventions, sports events and leisure travel. These initiatives should be designed to produce measurable, incremental economic returns for the community by producing additional visitors for the community, including new visitor expenditures, tax revenue and resulting jobs that are generated and sustained through this spending.

Delivering Consolidated, Community Wide Marketing

To fulfill its mission, a successful contemporary CVB serves as a coordinating entity, effectively bringing together diverse community stakeholders—from local government to trade and civic associations to individual businesses—to attract visitors to their area. It consolidates community wide disparate marketing efforts under one integrated “umbrella” program. Consolidated efforts provide greater strength, unity and leveraged results for everyone, while segmented, fragmented individual program efforts yield less impact and success.

Today's convention and visitors bureau is an unusual yet effective business model, in that it primarily functions as a non-profit agency, fueled by government funding (principally through the hotel room tax paid by visitors) as well as through additional support from front-line business members who serve travelers. Through tourism marketing for the community, the CVB then seeks to deliver an additional profit for the business community while producing social opportunities for residents in the way of visitor-supported lifestyle amenities, and ultimately local job generation, as well as increased local taxes paid by visitors.

It is primarily due to the business model and mission that the vast majority of U.S. CVBs, are either not-for-profit associations classified as “business leagues”, operate as authorities, or under the auspices of a Chamber of Commerce. In the past fifty years, the bureau model has evolved from a government agency to much preferred not-for-profit models like the MTCVB due to their business-oriented requirements, including: the need to quickly respond to changing market conditions, the requirement to provide travel and hosting services for clients to motivate business decisions, the ability to provide incentives to its sales staff for performance deliverables, while keeping confidential its competitive and proprietary market research findings and tactical approaches.

Important requisites by the cities, counties and regions that support CVBs and the need for tourism development marketing include performance accountability, sound business and marketing plans and operational and financial integrity.

U.S. Bureaus are principally funded through a government administered funding portion of the transient occupancy hotel tax (TOT) paid by visitors. And in about half of jurisdictions, including Tucson and Pima County, government requires a management contract with the CVB.

The Evolving CVB

In recent decades, CVBs have also become more visible and active as the community's principal leader in tourism development issues, ranging from new hotel development, tourism planning, convention center development and expansion as well as other issues of tourism advocacy.

Today's DMO industry continues to make great advances in the development of strategic planning, major new initiatives such as destination branding, the implementation of best industry practices for marketing, and return on investment results for their communities. The most successful destinations have created enhanced, productive partnerships between the DMO, the city, county and/or other regional government interests--and the destination tourism industry that it serves and supports.

CVB Challenges Today

Next, here is a review of today's CVB industry and the challenges that affect both the MTCVB and their CVB counterparts.

For background, in 2008, the Destination Marketing Association (DMAI) of the CVB industry conducted and published its latest Futures Study entitled, “the Future of Destination Marketing: Tradition, Transition and Transformation.”

If there was one broad, overriding theme message, or preoccupation of DMOs threading through the results of the study, it can be summed up as:

“Relevance”

To varying degrees, DMOs are perceiving an increasingly noisy, confusing and evolving marketplace—one in which their roles are less and less uniquely defined and less willingly acknowledged.

The increasing disintermediation of the visitor services marketplace, the rise of new business entities contending for the attention of visitors and meeting organizers, the wealth of free information made available online, and increasing local competition for funds formerly earmarked for destination marketing all conspire to erode or marginalize the traditional role of the DMO as the “marketing” department of a particular locality.

A second, enduring strategic theme, much a part of the conversation when DMO leaders get together, is:

“The Value Proposition”

Closely related to the theme or issue of relevance, the value proposition issue embodies a long –term question of focus—a singular essential contribution made by the DMO in the perceptions of the many stakeholders with whom it interacts.

A third key strategic theme rising from the investigation is:

“Visibility”

As the massive migration of “content” —information of every conceivable kind-- to the internet proceeds, visitors and those who market services to them have an abundance of sources for researching, planning and organizing travel related activity.

Resonating Themes with the MTCVB

The Metro Tucson CVBs current strategic plan also echoes these themes of Relevance, Value and Visibility. The Situation Summary Overview, in the MTCVB strategic plan, states: ¹

- *“MTCVB has not effectively calculated and communicated its return on investment.”*
- *“The cutting of MTCVB investment levels is a challenge with respect to future success of the MTCVB and the destination.”*

Concerns for relevance, value and visibility can be readily and positively addressed by the MTCVB by:

- Development of a new and enhanced performance matrix containing productivity that is generated by existing and proposed new MTCVB marketing initiatives.
- A Value Statement that clarifies the quantifiable return on investment work (ROI) of the CVB for the community.
- An ongoing detailed assessment of the CVB from its many stakeholders—designed to strengthen its leadership, collaborative relationships and services.
- The implementation of best CVB business practices for governance, management and marketing that have been incorporated throughout this document.

Also noted in the CVBs Strategic Plan was this telling observation about current government relations:

- *“Investment from the city and county is viewed as an expense line item and not an investment portfolio.”*

However, recent verbal and written MTCVB reports and communication to the government funding leadership have not adequately explained the CVBs program of work and what it actually returns to the community in resulting visitors, visitor receipts, tax revenue and local jobs generated or sustained by visitor spending.

With new opportunities available for performance and ROI measurement and a recommended positive plan to address government relations, government can indeed perceive program expenditures to be an important investment for the entire community that produces positive economic returns.

The CVBs Strategic Plan Overview also noted these observations:

- *“Economic conditions have stressed all segments—customers, partners and investors—resulting in a move toward self interest and a blaming mentality.”*

The “blaming mentality” inference appears to be at least partially directed at the CVB based on the concluding follow-up observation:

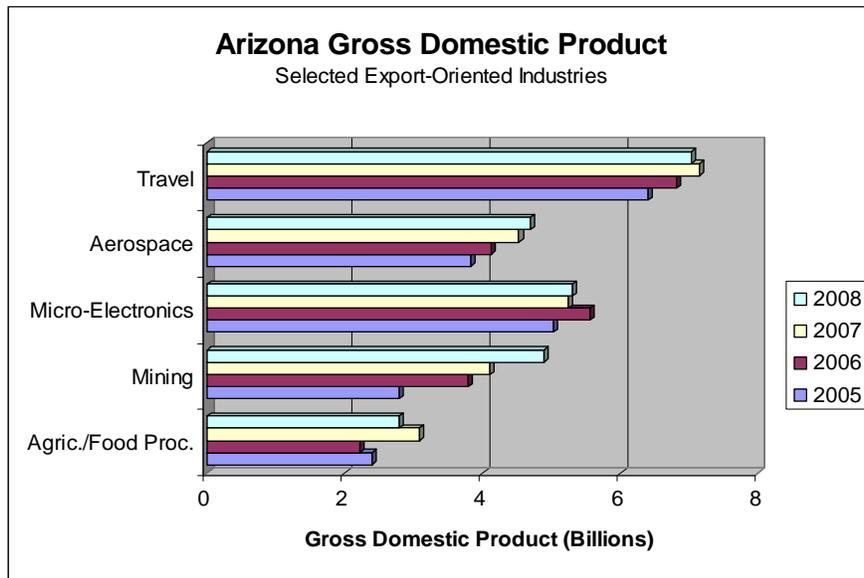
- *“As a result, MTCVB has come under greater scrutiny and lost some of its remarkably positive image locally.”*

This may be true, and can more accurately be determined to what extent once a projectable independent stakeholder assessment can be conducted for the MTCVB.

Until then, it is important to recognize that for the MTCVB, "Image", as earlier mentioned in the above listed concern from the strategic plan, is not the required attribute for success. Rather, it is "reputation" that should describe the favorable and substantial good name of the organization based on meritorious achievement or performance—that is what this Performance Audit is really all about.

Tourism is Metro Tucson's Economic Engine

As the next chart illustrates, unlike many communities throughout America, tourism is not just a mere part of the Metro Tucson destination. In a region having few corporations or major industries, the business of tourism has become a critically important engine of economic opportunity that touches every resident of metro Tucson as well as providing a major source of income for local families.



Source: Dean Runyan Associates and Bureau of Economic Analysis. *2008 Estimates for all industries except travel based on preliminary GDP data for broader industry sectors and annual changes in payroll.

In fact, were it not for its four million annual overnight domestic visitors,² Metro Tucson would not have attained these positive annual benefits for its residents' well being.³

- \$1.9 billion dollars in direct travel spending which is then re-circulated throughout the local economy

- \$116.8 million dollars in direct tax receipts that helps fuel government programs and services at all levels
- 22,300 local jobs that are generated and sustained through visitor spending

For these reasons, it is critically important for the Metro Tucson Convention and Visitors Bureau to excel in its mission of tourism marketing on behalf of government, business and the citizens of Tucson and Pima County.

Metro Tucson's Tourism Economic Growth is Lagging

Next, the total estimates for Visitor Travel Spending over the last decade are provided for the State of Arizona, Pima County and Maricopa County, as prepared for the Arizona Office of Tourism by Dean Runyan Associates.³

The ten-year recent period of 1999-2008 was selected, just before the precipitous drops that occurred across the state in 2009. Here are the results.

Arizona's total travel spending for the period grew 41.4 percent, from \$13,071 billion to \$18,480 billion dollars.

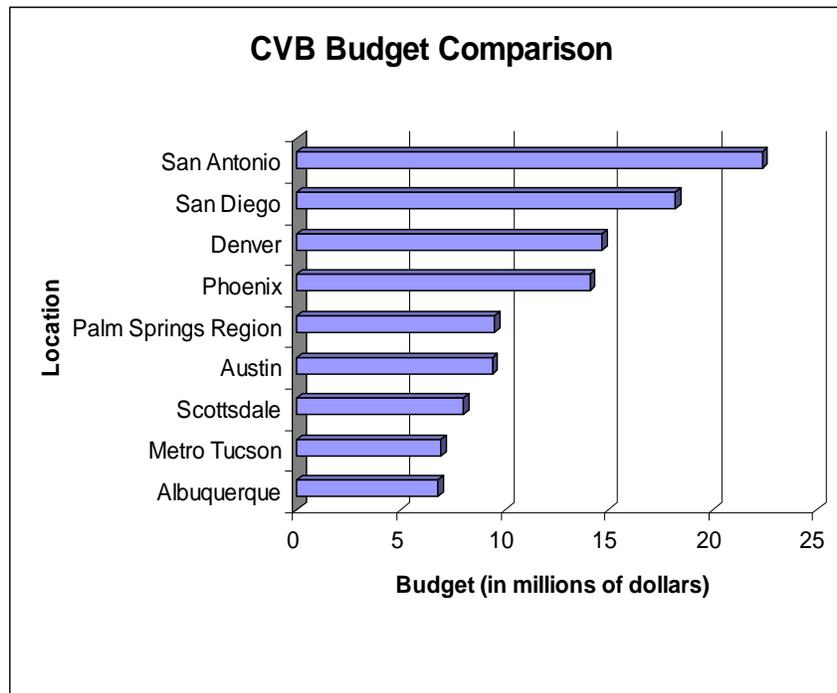
Maricopa County's travel spending percentage of growth exceeded that of the state with a 49.7 % increase, from \$7,779 billion to an estimated \$11,642 billion.

And Pima County's tourism expenditures experienced a significantly less robust estimated growth rate of only 21.8 percent, from \$1,725 billion to \$2,101 billion.

The conclusion to be drawn is that during the past decade, while the Maricopa/Phoenix area gained market share of the State's expenditures from travelers, Pima County and the Tucson area lost state market share of state travel expenditures.

The top of mind observation is this: Without a strong and productive Metro Tucson CVB, and a renewed public commitment to fund it, performance productivity now being generated by the CVB will likely further diminish for the community (note: Throughout the U.S., the average CVB that receives community bed tax is provided 54.9%. In comparison, Pima County currently provides 50% of the bed tax to the MTCVB; the City of Tucson provides 33 1/3%).

THE METRO TUCSON CVB FACES STRONG COMPETITION FROM OTHER CVBS IN ATTRACTING VISITORS



Source: Destination Marketing Association International 2009 Organizational and Profile Study. Tucson reflects year-end actual of \$6.75 million; City of Tucson reduced budget over \$1 million mid-year.

Throughout this audit, the ongoing positive opportunities for enhancing performance productivity of the MTCVB are addressed.

The Average CVB Compared to the MTCVB

To provide a better foundation of understanding of the DMO industry, here is a brief comparison of the average CVB with the Metro Tucson CVB and its competitive sets for operations, marketing and management. This profile was developed from the DMAI 2009 study of more than 200 DMOs that participated in the Association's DMO Organizational and Financial Profile.⁴

Also provided at the conclusion of this report is a more in depth profile of Tucson's primary competitors from that survey, including the CVBs of Denver, Austin, Scottsdale, Albuquerque, New Mexico, Palm Springs, San Antonio, San Diego and Phoenix.

Visitor Centers: A destination has on average two official year-round visitor centers (Tucson has one visitor center located downtown).

DMOs operate the majority (83%) of these centers, with 80% paid staff and 20% volunteer staff. (Tucson operates with 1 full time paid staff, 1 part time paid weekend staff and 26 volunteers).

Almost half (46%) of visitor centers have a store containing logoed merchandise, etc. (Tucson offers T-shirts, hats, bags, cups, magnets).

Structure: The majority of CVBs are independent, not-for-profits: 61% are 501(c)(6) and 4% are 501(c)(3). 21% are government agencies (city, county, state/province, authority) and 5% are a chamber of commerce or a division of a chamber. Almost one-quarter have an additional/affiliated corporation, the majority of which are 501(c)(3)s or foundations. (Tucson operates as a 501(c)(6), the preferred industry model).

Peripheral Operations: One in ten has non-traditional DMO operations. Almost half manage the destination's convention center, 17% a museum/cultural institution and 14% a parking facility. (Tucson has no additional organizations).

Board Composition: A typical DMO Board of Directors is comprised of 20 voting members with a six-person Executive Committee. 80% of DMOs have by-laws that specify board composition. (The Tucson CVB is governed by a 32 person board with an executive committee of 5).

Visitor rooms and taxes: The average number of hotel rooms served by a DMO is 13,000. (Tucson serves 10,355 in the city, and there are an additional 6,511 in the region). Total tax on a hotel room (incl. hotel room tax, sales taxes, etc) 12.2% (Tucson total tax on a hotel room is 13.05% plus \$2/room/night surcharge within the city limits only).

Membership: Slightly fewer than half are membership organizations, averaging 535 members. (Tucson has about 600 members.)

Contract with Primary Funding Source: 54% have a contract. Ten percent are awarded through an RFP process. Slightly less than half (47%) are annual; the remainder are multi-year terms, averaging eight years. (Tucson contracts with the City and Pima County are of one year duration).

Quantifiable Goals in the Contract: 30% room nights booked, 22% ROI, 16% visitor spending generated by the DMOs efforts. Half have no quantifiable goals in their contract. (Tucson produces productivity goals for many programs).

Staff Size: The average DMO has 13 full-time and two regular part-time employees. Almost one-quarter have employees who telecommute and 18% have satellite offices.

CVBs with budgets of between \$5 and 10 million have on average 34 employees. The MTCVB in 2011, matches that average with 34 full time employees, but unlike most CVBs it also has additional departments to market Mexican travel, amateur sports and film development, as well as an in-house full service advertising component.

Convention Centers: For those destinations that have convention centers (65%), the vast majority (85%) are owned by a government entity (city, county, state/province, authority). Half are also managed by a government entity, while 42% are privately managed. (Tucson's convention center is owned by the City and managed by city employees).

Sales and marketing responsibility rests with the DMO (29%), the center (34%), and a joint DMO/center relationship (23%). (Tucson has a joint CVB/center relationship, recommended in this report to be formalized by a joint marketing agreement with the center).

For centers where DMOs are responsible for sales & marketing, 39% have an 18+month window for dates they control while 22% can book events anytime. 15% have a 12+month window. (Tucson CVB has an 18+month window of priority dates).

Funding/Finances: Average DMO revenue: US \$5.0 million in FY2009, down 2% over FY2008 (excludes Las Vegas). (Metro Tucson's CVB revenue in FY 2009-2010 was \$6.95 million).

The vast majority (91%) receive hotel tax funding averaging 77% of all revenue. In terms of private funding, 44% receive membership dues. (Tucson receives hotel tax funding, along with membership fees and in-kind partnership support).

Expenses: DMOs spend almost half (47%) of their budget on direct sales and marketing efforts, not including salaries. (Tucson does so as well).

More detailed expenses for the MTCVB and its regional competitors are provided in the competitive set analysis at the conclusion of the audit.

Regional CVB Marketing: The Traditional Role and Requirement

As the travel distance from Metropolitan Tucson increases from its potential customers, so does the lack of awareness of the wonderful array of visitor travel opportunities and benefits that are available here.

Nor are today's travelers mindful of political boundary lines; a visit to one of Pima County's numerous attractions is a visit to a Tucson amenity as far as they're concerned. But more regional points of visitor interest serve to increase

the length of stay and ultimately overnight visitation to the destination. Over time, they enhance the value of the visitor experience and encourage repeat visitation—and everyone in the community profits from positive resulting visitor impacts.

For these reasons, many successful large and small destination CVBs have joined with their nearby public and private partners to produce new regional CVB entities. Examples include the Greater Miami CVB, Greater Raleigh, The New Orleans Metropolitan Area CVB, the Flint Michigan Area CVB and numerous others throughout the industry. Each regional CVB and their business partners participate, because in so doing, a rising tide floats all boats, so to speak.

Through regionalization marketing efforts of the Metro Tucson CVB, the “visitor pie” grows and becomes more attractive to the traveler, as more and diverse attractions and facilities create a more inviting competitive destination, making the community more capable of drawing more visitors for new and diverse trip purposes.

One Brand—One Destination—One CVB

Clearly, the brand identify for this region in the mind’s eye of the consumer is Tucson.

As such, there should be only one destination marketing organization that represents the region, and that is the Metropolitan Tucson CVB—and any efforts to fractionalize this current regional model will dilute effectiveness of current efforts and should be met with resistance from government and industry.

In addition, the ongoing MTCVB marketing program should be developed based on industry research and marketing principles; special interests or individual project requests from government, if not in concert with a business-based integrated marketing plan, will have a tendency to splinter and segment this marketing approach, decreasing efficiency and reducing the umbrella program funding for productive initiatives that will produce more visitors for everyone.

Finance, Human Resources, Administration

The Financial Audit

As testimony to the MTCVB’s financial oversight, their annual audits have been consistently clean and have not produced a single management letter of reportable items in more than fifteen years.

Performance Oversight

Considerable time was spent reviewing the in-house Customer Relations Management Program that validates ongoing performance results of the MTCVB through more than forty-five separate reports that track sales lead production and bookings of new and repeat business. It is an extremely comprehensive program for successful oversight performance tracking.

Discussions taken with each manager for all CVB performance based programming confirmed the reliability of those as outlined in the performance tracking section of this report. The general performance produced by the CVB is in the range of successful CVBs. Throughout this audit, detailed best practices and processes are recommended, which when implemented, are anticipated to further increase MTCVB productivity for the long term.

Sales Staff Assessment

A recent comparison of 150 websites and Customer Relationship Management (CRM) implementations developed or managed by Mr. Ryan George, Founder and CEO of Tucson-based website developer Simpleview, Inc. ranks the MTCVB website quite high, including:

- 17th place ranking for lead generation per employee
- Ranked 8th for booked room nights for the trailing twelve months
- Website ranked 11th in terms of visitor sessions this past year alone

Mr. George presented this information to the City of Tucson in a letter as part of their auditing process, and later the same information for this Pima County Audit.

However, the identities of these other 149 destination websites cannot be determined because they are considered proprietary by Simpleview, Inc.. Therefore, no comment can be offered regarding whether or not the above information is meaningful. For comparison, it would have been illuminating if Tucson had been directly compared to major CVBs in its budget category instead of to unnamed CVB clients of Simpleview, Inc. having multiple unknown variables.

Regarding the MTCVB's 8th ranking for visitor sessions above, it is important to recognize the following: that if a larger number of the compared sites are for destinations that are less well known than Tucson, then the Metro Tucson website will correspondingly rank much higher than most.

It is infeasible to compare and rank Tucson on general consumer web performance because many CVBs also outsource much of their internet marketing work, which may skew the analyses. Further, the study cannot be

validated or its findings corroborated because no access was provided to the raw data and complete methodologies used for this assessment.

The ongoing relationship between the CVB and Simpleview, Inc. should also be noted. The MTCVB is a client of the firm, which designed its website and provides ongoing customer relationship management support. Its founder and CEO, Mr. Ryan George, also serves on the MTCVB Board of Directors.

Professional Staff Accreditation

Most of the staff has received professional accreditation and training in their areas of work and core competencies, including the President and Sr. Vice President who are certified as Destination Marketing Executives from the Destination Marketing Association International. The MTCVB has also received professional Destination Marketing Accreditation from DMAI.

Travel & Client Entertainment

Customer hosting and travel are major CVB requirements for sales production and the MTCVB's policies for such are clear, but not particularly detailed.

Recommendation: *Therefore, the fifteen-page T&E/Purchasing Policy from the Baltimore CVB, which provides comprehensive guidelines, should be offered for editing as needed.*

Later in this audit, development of a financial oversight committee of the board is recommended under the direction of a new Treasurer position. Their first task should be a hands-on review of staff Travel and Entertainment expense reports. Copies of the Baltimore T&E policy as well as recommendations for development of a Board Finance Committee have been made available to MTCVB management and the Audit Committee.

Market Pricing of CVB Jobs

To assure that all positions at the MTCVB are equitably priced, for both the Tucson marketplace as well as the industry, a market- pricing study should be completed.

The DMAI has available job pricing information for CVBs, but Tucson's own individual study would be more relevant and reliable; a number of CVBs share this conclusion. For example, the industry HR firm of Performance Solutions just conducted such a survey for a CVB that was supported by 15 others who agreed to participate. Costs should be in the \$7,000 range including comparative data for 15-18 CVBs with the option to collect \$150 from each participant.

Recommendation: *Develop a survey of CVBs to accurately determine the range of compensation for all position categories. Also, plan to repeat this process every three-four years.*

Incentive Compensation

Incentive based compensation for maximizing marketing performance is a best practice for most successful CVBs of similar size to the MTCVB and we recommend implementation of such a program.

This is not suggested as a plan to provide modest bonus awards as the CVB has done previously, but rather one that includes incentive compensation as a component of annual salary that is set aside at the beginning of each year and awarded quarterly for achieving or exceeding pre-determined goals.

Pay-out would be provided to persons responsible for and successfully producing quantifiable performance productivity, and based on several different percentages of annual compensation, ranging from perhaps 10-20% of annual salary for direct sales personnel to 5-10% for other marketing deliverables such as media publicity, film development and partnership development.

Recommendation: *Hire an industry HR firm for development and implementation of the Staff Incentive plan. Costs should be in the \$6,000-\$8,000 range.*

Comparing Personnel Salaries vs. Marketing Expenditures

During this audit, the concern has been expressed in some quarters that the CVB spends more on salaries than marketing. What may be misunderstood is that in most cases, CVB Employees are actually *an integral component of marketing*, because they must interface with travel intermediaries who partner in producing visitor business for metro Tucson.

These important travel trade intermediaries, who the staff must positively influence on Tucson's behalf in a very competitive marketplace, include tour operators who produce and sell group leisure tours here, meeting planners, who produce and manage meetings and conferences and site selection, and travel writers, who produce media stories and publicity for the destination.

Here are the financials for FY 2009-10. Of the CVBs total full-time staff of 34 employees, 85% of them, totaling 29, are marketers and those providing necessary marketing support. The other five employees are administration staff.

Therefore:

Marketing payroll was	\$2.51 million
Marketing was	<u>\$3.55 million</u> ⁵

Total Marketing expense: \$6.06 million (amounting to 89.8% of the \$6.75 mil total annual budget. This is quite reasonable and appropriate for the needs of the CVB as a marketing organization. The other 10.2% of budget was expended for administrative expenses and payroll.

Government Oversight through Performance Agreements

The MTCVB has ongoing annualized agreements with the City, County and one nearby municipality of Oro Valley. The City contract was previously for ten years. In comparison, about one-half of all CVB contracts are of one year duration that generally roll over yearly, to a wide range of contract periods of up to eight years.

