2017 Road Map

ANNUAL REPORT

VISIT SAN ANTONIO
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**PARTNER WITH VISIT SAN ANTONIO**
Welcome

Dear Partners:

What a wonderful year it has been!

The transition to our new public-private nonprofit, Visit San Antonio, comes at a time when San Antonio has emerged even more emphatically as one of the country’s most unforgettable destinations. The historic move is undoubtedly the most notable for our industry since the creation of the original Visit San Antonio following the 1968 Hemisfair.

It comes at a compelling time for San Antonio, which is expanding at a remarkable pace to the benefit of our leisure visitors, conventioners and locals. From the continued rise of our arts and culture offerings to the investment of our many leisure attractions to our booming culinary scene, there is much to be proud of on the tourism and hospitality landscape.

Throughout the city, the ever-expanding influence of the travel industry is evident. Consider:

- In Spring 2016, we were treated to the grand opening that showcased the $325 million transformation of the Henry B. Gonzalez Convention Center. As expected, this state-of-the-art center is helping to move San Antonio further to the forefront of convention destinations.
- In March, the Witte Museum will unveil its completed $100 million expansion and improvement project, including the Valero Great Hall, Dinosaur Gallery and new or improved exhibits throughout the property.
- In and around our Spanish colonial missions, now a World Heritage Site, infrastructure changes and upgrades are under way or being planned. The city is committed to and invested in the need to showcase and protect these invaluable assets.
- The Broadway Reach, including the Witte, DoSeum and other jewels for locals and visitors, is undergoing more than a half-billion dollars in upgrades. You’ll see the results now and in coming months at the McNay Art Museum, San Antonio Museum of Art and so many other sites.
- SeaWorld and Six Flags Fiesta Texas, among other family-fun destinations, will spotlight a continued commitment to excellence and entertainment with new offerings.
- The historic move is undoubtedly the most notable for our industry since the creation of the original Visit San Antonio following the 1968 Hemisfair.

Looking ahead, we are concentrating on several strategic priorities:

- Under our new structure, we’ll seek out other revenue resources to strengthen our marketing muscle in showcasing San Antonio. We will be deliberate and tactical as we explore sound business routes to best accomplish ambitious goals.
- We’ll continue to enhance and broaden San Antonio’s awareness through a Mix-It-Up Strategy, to encompass the diversity of offerings from family fun to arts and culture, with direct communication to new niche markets such as the millennial traveler.
- We’ll work to maximize opportunities with the transformed Convention Center, such as familiarization trips, fly-in promotions and client events.
- Additionally, we’ll maximize short-term business opportunities through sales strategies and tourism sales, including major consumer initiatives in near drive markets and online promotions with key travel trade to generate demand during key time periods.
- We’ll continue to activate Visit San Antonio long-term strategic plan with continued involvement with Air Service development to assist with efforts for recruitment, new flight inaugurations, flight retention and sustainability.

None of this can be accomplished, however, without your invaluable partnership and involvement. We have a short-term and long-term vision for success for San Antonio, even as we confront an increasingly competitive environment, and know that working as a team makes us stronger. With that in mind, please take a look at our annual report; we hope it serves as a foundation for you in your planning for 2017. In this report, we share some of our success stories — and our roadmap for greater success in coming months.

Review the “Partner With Us” section for opportunities to team with us. Take time to explore VisitSanAntonio.com and see how your Visit San Antonio is working to showcase this unforgettable city.

Thank you for all you do! Let’s get focused on the opportunities ahead.

Sincerely,

Casandra Matej
Executive Director
Visit San Antonio
2016 KEY ACCOMPLISHMENTS

BIG WINS
- Grand Opening of transformed Henry B. Gonzalez Convention Center
- Hosted TSAE New Ideas Conference with record-breaking attendance
- Multi-year agreement to host American Football Coaches Assoc. Natl. Convention (AFCA)
- Nearly 700 NEW San Antonio Tourism Ambassadors