Recommendation: *To provide a more manageable and efficient agreement process for all parties, all government entities should form a joint committee to develop one standardized model agreement format that can be applied for each jurisdiction.*

Further, the following is suggested:

- *That the agreement be from four to five years in duration—a reasonable and appropriate timeframe allowing for the CVBs contracting of business services.*
- *New contracts would be negotiated 18 months before the conclusion of the anticipated new agreement.*
- *Contract agreement addendums—A recommended performance matrix in this audit would be provided at the beginning of the contract period and then supplemented with quarterly written reports and twice yearly verbal reports to elected leaders. The CVBs annual marketing plan and Annual report would also be included as an attachment, along with the budget to support them.*
- *If there is government concern with the CVBs ability to fulfill its ongoing responsibility, an RFP process can be used to seek new marketing support. Such a process has been initiated by about ten percent of CVBs, but experience shows the CVB model is the most appropriate delivery system of Destination marketing services on behalf of the community. Therefore, the most appropriate response is to work with the agency to ameliorate any impediments to progress through their Board of Directors.*

Performance Marketing and Reporting

When Metro Tucson's tourism economy is strong, as measured by industry indicators and economic impacts, that is *certainly not* the effective measurement of the MTCVB's efforts—any more than a weak tourism market should conclude that the Bureau's efforts are unsatisfactory. Instead, evaluative performance measures of CVB ongoing work and results are required.

The Handbook of Performance Standards for CVBs that this consultant helped develop as a member of the DMAI Performance Measurement Team says it best:

“In a perfect world...a CVB would know exactly how many of its destination’s visitors were motivated to come solely by its efforts. And further, the CVB would be able to pinpoint exactly which of its marketing efforts were responsible for that visitor. However, the CVB and its local tourism industry don’t exist in a perfect world. Instead, potential visitors are constantly bombarded by such a myriad of stimuli (the CVB, its industry partners, national sales offices, the media, and so on) that it becomes impossible to say that a visitor was motivated 100% by the CVB and only by the CVB.”

In practice...when addressing the issue of visitors generated and their positive economic impacts, the Metro Tucson CVB should, at the very least, have in place monitoring and research programs that identify visitors and visitor spending that were clearly and significantly generated by its efforts. In addition, the CVB should adopt a conservative approach when determining the number of visitors generated by its efforts to ensure that its stated return on investment is credible and can stand up to external scrutiny.

The MTCVB has in place a number of performance productivity measures that are tracked and reported to government and its CVB partners, including goal setting for future deliverables. However, this reporting has been inconsistent, and much of it missing from both the CVBs Annual Report and its Marketing Plan, despite the fact that they collectively comprise the most significant accomplishments of the CVB.

The overriding performance issue is this: The enhancement of CVB accountability and transparency requires the ongoing consistent and accurate reporting of performance productivity as recommended herein.

Current deficiencies

In addition, the CVBs estimates of total economic impact returns from marketing programs that they produce can also be considered somewhat suspect for these reasons.

- In some cases, performance estimates may be produced in-house by the staffs that are compensated for delivering them. Instead, industry best business practices—including those recommended by DMAI—urge the contracting of a third-party independent research firm to assure appropriate validation of estimated results.
- No formulaic footnotes or explanations are attached to ongoing result estimates that would allow readers to understand the methodologies employed by the staff in reaching these conclusions.

- The methodologies in the case of web marketing (performance productivity category no. 6) are flawed and the results are not credible. This weakens potential public acceptance for other reliable measurements of productivity.

Research and third-party validation guidelines

Recommendation: *MTCVB performance measures should rely on third party independent validation and research support as required. Reputable organizations, with experience in survey techniques, should be engaged. This can include market research companies, universities with a proven track record of producing research studies, accounting firms or consultants who specialize in projects requiring a research component.*

A research organization will generally reduce the risk of biases being introduced into the survey process including sampling bias, interviewing bias, non-participation bias and questionnaire bias.

Performance indicators vs. Performance Measures

Performance indicators refer to the performance of the travel and tourism industry, with indicators that include hotel occupancy, total community tourism receipts, airport arrivals, attractions attendance, etc. This is important information that the CVB communicates often about the scope and size of the community's tourism industry.

The MTCVB's primary focus should be centered on fundamentally clarifying its marketing activities and what they actually produced for the community through what are known as *Performance Measures* that quantify staff accomplishments such as conventions booked, media publicity generated and film productions assisted, all with attendant economic impacts derived from these deliverables.

Introducing new performance productivity categories

Several new performance measures for productivity programs have been added, such as a major annual conversion study of ad inquiries and other requests received via email, regular mail, phone, etc. Also recommended are consistent and ongoing reporting of this report to constituents to enhance transparency and accountability.

These expanded performance categories will deliver a more substantial return on investment for the CVB when measured against its annual budget.

It is these major performance productivity metrics that comprise the principal deliverable of the CVB; thus, they are of primary interest to government funders and other major stakeholders.

A Performance Tracking Report

Also recommended is a new, more comprehensive tracking report to evaluate the MTCVB's ongoing success, measuring both key specific marketing activity and performance that it produces.

This report can also be supplemented by a brief narrative summary if required and should still be produced monthly, and then reported quarterly and as a year-end document, comparing its success to former past year's results.

This new Performance Tracking Report becomes the MTCVB's mirror. It is the measurement response to its mission statement. It should singularly be the most important tool used for measuring ongoing bureau performance and future goal setting.

This document should be disseminated to principal constituents, made available as part of government contracts, used to highlight the bureau's next annual report, marketing plan and other communications programs for the community.

The MTCVB should principally measure its success by consistently delivering and reporting "performance measures" – the quantifiable results of CVB program work.

Marketing measures are further refined into two categories:

- Marketing activity
- Marketing performance or performance productivity

Marketing Activity includes such work as literature distributed, visitors serviced at the information center, sales calls made and leads issued, etc. As more promotional activity is produced and targeted appropriately, there should be corresponding increases, over time in marketing productivity.

Marketing performance is the most important output for CVBs. These business measurements, as noted earlier, include conventions and sports functions booked and resulting room night revenue, hotel reservations made and resulting economic impacts, as well as other important indicators of the organization's successful marketing efforts on behalf of the community. Whenever feasible, performance productivity measures should be forecast and stated as goals to be delivered. So should activity, such as sales leads generated, which can then convert to business booked.

The most important of these performance measurement categories for the Tucson CVB follow. All should later be provided as future goals as part of county government contracts, with the exception of resulting economic impact.

All documentation of economic impact methodology should be thoroughly footnoted throughout all public reports. Reports should be produced monthly and shared with constituents quarterly and with a year-end report. The fourteen performance productivity categories include:

1. New conventions and meetings booked

Estimated room nights generated

Resulting economic impact

Current annual estimate: \$128,553,297 ⁴

(This category is currently being reported by the CVB and goals are established).

2. Convention Center Bookings (from customers using that facility)

Estimated room nights generated.

Resulting economic impact

Current annual estimate: \$26,707,328 ⁴ (This category is currently being tracked by the CVB and goals are established).

Current Methodology for 1 and 2: Following booking confirmation from the client, expenditure estimates for convention delegate spending are produced in-house in the following manner: The staff applies a formula of expenditure estimates for three categories: national association business, corporate business and state and local associations by extrapolating DMAI data. The CVBs current methodology should continue until the DMAI model can be revised to provide reasonable local estimates, and that is anticipated to happen in the next few months. On an ongoing basis, the MTCVB's methodology and results should be validated through a major accounting firm with expertise in this field.

3. Sports Event Development—number of events, participants and room nights. (Estimated economic impact should be provided annually, employing the same methodology as for convention sales. Currently tracked and incorporated in convention sales department totals, but should be broken out and reported as a separate performance measure. Otherwise, it is infeasible to determine program success).

4. New Group Tour Programs Booked

No. of programs

Estimated participants

Attendant room nights

Current estimated economic impact \$10,961,711

(Resulting economic impact reported with input from tour operators who produced the programs).

5. Total room nights produced from MTCVB Mexico Visitor reservations program

Total room nights generated

economic impact produced

(Total annual economic impact 6,320 room nights, \$4 million economic impact).

6. Leisure Visitors Produced through website based programs

est. economic impact to be reported annually with independent third party conversion study evaluation. Methodology should be footnoted as well.

Special attention note: Based on what is considered to be a seriously flawed methodology, the MTCVB has reported that its website produced \$65 million dollars a month in tourism spending for Metro Tucson—and then annualized that amount to estimate an inconceivably high \$780 million dollars in new visitor receipts for the Metro Tucson community last year—an amount that would, if accurate, have eclipsed by more than three times the total performance dollar value of everything the MTCVB staff produces annually in convention, sports and leisure tour bookings, room nights and resulting economic impact.

Another way of describing this overreaching estimate would be to suggest that the CVB website alone is responsible for producing about 40% of total annual direct visitor spending that occurred throughout Tucson and Pima County last year (currently estimated at \$1.95 billion dollars).

Another lofty overestimate of \$334 million dollars for this website program's value in producing visitors was made during MTCVB President Jonathan Walker's presentation to the Pima County Board of Supervisors in November, 2010, according to the November 17 edition of the Arizona Star.

The methodology and inputs for this initial website study, produced by outside research firm analysis, appear to be seriously flawed, and when further extrapolated annually by the MTCVB, the estimated results for this performance category are vastly overstated and require additional analysis.

The consultant anticipates that visitor expenditures produced by this website program may more likely be in the \$25-\$35 million dollar range for the year—still a very positive return—and not the faulty \$65 million dollar monthly to \$780 million dollar annual estimates provided by the MTCVB.

What should have occurred following the MTCVB's initial review of this website study was for senior staff to have summarily rejected it instead of publicly reporting the findings as being factually accurate. Unfortunately, it is these kinds of unreliable performance estimates that can quickly compromise the integrity of the entire CVB performance productivity reporting program.

Understanding the flawed methodologies

For background, the website study ROI evaluation was produced in October, 2008 by TNS Brand and Communications. It concluded that the website was producing 51,300 Tucson visitors monthly who then spent an estimated \$65 million dollars in Tucson—and this information was then later extrapolated by the MTCVB staff to estimate total annual expenditures exceeding three quarters of a billion dollars (an estimated \$780,000,000).

The flawed study methodologies begin with the premise that the 95,000 monthly unique visitors are to be multiplied times a 54% conversion rate to project the delivery of 51,300 visitors to Tucson for the month.

The 95,000 monthly unique visitor count should have been initially reduced by an average “bounce rate” of 45% (the percentage of people who entered and then abruptly left the website, and who shouldn't have been included in the study) as estimated by Simpleview Inc.'s search engine update report to the CVB of April, 2011. That reduces the number of monthly unique visitors from 95,000 by 42,750, leaving a total of 52,750 unique visitors. Further reduced by 19% are the estimated unique visitors who have been questionably counted because they are travel industry and media related website visitors; thus, in the consultant's opinion, the estimated unique visitors should be further reduced by 9,927, leaving 42,223—and not the original study estimate of 95,000 monthly unique visitors. That estimated number of 42,223 unique visitors should have then been multiplied times the 54% conversion rate to project a total of 22,800 potential visitors for the month to Metro Tucson—and not 51,300 visitors for the period.

It is infeasible to make the assumption that one can take unique visitors for a single month and annualize them over an ongoing monthly or yearly period. This is because some of the unique visitors have already been to the site in multiple months. Contrary to the analysis, unique visitors are overstated because of the impact of “web cookies” used to track computer activity that later expire on consumers' computers.

There is another reason for not multiplying the monthly number of visitor by twelve months—and that is the cyclical nature of visitors to the website whose numbers can change monthly.

During and following this analysis, two detailed discussions took place with Mr. John Packer, Vice President, Travel & Leisure for TNS, who offers a different perspective than the consultant's findings and recommendations as follows:

Recommendation: *This study and assessment should be analyzed and then replaced with an annual reliable analysis from a recognized independent market research expert, such as Tourism Economics, Inc., Adam Sacks, Managing Director, www.tourismeconomics.com, ph. 610-995-9600 , or*

tourism sciences expert Dr. James F. Petrick, a noted and preferred industry producer of destination visitor conversion studies, c/o Department of Recreation, Park and Tourism Sciences, Texas A&M University, email: JPetrick@tamu.edu, ph. 979-776-2336. Materials to be reviewed for the initial assessment should include: 1. the complete TNS Study of October, 2008, 2. Google relevant traffic overviews for the Tucson CVB website and 3. the above analysis and audit conclusions.

7. Tucson film office

#Production shoots assisted

Economic impact produced from film production

(last year there were 62 total productions. Economic impact of \$ 6 million was estimated by determining days shot, people hired, direct spending (film budget) by multiplying x 1.5 times to determine economic impact or national industry averages) future analysis should require third party validation.

8. Positive Media Publicity Impressions Produced of travel stories to influence travel decisions as measured in readership (circulation)/viewers/listeners. Resulting \$ value as estimated in publicity value. (Now estimated by the media firm, Cision, through the company's proprietary formulas. Publicity value: estimated \$5 million dollars, circulation/readers estimated at 100 million).

9. Partnership development

Total number of partners

Total dues paid

10. Partnership In-kind services achieved in \$ equivalency

Estimated total amount: \$100,000 (hosting travel writers, airfare, client accommodations, advertising, partner function support. Not currently measured as a goal).

11. Convention Services Quality and Effectiveness –quality standards, to be based on a recommended standard follow-up customer satisfaction survey including qualitative criteria for the meeting planner. It should be conducted immediately following the conclusion of the event. All reports for the year should then be totaled and averaged.

RECOMMENDED ADDITIONAL PERFORMANCE CRITERIA FOLLOW:

12. Leisure Visitors produced through Inquiry fulfillment for advertising, email, regular mail, phone, etc.

Room nights produced

Estimated economic impact

To be reported annually through an independent third party conversion study analysis.

This new performance deliverable for the MTCVB is a standard performance productivity category for many CVBs, but has not been developed by the MTCVB.

Such a recommended conversion analysis will undoubtedly achieve substantial results in tracking new overnight visitors and estimated economic impact from consumers who requested travel information and were subsequently motivated to visit metro Tucson. Based on the CVBs annual inquiry production of about 115,000 inquiries that are primarily from advertising requests for visitor information/publications, it would be feasible for the CVB to produce a conversion rate of visitation in the 25% range, bringing about 28,750 visitor parties and millions of new resulting dollars in visitor spending.

13. Tucson Visitor Center—

room nights produced

economic impact generated (to be determined by an independent analysis)

The Visitor Center is conveniently located downtown adjacent to the MTCVB's administrative offices. Last year it hosted more than 51,000 visitors—a very good number for a facility of this nature.

Travel counselors in the Tucson Center fully understand and subscribe to the mission of the visitor center: *to increase visitor length of stay and resulting dollar expenditures, and to encourage repeat visitation that produces additional income to the community.*

Directional guidance on the mission is included in the volunteer handbook, but *the following additional recommendations can be further tailored* for both telephone assistance to potential visitors before arrival, or direct counseling of them at the center.

For background, a Visitor Center should first and foremost be an economic development tool for tourism: And it is the counselor's responsibility to manage the customer's experience there, and build new profits for the community by extending visitor's stay, while providing greater value to the customer. That effort will also go a long way towards encouraging repeat visitation.

In so doing, the counselor helps deliver more unanticipated new accommodation room night reservations, more tickets to attractions and restaurant meals.

The complete methodology for visitor center enhancement and training is located in the appendix.

14. Social media programs implemented that produced new visitor awareness and intent to visit (based on new methodologies to be determined, potentially being developed by DMAI as new industry performance standards)

MTCVB Performance Tracking

Next, the development of an expanded, ongoing performance tracking report is recommended that would be compiled monthly for quarterly and annual report delivery.

It would begin with the fourteen major performance productivity categories as provided. For the annual report, quantifiable goals for the year ahead would also be provided. The report would then be followed by marketing activity categories including the following and others as needed:

Sales calls made:

- Meeting planners
- Tour operators
- Convention planners
- Sports decision makers
- Travel writers

Trade shows attended:

- Meetings and conventions
- Tour operators
- Sports development

General Marketing:

- Advertising impressions produced
- Consumer inquiries generated and serviced
- Collateral publications distributed
- Media Publicity Press releases issued
- Media inquiries serviced

Website:

- Unique visitors/user sessions
- Page views
- Registered users

Visitor Services:

- Visitors serviced at information centers
- Inquiries processed (by category, including advertising, the web, etc.)

Leads Generated

Convention Center facility leads:

Estimated room nights
Potential economic value

Convention Hotel leads:

Estimated room nights
Potential economic value
Convention Bid proposals produced
% Conversion of sales leads to business booked

Sports leads:

Estimated room nights
Potential economic impact

Tour operator group sales leads:

Estimated room nights
Potential economic value

Total sales leads generated:

Total Estimated room nights
Potential economic value

Sales Calls/Client Contacts Made:

Meeting planners
Tour operators
Travel writers/media
Sports development

Familiarization Tours Conducted:

Meeting planners
Clients participating
Tour operators
Clients participating
Travel Writers
Clients Participating
(include potential value where available)

Site Inspections Hosted: (individual trips—track value if booked)

Meeting planners
Tour operators
Travel writers
(include potential value where available)

Convention Services:

Conventions serviced
Housing nights serviced
Revenue generated
(Additional Annual Inputs)
Lost and Cancelled Business reports as outlined

The MTCVB Value Statement: Communicating Return on Investment (ROI)

The development of a very concise but quite important Value Statement for the MTCVB is recommended that succinctly answers this question: What is the true value of the work of the CVB in fulfillment of its mission?

By incorporating many of the principal performance productivity results, the MTCVB can later craft this annualized "Value Statement" that clarifies its program's return on investment for the community.

For a quick illustration, last year the CVB produced an estimated economic impact of \$170 million dollars in booked conventions, group tours and sports events (see page 8) that are forecast to deliver about 395,000 future room nights in future business for the community.

With additional performance measures supported by accurate methodologies in web programming and visitor inquiry fulfillment, it would not be unreasonable for the CVB to conservatively produce new performance productivity in an annual range of twenty-five to fifty million visitor dollars—or perhaps much more--that could generate many thousands of additional room nights. When combined, performance measurement categories may collectively produce this annual Value Statement. An example is located below:

"Last year, FY 2009-2010, operating with a \$ 6.75 million dollar overall marketing budget, the Metropolitan Tucson Convention and Visitors Bureau produced an estimated \$203 million in new visitor dollars to the region from an (estimated number) of _____leisure visitors and future conference delegates, assisting film production here that contributed an estimated \$6 million dollars, and producing positive media publicity about Metro Tucson valued at an estimated \$5 million dollars with circulation reaching 100 million readers and potential visitors.

Thus, on behalf of Metro Tucson and its hundreds of tourism business partners, last year the CVB delivered a 30-to-1 return on investment of destination marketing dollars expended."

This Value Statement provides a very powerful response to the CVBs Mission Statement.

While it just includes the “tip of the iceberg” in marketing value to the community, and doesn’t address many other important aspects of work including branding, business partnerships and other intangibles, it does clarify quantifiable dollar performance accountability and major annual return on investment for all stakeholders.

Other ROI recommendations are offered in the DMAI Standard CVB Reporting Report for staff management consideration, but the ROI based Value Statement provides the most significant summary analysis for future reporting.

Recommendation: *The new annual Value Statement should be most often prominently communicated just following the mission statement, and in response to it in all appropriate CVB publications including the Annual Report, the annual marketing plan, ongoing stakeholder reports, etc. For future reference and comparison, one of the industry’s most comprehensive models for effective ROI has been developed by the Baltimore CVB.*

Developing a Management Analysis of Tucson’s Lost Meeting Business

The MTCVB has been tracking individual lost convention business that decides to book elsewhere through staff completion of lost business reports—usually following a proposal that is provided to the client.

The CVB has been successful in capturing this information from the meeting planner, including to whom Tucson lost the business and for what reasons, such as unavailability of adequate hotel rooms near the center, space restrictions, rate requirements or general condition and service at the center, lack of community support, perception of the destination, inadequate air lift/pricing or a whole host of other reasons.

What is currently missing is the best business practice of combining this individual reports to collectively produce an important and extremely useful research report: an annual Market Analysis of Lost Tucson Meeting Business. By compiling and annualizing individual lost business report information into this new annual research report, the CVB will learn:

- **What are the primary reasons that Tucson loses business?** By prioritizing the list of reasons and providing percentages for each, we can identify major pockets of business lost, the total value of the loss for each category in economic terms and determine if there are opportunities to minimize these losses. For examples, it is anticipated that tens of millions

of dollars in unrealized business is lost annually because of the unavailability of a truly functional convention center as well as a headquarters hotel. Fully documenting these reasons and their economic losses provides an important assessment for future development considerations.

- **To whom does Tucson lose convention business?** Again, by prioritizing the cities and reasons, we can determine if there are communities that we consistently lose business to. Then it will be time to address why. By analyzing their competitive sets against those of Tucson, perhaps there are lessons to learn that provide a strategic scan for new approaches in effectively selling against these major competitors.

In summary, this annual analysis doesn't just show why Metro Tucson loses business; it can also serve the CVB staff as a major analytical aid that can help address opportunities for potential future hotel room development, revealing the prioritized actions and opinions of meeting planners, confirming major competitors and their strengths, and allowing MTCVB and the hospitality community to become more effective in developing new strategies for meetings solicitation. Such a report would include millions of dollars in lost meetings at the convention center due to its functional liabilities. In response, the report would provide sound reasons for center modernization and expansion that would deliver a new engine of economic development for the community.

Recommendation: *The last complete year's total of lost business reports should now be merged to produce the first Annual Management Analysis of Tucson lost Meeting Business, including the accompanying staff findings. Findings should be integrated into the next annual Marketing Plan. This annual analysis of Lost Business should also be a part of the ongoing reports issued to Stakeholders.*

Destination Brand Development

Since the summer of 2010, senior MTCVB marketing staff has been developing and refining what it says was the need for "brand refreshing" and "re-branding"—although no viable explanation or written rationale for this perceived need was provided.

At that time, the senior vice president of marketing attended industry course work on brand development from the Destination Marketing Association International that included successful destination branding cases histories and the preferred methodologies for destination brand implementation.

The senior Vice-President was subsequently certified as a Destination Marketing Executive by DMAI, yet the MTCVB's current process for branding bears little resemblance to the industry's preferred models.

Based on the staff management outline for their current MTCVB branding initiatives, they have been developed in-house with little community collaboration, and the new tagline, "Tucson. The Real Southwest" has already appeared on the cover of the 2011 Visit Tucson Official Destination Guide and areas within the summer marketing campaign. That most likely means the initiatives will not have strong, ongoing buy-in with stakeholders who were never asked for their initial input during the planning stages and will therefore have some bias against it.

It is unfortunate that the current process and "branding elements", as they are being described, focuses on advertising and web graphics, rather than the comprehensive, industry acceptable brand development programs and processes that could have provided true brand distinction and community-wide effectiveness for Metro Tucson.

For background, here are the seven qualities of a successful brand initiative, according to Gary Sherwin, the co-author of the industry book, "Destination BrandScience", and the instructor for the DMAI course work in destination branding:

1. Front-Load total buy-in. From the outset, leadership and key stakeholders have to believe wholeheartedly and enthusiastically in the approach, or the destination brand will fall short of its anticipated goals. (For Tucson, the process was produced by staff and not by principal stakeholders. Instead of input, a very few were relegated to providing feedback, which provides no true inclusion into this process).

2. It is not about advertising. To become a distinctive, one-of-a-kind destination brand that wins the hearts and minds of visitors requires an integrated strategic approach to brand development. Brands are more than names, symbols or slogans. A genuine brand is the "internalized sum of all impressions received by visitors and prospective visitors, resulting in a distinctive position in their "mind's eye" based on perceived emotional and functional behavior." Advertising and promotion are important, but only after a distinctive promise is developed. Remember, from the visitor's perspective, a destination brand is all about the experience. (Instead, the MTCVB process has been centered on advertising, graphics and collateral development—not the distinctive brand development process for community development that is centered on the visitor).

3. Adhere to a set of Principles. Establish a set of brand values and principles to guide behavior and decision making. (Missing from the MTCVB approach).

4. Stand Out to Stand Apart. The destination brand platform must be built on a set of attributes and factors that distinguish it from competitors in the minds and perspectives of visitors, influencers and stakeholders. (Also missing)

5. Brand evangelists are critical. To ensure total commitment and support at the most important levels of government, everyone throughout the community from the very top to the very bottom becomes an evangelist for the brand. No one person alone can champion the cause. It takes the team to ensure that all messages are aligned with the promise. (This is an inclusive, collaborative approach for the community; the MTCVB process is not).

6. Consistency, consistency, consistency. Staying true to the road map by following the designated course of action and messages is the path to attaining destination brand goals.

7. Live the Promise. A genuine destination brand is a pact with visitors. Successful brands keep their commitments with visitors and enthusiastically deliver on the promise throughout the entire community.

A Best Practice for Destination Brand Development

According to many brand experts, the destination brand process provides a four-step plan on parallel paths that are not serial events, including:

Brand Assessment Overview

- Correctly identify current brand perception.
- Gain executive team consensus on current brand position.
- Conduct visitor, influencer and stakeholder research
- Review the business environment
- Review current marketing strategy
- Evaluate visitor, influencer and stakeholder transaction analysis
- Market research and competitive trends
- Analyze technological migration
- Create written brand assessment and present to the board
- Determine how a brand is perceived today and how it needs to be perceived
- Understand the importance of building a brand and learn to “think like a visitor”

Brand Promise Overview

The promise communicates three inherent attributes of the destination brand:

- Something will be done
- An expressed assurance
- A perception of future excellence and achievement

The promise ultimately answers three critical questions:

- What experience is our destination all about?
- What distinguishes our products, services, accommodations and people from those of competitors?
- What is unique about the value we offer our visitors?

Brand Blueprint

- Create the architectural building blocks for the brand's communication
- Develop the brand's name, graphic representation, byline, tagline, brand story and messages.
- Ensure that all brand messages are consistent with "what the brand stands for" and the desired perceptions

Brand Culturalization

The culturalization process allows everyone in the community connected with the destination brand to follow the same written "road map" in order to differentiate the brand in visitors' minds. The culturalization process includes four action steps:

- Creating the brand principles
- Establishing brand equity goals
- Outlining a brand communication plan
- Completing a culturalization plan

In summary

As a result, the development of a fully coordinated and well executed brand development program for Tucson is seen as another missed opportunity.

It would have been very successful in galvanizing community support of the tourism industry, while building strong pride and stakeholder participation in the

communication of branding messages that would have fully leveraged the CVBs ongoing marketing campaign.

Another strategic challenge: In its ongoing branding efforts, the MTCVB is mistakenly relying on the internet and advertising as major delivery systems. *But instead, industry experts agree that brands are not best built with advertising, but rather through the marketing discipline of public relations.*

This is supported through the industry best seller, “The Fall of Advertising and The Rise of PR” by Al and Laura Ries, which documents numerous successful examples of brand PR development. The reason: Public Relations high consumer acceptability as the most believable of all communications media. This is because the messages that appear on editorial pages in stories—not purchased advertising—consistently get higher marks with consumers for credibility.

Recommendation: *Develop a true brand development program with leadership management support from a nationally recognized destination industry brand consultant and follow best practices for its implementation with strong community collaboration from its stakeholders and partners.*

Leisure Marketing Challenges

Leisure marketing offers vast opportunities for a destination CVB, and the multiple paths to success require a disciplined approach to determine those specific markets that can be best motivated with available resources, maximizing their return while always being mindful of other options for future discovery.

Copious research and findings from the MTCVB were reviewed by the consultant, including numerous materials from the Nichols Tourism Group, including data from DK Shifflet Associates and Dean Runyan Associates along with detailed study analyses from Ruf Strategic Solutions, etc.

What is missing is the MTCVB’s resultant action of a marketing platform of analysis and findings that provides a true profile of the optimum visitor: their demographic characteristics and psychographic profile of likes, desires, attitudes and interests that confirm that they are the prime target for leisure marketing opportunities in Tucson. Also missing is the current non-visitor who would be most apt to select metro Tucson. In addition, this question is asked: what are the true, priority motivating attributes —visitor appeals and amenities-- and communications messages, that can best deliver these prime visitors and non-visitors? Also, what do these prime visitor targets know about Tucson, and what do they *not know* that could best motivate them to visit for the first time?

And of great significance for future consideration of infrastructure development here, what are the potential new facilities and services that consumers say would

cause them to return to the Tucson area? All of this information would be of immense value in destination marketing planning—not just for the MTCVB, but for all of its constituents—in leveraging a more productive, collaborative program.

After reviewing major existing research, the assumption is that this visitor profile model, as described, has not been produced to provide this information.

Today, according to industry executives, this destination visitor market study is best and most cost-efficiently delivered through a projectable market research, internet-based survey instrument.

The methodology incorporates online research “panels” comprised of people in the U.S. and Canada who have agreed, in advance, to complete online research surveys. The survey panel is selected from over 4.8 million consumers that matches the 2000 U.S. census data within 1%, and is representative of the larger North American population.

When panel members are recruited, they complete an extensive personal profile that goes well beyond the normal demographics of age, gender, location, income, etc. As a result, participants are selected according to more than 120 lifestyle characteristics, including travel interest and activity, including recent personal leisure travel.

In addition to full demographic and behavioural profiles of leisure prospects, the survey should:

- Reveal prospects’ travel patterns (i.e., booking cycles, trip duration, spending, lodging, etc.)
- Identify effective travel distances and preferred methods of travel.
- Evaluate sources of travel information, role of media, etc.
- Understand the perceived attributes of an ideal destination and compare those with Metro Tucson.
- Gauge the primary factors that most attract these prospects to a destination; likewise what are the most potent barriers to selecting a destination.
- Assess Tucson’s destination strengths and weaknesses
- Assess pricing as it impacts destination attraction.
- Establish the awareness and attitude among prospect audiences toward the region.
- Obtain other comparative information about competing destinations
- Explore intent-to-travel and likelihood to travel to the region.

Finally, the survey should probe to determine the five to six major appeals that are primary motivators for visits to Metro Tucson. Through follow-up analysis, the customer would then be asked to prioritize them and later select the optimum motivational draw that works best to produce the greatest universe of new visitors. From this information, a compelling Positioning Statement is crafted for Metro Tucson that best separates it from all other primary competitors. This is the preferred marketing model for producing destination positioning.

In contrast, the MTCVB is currently producing a campaign approach that defines what they call "seven destination drivers" or in our lexicon, motivational appeals. In 2006, their internet technology consultant recommended that the MTCVB "develop up to five, but no more than seven destination drivers" for their website. Perhaps that was the genesis of the current MTCVB marketing "seven driver" approach.

It is certainly politic and practical to incorporate multiple appeals for web approaches. But this recommendation should not dictate development of strategic market planning requirements for the destination visitor market's ad program. While consumers will be attracted to the various appeals incorporated in the seven drivers, surely all of them are not of equal weight for the visitor's attention and interest. Some will be more acceptable and applicable to the larger universe of visitors than others, and should certainly be prioritized by a reliable market research process for the reasons outlined above.

Recommendation: *The MTCVB should retain a recognized destination marketing firm with core competences in research, advertising, and creative development to assist in guiding development of its forthcoming leisure marketing program.*

The recent staff decision to move advertising and development in-house has been a cost savings measure, but there is concern that is also shared by some senior stakeholders, that the MTCVB lost the in-depth creative and institutional knowledge that is best provided by independent advertising/marketing agencies.

The Annual Report

The strategy of providing the annual report and marketing plan on the web seems reasonable but *steps should be taken to confirm that these reports are actually being downloaded by most stakeholders; because putting important documents in the hands of major stakeholders—particularly the annual report and the marketing plan that follows—are critical for conveying the important messages contained herein.*

It is best practice to continue to provide the CVB board, government officials and local media should be provided hard copies of each. And dissemination of the important information in these reports should be followed up with local media

coverage through releases to share this good news with various audiences including government officials, editorial writers and media, key stakeholders and the broader interest of those who make their living serving local travelers as well as the general public.

The layout for the Annual Report seems appropriate and works well for highlighting departmental activity. However, the following thoughts are offered to freshen and focus the document on CVB productivity performance, stressing the positive results of the staff's efforts and allowing the report to personally connect more with stakeholders.

1. Begin at the beginning

Start with the Mission Statement, which is the reason for the CVBs existence. Then use the Value Statement to show the ROI produced by staff.

2. Focus on accomplishments, not activities

The most important communications deliverables is the productivity performance that is delivered by the staff during they year, but it is not consistently being highlighted. Conventions booked are highlighted well, but included in those numbers are sports bookings, which should be broken out. Media publicity productivity is in large print, but results for film bookings are mostly lost in body copy.

Throughout the plan, headline the quantifiable performance productivity achieved that is found in the productivity matrix. Tell what was delivered qualitatively, too; but more importantly, why the CVB did it. What were the results? Why was time and money spent as outlined? What difference did it make? Connect the activities of the CVB and each department to the mission statement. Don't assume that readers will automatically understand how the CVB's activities help achieve the mission. Connect the dots for them.

3. Less is more

Increase the number of action oriented headlines, reduce the body copy to get more impact by shortening sentences--and be more specific in what was accomplished; who, what, when, where, why, how many? Also, use charts or simple graphs instead of body copy to share success, perhaps over the past few years---sales leads, in familiarization tours, in media copy, etc.

4. Make it personable

The staff is friendly. Use friendly photos of them to build rapport with readers and to tell the CVB story. Connect the photo to an accomplishment. If people

read nothing but the captions in the annual report, they should still get a sense of the good work done by the agency last year.

5. Explain the financials

The financial statement should be included, though many readers may not connect with a financial statement or won't take the time to read it. Include a paragraph or two that explains in plain English what the tables say; where does the money come from and how is it spent?

The Marketing Plan

The current marketing plan is not a true destination marketing plan because of its extreme brevity and lack of goals. With its mere eleven pages plus cover, it provides little more than a brief narrative scan of its upcoming annual program of work.

In contrast, optimum CVB Destination Marketing Plans are meant to be shared and supported by constituents. In doing so, they convey the serious message that they are documents of substance, capable of delivering great strategic success, and should positively influence local government stakeholders and business partners who rally to support the CVB and the mission ahead.

Result based Goals are absent

First and foremost, the most recent MTCVB marketing plan includes no staff-developed goals to be achieved, which are a major omission that provide no expectation of quantifiable productivity measures that are the foundation of the CVBs success.

In addition to major goals for all productivity measures listed in this audit, scheduling timing permitting, it should also compare those goals to the comparable productivity achieved last year, or offer general estimates for comparison.

Recommendation: *This Marketing Plan offers another important opportunity for community collaboration that is often missing at the MTCVB. The plan should be developed in a team effort with strong stakeholder input, beginning in early planning stages, from a broad-based task force of local tourism marketing leaders. In this way, the marketing plan will be built with community consensus and through a true partnership of participation—and it should so state in its introduction.*

As with the annual report, there are a lot of generalities provided for tactical work that should be more specific, particularly in duration or in number, and in suggesting what and specifically how tactics will be achieved.

A New Marketing Plan Model

Recommendation: *that a new industry standard marketing plan model be developed—and that it also serve as the principal addendum to contracts with government. It would provide the funding partners with a comprehensive understanding of what is to be produced as well as the anticipated goal based results. And it would be supported by major constituents throughout the community who helped develop it.*

Marketing Plan Process

The Annual Marketing Plan should deliver a customer focused, brand-oriented, market-driven and goal-based program for the CVB and community.

The following recommended format for the MTCVB is a successful model employed throughout the industry. It provides strategic direction against target markets, outlines detailed plans for success, forecasts specific results by individual and department effort, and delivers a step-by-step series of action steps or work tactics.

Developing this marketing plan will further aid prioritization of the bureau's work by analyzing market opportunities collectively, and based on anticipated returns and related costs. Its clearly defined program of marketing work should also assist in forging stronger community alliances over time, foster team spirit and strengthen common purpose throughout the CVB and its stakeholders.

This plan should also reach for success across all CVB programs through the use of an integrated approach that provides synergism of effort. Under direction of the President and Senior Vice-President, it should be produced with full staff team input and support, with the conviction that the final plan belongs to everyone on the staff and to the local community of tourism industry interests. Therefore, as mentioned earlier, key community leaders and constituent groups should also provide initial input, including the hotel community, attractions, government representatives, cultural, sports and other community participants. Members of the Executive Committee of the Board should be invited, too, along with available Board Members.

Goal Delivery

Going forward, goals can be established by using benchmarked prior year results as a foundation. For effective goal delivery, we recommend the process currently in use at the MTCVB: with individual staff encouraged to initially develop measurable objectives from the bottom up, using benchmarking from the previous year and other market data, competitive information and funding parameters as guides. This approach provides their opportunity to envision their own targets and commit to delivery.

Then a collaborative effort should be conducted with management for any goal adjustments in relationship to current market support, market conditions, etc.

Marketing Plan Outline

The new marketing plan should include:

- **An Executive summary**—including a detailed review of the implementation process with a review of initial plan recommendations with constituent groups.
- **The CVBs destination marketing process**—how new visitor business will be attracted to the community through consolidated marketing and integration of partnership efforts.
- **Plan highlights**—including major quantifiable productive goals to be achieved.
- **Introduction**—including the marketing mission, business process and value statements that chart the course for success.
- **Major objectives**—the cascading objectives that encompass the comprehensive response to the mission statement should be included here as parameters of the plan development. All programming of the bureau should fit within the parameters of these objectives, which we have offered following the recommended Mission Statement.

The Marketing Plan's principal building blocks then follow:

- **Marketplace complications**—all the impediments or roadblocks to success, including *perceived* complications. These can be drawn from the latest Strategic Plan, Stakeholder assessments, lost business reports, a community SWOC Analysis and Visitor Profile Research.
- **Major challenges**—competitive city hotel inventories, other marketing budgets, economic conditions, etc. that unfavorably impact Metro Tucson's ability to create customer share of mind and market.
- **Marketplace opportunities**—this section shows how the CVB will market the destination by overcoming impediments and customer objections, showing where the new doors to success can be opened. These may be developed in partnership with key stakeholders and constituent groups.
- **Departmental Reports and Productivity Goals**—these comprehensive sections are the core of the plan. Each department or area should produce a detailed business plan including:
 - Specific department mission as currently appears in the current plan.
 - Relevant regional/national trends
 - Current year productivity/activity achievements (following the first

year's benchmarking effort).

- Planned highlights for the new year
- Projected sales goals in firm numbers, comparing them to work of the current year (again, this can be accomplished following the first year's results, and may be reported in a separate document following release of this marketing plan)
- Each market segment should be specifically addressed, incorporating each specific set of marketplace complications
- Their competitive analysis
- Major strategies to be undertaken
- Primary target audiences to be reached
- Specific tactics or work programs to accomplish the strategies
- **A comprehensive marketing calendar should** list all major strategies/work programs by month, containing trade shows, sales forums and sales missions to be undertaken, media relations /advertising and direct mail placed, publications /collateral to be produced. This component will offer numerous opportunities for stakeholder participation and other marketing alliances as is currently being delivered.
- **A detailed budget**

Recommendation: *the MTCVB should ask their partners—during market planning sessions and in the future stakeholder assessment survey-- which planning format would work best for them. If they will favor the calendar year model, the CVB should then convert to a calendar year budget and marketing plan.*

Repositioning the MTCVB for Future Success

Throughout meetings and discussions with community leaders, stakeholders and the members of the Pima County Auditing Committee, an ongoing, underlying concern has been perceived and attributed to MTCVB management that adversely affects its organizational relationship with others.

It is this: that the organization, through senior management, carries out its responsibilities as if it were an independent organization that operates with autonomy and is solely accountable to its Board of Directors. As the footer on MTCVB News Releases and other materials states, the organization is thus described: The Metropolitan Tucson Convention and Visitors Bureau is an "independent, non-profit organization..."

This philosophy of CVB autonomy was initially voiced decades ago in some pockets of the national tourism industry, when many hoteliers reasoned that the

visitor hotel tax monies were, to some extent theirs, because they collected it and visitors stayed with them; CVBs said no, that these monies were really their domain because it came from visitors they served and in response to the enabling legislation that dedicated those funds to the CVB for future development of new visitors. Of course the reality is that tax funds from overnight visitor stays is government's money that is primarily re-invested to produce higher volumes of new positive visitor impacts in local spending, resulting tax revenue and jobs generated from visitor expenditures.

Today, virtually all CVBs that function as non-profit 501c6 as the MTCVB does, or as a 501c3 or as an agency of government, as an authority, or a chamber of commerce, clearly recognize that *they are most importantly an integral part of an ongoing collaborative community relationship with industry and government.* After all, nearly eight of ten CVBs receive their primary funding from government. They understand that government, as a senior partner, has a fiduciary responsibility to assure that transient occupancy funds are optimally used for producing performance success—and that the CVB is responsible for delivering that performance success as well as providing ongoing reporting accountability of its accomplishments to its business and government partners.

Although it is felt that the MTCVB has a lingering sense of entitlement, no one on the staff acknowledged this to be so; but it belies an underlying laissez-faire attitude in dealing with government. Another reason for this consultant's perception is that the CVB does not clearly identify itself as part of a positive public and private partnership, but rather as a private entity. And in so doing, it unfortunately distances itself from government, instead of working consistently to produce positive, ongoing relationships that can maximize future results for the entire community.

New CVB Mission Statement

An organization or businesses well-crafted mission statement should reflect its purpose and core responsibility.

It should also be the clear reason for the existence of the Metro Tucson CVB — why the bureau is in business after all — and total business planning and developments that follow should subscribe to it as the foundation of purpose. Therefore, it is critical that there be clarity and consensus around the mission.

Accordingly, the current mission requires a more focused and collaborative approach. It now reads:

“The mission of the MTCVB is to drive and enhance the economic prosperity of the Metropolitan Tucson area by promoting, selling, and marketing the region for meetings, conventions, and overall leisure tourism. Tourism generates

a 3 billion dollar impact for Pima County and is a vital engine for our future economic health."

The current mission gets caught up in mentioning "to drive and enhance" as well as listing "promoting and selling"--two of marketing's many other functions that go unmentioned in the mission statement, including: market and marketing research, advertising, collateral development, website and internet social media, brand development, product development, public relations/media publicity management and several others.

Listing components of marketing are not necessary, nor is the changing size and scope of the industry--which should be addressed in an economic impact summary. Instead, the mission should focus on the following important mission statement inclusions:

- MTCVB Is the official tourism marketing organization for the community
- It produces higher volumes of economic impacts or benefits for the community and its tourism business partners
- It is committed to a positive public and private partnership for destination tourism success

Such a new mission statement, addressing the comments above, could read as follows:

"The Metro Tourism CVB is the official tourism marketing organization for Metropolitan Tucson, committed to a public and private partnership to produce higher volumes of meetings, convention and leisure travel and the substantial positive impacts of new visitor receipts that support the region's economic prosperity."

The Mission Statement should then be followed by several broad-based objectives that cascade from it and establish the parameters of the CVBs ongoing work and responsibilities.

All future plans — including strategic plans, the annual marketing plan, business plan and department and individual performance objectives should flow from the mission statement and broad-based bureau objectives. Then, for the annual marketing plan of work, each objective should be carried out by listings of strategies, which are followed by specific work programs or tactics that can be modified over time, based on changing market conditions and other evolving needs.

Recommendation: *The MTCVB board should draft a new mission statement with the ideas presented within this section.*

Board Governance Challenges

The CVBs current Strategic Plan included this telling comment about industry/community relationships. ¹

“The MTCVB Board is not considered the asset that it should be.”

We concur with this statement. In ongoing interviews, several stakeholders also voiced the opinion that the board was staff-directed and described it as a “rubber stamp board.”

Judging from its current operational criteria and minutes of recent meetings, the board appears to passive rather than pro-active. Nor has it taken positive steps to address this impediment and become more engaged since the strategic plan was issued.

The most important requirement of the Board—and one that is not stated in their ongoing responsibilities or in the CVBs bylaws—is their charge to establish CVB policy. The Board should also be mindful of its responsibilities in relationship to senior management; simply stated, *the President/CEO is responsible to the CVB, while the Chairman of the Board and its collective board members are responsible for reporting to the Community.*

As a prime example, when the CVB interfaces with its senior stakeholders in the future--such as with government elected officials--it is the Chairman who should head the delegation, or if he is unavailable, the Vice Chairman, who would then introduce other executive committee members who may join them, and then the CVB President for presentation. *This protocol should be consistently followed for annual meetings of the CVB and all other similar occasions.*

Recommended Steps for Developing an Engaged MTCVB Board

Reducing Board size—the current size of the board should be reassessed with the potential of reducing it for greater effectiveness--if members consider it to be at all unwieldy. For comparisons, the size of Tucson's board is 33. For CVBs in the same budget range as Tucson, the average board size is 31 members. The average size of a CVB board throughout the industry is 20 members, and will be more manageable.

Executive Committee—the makeup of the Executive Committee should include the chair, vice-chair, immediate past chair, newly created secretary and treasurer positions (see below) and CEO/President serving in an ex official capacity. This matches the industry average size of 6, for CVBs of comparable size to Tucson.

New dedicated positions for Treasurer, Secretary--industry trends for financial oversight should be followed by amending the bylaws so that the current position of Secretary/Treasurer can be separated into two executive member seats designated as Treasurer and Secretary.

Creating a Finance Committee—it is recommended that the new Treasurer would become the Chair of a new Finance Committee, comprised of several other board members, and charged with the responsibility for fiduciary oversight to both the Staff and to the Board.

A best business practice for enhanced association management, this move provides authorization for committee budgeting and financial planning, financial reporting, and the creation and monitoring of internal controls, accountability policies and an internal auditing function. The initial auditing recommendation for the committee is a review of current travel and entertainment policies, along with the auditing of staff expenses in this area, and ultimately revision of the T&E policies by following the best-practice model from the Baltimore CVB.

An outline of detailed responsibilities has been provided to MTCVB senior management for board review and implementation.

Maintaining Board Authority –the responsibility of the Board is now somewhat marginalized by current policy which allows the Executive Committee to act on behalf of the full board between regularly scheduled board meetings, according to the MTCVB’s bylaws, Article VII. That may have been necessary in the past, but today through text messaging and email communication, the Board is never far away from the decision-making process, and its role should not be usurped with this bylaw provision; it should be struck.

Avoiding conflicts of interest—to assure avoidance of potential conflicting interests, no vendor for the CVB should be a member of the Board. However, they should be eligible to serve on other task forces and committees, excluding the Executive Committee. This change should occur as soon as feasible.

Public Advocacy—this important criterion is included in the next section that addresses fulfilling CVB leadership at the staff and board level.

CVB Governance Guidelines

Listed below are the traditional responsibilities for a Board of Directors and a Staff President/CEO that are guidelines with the US Association Executives community and convention and visitor bureau industry. Dollar levels and definitions will vary depending on the organizational size and Board approvals.

Task	Board	Administrator/CEO
Long term goals (1 year or more)	Approves	Recommends, provides input
Short-term goals (Less than 1 year)	Monitors	Establishes & carries out
Day-to-day operations, program development	no role	Makes all management decisions
Marketing plan & budget	Approves	Develops and recommends
Capital purchases over \$50,000	Approves	Prepares requests
Decisions on building, renovation, leasing and expansion over \$25,000	Makes decisions, assumes responsibility	Recommends (could also sign contracts if given authority)
Supply purchases	Establishes policy and budget for supply	Purchases according to board policy
Major repairs over \$10,000	Approves	Obtains estimates, prepares recommendations
Minor repairs \$10,000 and under	Policy should include amount to be spent w/o board approval	Authorizes repairs up to pre-arranged amount
Emergency repairs	Works with administrator	Notifies board chairperson & acts with concurrence
Fees	Adopts policy	Develops fee schedules
Billing credit and collections	Adopts policy	proposes and implements policy
Hiring of staff	No role	Approves all hiring
Staff deployment, assignments	No role	Establishes assignments
Termination of staff	No role	Makes final determination and decisions
Staff grievances	No role	Grievances generally stop at administrator level
Personnel policies	Adopts	Recommends, administers
Staff salaries	Allocates line item for salaries in budget	Approves salaries with recommendations from supervisory staff
Staff evaluation	Evaluates only Administrator	Evaluates other staff

Recommendation: *The CVB Board should review and adopt as appropriate.*

Policies for Board Approval

The Board should reach for management excellence by reviewing and implementing these policies as appropriate to their management and marketing needs.

I. BOARD GOVERNANCE PARAMETERS AND STYLE

The Board should approach its tasks in a manner that emphasizes outward vision, encourages diverse viewpoints, strategic and proactive leadership in a clear distinction between Board and staff roles.

Best Practice parameters include:

1. Focus chiefly on organizational policy making, which is directed towards achieving long-term goals, while delegating to the staff the administrative or programmatic means of attaining those ends.
2. Direct, control and inspire the Bureau through the establishment of the broadest organizational values and policies.
3. Model the principles of Board excellence by governing with honor and integrity, by fulfilling appropriate self-imposed commitments in matters of attendance, policy-making principles, and respect for clarified roles, by speaking with one voice, and by resisting any tendency to stray from governance processes adopted in Board policies.
4. Be accountable to the funding sources and membership for competent, conscientious, and effective accomplishment of its obligations as a body. No officer, individual, or committee of the Board will usurp this role or hinder this commitment.
5. Monitor and regularly discuss the Board's own process and performance.
6. Ensure the continuity of its governance capability by continuous Board development and training.