ACCOLADES
- Top Ten Best Family Travel Bets 2016 Family Vacation Critic
- Best in the U.S. for 2016 Lonely Planet
- Best Travel Destinations on the Planet for 2016 Travel + Leisure
- #1 America’s Friendliest Cities 2016 Travel + Leisure
- #2 Where to Go in 2016 Budget Travel
- Service Delivery Ranking 3.8 on a 4-Point Scale

Convention Room Nights Booked: 936,458
Outer Market Media Value: $33.7M
Online Engagement: 8.4M
OVERALL STRATEGIES FOR 2017

- **Execute the CVB’s structural transition to a public/private 501c6 organization positioning the organization for future success and growth.**
- **Maximize opportunities associated to the Henry B. Gonzalez Convention Center transformation.**
- **Enhance and broaden San Antonio’s awareness through Mix It Up advertising and marketing strategies.**
- **Maximize short-term business opportunities through sales strategies and Tourism Sales.**
- **Develop a Revenue Enhancement Plan for the purpose of growing and diversifying revenue sources for Visit San Antonio.**

PERFORMANCE MEASURE & ACCOUNTABILITY

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<td>3.9</td>
<td>3.9</td>
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<td>3.9</td>
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Thank You for Your Service & Dedication
2015 - 2017 CVC Members

FRANK J. MICELI
CVC CHAIR
Spurs Sports & Entertainment

JOHNNY P. HERNANDEZ
1ST VICE CHAIR
La Gloria Capital

TRISHA FRANK
2ND VICE CHAIR
Freeman

ROBERTO C. TREVINO
City Councilman
District 1

REBECCA J. VIAGRAN
City Councilwoman
District 3

LARRY ANTHIS
Capital One

MICHAEL D. CORTEZ
Mi Tierra Café, Inc.

HENRY BRUN
Richport Enterprises, Inc.

CHRISTAL CAMPBELL
Southwest Airlines

DIANE CENTENO
SeaWorld San Antonio

MICHAEL D. CORTEZ
Mi Tierra Café, Inc.

GEOFFREY CRABTREE
Methodist Healthcare System

RUDY GARZA
Hispanic Chamber of Commerce, CPS Energy

RICK GRINNAN
Republic of Texas

JUSTIN HOLLEY
ABH Hospitality Management LLC

Thank You for Your Service & Dedication
2015 - 2017 CVC Members

VANESSA LACOSS
HURD
DeSautel

MARIA MARTINEZ
Marriott Plaza San Antonio

CASANDRA MATEJ
Visit San Antonio

BILL PETRELLA
Westin Riverwalk

DAVIS PHILLIPS
Phillips Entertainment, Inc.

BOB RAYMOND
Dahill

ROB RODRIGUEZ
Alamo Asian-American Chamber of Commerce, Verde Commercial Real Estate Corporation

MIKE SAWAYA
Convention Sports Facilities

RON STINSON
Arbor House Suites Bed & Breakfast

TIM SULLIVAN
Marriott Rivercenter/Riverwalk

R. "ANDY" TIWARI
Tiwari & Bell, PLLC

NEAL THURMAN
Six Flags Fiesta Texas

RUSTY WALLACE
IMMEDIATE PAST CHAIR
Omni La Mansion del Rio & Mokara Hotel & Spa

TAMMY PEACOCK-WERLINE
Hard Rock Cafe

THANK YOU FOR YOUR SERVICE & DEDICATION
2015 - 2017 CVC MEMBERS
MISSION STATEMENT

Promote and market San Antonio as a premier leisure visitor and convention/meeting destination for the purpose of positively affecting the City's economy and enhancing citizens' quality of life.
Our Company

Organizational Vision
Visit San Antonio shall be recognized as a premier destination marketing organization and the source of visitor information within San Antonio. Visit San Antonio will strategically and passionately pursue its mission as steward of the trust placed in it by its funding partners and all stakeholder groups.

Visit San Antonio will demonstrate market understanding and pursue competitive advantage for the destination in all market segments, operate its organization within a businesslike context and consider long-range destination sustainability in future endeavors.

Brand Promise
San Antonio is special because visitors experience what residents have built over the centuries and are welcomed with heartfelt emotion and creative energy.