II. BOARD JOB DESCRIPTION

The function of the Board is to lead the Bureau toward the desired outcomes and ensure that they occur. The Board's specific contributions are necessary for proper governance and management.

The contributions of the Board should be:

1. To serve as the link between the Bureau, its funding sources, and the community in which it operates. the Board Chairman should participate in dealing with the highest level of government relations issues, including funding, governmental contract negotiations, Board Chair interests, etc. (A fully coordinated government relations plan should be developed to foster that enhanced reputation with support from the Chairman and CEO).
2. To write governing policies, which, at the broadest level, address:
 - a. Goals - As established from time to time in strategic plans and other planning processes.
 - b. Executive Permission - That establish the prudence and ethical boundaries of acceptable executive activity, decision-making, and organizational responsibility.
 - c. Governance Process - Specifying how the Board conceives, carries out, and monitors its own task.
 - d. Board/CEO Relationship - Outlining how roles and responsibilities are determined and monitored to assure effective performance of, and appropriate compensation for, the Chief Executive Officer.

III. BOARD MEMBER CODE OF CONDUCT

The Board expects ethical and business-like conduct of itself, as a body, and of each of its members, as individuals. This commitment includes proper use of authority and appropriate decorum in-group and financial behavior when acting as Board members. The following policies incorporate the substantive executive management practices that are now at work throughout the industry. The recommended policies are listed below:

1. Board members must represent un-conflicted loyalty to the interests of the Bureau and its constituents. This accountability supersedes any conflicting loyalty such as that to advocacy of interest groups and membership on other boards or in other organizations. This accountability supersedes the personal interests of any Board member acting as an

- individual consumer of the Bureau's services. To assure avoidance of potential conflicting interests, no vendor for the CVB should be a member of the Board.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility and sign such a document pledging the below.
 - a. There must be no self-dealing or any conduct of private business or personal services between any Board members and the Bureau except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.
 - b. Board members must not use their positions to obtain for themselves, family members, or close associates, employment or business with the Bureau or management company. Any potential conflicts of interest should be disclosed during board meetings with members of the board.
 - c. Should a Board member be considered for employment, he or she must temporarily withdraw from Board deliberations, voting and access to applicable Board information.
 - d. Should staff decide to engage a member company to provide services necessary to the operation of the headquarters building or necessary to the operation of the Bureau itself, such a decision shall not require deliberations by the Board of Directors.
 3. Board members may not attempt to exercise individual authority over the Bureau except as explicitly set forth in Board policies.
 - a. Board members' interaction with the Chief Executive Officer or with staff must recognize the lack of authority in any individual Board member or group of Board members except as noted above.
 - b. Board members' interaction with public, press, or other entities must recognize the same limitation and the similar proscription of any Board member or Board members to speak for the Board. Notwithstanding this, Board members must recognize that the public, media, or other entities may consider them to be speaking for the Board or the Bureau, and must act accordingly.
 - c. Board members will make no judgments of the Chief Executive Officer or staff performance except as outlined in explicit policies (when fully articulated and approved).

**ADDITIONAL CVB GOVERNANCE POLICIES
FOR BOARD CONSIDERATION**

POLICY TYPE: EXECUTIVE PERMISSIONS

POLICY TITLE: COMPENSATION & BENEFITS FOR EMPLOYEES

1. The Chief Executive's Officer's compensation and benefits may change only upon permission of the Executive Committee.
2. The Chief Executive Officer will have sole responsibility for the Bureau staff including hiring, termination, performance evaluation, salaries, benefits, and assignment responsibilities.

All assignments of the staff will be through the Chief Executive Officer. (The CEO will make the Executive Committee aware of any salary increase that was 5% above the mean annual increase.)

POLICY TITLE: COMMUNICATION & COUNSEL TO THE BOARD

1. Perform the duties of the office within the context of commonly accepted Bureau ethics, as well as adhere to applicable governmental laws and regulations.
2. Inform the Board of relevant trends affecting the Bureau and the business community.

POLICY TITLE: STAFF TREATMENT

The Chief Executive Officer will:

1. Follow all appropriate national, state and local labor laws when interviewing and hiring employees and will not promise or guarantee permanent employment to any employee.
2. Abide by all applicable governmental laws and regulations, including, but not limited to: labor laws, Equal Employment Opportunity (EEO) laws, ADA regulations, etc.
3. Treat all employees with respect and dignity.

POLICY TITLE: FINANCIAL PLANNING

The Chief Executive Officer will:

1. Propose an annual budget initially to the proposed new Finance committee for final adoption by the Board at least 30 days prior to the beginning of the subsequent fiscal year that reflects the priorities and recommendations established by the Bureau's Board of Directors and Board finance committee.
2. Propose a balanced budget unless otherwise approved by the Board.
3. See that an independent outside audit of the Bureau's financial records is conducted annually. A report of such audit is to be presented to the Board.

POLICY TITLE: FINANCIAL CONDITION

The Chief Executive Officer will:

1. Collect and disburse funds for the Bureau within the confines of the established annual budget and maintain expenses within income unless otherwise authorized by the Board of Directors.
2. Provide monthly and quarterly financial records to the Executive Committee and Board, which indicate the status of the annual budget and financial condition of the Bureau.
3. Have the authority to move monies from one line item to another line item as long as it does not affect the overall budget of the Bureau and as long as the Board-approved priorities of the Bureau are satisfied.
4. Abide by the financial procedures and investment policies established by the Board.

POLICY TITLE: ASSET PROTECTION

The Chief Executive Officer will:

1. Establish and maintain reasonable and prudent business practices to deter liability claims.

2. Maintain adequate insurance against theft, casualty losses, and liability claims.
3. Assure that assets are adequately maintained, protected, and not risked unnecessarily.
4. Assure that staff responsible for handling the Bureau's funds and assets is bonded.

POLICY TYPE: BOARD-CEO RELATIONSHIP

POLICY TITLE: DELEGATION TO THE CHIEF EXECUTIVE OFFICER

1. All Board authority delegated to staff is delegated through the Chief Executive Officer, so that all authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the Chief Executive Officer.
2. The Chief Executive Officer will implement the policies of the Board.
3. The Chief Executive Officer is accountable to the Board of Directors and reports directly to the Chairperson, who acts on behalf of the Board of Directors.

POLICY TITLE: CHIEF EXECUTIVE OFFICER JOB DESCRIPTION

The Chief Executive Officer's job description is annually reviewed and may be revised. This revision may take place if in the judgment of the Chief Executive Officer and the Board, (through the Chairperson) it is deemed necessary when the Chief Executive Officer's contract is re-negotiated or otherwise by mutual consent between the Chief Executive Officer and the Board.

POSITION TITLE: Chief Executive Officer
REPORTS TO: Board of Directors, through Board Chairperson

PURPOSE: Position is accountable for directing and managing the staff and operations of the Bureau to ensure successful accomplishment of strategic goals, on behalf of the Board of Directors and membership.

ESSENTIAL JOB FUNCTIONS:

1. Develops the annual marketing and business plan of the Bureau, working with the Board of Directors, members and staff, consistent with the vision and mission of the Bureau. Directs the staff in the development of programs to implement and accomplish plan objectives.
2. Serves as spokesman for Bureau and its membership. Meets with funding sources, members and the community to provide information regarding business concepts, issues that impact commerce, and Bureau programs and services. Makes presentations at business events and other meetings and articulates the Bureau's vision, mission, and position on issues. Represents the interests of members to other private and public constituencies.
3. Works with the Board of Directors on the development of policy, formulation of plans, and oversight of Bureau operations. Guides the deliberations and activities of the Board and provides input and support to committees and task teams. Responsible for the effective management, fiduciary responsibilities and governance of the Bureau, ensuring compliance with all applicable laws and regulations.
4. Works with staff to distinguish member needs, prospective changes in industry and in the business environment, and to identify opportunities for new programs and new directions for the organization. Participates in program formulation, development and implementation. Provides leadership for community tourism public advocacy issues.
5. Ensures the effective utilization of financial and human resources. Is solely responsible for the acquisition, direction and management of the staff of the Bureau. Provides direction and guidance to functional directors and reviews proposed changes in operational policies and practices.

OTHER JOB FUNCTIONS:

Participates in coalitions with other related organizations.

INTERNAL RELATIONSHIPS:

Senior management report to the Chief Executive Officer.

EXTERNAL RELATIONSHIPS:

The Chief Executive Officer is appointed by the Board of Directors and

operates under the immediate control of the Chairperson.

The Chief Executive Officer has regular contact with the elected officers, the Board of Directors, committees and task forces. Maintains personal contact with the membership, funding sources and elected officials to the greatest degree possible. Maintains appropriate relations with business leaders, related organizations, media and trade press to enhance the image of the Bureau and the attainment of its objective.

POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

1. The Board monitors the performance of the Chief Executive Officer.
2. The Chairperson of the Board and the Chief Executive Officer will meet to determine what data will be required from each to complete the Chief Executive Officer's performance evaluation, salary review and/or contract modification. In addition to other data, the Chief Executive Officer will provide a list of performance standards, which have previously been agreed to by the Chief Executive Officer and the Chairperson as acceptable and responsible measures of past performance. The Chief Executive Officer will also provide a recommended list of performance standards that will be used for the subsequent year.
3. The Chairperson and Chief Executive Officer will determine what pertinent information may be needed by the Executive Committee for performance evaluation, salary increase, incentive payment, and/or contract modifications.
4. The Chairperson will meet with the Chief Executive Officer and complete a performance evaluation and salary/benefits review. The Chairperson may, at his/her discretion, appoint a Compensation Committee to participate in the evaluation.
5. The Chairperson will present the recommendation for the performance evaluation and remuneration and/or contract changes to the Board of Directors, for input and approval, in closed session.
6. The Chairperson may call a special meeting of the Board of Directors to review the current issues or seek additional direction at any time.
7. The Chairperson will be responsible for the Board's compliance with the Chief Executive Officer's contract or other terms of employment. Contract discussions and negotiations will be conducted between the Chairperson and the Chief Executive Officer.

Evaluating the CVB President/Chief Executive Officer

The Board's evaluation of the chief executive officer requires a disciplined, written business model that incorporates as much objective criteria as possible, and including both qualitative and quantitative components. Following review of the current Tucson CVB evaluation approach for the President, these enhancements are recommended as follows:

Evaluative criteria should be reviewed and agreed to by both parties at the beginning of the evaluation period. And the Executive Committee should meet with the President/CEO and provide this annual evaluation, and resulting approved compensation, following each year's completion.

Here are the standard categories included for a traditional CEO evaluation.

- 1. Qualitative components** (usually amounting to 50% of the evaluation). Each of these categories should be assigned a percentage, which may vary somewhat dependent on Board interests, but will aggregate total 50% of the evaluation.
 - Board relations
 - Fiscal management
 - Annual marketing/business plan development and tactical execution
 - Staff management
 - Government and Stakeholder relations, community advocacy and attendant leadership provided

- 2. Quantitative components** (usually amounting to 50% of the evaluation). Based on predetermined goals established by the CEO and agreed to by the board at the beginning of the evaluation period. Again, these categories may be weighted, with some receiving a higher percentage, but in the aggregate totaling 50% of the entire evaluation.
 - Booked convention business
 - Group tour bookings
 - Visitor conversions through advertising/website
 - Media publicity produced
 - Sports programs produced, film development, etc.
 - Other criteria as agreed to by the executive committee and CEO

All of these written criteria should be spelled out in detail as part of an enhanced job description for the President. The board may also include additional "Personal Performance Objectives" or deliverables with the advance understanding of the President.

In addition, this audit's recommendations may be considered for the next CEO evaluation process.

CVB Leadership Requisites

The late Lee Iacocca, one of America's most successful and passionate industry advocates of business, described leadership as "*the ability to enact positive change*". By this definition, it should be the responsibility of CVB leadership *to address challenges and impediments and to coalesce community interests to advocate for productive change*.

It should be noted here that such advocacy for community tourism development is a recognized leadership requirement for convention and visitor bureaus. The Destination Marketing Association of CVBs addresses this need in detail in its industry textbook, "*Fundamentals of Destination Management and Marketing*". Yet this comprehensive role for advocacy has been missing in action with the MTCVB on behalf of the metro Tucson community. Here are five major issues that require CVB leadership and direction.

1. Long term Competitive Funding for Marketing

This issue is quite critical. It is highlighted by the ongoing need for competitive market funding involving both the City and County, as the annual budget continues to be reduced for the past few years. Secondly, it may involve a whole host of creative funding opportunities to assure that the community will be successful in producing new visitor business for the future.

Today's funding scenario in Tucson involves further substantial reductions in government funding, including reduction of City support from 45 percent to 33 1/3 percent at a time when the average CVB is receiving an estimated 54 percent of their community's bed tax that is reinvested in new marketing to bring new visitors and resulting visitor spending, overnight room nights and new tax dollars. Other challenges include the city of Tucson's budget plans to take an additional \$500,000 from the bureau for operational support of the Convention Center. In addition, Pima County officials, according to local press reports, have said they wish to see if state law can be changed to allow the county to ask for bids on tourism promotion funding instead of automatically giving it to the MTCVB.

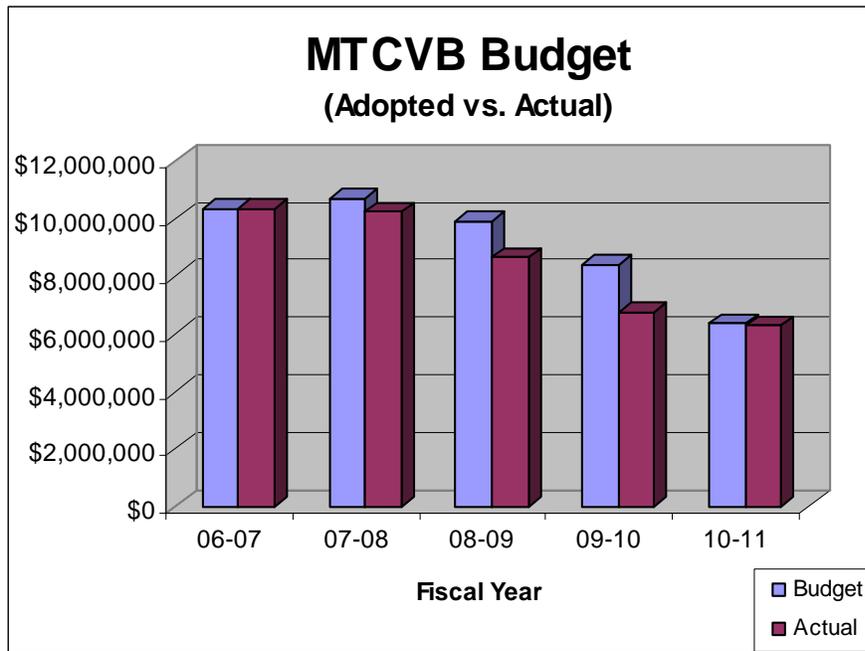
Developing a CVB Funding Plan for the future

Since FY 2007/08, The MTCVB's budget has undergone a loss of \$3.94 million dollars from the County and City, reducing the total MTCVB budget from about \$10.24 million to \$6.3 million dollars for FY 2010-11. Had this \$3.94 million dollar reduction been available for annual marketing, it would have potentially

produced an estimated additional \$118 million dollars in new annual visitor expenditures for metro Tucson, along with attendant tax revenues, based on the 30-to-1 return on investment formula from additionally funded marketing programs as outlined earlier in the anticipated Value Statement. Instead, those potential benefits to the community were unrealized.

In response to these budget reductions, MTCVB management unfortunately eliminated key positions including the conventions sales representative to the Tucson Convention Center, furloughed employees, capped salaries, reduced insurance benefits and cut administration and marketing program costs where feasible.

However, what was not provided was a staff plan or management vision to deal with this critical situation by advocating for new funding streams and clarifying their resulting ROI. *It is urged that such a new funding plan be initiated, under direction of the CEO, with full support of its Board of Directors. It should specifically illustrate for government officials how the transient tax will produce higher volumes of positive economic returns for the community.*



Source: MTCVB

Other issues to be researched should include:

- One strong consideration going forward that would increase funding for tourism marketing would be for all municipalities within Pima County to support the CVB equitably. Currently the County gives 50 percent of the transient (bed) tax to the CVB while the city of Tucson provides only 33

1/3 percent. Oro Valley supports the CVB with around 1 percent and Marana and Sahuarita do not support the CVB with any funding to date.

- Exploration of voluntary assessment programs for hotel partners, which was successfully developed by South Carolina and the CVBs of Myrtle Beach and Hilton Head Island.
- Feasibility of future development for a Tourism Business Improvement District program that is rapidly being implemented by CVBs throughout California and consideration elsewhere.

Special note: A future concern regarding hotel tax usage

Readers of this audit should be mindful of the Transient Occupancy Tax (TOT) usage in other communities for purposes that are not at all related to tourism development and destination marketing. In many cases, this is quite counter productive for cities, particularly when the monies are used for general fund needs, or earmarked for operations as above, or including but not limited to park maintenance, beach replenishment, fire and police services, and the like.

In these examples, and many others, the use of TOT has actually been shown to *severely limit future community growth in the TOT and its ability to actually attract more visitors to its visitor amenities*. This also negates higher volumes of resulting economic benefits for communities, such as local sales tax receipts from visitors.

This opinion is corroborated by a recent national study from the Hotel & Lodging Educational Foundation, entitled, "Room Taxes and Economic Impact of the Lodging Industry". Produced by Dr. Charles W. de Seve, Ph.D. and President of the American Economics Group, the study concludes that increases in the hotel tax for non-CVB destination marketing *actually cause reductions in local tourism business through reduced destination marketing efforts and the attendant reduced room sales and associated visitor spending that then spills over into every sector of the local economy*. This study is available from the American Economics Group: email: cwdeveve@AmericanEconomics.com, Ph. (202)328-1545.

2. Revitalization of the Tucson Convention Center as a major economic engine for the community

Today, Metro Tucson is a minimal participant in the national multi-billion dollar convention industry, due primarily to the current condition of the convention center and its inability to host prime meetings that would produce new convention delegates, overnight room night generation and resulting visitor expenditures and tax revenue that benefit the entire region.

The limited number of meeting rooms, configuration of exhibit space, general rehabilitation requirements and service, along with staff support needs, are all

impediments that have eroded Tucson's ability to be chosen as a site for future regional and national conventions. And while this was confirmed in discussions with both Convention Center and MTCVB senior management, there is no development plan forthcoming from the MTCVB that advocates a new and positive direction to achieve future convention benefits for the community that this center can alone deliver.

Another disturbing situation is the potential plan being considered to move the convention center under the administrative purview of the City Department of Parks and Recreation--a clear message that the Convention Center ceases to be a viable economic development engine and instead will soon be relegated to serving as merely a community center. Private management of the facility should also be seriously considered as a viable way to reduce operational costs and enhance service. The overriding objective should be a commitment for long term consideration to get Tucson firmly back in the lucrative convention business with city support.

3. Headquarters Convention Hotel Development

In tandem with the convention center need for revitalization is the requirement for a new headquarters hotel that helps assure success for the meeting facility. The development of such a new property creates an expanded renaissance for downtown Tucson by breathing new life in the area through additional room night generation that also provides overflow opportunities to existing properties. The recent development of headquarter hotels across the country offers a number of creative financing opportunities and building initiatives for government consideration.

4. Master Planning for Downtown Enhancement

The MTCVB's recent Strategic Plan states: ¹

"The downtown product continues to be an issue for customers, and it is impacting growth and sales efforts in a negative way."

This situation is also a challenge for residents and the ongoing viability of the heart of the city.

There are many destinations that could serve as laboratories for discovery, based on their new master planning projects. Examples include San Antonio, Oklahoma City and Kansas City.

Tucson should have a new vision for what it could become—and again, it is the MTCVB that should introduce this process and then be a major player in its development.

5. Product/Infrastructure Development Opportunities

From a tourism marketing perspective, no metro Tucson entity should be more familiar than the Metro Tucson CVB with other competitive destinations and their facilities and services that motivates or support travelers.

For this reason, the MTCVB should provide counsel to government and industry about future opportunities that would also help achieve success in the metro-visitor market.

As examples, focus should be provided on the potential special needs for:

- New Public or private venues serving special events, sports and entertainment
- The creation of other special events that have the greatest propensity to draw visitors, including music and food festivals.
- Other infrastructural and service requirements such as pedestrian signage and visitor center services including kiosks and public displays

Recommendation: *Based on the above five needs, the senior staff should initially address these principal concerns with the CVB board. Another resource for input--principally for the convention center/headquarters hotel issues—should be the MTCVB's National Customer Advisory Board of corporate, association, and third-party meeting planners that meets periodically to provide advice to the CVB regarding meetings development issues.*

Following discussion on each principal area, several board task forces may be developed, with leadership from the President and CEO, to develop strategic and implementation plans on these and other emerging issues. Dependent on findings, the board would adopt the reports, findings and recommendations, and then present them to appropriate agencies and organizations for adoption and follow-up.

Other Tourism Marketing, Infrastructure and Service Issues

MTCVB/Convention Center Future Planning

The MTCVB and Convention Center have a positive ongoing relationship and a traditional booking policy that clarifies the CVBs role in booking business 18 months and out—although there is little participation between the two entities due to the lack of potential meetings and convention business for the facility.

However, despite the center's current deficiencies, no one should give up on this facility, as some have apparently done at the MTCVB.

Recommendation: *Portions of this Marketing Partnership Agreement, as provided below, should now be collectively reviewed and activated by the CVB and Convention Center management. Then pending the City's decision to seriously reenter the meetings and convention marketplace, this agreement can be further enhanced to produce an expanded agreement to better assure performance success and seamless customer service.*

The outline below should be reviewed collectively by both entities and revised as appropriate. It would then be updated annually.

MTCVB/CONVENTION CENTER MARKETING PARTNERSHIP AGREEMENT

Suggested MTCVB Commitments

- Deliver a Year-end Report for the Convention Center that:
 - a) Reviews past year CVB bookings of meetings for the future, including meeting space, hotel room nights produced and estimated economic impact to the community.
 - b) Forecasts CVB booking goals for the center for the coming year (citywide conventions requiring center).
- Clarify support for convention sales, media publicity and general promotion.
- Pro-actively promote the Convention Center in all of our selling activities.
- Attend weekly (monthly or quarterly) joint sales meetings.
- Partner with the sales and executive staff for customer events.
- Conduct joint site inspections with all customers.
- Block all meeting and exhibit space accurately.
- Provide history and RFP for meetings and conventions (when appropriate).
- Maximize the use of the exhibit and meeting space at the convention center for meetings and trade shows, principally for associations and tradeshow.
- Develop a new hire cross-training program for Convention Center sales staff.
- Update marketing/sales activity of the CVB staff every quarter designed to fill specific agreed upon periods.

Suggested Convention Center Commitments

In tandem with these CVB commitments, the following opportunities are suggested for center consideration.

- Provide office and support services for a CVB national sales manager to be deployed at the Center on a full time basis.
- Attend tradeshow with Bureau when appropriate (identify all).
- Provide tours and related food and beverage during bureau sponsored FAM/site trips.
- Partner with bureau during all relevant sales missions.
- Partner with bureau during all customer events.
- Make available a perpetual five-year future grid for the Center to share with the Bureau.
- Attend all CVB monthly sales meetings.
- Quote competitive pricing.
- Make every effort to work with bureau's sales managers to accommodate short term convention bookings within the 18 month timeframe if they become available.
- Develop a new hire cross-training program for bureau sales staff.
- Participate in year-end reports for the community to review the year's joint partnership efforts.

Collective Commitments

Also recommend are these collective commitments from the center and MTCVB:

- The initial task: Review and confirm agreement on the standardized definitions of business performance in accordance with the standards of the Destination Marketing Association International, including confirmed bookings, Lost business, cancelled business, etc.
- Review and list applicable recommendations of the DMAI/IAAM study group.
- Develop and share bookings, room nights, space and revenue goals.
- Ongoing meetings: Management meets together on a monthly basis to review collective plans, progress and problems.

Other Considerations

1. Produce an integrated team-sell approach that requires joint sales team members to call on customers together (and with hotel sales execs on board as part of this team sell approach, too). The Center should be visible by potential convention clients at all major trade shows where the bureau exhibits and solicits, as well as sales forums and missions. And having hotels on site also assures that sales leads can be reviewed and approved on the spot, rather than finding out later that hotel room space is unavailable to host.
2. Deliver an ongoing sales training program for the Center, CVB and participating hotels. Include topics on team selling, overcoming customer objections and telemarketing sales techniques.
3. Permanently place at least one seasoned bureau sales executive, with exclusive responsibility for center/citywide business solicitation, in the Center offices on a full time basis.
4. Develop a Convention Center Advisory Committee of no more than a dozen local constituents for quarterly input and ongoing reviews of plans, progress and problems. Members should include the President and Director of sales of the CVB and representatives of the association market, public shows, purveyors, etc.
5. Review of methodologies for providing excellent customer service— Center and Bureau staff should meet to discuss their evaluation programs and how they can be synergistically enhanced.

Recommendation: *Initiate this marketing agreement and modify as required.*

CVB Leadership Visibility

CVB Leadership also requires ongoing senior management public visibility, which some stakeholders say has eroded in recent years. This suggests that future leadership meetings with senior stakeholders should be personally attended by the President/CEO and that other staff should not be sent to represent him or to make presentations.

Examples would include ongoing meetings with government funding stakeholders and with other community leaders including Tucson Regional Economic Opportunities Inc. (TREO), the Southern Leadership Council, Downtown Partnership Alliance and the area chambers of commerce.

Public Relations Management

Throughout government and industry, public relations or public affair is much more than a “buzz word”. For today’s CVBs, with its many diverse constituencies, it is also a critical component for successful management.

The public relations function is synonymous with promoting goodwill and building positive relationships. As with the requirement for excellent customer service, public relations should permeate an organization. It is also most effective when viewed as both a senior function and a necessary quality that is endorsed and supported by executive leadership.

A brief textbook definition of Public Relations is: *“A planned effort to influence favorable opinion based on successful performance and effective, two-way communications.”*

This definition works for public relations’ many constituents or “publics” including:

- government relations
- customer relations
- stakeholder relations
- community relations
- media relations

Another way to describe the PR function is to recognize that effective Public Relations or **PR** = effective **P**erformance + effective **R**eporting to achieve a successful effort; because without either optimum **P**erformance or **R**eporting, there is no **P**ublic **R**elations initiative at work.

Government affairs issues

Throughout the destination marketing industry, it is the norm—and not the exception-- for CVBs to operate in a spirit of mutual respect and support with both county and city government to produce productive joint efforts. Two such notable communities to be emulated are the Greater Miami and the Memphis CVBs, where such stellar governmental relationships exist and flourish for the benefit of the tourism industry.

A chronological review of recent communications issues between the Metro Tucson CVB and Pima County government concludes that the CVBs recent PR efforts, or lack thereof, may have contributed to its deterioration of its relationship with government.

For background, the Pima County Board of Supervisors requested the presence of the CVB President at several successive public meetings before the Board, but he did not attend the initial two for various reasons. When the President finally did appear before the elected supervisors of the board at the third meeting scheduled, the actual verbal presentation from the CVB, which this consultant also reviewed, was offered in an informal, off-the-cuff manner and did not

crisply focus on its prioritized program of work and attendant results. Nor was there a brief, written leave-behind document that could have provided the Board of Supervisors with a further analysis of successful performance.

According to local media reports, the Pima County Board of Supervisors at the time admonished the CEO President for “his lack of communications with the them (Supervisors)”, described him as “seeming unprepared” and commenting that his presentation was “filled with generalities and few tangible metrics.” Thus, opportunities for fostering an ongoing, more productive relationship with government were not achieved at that time, and no evidence is available to suggest that the relationship has been further enhanced since then.

Recommendation: *The CVB still has a positive opportunity to foster strong government relationships, and the President should plan specific steps with initial senior staff input for this process, followed by input and guidance from the CVB Board.*

Steps for consideration should include:

- One-on-one meetings with elected officials to clarify CVB performance productivity, produce the Value Statement’s return on investment, and major initiatives that parallel the specific interests of the officials.
- Explore the feasibility of editing and presenting existing brief visual presentations on the value of tourism from industry travel associations including U S Travel Association and the Arizona Office of Tourism.
- Request for elected official participation at meeting planner site inspections, familiarization tours or the meeting of the CVB industry advisory group to see how major sales and marketing processes work.
- Board of Supervisors and County Administrator participation in national trade shows with the CVB to show first-hand the competitive environment for meeting bookings and further insight into the work of the CVB.
- Formal power point presentations for the board of supervisors at mid year and a final year end report, reviewing CVB Plans, progress results and problems which the CVB works to ameliorate.

Fostering other relationships

For Media—PR CVB staff should also address written plans for media relations, including the use of annual meetings of the CEO with editorial boards, annual overviews of plans, progress and problems to be overcome, and media

announcements and backgrounders on the annual CVB performance productivity measures and Value Statement.

For Stakeholders and Partners—following completion of a third party independent stakeholder assessment, staff should work to incorporate positive, ongoing plans to assuage concerns and deliver new communications messages and programs as needed.

The Tucson Airport Opportunity

The Tucson Airport is an attractive, clean and well managed facility. It has an excellent relationship with the CVB which has supported arrival and departure marketing programs in points of origin to boost air traffic to Tucson. However, from a perspective of destination branding, the facility could further enhance an inviting sense of place and a welcome arrival in the Great American Southwest.

Recommendation: *A more universal planning approach in enhancing the visitor arrival experience is encouraged. Meetings with the CVB and Airport Staff should offer detailed recommendations, in concert with area designers, to suggest ways to make the airport truly a national model for warmly welcoming guests.*

CVB Customer Perception Surveys: Focusing on Customer Needs

MTCVB management has shared many letters of appreciation and commendation from customers.

However, what are consistently missing are ongoing surveys from the CVB that would provide credible research findings about customer perceptions. These are so important because they provide optimum barometers of the CVBs health--and a deep understanding of customer needs and delivering the highest quality product or service requires further understanding to successfully drive business decision-making at the MTCVB.

Recommendation: *Several third-party customer perception surveys are recommended, online via the Internet, to facilitate the quick and cost-effective capturing of essential data for truly understanding the customers' critical perceptions and utilizing the summary for annual planning. Surveys should be independently produced to avoid bias.*

Conducting surveys too frequently have a tendency to limit customer responses. Therefore, DMO survey experts suggest that CVB meeting planner surveys should be conducted annually (but incorporating only half of the customer universe for each survey in order to reach the entire universe every two years).

Tour operator surveys, which have a smaller universe, should be conducted every two years. Stakeholder surveys should be conducted at three year intervals.

External customers are those receiving the services of the organization:

1. On the convention side: primarily meeting planners
2. On the tourism side: tour/receptive tour operators and wholesalers
3. Internal customers are: civic authorities, current and former partners and other key leaders/stakeholders

Objectives of the survey are:

- To enable customers or stakeholders to freely express their opinions about the quality of service provided;
- To send a positive message to customers that their business is valued and focus is on continuous improvement to meet their needs;
- To identify the problems to improve service quality or supporting systems, processes and procedures;
- To establish benchmarks and measure progress going forward.

The focus is on quality of response to stakeholder requests and stakeholder perceptions of the effectiveness with which the MTCVB is marketing the destination.

Tucson CVB Stakeholder Assessment and input

In 2004, the MTCVB conducted a partner assessment survey to determine the relative interest in varying CVB programs.

It is always beneficial to determine ongoing stakeholder input regarding the CVB and how it also fulfills their needs. What has not been employed to date is an in-depth analysis to determine the MTCVB's effectiveness and quality of its relationships.

The optimum method for assessing CVB stakeholder levels of support and need is through a third-party online survey that provides anonymity. Thus it offers the most accurate method of gaining participant input and guidance. Questions for this assessment are based on traditional programs and services of today's CVB and can of course be edited as required.

Process and questions

The survey should be sent out over the name of the Audit Committee Chairman and perhaps the MTCVB Board Chairman, with responses sent from stakeholders directly to the firm conducting the survey.

Responses should be segmented and provided by several areas, including: resorts, other hotels, attractions, government officials, CVB board, restaurants, culture and arts and others deemed appropriate.

▪ Questionnaire Rating Scale:

Ask the following questions using a 1-5 scale to measure the degree to which a respondent agrees or disagrees with the statements made. As a frame of reference, the rating system is as follows:

- 5 = Exceptional
- 4 = Exceeds expectations
- 3 = Meets expectations
- 2 = Below expectations
- 1 = Failing

At the end of the exercise, compile and average the ratings for each question—as well as for the five major categories, if desired.

▪ Interpretation of Ratings:

> 4.6	Exceptional (and unusual)
4.4 – 4.6	Excellent
4.0 – 4.3	Strong
3.5 – 3.9	Solid, satisfactory
3.0 – 3.4	Less than satisfactory
2.5 – 2.9	Weak
< 2.5	Some serious problems

The following major CVB categories should be rated by participants.

FULFILLING ITS MISSION

First, read the current mission statement of the CVB as follows: *“The mission of the MTCVB is to drive and enhance the economic prosperity of the Metropolitan Tucson area by promoting, selling, and marketing the region for meetings, conventions, and overall leisure tourism. Tourism generates a 3 billion dollar impact for Pima County and is a vital engine for our future economic health.”*

Relative to the mission, how well do you believe the CVB is fulfilling these initiatives?

- Creating economic impact
- Serving area visitors
- Encouraging visitors to see and do more while they are in Tucson
- Positively impacting the local business economy
- Expanding the local tax base
- Providing impetus for new construction (e.g. new hotels, attractions, restaurants, etc.)
- Linking visitors and the businesses that serve them
- Helping to create jobs

PROMOTING METRO TUCSON—again, how well is it fulfilling this effort?

- Promoting and distributing visitor guides, maps and other merchandising materials
- Bringing visitors to the area
- Marketing the city to create destination awareness
- Branding and promoting the city's identity
- Stressing customer service to visitors
- Pursuing positive coverage of the city's tourism product
- Seeking out and attracting new visitor markets
- Developing partnership opportunities for cooperative business marketing and advertising

QUALITY CUSTOMER SERVICE—Rank the CVB on these service deliverables?

- Courtesy
- Overall customer service
- Timeliness in response
- Accuracy
- Knowledge

COMMUNITY OUTREACH AND AWARENESS—Rank the CVB on the delivery of the following:

- Stakeholder constituent newsletters
- Annual report and meeting
- Website
- Partnership mixers
- Partnership orientations of the CVB
- CVB educational workshops and seminars
- CVB development of coalitions, partnerships and alliances for leveraging support and visitor business development
- Participation in problem solving forums, roundtables
- Participation in the community (on committees, boards, partnerships)

LEADERSHIP FOR VISITOR RELATED ECONOMIC DEVELOPMENT—
Evaluate the CVBs leadership in this area?

- Creating quantifiable economic impact on the destination
- Communicating economic impact to stakeholders
- Being the chief advocate for visitor-related economic development
- Being the focal point for research and information about the visitor sector
- Keeping the hospitality community informed about and involved with visitor related issues
- Collaborating with other economic development partners

Note: Recent contact was made by the MTCVB with some stakeholders by phone, letter or email, encouraging their support for the organization at public meetings that were part of the City's CVB Auditing process.

In order to assure objective survey results, the Board should formally request that staff management should not initiate this type of contact with partners during this assessment process to avoid bias.

Profile of the Successful DMO: Comparing the Metro Tucson CVB

In order for a tourism destination to achieve optimal success, an important requisite must be an effective, business-standard destination marketing organization in place that regardless of its size and budget effectively operates on behalf of the community.

The successful CVB should deliver a productive umbrella marketing program for business and industry that assists them in enhancing their profit potential through the production of new visitor business to the destination. It also partners with its government partners to maximize resources and achieve strong performance, ever mindful of its positive impacts for the community in producing new visitor receipts, tax revenue and jobs generated and sustained through visitor spending.

How, then, should we interpret success? What is the profile of today's successful CVB, and how does the Metro Tucson CVB mirror its deliverables for business excellence?

There are basically three major areas or success criteria, which when taken collectively, provide generally recognized standards for evaluating today's successful CVB.

Criterion I: Performance Success

The CVB must deliver performance of economic development benefits in fulfilling its core mission

First, the CVB performance results, or "economic impacts," are based on the attraction of incremental visitors through various market segments deployed by the staff. These results are:

- Quantifiable
- Forecast whenever feasible in advance as a series of goals
- Reportable to CVB leadership, government, stakeholders and other community constituents

In summary, the CVB forecasts its future successful achievements and provides them in advance to its constituent community.

The MTCVB produces quantifiable performance productivity results for most program categories but it has been inconsistent in sharing this information with stakeholders or in communicating its future goals to stakeholders.

Nor has it provided Return on Investment criteria as part of its productivity analysis. A new commitment to this process must be launched immediately.

Criterion II: Best Practices for Marketing and Management

The Bureau must provide marketing, management and operational excellence through its financial oversight, market research and market planning, and introduction of best practices for business execution.

As such, the agency strives to deliver the highest standards of performance in the areas of:

- Economic impact results against market segments
- Successfully planned, designed and executed marketing initiatives and a business standard marketing plan
- Reporting and accountability systems
- Short-term and long-term strategic planning
- Goal-setting, tracking and delivery
- Staff and program performance evaluation, professional staff development and employee compensation and recognition
- Community partnership and alliance-building to galvanize tourism industry interests, stretch resources and leverage success.

This is really the core work of the successful Bureau under the direction of the President/CEO, and the most well regarded CVBs employ state of the art management systems found throughout the industry today.

The MTCVB has in place a state-of-the-art Customer Relationship System for tracking sales success and embraces the need for strategic long range planning. Its employees are well trained, senior management is industry-certified as professional destination marketing executives and the CVB has recently been accredited by the Destination Marketing Association International.

However, its marketing plan and resultant ongoing market planning in concert with stakeholders is limited and should be enhanced for stronger collaboration. Of particular concern is the strained CVB current relationship with its government funding partners and their future plans for significant reductions in funding to the CVB. The CVB must immediately address this issue, fostering a positive relationship with government while illustrating the significant lost business, visitor receipts and tax revenue reductions that will result from funding reduction.

Criterion III: Community Leadership

The CVB must be the recognized leader in the community for effective tourism development

The CVBs assessment in this regard should be impartially evaluated by asking all of its diverse stakeholders to address and evaluate the agency.

Without question, today's CVB should be well regarded for its local leadership position. Government and other major CVB Stakeholders (i.e. hotels, attractions, art and cultural institutions, related businesses and other associations, etc.) should look to the CVB as their senior partner and the focal point for destination management and marketing, planning, coordinating community stakeholder efforts, research and long range visioning.

In other words, through leadership of the CVB President and Board, the CVBs role is that of the voice of the industry, the inspiration, the chief lobbying organization and the chief advocate for tourism issues—closely monitoring and managing key marketing issues affecting the destination such as the need for competitive market funding, sustainable tourism issues, infrastructure development requirements such as downtown development, lodging accommodations, sports and entertainment facilities, festivals, events, celebrations along with other visitor amenities and service issues.

This criterion for management leadership appears to be a serious concern regarding the MTCVB, and its board should focus on monitoring the current situation and manage the required process going forward.

Implementing the Recommendations

Now that this Audit report has been completed, the continuation of the Pima County Auditing Committee for at least the next six months is recommended to oversee the implementation of recommendations to assure ongoing improvement. The committee recommends the following steps.

- 1. The implementation of board policy, procedures and by-law revisions to lay the framework for new oversight management of the CVB.*
- 2. MTCVB staff should meet with its Board of Directors to further prioritize recommendations, and receive authorizations going forward.*
- 3. The CVB should provide the Auditing Committee with an ongoing monthly report that details completed implementation of recommendations to date, along with any copies of supportive materials if required.*

If any questions are raised that require opinion from the consultant, Marshall Murdaugh Marketing is available as part of our contract and commitment to provide ongoing support in this regard.

The Auditing Committee should then provide each monthly report, through the Pima County ED&T department, showing the progress made, including any other required documentation, to the County Administrator for his disposition.

Major audit recommendations found throughout this report follow. Each recommendation mentioned here can later be cross referenced to review the expanded implementations that are offered throughout this audit. Page numbers are referenced after each recommendation.

I. BOARD GOVERNANCE REQUIREMENTS

1. Develop a more engaged and responsive Board of Directors—by adopting this audit’s range of industry-standard policies, including board job description, expanding its appropriate authority for management oversight and policy development, code of conduct, and other policies for maintaining board authority, avoiding conflicts of interest and fulfilling public advocacy responsibilities, evaluation of the CVB President, etc.

Refer to page 50.

2. Reduce Board size—from its current 33 member to a more manageable 21-25 members.

Refer to page 50.

3. Increase Executive Committee size—currently at five positions, it should match the industry average size of 6 for CVBs of comparable size to Tucson.

Refer to page 50.

4. Develop new dedicated positions for Treasurer and Secretary as recommended as standard practice of non-profit organizations.

Refer to page 50.

5. Create a Finance Committee of the Board to enhance financial control and management—with its new Treasurer becoming the Committee’s Chair.

Refer to page 51.

II. STAFF POLICY, REPORTS & DEVELOPMENT

6. Develop a Standard government contract format for Pima County and other government entities with the MTCVB—providing a regional and more manageable and efficient agreement process for all parties. All government entities should form a joint committee to develop one standardized model agreement format that can be applied for each jurisdiction. Contract term should be four to five years.

Refer to page 23.

7. The Board should revise their mission statement—helping assure recognition and importance of the CVB’s role in Metro Tucson’s public-private tourism partnership.

Refer to page 48.

8. Adopt new and expanded Performance Marketing Guidelines—all MTCVB performance measures should rely on third party independent validation and research support as required. Methodologies should be footnoted as required.

Refer to page 45.

9. Initiate the new Performance Tracking Report—highlighted by the fourteen major productivity measures, and including all recommendations as noted.

Refer to page 26.

10. Develop an annual MTCVB Value Statement—clarifying the total annual performance production and return on investment for MTCVB marketing. Prominently communicate this Value Statement following the mission statement, and in response to it, in all appropriate CVB publications including the Annual Report, the annual Marketing Plan, ongoing stakeholder reports, appropriate PR, etc.

Refer to page 35.

11. Revise and Enhance the Travel and Entertainment Policy—using inputs from the Baltimore CVB Model as a best proactive and provided to management.

Refer to page 21.

12. Audit MTCVB Staff Travel and Entertainment expenses—a newly formed Board Finance Committee should make this their first task.

Refer to page 21.

13. Commission a market pricing survey for all positions—Develop a survey of CVBs to accurately determine the range of compensation for all position categories. Also, plan to repeat this process every three-four years.

Refer to page 22.

14. Develop an industry standard Staff Incentive Plan—to more appropriately compensate employees for delivering performance, hire an industry HR firm for development and implementation.

Refer to page 22.

15. Produce an annual Lost Business Report Analysis—the last complete year's total of lost business reports should now be merged to produce the first Annual Management Analysis of Tucson lost Meeting Business, including the accompanying staff findings. This annual analysis of Lost Business should be a part of the ongoing reports issued to Stakeholders.

Refer to page 35.

16. Revise and enhance the Annual Report—following recommendations as required in this audit, highlighted by major performance productivity accomplishments—and making sure that most stakeholders are actually reviewing this online publication as well as the annual Marketing Plan. If not, produce hard copies.

Refer to page 42.

17. Develop an industry standard CVB Marketing Plan—designed as a community collaborative effort and highlighted by quantifiable performance based productivity goals to be achieved, while also following the formatted recommendations in this audit. This Marketing Plan document would also serve as a principal annual addendum to contract agreements with government.

Refer to page 44.

III. MAJOR PROGRAM DEVELOPMENT

18. Develop a true Destination Brand Development Program—with leadership management support from a nationally recognized destination industry brand consultant and follow best industry practices for its implementation with strong community collaboration.

Refer to page 36.

19. Guide development of the MTCVB's forthcoming leisure marketing program—retaining a recognized professional destination marketing firm for research, advertising and creative planning assistance.

Refer to page 40.

IV. KEY LEADERSHIP REQUISITES

20. It is the responsibility of CVB leadership to address current challenges and impediments—and to coalesce community interests to advocate for productive change. Issues include:

- a) **Long term Competitive Funding for marketing**--including developing a CVB Funding Plan for the future
- b) **Revitalization of The Tucson Convention Center** and future development of a Headquarters Hotel
- c) **Master Planning for Downtown Enhancement**
- d) **Other Infrastructure Development including special events and celebrations, sporting or entertainment venues.**

In each case, Board task forces should develop strategic plans on each of these and other emerging issues with leadership from the CEO. Dependent on findings, the board should adopt the reports and then present them to appropriate agencies and organizations for adoption and follow-up.

Refer to page 62.

21. Public relations management--should be formulated as a senior management responsibility to foster relationships and address important needs for effective communication—particularly with government officials as outlined, but also including detailed plans for stakeholders, media and the general public.

Refer to page 69.

V. INFRASTRUCTURE, SERVICE AND OTHER TOURISM MARKETING ISSUES

22. Assure MTCVB/Convention Center Future Opportunities—through development of a new Marketing Partnership Agreement between the two entities.

Refer to page 68.

23. Development of Customer Perception Surveys—including independent third party produced studies to determine the opinions and needs of:

- a. **Stakeholders/partners** (currently being implemented)
- b. **Tour operators**
- c. **Meeting planners**

Refer to page 72.

24. Assess the Tucson Airport Authority's Gateway Opportunities—recommending CVB joint meetings with design support to develop a more universal planning approach for enhancing the visitor arrival experience.

Refer to page 72.

CVB Competitive Set Profile Comparisons

CVB Profile Comparison

A comparative management profile is provided of the MTCVB at the end of this document with other competitive CVBs from the 2009 DMAI survey. CVBs include: Denver, Austin, Scottsdale, AZ, Albuquerque, New Mexico, Palm Springs CVA, San Antonio, TX, San Diego and Phoenix.

Their goal-based quantifiable productivity deliverables are not available or provided to DMAI or to us because of their proprietary nature.

While this comparative destination CVB information is noteworthy for future reference and understanding, caution should be taken in analysis and comparisons due to each destinations inherent differences, with different visions, economic conditions, tourism infrastructure, DMO staffing, state tourism initiatives, customer interests and requirements, airport enhancements and service, and a litany of other component parts, which to varying degrees, impact the community and CVB results of tourism marketing and resulting performance.

References

1. Metropolitan Tucson Convention & Visitors Bureau, Metro Tucson CVB Strategic Plan 2010-2015, 2010.
2. MTCVB Tucson and Visitor Statistics, Mitch Nichols Tourism Group, 2006
3. Arizona Office of Tourism, Research Roundup Report, Dean Runyan Associates, 2009.
4. DMO Organizational and Financial Profile, D.M. Associates International, 2009
5. FY 2009 – 2010 Functional Expenses Annual Auditors Report, Regier, Carr, & Monroe LLP.