It is an authentic American city with unique charm, historical significance, a rich cultural tapestry, rolling hills, surprisingly lush terrain and iconic and important landmarks. The city has an urban vibe, active artist community, one-of-a-kind restaurants and a downtown that is a destination by day and night for both visitors and residents.
Our Brand Identity

- **People**: Embody the power and spirit of the City.
- **Pride**: Drawn from the deep-rooted history fueled by progress of tomorrow.
- **Promise**: The promise of the experience.
- **Passion**: The passion of the people for what they do and the roles they play in the life of the City.

Our Divisions & Staff

**Destination Group Sales**
The Destination Group Sales Division works closely with hotel partners, convention facilities and local venues to bring conventions, trade shows and hotel-hosted meetings to San Antonio. The department helps bring these meetings to San Antonio by working with clients to provide sales leads for hotels, ensuring San Antonio maintains a high level of visibility and recognition within the industry, conducting customer site visitations and effectively packaging various venues to most effectively accommodate meeting needs.

**Destination Services**
The Destination Services Division positively affects the City of San Antonio’s economy by assisting planners to produce successful meetings and events. It also provides resources to build attendance and, in doing so, encourages new and repeat business opportunities for San Antonio.

**Connect SA**
The Connect SA Program works to raise the awareness of San Antonio’s top industries by partnering with local industry leaders to leverage bringing impactful meetings, conferences and conventions to San Antonio.

**Visitor Information Center**
The Visitor Information Center (VIC) works to maximize and enhance the San Antonio visitor experience by providing accurate and helpful information on attractions, tourism services, cultural sites and events while focusing on using the highest level of customer service for the purpose of extending visitor stays, increasing visitor spending and promoting return visitation.

**Marketing**
The Marketing Division promotes San Antonio as a premier visitor and convention destination by positioning the brand through multiple and innovative media channels, reaching national and international audiences.

- Did You KNOW? Travel and hospitality provide 136,798 jobs locally, employing 1 out of every 8 SA residents and contributing $1.95 billion in taxes and fees to the City of San Antonio.
Communications
The Communications Division works to position San Antonio as a destination for leisure and convention visitors by driving positive and substantial coverage through various comprehensive media channels. These channels include print, broadcast, online and social media. Targets include both national and international audiences. The Communications Division also develops co-branding opportunities, handles crisis communications as needed and develops affinity programs with sports-related organizations in target markets.

Tourism
The Tourism Division positions San Antonio as a premier destination to the domestic and international leisure travel market. The division’s objective is to increase the number of visitors traveling to San Antonio through cooperative marketing, familiarization trips, buyer education seminars, trade show meetings and sales missions. In addition, Tourism coordinates consumer-centric initiatives as well as experiential packages in an effort to create awareness for the destination.

Finance & Administration
The Finance and Administration Division aims to provide the highest-quality support services in the most efficient and cost-effective manner for the administration and fiscal operations of the organization consistent with the overall goals and objectives of Visit San Antonio. The division provides wide-ranging support services to the organization, including customer service and operations, fiscal and budget management, research and development, and information technology.

Get to know the Visit San Antonio staff members by visiting Partners.VisitSanAntonio.com and clicking on “Our People.”
Visit
SAN ANTONIO
THE OFFICIAL VISITOR'S GUIDE

Tex-Next:
MEET THE NEW TASTE
OF SAN ANTONIO

Perfecp spots
FOR FAMILY FUN

A IS FOR ART: WHERE
TO SEE THE CITY'S BEST

WHAT'S NEW:
ATTRACTIONS, DINING,
SHOPPING AND MORE

VISITSANANTONIO.COM

2016 Visitor's Guide Cover
DESTINATION GROUP SALES

MISSION

Group meetings and industry trade shows contribute significantly to the San Antonio economy. These events generate revenue for the hotels and Henry B. Gonzalez Convention Center and also are a major source of revenue for the City from the sales tax and hotel occupancy tax. Additionally, many industry-affiliated companies contribute substantially to our economy. The Group Sales Division for Visit San Antonio has a major role in helping to secure these larger meetings for San Antonio. Sales managers generate leads for meetings and assist meeting organizers by packaging the convention center, hotels and other venues into a comprehensive bid package. Additionally the Sales Division is responsible for helping San Antonio maintain a high level of visibility within the meetings industry and maintaining an ongoing communications strategy with key customers.