Appendices

CVB PROFILE COMPARISON ANALYSIS

CVB COMPARISON*	Tucson	Albuquerque	Austin	Denver	Palm Springs	Phoenix	San Antonio	San Diego	Scottsdale	
CEO/President Salary <i>(includes benefits)</i>	\$225,179 (2009)	\$161,067 (2009)	\$292,984 (2008)	\$311,935 (2009)	\$240,000 (2010)	\$431,161 (2009)	\$178,970 (2010)	\$278,700 (2007)	\$263,394 (2009)	
Tax Rates										
Room Tax -- City (%)	6% (plus \$1 per room night)	6.00%	9.00%	7.50%	11.00%	5.00%	9.00%	10.50%	3.00%	
Room Tax -- County (%)	6.00%					1.77%	1.75%			
Total Hotel Room Tax Collections	\$14,215,757 (2009)	\$10,000,000 (2009)	\$46,645,248 (2008)	\$53,771,994 (2008)	\$8,481,964 (2009)	\$34,967,562 (2008)	\$53,663,662 (2008)	\$141,391,000 (2009)		
Car Rental Tax -- City (%)			15.00%	3.75%		4.00%				
Car Rental Tax -- County (%)	11.11%			2.00%		0.70%	5.00%		8.95%	
Car Rental Tax -- County (\$)	\$3.50 per day									
Organization Structure	501(c)(6)	501(c)(6)	501(c)(6)	501(c)(6)	Authority	501(c)(6)	City Gov't Agency	501(c)(6)	501(c)(6)	
Total Funding/Revenue										
	2007	\$10,497,000	\$8,337,333	\$8,652,934	\$15,499,343	\$6,110,405	\$15,021,310	\$17,615,231	\$14,987,800	\$11,472,821
	2008	\$8,776,586	\$7,557,580	\$9,605,594	\$17,290,760	\$5,874,586	\$14,094,670	\$20,214,988	\$20,520,500	\$11,080,349
	2009	\$6,946,120	\$6,831,275	\$9,419,567	\$14,689,543	\$9,512,726	\$14,081,297	\$22,429,679	\$18,227,900	\$8,000,740
Total Expenses										
	2007	\$10,241,747	\$8,212,774	\$7,816,599	\$14,382,633	\$6,666,154	\$14,901,304	\$17,615,231	\$15,521,000	\$11,069,790
	2008	\$8,666,212	\$7,833,108	\$9,089,965	\$15,660,543	\$6,153,365	\$13,094,670	\$20,214,988	\$20,916,800	\$11,124,339
	2009	\$6,746,118	\$6,830,280	\$9,419,567	\$14,680,964	\$8,573,312	\$13,581,297	\$22,429,679	\$18,119,800	\$8,100,740
Total Full Time Equivalent Employees	46	39.7	52	64.8	39	52.2	89.9	71	38	
DMO Contracts										
DMO has Contract with Primary Funding Source?	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	
How Contract is Awarded	Gov't. Auth./No RFP	RFP	Gov't. Auth./No RFP	Gov't. Auth./No RFP	Gov't. Auth./No RFP	Gov't. Auth./No RFP	Gov't. Auth./No RFP	RFP	RFP	
Term of Contract (Years)	1	22	5	10	2	1		5	1	
Quantifiable Performance Goals for DMO: RNB=Room Nights Booked, VS= Visitor Spending, ROI=Return on Investment, NQPG=No Quantifiable Performance Goals, O=Other	RNB, VS, ROI, O	ROI	RNB	RNB, VS, O	NQPG	RNB, O		ROI	RNB	

CVB PROFILE COMPARISON ANALYSIS

CVB COMPARISON*	Tucson	Albuquerque	Austin	Denver	Palm Springs	Phoenix	San Antonio	San Diego	Scottsdale
Membership									
Number of Dues-Paying Members	658	994	0	1248	661	1200	0	1027	470
Membership Dues (% of Total Private Funding)	3.40%	6.90%		6.20%	3.70%	7.00%		6.10%	4.00%
Total Private Funding (%)	11.80%	18.70%	17.60%	21.50%	10.80%	16.10%	11.60%	36.40%	14.80%
Total Private Funding (\$)	\$990,500	\$1,274,275	\$1,661,490	\$3,162,355	\$1,030,762	\$2,272,141	\$2,603,194	\$6,639,900	\$1,180,700
% of Members Represented by:									
Accommodations	20.00%	15.00%		23.00%	29.00%	19.00%		25.00%	10.30%
Restaurants	10.00%	17.00%		18.50%	18.00%	18.00%		24.00%	24.30%
Retail Establishments	8.00%	9.00%		10.60%	5.00%	4.00%		2.00%	5.90%
Event services/suppliers	25.00%	16.00%		13.90%	27.00%	18.00%		29.00%	20.50%
Attractions/Cultural Institutions	21.00%	20.00%		25.90%	9.00%	3.00%		20.00%	19.90%
Other	16.00%	23.00%		8.10%	12.00%	38.00%			19.10%
Funding From Public Sources									
Hotel Room Tax	88.20%	81.30%	82.40%	78.50%	38.40%	58.30%	88.40%		75.60%
Other City Tax Funds						4.30%			
Secondary City Funding									0.90%
Other County Tax Funds						19.20%			
Secondary County Funding					50.80%	1.80%			
Other State/Province Tax Funds									8.70%
Other Public Funding						0.20%			
Total Funding/Revenue	\$6,946,120	\$6,831,275	\$9,419,567	\$14,689,543	\$9,512,726	\$14,081,297	\$22,429,679	\$18,227,900	\$8,000,740
Expenses									
Personnel Costs									
Total Personnel Costs (%)	38.00%	36.20%	45.20%	33.30%	48.40%	38.80%	30.90%	36.30%	42.30%
Sales/Marketing/Promotion									
Total Sales/Marketing/Promotion	50.80%	53.20%	42.20%	56.60%	41.40%	45.10%	56.80%	52.30%	48.10%
Administrative/General Operations									
Total Admin/General Operations	11.20%	10.70%	12.60%	10.10%	10.20%	16.10%	12.30%	11.50%	9.60%

CVB PROFILE COMPARISON ANALYSIS

CVB COMPARISON*	Tucson	Albuquerque	Austin	Denver	Palm Springs	Phoenix	San Antonio	San Diego	Scottsdale
Expenses by Department									
PERSONNEL EXPENSES BY DEPARTMENT									
Convention Sales and Marketing	56.20%	34.20%	45.20%	34.50%	41.90%	42.00%	35.30%	43.80%	26.00%
Travel Trade Sales and Marketing		2.10%		8.30%	13.30%	5.00%	5.20%	3.90%	8.80%
Leisure Marketing (Consumer)	7.30%	5.90%	5.40%	7.20%	6.80%	6.00%	11.60%	12.30%	23.20%
Convention Services & Housing	5.10%	10.90%	9.80%	12.30%	3.20%	10.00%	16.40%		
Visitor Services (include VIC)	1.70%	2.40%	7.10%	5.90%		4.00%	4.60%	4.10%	4.70%
Communications and Public Relations	2.20%	11.80%	8.00%	4.80%	5.60%	5.00%	11.30%	4.30%	11.20%
Membership	6.10%	10.10%		5.60%	4.40%	5.00%		4.90%	0.90%
Administrative (include Finance and Human Resources)	15.30%	22.70%	18.40%	21.40%	24.80%	18.00%	13.60%	26.60%	25.20%
Other	6.10%		6.10%			5.00%	2.10%		
Sales/Mkting/Promotion Exp. by Dept.									
Convention Sales and Marketing	35.20%	29.00%	37.50%	24.20%	28.30%	35.40%	5.50%	15.80%	7.90%
Travel Trade Sales and Marketing	8.50%	1.70%		14.50%	19.60%	2.30%	2.10%	3.50%	6.00%
Leisure Marketing (Consumer)	48.90%	41.50%	21.10%	28.40%		51.90%	79.20%	58.50%	78.90%
Convention Services & Housing	1.70%	12.30%	5.90%	6.10%	1.00%	1.30%	1.40%		
Visitor Services (include VIC)	0.01%	3.20%	15.70%	0.30%		0.10%	2.40%	8.90%	
Communications and Public Relations	0.09%	5.20%	10.20%	2.70%	45.60%	4.10%	3.90%	1.20%	6.30%
Membership	2.00%	3.90%		1.00%	2.60%	0.50%		6.80%	0.90%
Administrative (include Finance and Human Resources)		3.30%	4.00%	10.70%	2.80%	1.90%		5.20%	
Other	4.50%		5.60%	11.90%		2.50%	5.50%		
Productivity Expenses									
Personnel Costs/Full-Time Equivalent Employee	\$70,813	\$62,274	\$81,948	\$80,465	\$94,352	\$101,122	\$75,478	\$92,569	\$92,584
Expenditures/Full-Time Equivalent Employee	\$186,500	\$172,264	\$181,146	\$241,463	\$194,848	\$260,328	\$244,013	\$255,208	\$218,939
Revenue/Funding per Full-Time Equivalent Employee	\$186,500	\$172,289	\$181,146	\$241,604	\$216,198	\$269,912	\$244,013	\$256,731	\$216,236
Source: DMAI Report 2009; MTCVB data sources; * If not indicated, data from 2009									



METROPOLITAN TUCSON CONVENTION & VISITORS BUREAU

**MARKETING OVERVIEW 2011
FOR PIMA COUNTY**



Tom,

In compliance with Chuck Huckelberry's letter concerning the audit we have supplied both the committee and Marshall Murdaugh with very detailed and comprehensive data on how we sell, market and promote the destination which includes Pima County. Additionally, we have supplied very detailed quarterly reports (attached) which specifically reflect our agreed upon key measures of performances. We have highlighted areas of Sales, Marketing, Sports, Public Relations and Mexico as agreed upon. All of this provides a quantified summary of the activities requested. Exhibit B in our operating agreement specifically outlines Performance Measurements of Indicators.

In addition too, I can give you a preview of various departmental focuses on this coming year marketing plans as it relates to our overall destination marketing strategies which include strategies that assist in attracting visitors to Pima County hotels and attractions.

Public Relations and Communications

Strengthened focus and execution of our strategic plans for the following:

MTCVB Destination Drivers

- Outdoor Adventure
- Golf
- Heritage & Culture
- Attractions & Arts
- Spas, Resorts, Ranches and B&Bs
- Culinary
- Events

Additional publicity drivers

- Special promotions
- Green/Eco-friendly opportunities
- Corporate Social Responsibility
- Voluntourism opportunities
- GLBT Travel
- Amateur sports
- Meetings/Conventions

Continued focus on amateur sports achievements, events and training opportunities in local media and trade publications.

Continued messaging efforts to local/state media

- Tucson Sports Division events, achievements
- State of the local tourism industry
- MTCVB achievements/accomplishments
- MTCVB's Mexico Marketing efforts
- Incentives
- Seasonal promotion

Continued concentrated focus on domestic market: drive market, cold weather cities and direct flight cities.

Continued efforts on international market

- Canada
- Mexico
- UK
- Germany
- France

More intensely concentrated focus on social media and online publicity

- Blog
- YouTube
- Twitter
- Facebook

Engage and interact with journalists through various online platforms.

Research and respond to travel writer inquiries

Manage PR database in simpleview and Cision

- Publication and contact info
- Add FAMs or queries as traces
- Track articles and tag partners/topics mentioned

Maintain electronic media kit and all elements of online press room

Special Projects

- Events – continue to leverage and improve coverage of events such as Gem & Mineral Showcase, Accenture Match Play Championship, Tucson Rodeo, Tucson Festival of Books, Tucson Culinary Festival, Film Festivals, and Tucson Sports division amateur sporting events.
- Trade Shows such as, ITB/WTM, Pow Wow and PRSA Travel & Tourism Section, as budget allows
- Participate in educational seminars/webinars
 - PRSA National Conference, PRSA Travel & Tourism Conference
 - PR roundtables
 - PR Technology & Social Media

AOT New York Media Marketplace

AOT Arizona Media Marketplace

State CVB coordinated LA Media Marketplace

AOT Golf Shoot-out FAM and up to two additional group press trips

Tucson Film Office

Increase visibility of the region as a film location to film and television industry decision makers

- Provide location scouting, liaison, permit and other necessary services to production companies to convert leads and facilitate filming here.
- Utilize key locations like Old Tucson Studios, Saguaro National Parks, AZ-Sonoran Desert Museum, Pima Air and Space and other unique venues
- Focus on strategies to increase niche “Reality” television and commercial production markets as tax incentives do not figure into their location decisions.
- Partner with UA Hanson Film Institute on three fams that will bring high level industry executives to Tucson and produce panel discussions with them as panelists for benefit of local film community.
- Use the industry premiere of GOATS (TBD) which was filmed in Tucson in 2011 as an opportunity to promote the region as a location.
- Execute quarterly E-blasts to industry featuring TFO news and locations.

Support growth of local film industry

- Participate in the planning, execution and growth of annual local film festivals: Tucson Cine Mexico, Tucson Film + Music Festival, Loft Film Festival, Arizona International Film Festival, Arizona Underground Film festival and others.
- Continue to promote local crew and vendors to the industry through on line production manual, TFO newsletters and social networking sites.
- Utilize industry network to promote growth of Tucson filmmaking community by attracting talent to festivals, workshops and other networking opportunities.
- Provide location and permitting services and vendor contacts to local filmmakers and UA, Pima Community College and Art Institute of Tucson film students.

Educate and advocate for a state-wide film incentive program that attracts studio feature films and television series to Arizona.

- Lead research and lobbying efforts with other stakeholders for the 2012 state Film Jobs bill that will make Arizona a leader in location film production.
- Raise awareness of the Film Jobs bill through publicity, social networking and one-on-one meetings with legislators.

Tucson Sports

Focus on mid and long term event potential to fulfill marketing agreement with Kino Sports Complex.

- Identify sport event potential that can utilize the facilities primary baseball assets
- Identify secondary sport events to include but not limited to Soccer, Field Hockey, Lacrosse, Ultimate Frisbee and Volleyball.
- Enhance and grow agreements with Tucson Invitational games and Jim Tiggas along with other local 3rd party groups like the Tucson Trap & Skeet club that help bring the 2012 ISSF world shotgun cup to Tucson.

Pursue possible with Arizona Athletics

- Develop and hosting collegiate sporting events at Arizona Athletics venues
- Consider developing a “Tucson is Wildcat Country” marketing campaign
- Participate in any current or new venue development discussion

In conjunction with Marketing and Partner Development, launch the “Winter Training Capital”

- Develop web and print campaign to promote Tucson region and Southern AZ as a premier destination for endurance training and events.
- Seek partnership with Endurance providers to provide critical mass to launch campaign

Update and enhance the Tucson Sports Facility Guide in an electronic format.

- Update the content of existing facilities
- Identify potential new facilities to include in the SFG
- Build out marquee facilities such as Kino Sports Complex and the Tucson Convention Center

In conjunction with Marketing and Services, meet regularly to plan a comprehensive marketing strategy for regional and national level competitions.

- Create and maintain a calendar of regional, national and international sporting events.
- Continuously evaluate the Tucson Sports Welcome Program for key sporting events
- Utilize emerging social media and technology such as Quick Response “QR” codes to enhance all areas of sports.
- Strategically plan out sport specific sport advertisements to maximize the Tucson Sports brand

Promote Tucson's baseball and softball competition potential

- Travel to sport specific tradeshows such as the National Fastpitch Coaches Association, the America Baseball Coaches Association and the NCAA Convention
- Promote those sports in specific publications, electronic or print.
- Highlight the Kino Sports Complex as a premier sporting destination for baseball and secondary sporting events

Mexico Marketing

Enhance Online Reservations System and Spanish website development

Will continue to improve the functionality of the Vamos a Tucson online reservation system. Through our website, we have been able to sell an average of 6,500 room nights per year. We will continue to improve our system to generate more traffic and reservations using our system. A variety of County based hotels and resorts are active in the reservation system and currently account for about 30% of the reservations made through the online engine

Develop Strategies for Cross Border Promotion.

Working with the Sonora Office of Tourism, and the Convention & Visitors Bureaus of different cities in Sonora, we will develop a program to promote cross border tourism. We will partner with Sonora to offer pre or post convention activities down in Mexico. Sonora will offer meeting professionals an added value for booking an event in Tucson. In return, the State of Sonora will include Tucson as a pre or post conference destination as an option to conventions being booked throughout the State.

Strengthen Retail Connections.

The primary reason for Mexico visitors to come to Tucson continues to be shopping. We will continue working with local retailers, as well with corporate offices to promote shopping in Tucson to the Mexico consumer. Our interaction with shopping centers in Tucson and Pima County will continue in order to assist their tenants in better servicing the Mexico market.

Solidify industry presence in the community.

We will explore and maintain new relationships with other organizations that impact tourism within the community, including TREC, TPAC, U.S. Department of Commerce, Tucson Hispanic Chamber of Commerce, Tucson Metropolitan Chamber of Commerce, Northern Pima County Chamber of Commerce, Tucson-Mexico Sister Cities, UA Center for Retailing, Southern Arizona Attractions Alliance, Santa Cruz Valley Heritage Alliance, as well as other community groups and festivals/events.

Vamos a Tucson Website

Our website in Spanish highlights different elements of properties in unincorporated Pima County. Some of the most important elements, among them:

- Front or Main Page: Picture of La Encantada, Int. Wildlife Museum, Biosphere
- Vamos Quick Link: Baseball Tucson Padres
- Upcoming Events: Baseball Tucson Padres
- Vamos Wowgets: Pictures and Videos of Tucson's Attractions: Casinos, Hotels, Colossal Cave, Pima Air Museum, Old Tucson, Bedroxx, DeGrazia Gallery in the Sun, Desert Museum, Int. Life Museum, Biosphere, restaurants, etc)
- Attraction Page: Old Tucson Studios, Desert Museum, Biosphere 2, Pima Air Museum, Mt. Lemmon, Attractions' passport, etc.
- Shopping page: La Encantada and Foothills Mall
- Sports: Mentions of Tour of Tucson, Baseball, etc.

TV Segment in Mexico

Two times a week, through a contract with the Entre Todos news program in Sonora, we feature a three to four minute segment. Each segment is produced by the MTCVB and Entre Todos. Some of the segments produced and aired in the last 12 months include:

- Colossal Caves
- Pima Air & Space Museum
- Old Tucson Studios
- Arizona-Sonora Desert Museum
- De Grazia Gallery
- Foothills Mall
- Casas Adobe Plaza
- La Encantada
- Loews Ventana Canyon
- Westin La Paloma
- Embassy La Paloma Village
- International Wildlife Museum
- Mt. Lemmon Sky Valley
- Tohono Chul Park
- Kitt Peak
- Pima County Fair
- Kino Sports Complex
- Sabino Canyon Park

Tour and Travel

The Tourism Department markets Tucson as a leisure destination to tour operators, travel agents, group tour companies and airlines in domestic and international markets. Often serving as the direct sales contact for many national tour associations, the team provides education and awareness about the authenticity of our destination and trains travel agents on how to sell and position Tucson as a Southwest destination. Tourism represents Tucson at international travel conferences and expos including World Travel Market and ITB in Germany, which generates qualified lead activities to event bookings and tours. Tourism is strategically focused on maintaining increased visibility for Tucson in key markets that include the United States, Canada, UK, Germany, France, Italy and Japan.

- Conduct Receptive Operator sales missions- . Receptives are the initial contact for hotels as they act as the contracting party that helps produce travel parties into Tucson.
- Support diversified cooperative marketing campaigns - work jointly with other Arizona CVB's to drive bookings in key booking periods with select Tour Operators.
- Site inspections/fam campaign – Arizona has a unique opportunity this year. Three industry trade shows are booked in Las Vegas or California. NTA, Go West Summit, and Pow Wow International. Arizona will co-op to promote and host tour operators in our region. Key focus will be given to marquee Pima County attractions like the Arizona-Sonora Desert Museum, Pima Air and Space, Old Tucson Studios, Sabino Canyon and the Saguaro National Parks. County hotels and resorts will be used to facilitate customer awareness.
- Tour groups and Fly/Drive packages - Key county hotels and resorts will be featured in a variety of catalog and travel brochures to stimulate demand for overnight stays. Merit Golf Vacations to Club Ambassador Campaigns featured resorts like Ventana Canyon and Lodge at Ventana.
- Increase customer base by utilizing the Tour Trackers Pro report - a new marketing tool providing essential information on motor coach operators including Arizona and their itineraries will help us target a larger customer base.
- Continue to educate MTCVB partners- Plan individual and group meetings with partners on the importance of motor coach business and how to be “motor coach ready” enabling partners to prepare rewarding proposals.
- Certified Tourism Ambassador/Concierge FAM and Tradeshow- Partnered with the Southern Arizona Attractions Alliance to host this event which includes country attractions International Wildlife Museum, Pima Air & Space Museum, Arizona-Sonora Desert Museum, Old Tucson, and Sabino Canyon Recreation Area. Also, co-op with SAAA annually to attend the Arizona Highways Trade Show in Phoenix

Convention Sales

A team of six sales professionals are dedicated to generating direct business demand as it relates to booking meetings, conferences and convention activity to the Metropolitan Tucson region which includes the variety of hotels and resorts in Pima County. We also create a very personal brand of memorable customer service delivery which assists us in repeat business activity and building strong relationship capital. Key initiatives in the coming years are the following:

A Uniquely Tucson Experience

To further enhance our outbound sales missions we will reintroduce a series of interactive "Tucson events" in primary markets to include but not be limited to Chicago, Washington DC, Denver, Phoenix, and Southern California. Partner participation will be an essential element of these events as we bring planners and suppliers together in unique settings to promote the region and its unique assets. An increased presence and frequency in major markets for traditional sales trips will serve to reinforce the Tucson brand.

Coming "Face to Face" With Decision Makers

An expansion of our tradeshow presence to include new "Hosted Buyer" formats at AIBTM (2000 buyers), and IMEX (2000 buyers) will give our partner businesses increased exposure at these industry first events through a series of one to one appointments with qualified buyers. Another initiative in appointment based formats is participation with the Smart Meetings Magazine for a series of six "Smart Marts", and two "Smart Meetings", group travel based trade shows. These shows, while featuring Tucson as a prominent sponsor, generate an average of four leads each in major markets including Seattle, San Francisco, Orange County, Denver, Dallas, Chicago, Scottsdale, and Orlando. Our tradeshow strategy will include consistent lead generators ASAE, ITME, and the newly formatted MPI World education conference.

Get Here As Fast As You Can!

A shift in strategy for our strong "You Fly We Buy" (Tucson on Us) program will offer planners more options and flexibility in getting to Tucson for customized site inspection trips. Set reimbursement amounts for qualified participants offer value to prospects while allowing the Bureau to budget and plan more effectively, with the net goal of bringing in more buyers to the market.

Incentives That Get Results

Real Collaboration, Real Savings will be the primary lead generation vehicle for this next fiscal year. Launched in February to replace the Master Account Credit Campaign (616 leads, 208 bookings in two years resulting in over 98,000 room nights and a Estimated Economic impact of over 30 million dollars), the emphasis of the RCRS program will focus on "short term" bookings for 2011 and early 2012, while rewarding multiyear bookings with the full value of the program for up to three years.

Embrace and Benefit from New Technologies

The MTCVB is active in the industry wide education program directed at Professional Planners to embrace, use and leverage the Empower Mint platform for destination research, sourcing and booking. Our expanded presence in the on line marketplace also comes with the benefit of a research and prospecting tool for our professional staff. One large enhancement that will be offered to partners this year will be the introduction of the MTCVB "Extranet". A password protected portal that will allow partners to manage their lead retrieval and response practices on line will shorten response times, increase accountability and result in higher levels of client satisfaction.

Partner collaboration:

We hold quarterly sales & marketing meetings for the Directors of Sales and sales mgrs from around the community. Separate meetings are held for the Resort/Spa group (includes all the resorts in Pima

County.(Westward Look, Westin La Paloma, Loews Ventana Canyon , the Lodge at Ventana etc,) and separate meetings with the Downtown, Midtown and Airport properties so we can address specific needs. This allows us to update them on the initiatives of the MTCVB and provides a forum for input. We also host strategy meetings with a variety of sales personnel from around Tucson to prepare for sales missions and tradeshow.

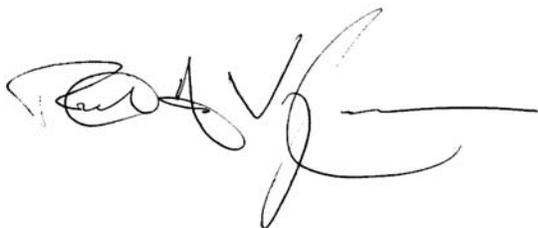
Convention Services

- Manage a full complement of service offerings to bureau-booked groups, inclusive of conventions, sporting events and gem shows
 - Revision and revise online store for ease of use for both planners and the public
Increase the functionality and timeliness of the Convention Services and gem show sections of the web site
 - Create a new version of the Partner/Client Auto-Responder to better reflect the Bureau brand and increase utility and usage by clients
 - Train registrars to assist us in preparing local businesses for the increase in and expansion of Welcome Programs for select conventions and other events
- Direct promotion of and relationships with gem shows on a year-round basis
 - Provide key support to shows as they prepare for the Arizona Centennial
 - Revise design and produce new supporting materials for Welcome Programs and other gem show promotions
 - Create Real Gems—a year-round Tucson itinerary of gem shows with facilities open throughout the year, museums, mines, collections, shops
- Collaborate with local nonprofits and artists, raising their profiles in support of Voluntourism and other Services initiatives
 - Market convention trunk show opportunities to arts community through partners
 - Promote Voluntourism opportunities to clients starting at the sales level
 - Educate clients as to Ben's Bells mission and Voluntourism options as well as their merchandise as client gifts

Marketing, Advertising and Promotion

This department integrates all of the messaging and branding of the sales, promotion and marketing activities for all divisions of the MTCVB. See attached for more insights on how Pima County is represented among our mission to represent the region as the chief Destination Marketing Organization.

Sincerely,

A handwritten signature in black ink, appearing to read 'Richard A. Vaughan', with a long horizontal line extending to the right.

Richard A. Vaughan
Senior Vice President, Sales & Marketing

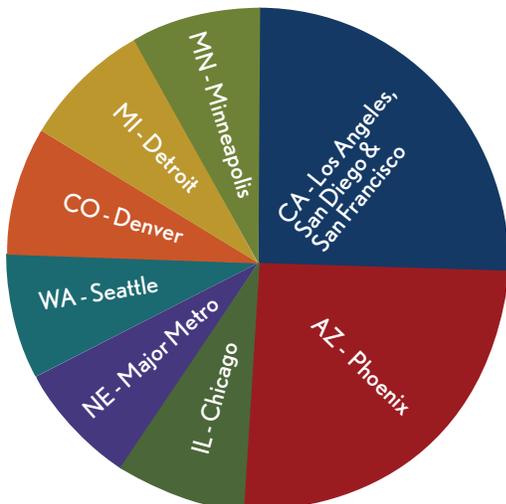
FISCAL YEAR 2011 OVERVIEW - PIMA COUNTY

Through research-driven and results-oriented metrics, the Marketing Department oversees the development and execution of the bureau's multi-media advertising campaigns targeting leisure and business travelers that are specifically designed to increase awareness of, and travel to, metropolitan Tucson and Southern Arizona. We utilize several multi-media channels to market the region that encompass paid, owned, and earned media.



Destination Drivers

To maximize reach in FY2011, Marketing is strategically focused on targeting key geographic audiences in Arizona, California, Chicago and Denver, as well as other cold-weather markets in peak seasons with weather-triggered media to drive demand for "Tucson - The Real Southwest".



MARKETING LEISURE

Emphasizing our key destination drivers - Outdoor Adventure & Nature, Hotels (including Resorts, Spas, Ranches and B&Bs) Golf, Attractions & the Arts, Heritage & Culture, Culinary and Tucson-Signature Events - we promote the very unique and authentic attributes of the region that includes Pima County. We utilize traditional media: print, broadcast, direct mail, and out-of-home; digital media: web banners, e-Newsletters, e-Mail blasts and search engine marketing (PPC); and social media: Facebook, Twitter, YouTube, and mobile.



To maintain a strong national audience, we are employing greater resources online that allow us to extend reach and frequency of message, as well as to provide better tracking metrics on a campaign's performance.

Marketing is executing a plan in FY11 to place more than 4,200 ad units that will deliver nearly 290 million impressions for the metropolitan Tucson area.

MARKETING CONVENTIONS & MEETINGS

To assist Conventions Sales in generating demand and bookings for meetings and conventions, Marketing focuses on two results-oriented campaigns: The Master Account Incentive and You Fly, We Buy with astounding results.

Targeting qualified meeting planners and corporate and association professionals utilizing print, direct mail, and digital media, these campaigns have generated to date 616 leads, 208 bookings (24 of which are multi-year), and nearly 98,813 room nights.

This represents an economic impact of nearly \$32 Million since the campaign's inception (Fall 2008). Specific to county properties, the Master Account campaign has generated 70 meetings, representing 40,647 county room nights.

REAL
Collaboration **REAL** Savings
Earn up to \$30,000 off your Master Account

Discover why 8 out of 10 meeting planners choose Tucson for their events after taking advantage of our program **You Fly, We Buy**. Book in 2011 and earn up to **\$30,000** off your Master Account. Restrictions apply.

Tucson
Metropolitan Tucson Convention & Visitors Bureau
TucsonOnUs.com | 1-888-2-TUCSON ext. 134

REAL
Collaboration **REAL** Savings
Earn up to \$30,000 off your Master Account

Now through 2011, book peak rooms for your event—minimum 2 nights—and we'll credit your Master Account. **TRIPLE YOUR SAVINGS**—book three consecutive years—one in 2011—and we'll credit your Master Account for savings up to \$30,000. Applies to new bookings only.

201 or MORE ROOMS.....\$10,000 CREDIT	51-100 ROOMS.....\$2,500 CREDIT
101-200 ROOMS.....\$5,000 CREDIT	25-50 ROOMS.....\$1,000 CREDIT

To date, the estimated economic impact for Pima County is \$11.6 Million (Fall 2008 - Spring 2011).

Group Sales Meetings Media Plan for FY10/11 placed 56 ads for a total of just under 3 million impressions.

A sampling of publication placements:

- Meetings West - Impressions 35,062
- ConventionPlanIt.com - Impressions 111,371
- Smart Meetings Magazine - Circ 94,500
- MNI News Magazine Network
- Orange County - Circ. 99,670

- Newsweek
- Sports Illustrated
- Business Week
- Time
- US News

SOUTHWESTERN Exposure
Essential Southern Arizona experiences are close at hand

DESTINATION by Martin Kasper

Set on 100 acres, the mostly open-air museum offers each morning visitors a walk through hummingbird aviary, rocky habitats for mountain lions and bighorn sheep, a scenic garden and a huge collection of local flora and fauna. From the desert, the views are incredible. Behind the scenes with an animal keeper and a host of very high demonstrations.

Desert garden views are a focal point of many functions. Spaces at the museum, including the Ballou Education Building with its glass-pipe wall, offering views of outdoor balconies. Other rooms include the 270-seat Warner Theater, the one-of-a-kind Taylor Plaza and the Orpheus Cafe, which offers both indoor and outdoor dining.

Even when attendees lack the time to visit the museum, they can still experience some of what it offers. "If a group has an afternoon meeting and just can't get away, the Arizona-Sonora Desert Museum will come to the meeting—bringing documents and exhibits to the hotel," Hughes says. "Groups can have a break on the patio with an art or a musical performance."

Stunning is another example of natural phenomena that can be enjoyed at the meeting site.

"Sustainability is very big in Tucson, which has outstanding research facilities," Hughes says. "We frequently work with the Tucson Arizona Amateur Astronomers Association (www.tucsonamateurs.org) to get attendees to come out to a guided telescope tour. For groups who can spare the time, an excursion out to take the one-and-a-half-hour guided tour of the institute's observatory is well worth the investment to do."

"We're fortunate and beautifully privileged to be the most unique and incredible place I've ever been to," he says. "The guides do a great job."

The recently discovered Kartchner Caverns (www.kartchnercaverns.com), a stunning limestone cave about 90 minutes outside of Tucson, is fast becoming one of the region's most popular natural attractions. For groups who can spare the time, an excursion out to take the one-and-a-half-hour guided tour of the intricate cavern is well worth the investment to do.

"Groups can know the hard about 2 pm, and go on a hikeback to wagon ride to do a cave drive and arrive back at the ranch for a barbecue by dusk," Hughes says of Governor. "With the cave drive, people actually bring more to the cave, because they're more aware of keeping things from being too challenging. And while doing things like the mountain ridge and among the saguaros—a classic Western landscape where a lot of events were done."

Want to be? "Kasper says, "You can be a beautifully maintained dude ranch that provides a kind of gentle approach. Or you can get down and dirty and do a cattle drive."

One of the most wonderful ranch venues is Governor Ranch and Park (www.governorpark.com), country-odd-looking cattle ranch on 10,000 acres just outside of Tucson. The ranch offers groups with facilities that include a large event park in a desert setting and offers activities such as cattle drives.

"Visitors can know the hard about 2 pm, and go on a hikeback to wagon ride to do a cave drive and arrive back at the ranch for a barbecue by dusk," Hughes says of Governor. "With the cave drive, people actually bring more to the cave, because they're more aware of keeping things from being too challenging. And while doing things like the mountain ridge and among the saguaros—a classic Western landscape where a lot of events were done."

To really get a sense of being in a Western movie, there's no place like Old Tucson Studios (www.oldtucson.com), a theme park and film location that more than 200 famous Western movies and TV shows, including 2001: A Space Odyssey and the 1956 film classic, *Gunfight at OK Corral*, with Ben Lancer and Kirk Douglas. Gunfight, including shows won by Lanza through in *Lady House on the Prairie*, and other memorable films from the show and films are on display.

Both a movie set and 1939 and expanded over the years, Old Tucson Studios is a ready-made backdrop for Western-themed events. Complete with gunfight to entertainment and horse-drawn carriage rides, the extensive program of team-building activities includes the chance for teams to participate in a 100-mile Western movie, learn what takes to be a movie double or participate in a 200-mile double.

According to executive planner Joe Hargrave, vice president of Creative Group, Old Tucson's longstanding reputation over the last 70 years is a testament to its ability to provide a unique and memorable experience for attendees.

"You're looking for a combination of new activities, there's no better fit than Old Tucson."

RESORT CO-OP



Resort Co-Op represents MTCVB and 10 resorts that each contribute to an advertising fund managed by MTCVB. Approximately 70% of the fund is spent promoting leisure travel to Tucson on a national level. The remaining 30% targets Group Meetings, nationally. Target markets & media are at the discretion of the Resort partners.

The current Resort Co-Op media plan placed 55 ads with 54,531,818 national impressions.

LEISURE MEDIA NUMBER OF IMPRESSIONS OCTOBER-DECEMBER 2010

MNI - Executive Network - Business (Business Week, Fortune, Money) - Denver - Circ. 75,060
MNI - Executive Network - Business - Chicago - Circ. 162,240
MNI - Luxury Network (Food & Wine, Town & Country, Cooking Light, Elle Decor) Chicago - Circ. 152,210
LA Times - Sunday Travel Section - Circ. 312,000
LA Times Magazine - Circ. 800,000
Chicago Sun Times - Sunday Travel - Circ. 625,330
AAA Living - Digital Edition - Illinois - impressions 2,230,052
AAA - Midwest Traveler & Home & Away - impressions 1,420,000
LA Times on-line - travel eblast - impressions 4,700
LATimes.com - impressions 200,000
Chicago Sun Times Web - impressions 175,000

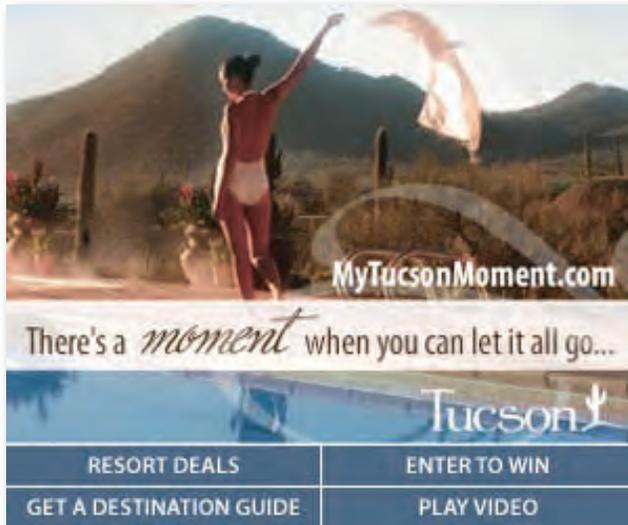
JANUARY-JUNE 2011

Luxury Travel Magazine - New York - Circ. 85,000
Acura Style Magazine - Circ. 3,060,000
AAA Living - (MN-MI-NE-IA-WS-ND-IL) Also includes Midwest Traveler (MO-So. IL & IN)
Home & Away - Minneapolis - Circ. 3,046,283
AAA Living - Circ. 1,029,520
Travel Spike Luxury Lead generation - 5,000 leads

PAID MEDIA

NATIONAL RESORT CO-OP

Spongecell - MNI online magazine network - October 2010 - 2.8 Million impressions

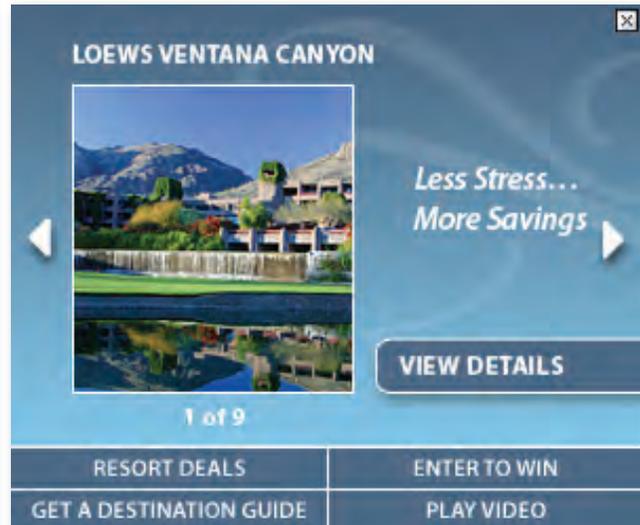


MyTucsonMoment.com

There's a *moment* when you can let it all go...

Tucson

RESORT DEALS	ENTER TO WIN
GET A DESTINATION GUIDE	PLAY VIDEO



LOEWS VENTANA CANYON

Less Stress...
More Savings

VIEW DETAILS

1 of 9

RESORT DEALS	ENTER TO WIN
GET A DESTINATION GUIDE	PLAY VIDEO



THE WESTIN LA PALOMA RESORT & SPA

Unlimited
Play Each
Day of Stay

VIEW DETAILS

4 of 9

RESORT DEALS	ENTER TO WIN
GET A DESTINATION GUIDE	PLAY VIDEO



WESTWARD LOOK RESORT

Stay More,
Play More

VIEW DETAILS

5 of 9

RESORT DEALS	ENTER TO WIN
GET A DESTINATION GUIDE	PLAY VIDEO



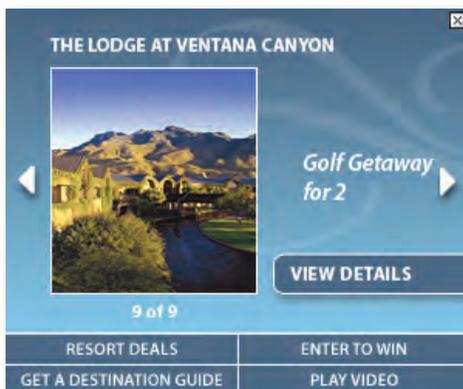
OMNI TUCSON NATIONAL GOLF RESORT & SPA

Wine and Dine
from \$199
for 2

VIEW DETAILS

3 of 9

RESORT DEALS	ENTER TO WIN
GET A DESTINATION GUIDE	PLAY VIDEO



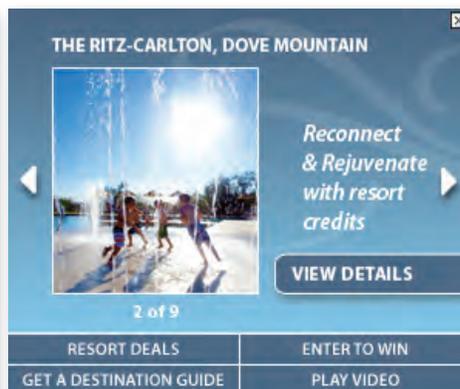
THE LODGE AT VENTANA CANYON

Golf Getaway
for 2

VIEW DETAILS

9 of 9

RESORT DEALS	ENTER TO WIN
GET A DESTINATION GUIDE	PLAY VIDEO



THE RITZ-CARLTON, DOVE MOUNTAIN

Reconnect
& Rejuvenate
with resort
credits

VIEW DETAILS

2 of 9

RESORT DEALS	ENTER TO WIN
GET A DESTINATION GUIDE	PLAY VIDEO



JW MARRIOTT STARR PASS RESORT & SPA

Unlimited
Golf for 2

VIEW DETAILS

5 of 9

RESORT DEALS	ENTER TO WIN
GET A DESTINATION GUIDE	PLAY VIDEO

PAID MEDIA - PEAK SEASON

BRANDING REAL SOUTHWEST TO PRIMARY, COLD WEATHER MARKETS CHICAGO AND DENVER



UTILIZATION AND TESTING OF QUICK RESPONSE (QR) CODES ARE BEING EMPLOYED IN PRINT, OUT-OF-HOME, AND DIGITAL MEDIA.



CHICAGO TRANSIT INTERIORS

55 Branded Trains
18 signs in exclusive interior ownership = 990 signs

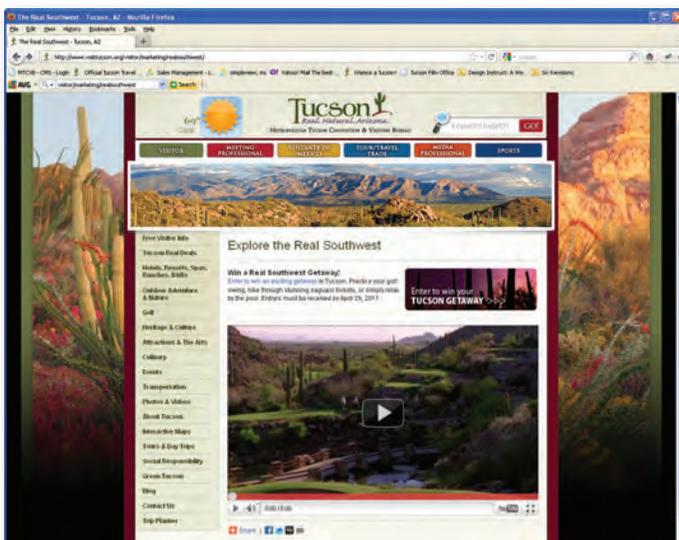
8 Week Post = 10,639,603 impressions
January 10 - March 6, 2011



DENVER TRANSIT EXTERIORS

80 Branded Buses

16 Week Post = 2.3 Million Impressions
January - April 2011



LANDING PAGE FOR REALSOUTHWEST.COM

Transit travelers view three minute destination video and may enter to win a three night, four day stay at one of 10 resort properties including Loews Ventana Canyon, Lodge at Ventana Canyon, Westin La Paloma Resort & Spa, Westward Look Resort and Omni Tucson National Resort in Pima County.

PAID MEDIA

WEATHER.COM

National online weather-triggered banner campaign, geo-targeted in our key feeder markets of Chicago, Denver, Seattle, Minneapolis, New York and Dallas. Jan - March 2011 - 2,993,000 impressions.



GOOGLE AND BING PPC

In October 2010 through Fiscal Year 2011, Marketing has launched an aggressive pay per click (PPC) campaign on Google and Bing with click through rates trending at over 6% during peak season. Targeting only our most desirable markets - Denver, Chicago, Los Angeles, San Diego, Dallas, Seattle and Minneapolis, specific keywords are purchased to drive awareness, attendance, visitation and bookings to our unique destination.

Specific and generic keywords were purchased for these specific county properties: Loews Ventana Canyon, Lodge at Ventana Canyon, Omni Tucson National, Westin La Paloma Resort & Spa, Westward Look Resort on both search engines - none of which competed with individual properties own PPC efforts.

SEO and SEM strategies were also optimized for Pima County attractions and events.

PAID MEDIA

HOTEL DEALS- featured Westin La Paloma, Loews Ventana Canyon, Hilton El Conquistador, Lodge at Ventana Canyon, Ritz Carlton - Dove Mountain and Westward Look Resort

FUN THINGS TO DO - featured Arizona-Sonoran Desert Museum, Old Tucson, Pima Air & Space Museum, University of Arizona - Biosphere 2, San Xavier del Bac Mission, Kitt Peak, DeGrazia Gallery

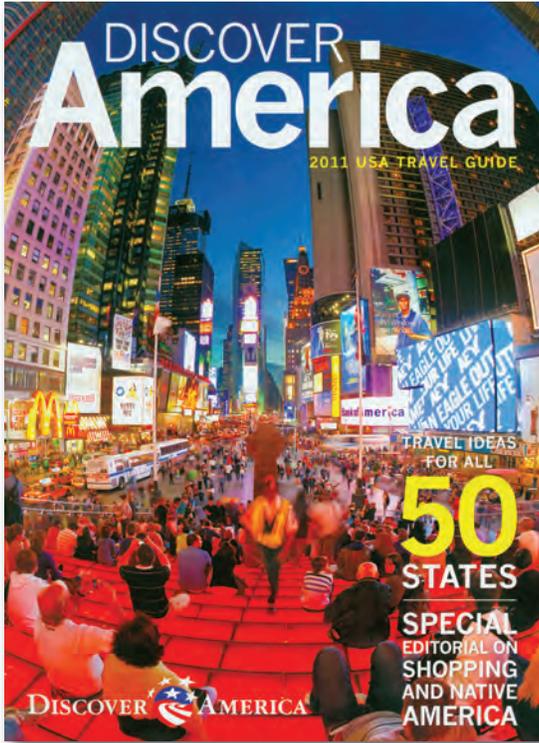
9 MILLION IMPRESSIONS ON SOUTHWEST.COM AND DEDICATED EBLAST IN OCTOBER 2010

The screenshot displays the Southwest.com website interface for October 10, 2010. The main navigation bar includes 'Special Offers', 'Air', 'Car', 'Hotel', 'Vacations', 'Travel Guide', and 'Rapid Rewards'. The 'Featured Destination: Tucson' section is prominent, featuring a scenic image of the desert landscape and a detailed description of the Sonoran desert. Below this, there is a 'Book A Flight' section with a form for round-trip flights to Tucson, AZ (TUS). The form includes fields for 'From', 'To', 'Depart', and 'Return', along with passenger selection (1 Adult, 0 Seniors) and a 'Book Now' button. To the right, there is a 'My Travel Guide' section with a login form and a 'Create Your Travel Guide Profile' option. Below the flight section, there is a 'Tucson Weather' widget showing a temperature of 83°F and a 'Hotel Deals' section listing properties like 'The Westin La Paloma Resort & Spa' and 'Loews Ventana Canyon Resort'. A 'Fun Things to Do & See' section lists activities such as visiting the 'Arizona-Sonoran Desert Museum' and 'Old Tucson Studios'. On the right side of the page, there are several promotional banners for 'FREE Nights', 'FREE Breakfast', 'FREE Kids Meals', and 'SAVE MORE ON THE SHORE!' with a 'CLICK HERE FOR MORE DETAILS!' button.

PAID MEDIA

INTERNATIONAL

Discover America 2011 USA Travel Guide
1,200,000 Circ



PRINTED IN 6 LANGUAGES:

- English
- Spanish
- French
- German
- Japanese
- Italian

In the southeast corner of the state, Tucson serves as a gateway to the region's historic mining towns and desert recreation. In town, explore the shops and galleries of the Presidio Historic District and walk among hundreds of living desert animal and plant species at the Arizona Sonora Desert Museum. Tucson has some of the country's finest golf courses, and is home to the world's largest gem, bead, mineral and jewelry show every February.



Gendron Golf Canadian magazine in English and French Annual 2011 - Circ. 30,000

Package	Rate	Includes
Arizona Tucson Golf & Spa	\$129	2 nights, 1 round of golf, breakfast, and spa treatment
Arizona Tucson Golf & Spa (2 nights)	\$219	3 nights, 2 rounds of golf, breakfast, and spa treatment
Arizona Tucson Golf & Spa (3 nights)	\$299	4 nights, 3 rounds of golf, breakfast, and spa treatment
Arizona Tucson Golf & Spa (4 nights)	\$379	5 nights, 4 rounds of golf, breakfast, and spa treatment
Arizona Tucson Golf & Spa (5 nights)	\$459	6 nights, 5 rounds of golf, breakfast, and spa treatment

Tucson
Real. Natural. Arizona.

OWNED MEDIA

ADOPTION & IMPLEMENTATION OF NEW TECHNOLOGIES IN MARKETING

In the area of owned media, Marketing has executed other timely initiatives in FY2011 that include an all encompassing mobile marketing strategy for smartphone users, which features our partners in Pima County.

Compatible and customized for smartphone and Hispanic users, m.VisitTucson.org allows consumers to search our site during the planning and pre-travel stages using their smartphones, as well as to interact with real-time data while they're visiting our unique destination.

Travelers can instantly locate information for accommodations, Pima County attractions, Southern Arizona Attractions Alliance, culinary, golf, spa, events, special offers, and more.

Visitors may search by category (restaurants) and subcategories (such as Mexican) and then be able to receive mapping and driving directions from where they are currently located.

Given that video will exceed 50% of all mobile traffic in 2011, MTCVB is adding the "Destination Video" and accompanying 30 second videos for lifestyle, outdoor and golf to the mobile site, which will enrich the mobile users' overall experience.

Apps for the iPhone and Android users are currently under development as these brands control 78% of the total smartphone market share.

In the five month time span since the site went live, Visit Tucson's mobile site has recorded 9,266 unique visits, 74,310 pageviews, with an average time on site 6:17 minutes.



OWNED MEDIA

VISITTUCSON.ORG

Its rich content is updated daily, optimized for search, and has recently been enhanced with a themed, trip planning tool and an events calendar. Each is prominently featured on the homepage and benefits partners in Pima county and the visitor.