KEY ACCOMPLISHMENTS FOR FY2016

» The sales team helped coordinate a successful grand-opening event for the newly transformed Henry B. Gonzalez Convention Center. More than 200 top meeting planners and executives were in attendance, as well as many of our key local supporters and partners.

» Four Familiarization Trips (FAMs) were conducted throughout the year, highlighting the Convention Center and the hotels, venues and new attractions in San Antonio.

» “Transforming Leaders Speaker Events” were hosted in Austin; Dallas; Washington, D.C.; and Chicago. Each of these events brought thought leaders from across the country to speak on high-level management and industry trends to more than 150 association and corporate meeting executives and planners in each destination.

» Several key short-term large meetings were booked into need dates for 2016 and 2017:

» A multiyear agreement with the American Football Coaches Association was signed. San Antonio will host the AFCA Annual National Convention for every two years into the future. Current room nights associated with these new years are 36,780.

» The Texas Society of Association Executives’ New Ideas Conference, which brought more than 500 Texas association executives, meeting planners, suppliers and vendors, was held in San Antonio in September 2016. As one of the premier Texas association meetings, this was an incredible opportunity to showcase the Alamo City as the state’s top meeting destination.
GOALS & STRATEGIES

GOAL 1: Increase base of group business utilizing the newly transformed Henry B. Gonzalez Convention Center

Strategy A: Redefine meeting space parameters and booking windows at the Henry B. Gonzalez Convention Center to reflect new opportunities made available with the addition of larger meeting space and changes in our competitive environment.

» Develop separate strategies and sales deployment structure for key group booking windows: 0-24 months, 24–60 months and 60 months and out.

» Restructure our current “meeting room packages” to better capture our most profitable meetings.

» Work with Henry B. Gonzalez Convention Center leadership to redefine guidelines in which to better capture offseason and other need time groups.

» Look at existing multiyear agreements to make necessary modifications in order to maximize with new opportunities.

» Develop package strategies to allow for more efficient use of exhibit halls in order to capture more groups and avoid “downtime with setup and dismantle.”

Strategy B: Focus on capturing group business for 2018, 2019 and 2020

» Partner with hotel community to get their assistance in contracting major opportunities.

» Streamline processes and reduce barriers to facilitate faster speed to market with response time.

» Realign sales team to place more attention on filler groups from 1,000 to 2,000 rooms on peak.

» Target group segments that are traditionally stronger for San Antonio.

» Expand partnerships with high-performing third partners, specifically Smith Bucklin and IMN Solutions.

Strategy C: Strengthen core of long-term group business (five years or more) by utilizing data from recent group analysis project.

» Change deployment to focus more on groups with 2,000 or more rooms on peak.

» Revise Convention Center booking guidelines to capture our most profitable groups and better utilize our new meeting space.

» Target groups from our strongest segments: medical, educational, technology, manufacturing and engineering.

» Increase our presence and visibility in our major association market areas: Washington, D.C.; Austin, and Chicago.

» Explore partnerships with the most influential group third parties: Experient and Conference Direct.

» Realign our Top 200 Account strategy to target more profitable opportunities.
**Strategy D: Increase our base of repeat group business and protect our existing accounts.**

» Develop price incentives for our most valuable repeat group.

» Visit San Antonio leadership will be more involved with top customers. This will include managing an executive call program, and helping to set up hospitality events for the group leadership during their event.

**Strategy E: Maintain high level exposure to major customers.**

» Host International Association of Exhibitions and Events 2017.

» Host four major customer familiarization trips.

» Increased visibility in Washington and D.C. market area with key citywide accounts.

» Host Client Advisory Board.

» Add three industry events to trade show schedule.

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**GOAL 2: Generate new business opportunities from a coordinated outreach program**

**Strategy A: Create an internal position dedicated to identifying new customers, and establishing a long-term communication strategy.**

» Re-engage with existing inactive accounts and previous lost business opportunities.

» Utilize competitor intelligence to target their key accounts.

» Work closely with Connect San Antonio to engage local members of organizations.