QUICK FACTS

In Fiscal Year 2010, total user visits were over 3.48 million. The top 10 pages with the highest volume of traffic are:

TOP 10 PAGES

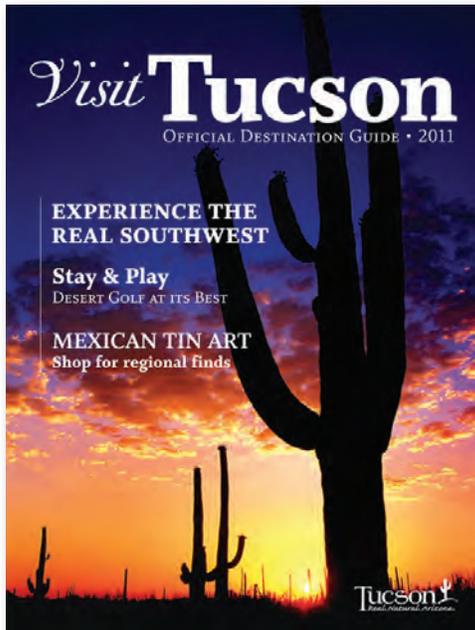
Homepage	628,781
Attractions	132,309
Outdoor Adventure	127,010
Gemshow	119,188
Major Events	115,475
Accommodations	109,475
Day Trips	100,770
About Tucson	94,981
Free Visitor Info	87,157
Culinary	50,184

Since 2008, the Bureau has worked with TNS, the world's largest Custom Market Research Company, to determine the economic impact and market reach of VisitTucson.org. These specialists independently conduct in-depth studies – intercepting online visitors – to survey and assess consumers' website usage and their motivations for visiting Tucson. Consumers are queried about their primary travel activities, travel intentions and where they are in the trip planning process. Website perceptions and expectations of VisitTucson.org are captured and evaluated. Follow-up surveys are conducted with these respondents to determine actual conversion to the destination.

The 2008 TNS study quantified that VisitTucson.org is positively impacting travel intent. TNS website conversion study reveals that 54% of travelers that viewed the Tucson website eventually planned a trip to Tucson and spent approx \$1,200 dollars per visit.

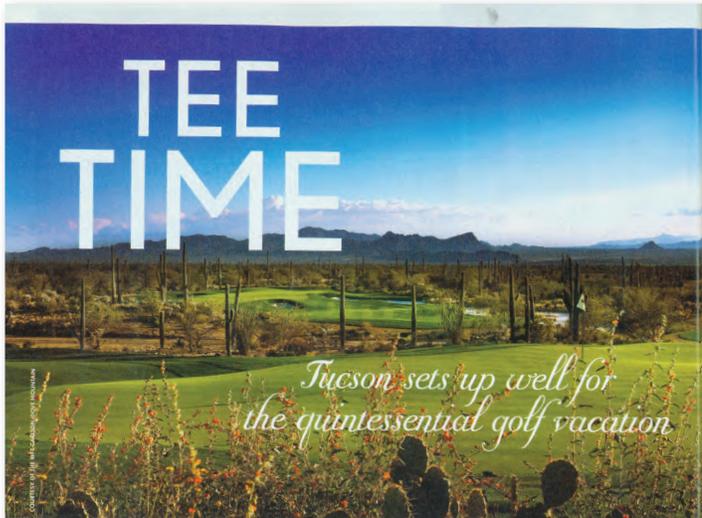
The screenshot displays the VisitTucson.org website interface. At the top, there's a navigation bar with categories like 'VISITOR', 'MEETING PROFESSIONAL', 'SUSTAINABLE MEDICINE', 'TOUR TRAVEL TRADE', 'MEDIA PROFESSIONAL', and 'SPORTS'. Below this is a search bar and a 'GO!' button. The main content area is titled 'Events in Tucson and Southern Arizona' and includes a calendar view for January 2011. A list of events is shown, each with a title, frequency, dates, and address. For example, 'El Nacimiento (The Nativity Scene)' is held weekly on Sundays from January 9 to March 27, 2011, at 140 N. Main Ave. Other events include 'The Artist as Collector: Oliver Mossett' at MOCA, 'Paradiso Bar & Lounge Free Concert Thursdays' at Casino del Sol, 'Broadway Village Farmers' Market' on Fridays, 'Birds of Tohono Chul Park Walking Tour' on Mondays, 'Saturday Jazz Showcase at Cushing Street Restaurant' on Saturdays, and 'Horse Racing at Rillito Park Race Track' on Saturdays. The footer contains contact information for VisitTucson.org, including phone numbers and the address: 100 South Church Avenue, Tucson, AZ 85701.

OWNED MEDIA



In addition to comprehensive coverage on our website, VisitTucson.org, we feature partners in Pima County in every issue of the Tucson Official Destination Guide (ODG), which is distributed to strategic locations across the metropolitan Tucson area, including the Tucson International Airport and visitor centers. Our ODG is also our fulfillment piece for lead generation for both leisure and group travelers.

- Featured Pima County properties & attractions in E-Newsletters to our consumer database of 125,000.
- Featured in AOT E-Newsletters and specialty eblasts of 35,000. Specific themes included golf getaways and the old west (ranches).



by David Hubbard

The perfect vacation has more to do with art than science. Golf and travel connoisseurs choose Tucson for its cosmopolitan style, which blends seamlessly with Sonoran influences and its jaw-dropping topography, which leaves nothing to decipher. Each year, golfers from the world over arrive in Tucson by the tens of thousands. They come to savor the nuances of desert-style golf and the relaxed pace of the Southwest lifestyle.

Play among towering ironwood trees at Pima County-owned Crooked Tree Golf Course.



The mountain ranges surrounding Tucson serve as majestic backdrops to the world-class golf resorts. Over the years, the rugged desert terrain spreading out beneath the Santa Catalina, Rincon, Tortolita, and Tucson mountains has ignited the imaginations of the greatest golf-course architects. Their winning combinations of natural wonders and manmade challenges easily make Tucson the preferred Arizona golf destination. The Tucson must-play list has its standouts. La Paloma Country Club extends play to guests

and club members on the 27-hole Jack Nicklaus signature layout. The rugged foothill terrain and shots across gipping ravines dictate challenges that stiffen incrementally on the Hill, Canyon, and Ridge nines. Nicklaus returned to Tucson to design and build the 27-hole signature layout for The Ritz-Carlton, Dove Mountain golf course. Tucked into the Tortolita Mountains near Marana, Tucson's newest resort serves as the stage for the World Golf Championships-Accenture Match Play Championship in February. On the western slope of the Santa Catalinas, the Hilton Tucson El Conquistador Golf & Tennis Resort serves up golf on 45 holes. Carved into the mountainside, the testy nine-hole par-34 Pusch Ridge course encircles the resort and rises and drops 175 vertical feet. Spreading through the rolling chaparral three miles west of the resort, the Conquistador and Catalina courses lend a desert flavor to their traditional design.

The modern golf experience at the Omni Tucson National Resort still respects the traditional approach. As the longtime venue for the PGA Tucson Open, the Catalina course continues to deliver a timeless classic golf experience from a desert oasis of stately eucalyptus trees. To complement the time-honored course design, Tom Lehman built the Sonoran course to provide a true-to-form test of desert golf.

From its serene perch in the Tucson mountains, the Starr Pass Country Club & Spa invites golfers to a distinguished 27-hole layout by Arnold Palmer. The Rattler, Roadrunner and Coyote nines deliver panoramic vistas as commanding as the challenges at hand.

Two well-seasoned layouts by Tom Fazio punctuate The Lodge at Ventana Canyon Golf & Racquet Club. The acclaimed Mountain and Canyon courses take golfers on a desert romp through the foothills and ravines directly below the Santa Catalinas.

The city of Tucson and Pima County maintain an impressive network of public golf courses that offer affordable golf in parkland settings, such as Silverbell and the Dell Ulrich track at Randolph Park, as well as pure desert experiences on the Fred Enke layout.

In addition to these heralded sites, Tucson invites golfers to dozens more facilities throughout Southern Arizona. Unique challenges on courses set in refreshing surroundings—golfers understand this formula for the perfect golf vacation.

Savor the nuances of desert-style golf.

Learn more at www.visitTucson.org/golf.

Awesome course scenery abounds throughout Tucson and Southern Arizona. Clockwise from top left: Hilton Tucson El Conquistador Golf & Tennis Resort; The Lodge at Ventana Canyon Golf & Racquet Club; Omni Tucson National Resort; Fred Enke municipal golf course; Starr Pass Country Club & Spa.

» Join the pros in Tucson

From February 21 through 27, Southern Arizona will be the focus of the golf world during the World Golf Championships—Accenture Match Play Championship. Billed as the cornerstone of the World Golf Championships, the five-day tournament will take place in Marana—just north of Tucson—at The Ritz-Carlton Golf Club, Dove Mountain. Follow the top 64 golfers as they battle for the Walter Hagen Cup. The action takes place on Southern Arizona's newest course. Designed by Jack Nicklaus, it offers large greens with dramatic scenery, including desert washes, native plants, and animal life, as well as majestic, centuries-old saguaro cacti.

Pima County partners are listed in the ODG and online.



THE TUCSON ATTRACTIONS PASSPORT

The Tucson Attractions Passport is produced by MTCVB in cooperation with Pima County and the Southern Arizona Attractions Alliance. Printed annually in quantities of approximately 16,000, the Passport is currently available for purchase for \$15 and provides visitors over \$400 in savings.

Since the fall of 2010, the MTCVB has earmarked advertising dollars to promote the Passport sales, which has generated 980,000 impressions.

In addition, MTCVB has featured the following attractions in paid, owned and earned media (includes display ads, advertorial mentions, ODG features and listings).



ATTRACTION	IMPRESSIONS YEAR TO DATE
Arizona-Sonora Desert Museum	28,774,703
Colossal Cave Mountain Park	2,644,338
Old Tucson Studios	4,212,20
Pima Air & Space Museum	4,768,163
Titan Missile Museum	653,163
Mission San Xavier del Bac	1,297,203

METROPOLITAN TUCSON CONVENTION & VISITORS BUREAU



KINO SPORTS COMPLEX - 754,470 impressions



THESE ARE THE FIELDS WHERE DREAMS ARE MADE
Play ball on 155 acres of unlimited, professional baseball grounds

This complex is a perfect fit for youth, high school, college or adult clubs hosting amateur baseball tournaments, camps or clinics.

STADIUM AMENITIES: 11,000 seating capacity Concessions Team shop Ticket office Visitors locker room Professional grade clubhouse Batting tunnel 1 Practice field 1 half-field Dedicated parking	SOUTH COMPLEX 7 baseball fields (4 lighted) NORTH COMPLEX 5 baseball fields (1 lighted)	COMPLEX AMENITIES: Hall fields Indoor and outdoor batting cages Observation towers Snack bars Dedicated parking 520-434-1339
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Kino Veterans Memorial Stadium - Home of the Tucson Padres Triple-A Baseball



Scan this code to see our fields

kinosportscomplex.com



Tucson Sports and Kino Sports Complex are currently working together to develop electronic and print advertising media plans to promote the facility April - June, 2011 and again for Fiscal 11/12 in various trade publications targeting high school, college and even junior baseball coaches, as well as Scouting organizations. The marketing initiative is a cooperatively funded plan between Tucson Sports and Kino Sports Complex.



THESE ARE THE FIELDS WHERE DREAMS ARE MADE
Play ball on 155 acres of unlimited, professional baseball grounds

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Kino Veterans Memorial Stadium - Home of the Tucson Padres Triple-A Baseball



Scan this code to see our fields

kinosportscomplex.com



METROPOLITAN TUCSON CONVENTION & VISITORS BUREAU



FACEBOOK

SUMMER FLASH SELLING 2010- Pima County partners participated in flash selling as part of our summer campaign "Tucson Will Surprise You" on Facebook. Twitter and Summer E-blasts were also part of the flash sales media mix. This element was very popular with both consumers and partners.



Tucson Will Surprise You **Tucson Will Surprise You Hotel HOT DEAL:** Westin La Paloma Resort & Spa: \$139 per night rate that includes breakfast for 2. Call 1-800-937-8461 and ask for Summer Surprise Package rate. At check in (front desk) mention you are here for TWSY hot deal and receive an additional 10% off. <http://ow.ly/2flgc>



The Westin La Paloma -- The Southwest's Premiere Destination Resort
The Westin La Paloma, in Tucson, Arizona is the premiere destination resort in the American Southwest. Come experience the High Desert difference and enjoy fine dining, golf, tennis, and indulge your senses at our Elizabeth Arden Red Door Spa.

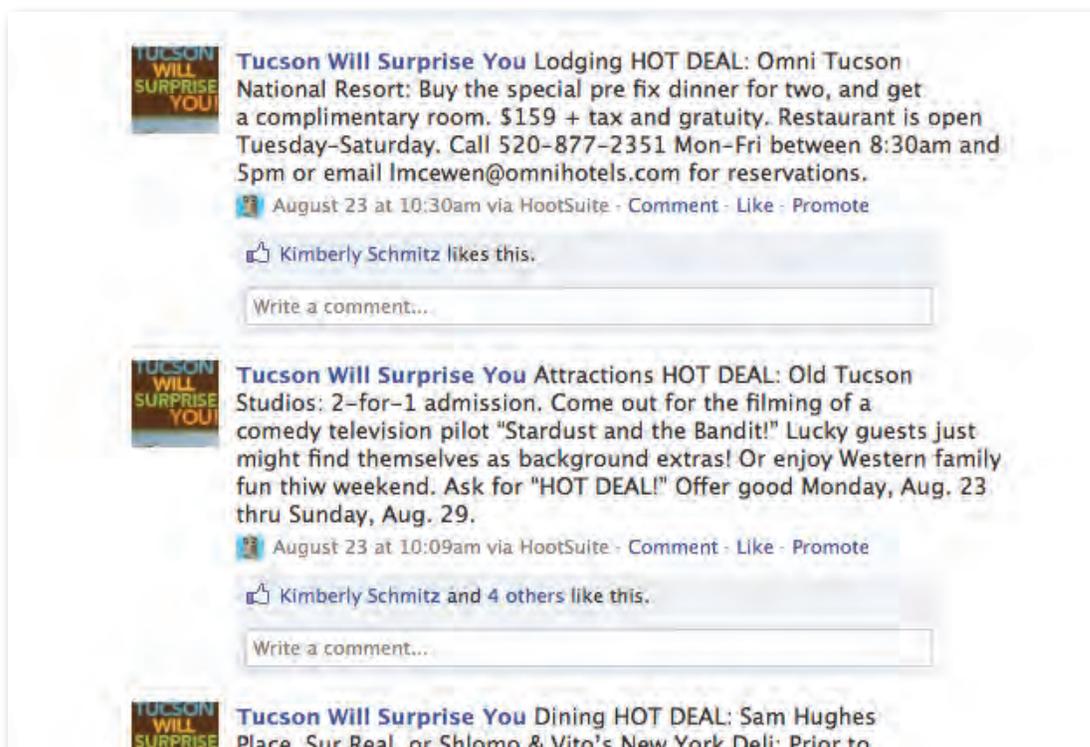
July 26 at 9:10am via HootSuite - Comment - Like - Share - Flag

5 people like this.

Tig Collins This is such a staycation opportunity.
July 26 at 9:18am - Like - Flag

Write a comment...

Tucson Will Surprise You **Tucson Will Surprise You Attractions HOT DEAL:** Pima Air & Space Museum. Receive \$3 off one regular adult admission and



Tucson Will Surprise You **Tucson Will Surprise You Lodging HOT DEAL:** Omni Tucson National Resort: Buy the special pre fix dinner for two, and get a complimentary room. \$159 + tax and gratuity. Restaurant is open Tuesday-Saturday. Call 520-877-2351 Mon-Fri between 8:30am and 5pm or email lmcewen@omnihotels.com for reservations.

August 23 at 10:30am via HootSuite - Comment - Like - Promote

Kimberly Schmitz likes this.

Write a comment...

Tucson Will Surprise You **Tucson Will Surprise You Attractions HOT DEAL:** Old Tucson Studios: 2-for-1 admission. Come out for the filming of a comedy television pilot "Stardust and the Bandit!" Lucky guests just might find themselves as background extras! Or enjoy Western family fun thi weekend. Ask for "HOT DEAL!" Offer good Monday, Aug. 23 thru Sunday, Aug. 29.

August 23 at 10:09am via HootSuite - Comment - Like - Promote

Kimberly Schmitz and 4 others like this.

Write a comment...

Tucson Will Surprise You **Tucson Will Surprise You Dining HOT DEAL:** Sam Hughes Place, Sur Real, or Shlomo & Vito's New York Deli. Prior to

REAL DEALS, REAL SUMMER

SUMMER - MAY-SEPT 2011

Marketing is launching a highly interactive campaign - "Real Deals, Real Summer" - which integrates traditional and digital media with social networks (Facebook, Twitter and YouTube), mobile and text messaging.

Objective of campaign is to continue to convert instate travelers to metro Tucson for resort getaways but also to create demand for target audience to experience the very unique attractions only Tucson and southern Arizona offer. Attractions in Pima County are a huge component of this campaign.

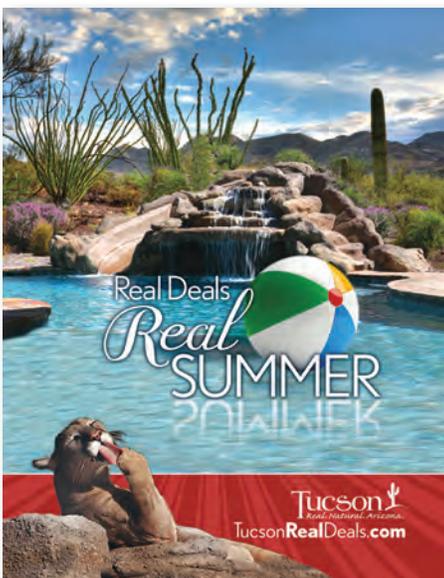
Campaign employs both the Marketing and PR Departments utilizing paid, owned and earned media.

Traditional print (Biz Tucson, Phoenix Magazine, Arizona Highways and Arizona Highroads), digital billboards in Phoenix, and radio are employed to increase visitation from in-state travelers to Tucson and Southern Arizona.

Digital marketing includes geo-targeted pay per click (PPC) on Google and banner placements on AZCentral.com, AZFamily.com, and Tucson.com.

Campaign will promote packages and giveaways that highlight our strongest destination drivers, with emphasis on hotels/resorts/ranches, Arts and Attractions, and Culinary. Each will center around family getaways (Slide into Summer) and romantic getaways (Star Gazing) and getaways for the cultural heritage traveler with packages offered by guest ranches and historic hotels.

We'll introduce a mascot from a Pima County attraction, which will give personality to the Summer brand, cut through the clutter of deals, and will be utilized for entertainment and attraction value.

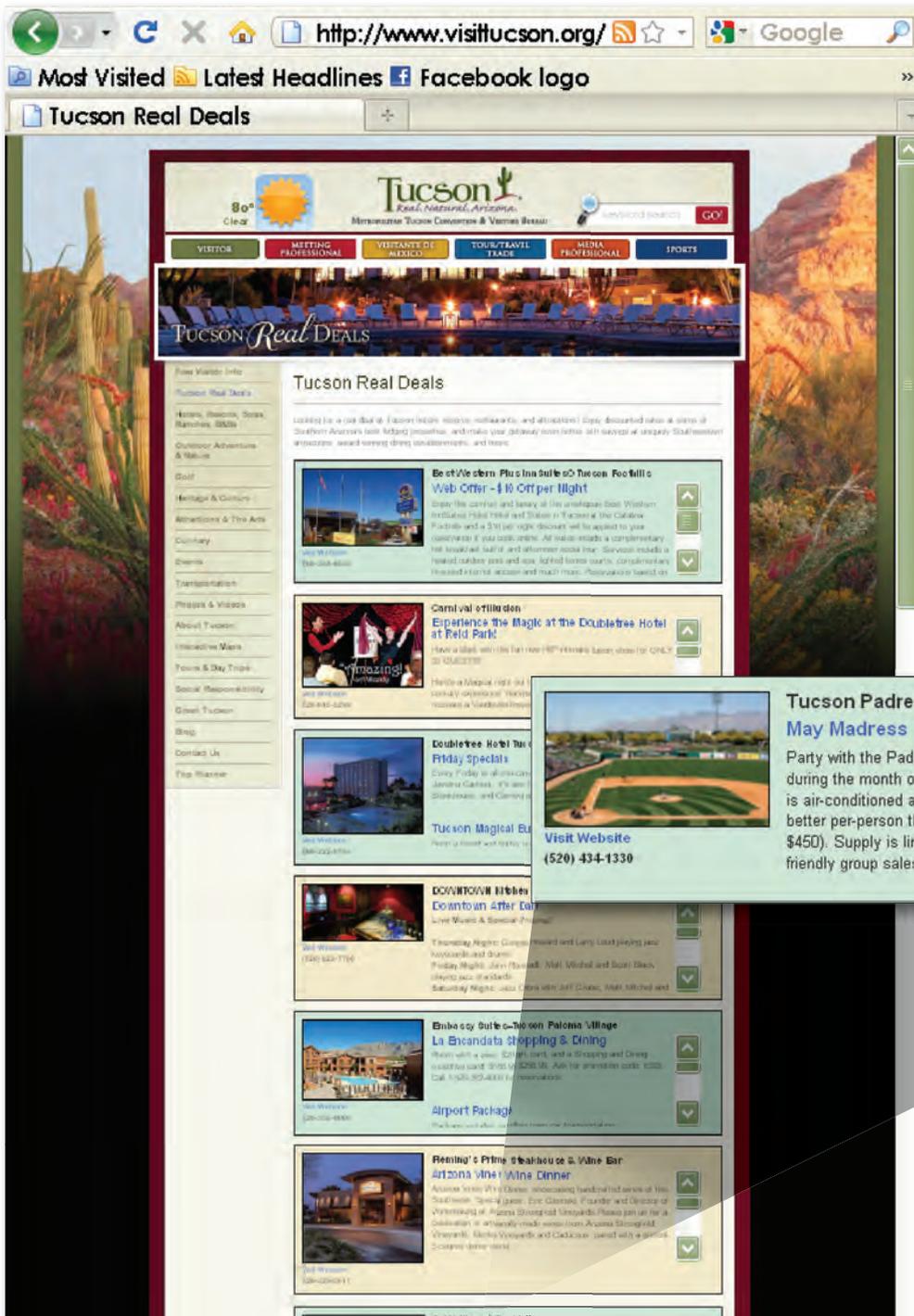


Mascot - George -- the Arizona Desert Museum Mountain Lion

- Give George a voice/personality that visitors and locals can relate.
- George will serve to educate and inform potential visitors about Tucson, in general, while promoting the "Real Deals, Real Summer" campaign.
- Feature George consistently throughout all MTCVB social networks, giving him access to visitors.
- Develop seasonal promotions/offers/contests centered around George as the "Real Summer" mascot.
- Educate consumers about the Sonoran Desert and wildlife at the museum on our website, visit Tucson.org and Social Networks.
- Distribute branded beach balls with George and TucsonRealDeals.com that hotels with pools can give families who check-in with children.

TUCSONREALDEALS.COM

A URL we're branding in target markets year-round with heavy emphasis for summer 2011. Partners in Pima County who offer packages and deals will be prominently featured.



January 2, 2010 - April 3, 2011
Page views: 11,794

Tucson Padres, Triple-A Baseball May Madness Suite Sale

Party with the Padres! Every Tucson Padres luxury suite is half-price during the month of May, with NO food minimums! Each luxury suite is air-conditioned and comes with tickets for up to 20 guests. That's better per-person than sitting behind home plate! Now just \$200 (was \$450). Supply is limited, based on availability. Please call your friendly group sales representative at 520-434-1367 for availability.

[Visit Website](#)
(520) 434-1330

PAID MEDIA

DIGITAL BILLBOARDS IN PHOENIX - IN ROTATION 10/11 FY 70,080,000 IMPRESSIONS



Loews Ventana Canyon



**JW Marriott Starr
Pass Resort & Spa
Tucson**



**The Ritz-Carlton,
Dove Mountain**



Canyon Ranch

MARKETING GOLF

In addition to featured listings, articles and photos in MTCVB Owned Media Golf and Pima County Golf courses are prominently promoted on a local, regional and national level in both print and digital media. Such Presence includes: MTCVB Golf :30 Video; Golf i-brochure; Accenture WGC Official Program; Arizona: The Golf State Sponsorship; Tucson Golf Guide; Golf Digest; and various regional golf publications all involving more than 34 million golf impressions from paid media alone.



MTCVB VIDEO LINKS TO VIEW

Destination Video: <http://youtu.be/QyqzT81xEe0>

Outdoor Adventure - 30 second: <http://youtu.be/ssWQoUg6ALI>

Golf - 30 second: <http://youtu.be/YyHNyJbpmtg>

Lifestyle - 30 second: <http://youtu.be/M74bZecYYNk>