» Incorporate account development training and goals for all sales managers.

» Attend major and secondary trade shows to gain exposure to new accounts.

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**GOAL 3: Create a greater competitive advantage by differentiating the San Antonio meeting experience from key competitors.**

**Strategy A: Enhance our group site inspection experience to be more inclusive with key industry leaders, partners and venues.**

» Capitalize on our strong working relationships with major hotels, and the overall sense of teamwork between hotel partners.

» Refocus on educating the community to more effectively sell the entertainment and networking opportunities afforded by the River Walk.

**Strategy B: Enhance Group Services Experience.**

» Develop communication tools to better promote unique heritage and cultural offerings that distinguish San Antonio.

» Enhance our Destination Sales Services to become an engaged business partner. Customers will receive added value with programs to create attendance, and enhance the individual attendee’s experience.

» Group Sales managers will stay engaged through the turnover of accounts to services, and provide greater assistance with helping manage group room blocks.

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*Did You KNOW?*

More than 60% of our Convention Sales Team has achieved their Certified Meeting Professional (CMP) or Certified Exhibition Management (CEM) accreditation?
GOAL 4: Maintain top-of-mind awareness for San Antonio as a group meeting destination.

Strategy A: Host major customer engagement events in each of our major group markets.

» Maximize exposure opportunities afforded by hosting the International Association of Exhibitions and Events, and the ASAE Five Star Weekend in 2017.

» Continue to promote the convention center transformation with high-level customer familiarization trips.

» Create partnerships with key third party meeting companies to gain exposure to their agents through their events.

» Maintain a presence at all major industry trade events.

GOAL 5: Position San Antonio as a strategic partner with major meeting industry organizations.

Strategy A: Leverage alliances developed through our Synchronicities partnership to enhance our relationships with key industry partners. This includes:

» International Association of Exhibitions and Events

» Professional Convention Management Association

» Association of Management Companies

» Association Forum

» Conference Direct

Strategy B: Continue to utilize high-level professional education sponsorships as a major component of our customer outreach events. This includes in:

» Chicago

» Dallas

» Austin
PARTNERSHIP OPPORTUNITIES

» Attend trade shows and participate with our booth. There is a charge assessed per show, based on the overall costs of the event. Please see the attached trade show schedule, and the types of business opportunities these shows represent. You can access this information on our website at: partners.visitsanantonio.com/english/Resources/Co-Op-Opportunities.aspx.

» Participate in our market-based sales events. These events again are free-based and are open to all level of partners. They are also located at: partners.visitsanantonio.com/english/Resources/Co-Op-Opportunities.aspx.

» Participate in group familiarization trips. You can do this by either providing sleeping room accommodations or hosting an event for the group.

» Ask for assistance with setting up appointments with customers with our Washington, D.C.; Texas-, and Chicago-based teams.

» Visit San Antonio database manager may also provide you with quarterly updates and reports. These include calendar updates, progress reports and compression charts to help understand demand.

FREQUENTLY ASKED QUESTIONS FROM PARTNERS

1. How can we find out about partnership opportunities with Visit San Antonio convention sales team?
All of our partnership opportunities are listed on our partners website at partners.visitsanantonio.com. We update this list with event information, costs, and add new events as those opportunities present themselves.

2. What conventions are confirmed in San Antonio in the next year?
Listed on our meetings website at meetings.visitsanantonio.com, under the header Meetings Calendar, we have all of our confirmed meetings (convention center and hotel specific) listed for the next 18 months. This information is also listed on our partner’s website.

3. For future years, what does our convention booking pace look like?
Listed on our partners website (partners.visitsanantonio.com), under the Calendar Resources header, and then listed in the Partners Report section, you will our TAP Reports that lists our booking pace for the next several years.

4. How can we book space for groups at the convention center?
Visit San Antonio manages all requests for groups needing space at the center. Any local events are managed by the convention center staff, within 12 months of arrival.
CUSTOMER TESTIMONIAL INFORMATION

JJ Colburn, Texas Association for the Gifted & Talented

*Executive Director / Texas Association for the Gifted & Talented, TSAE Board – Chairman Elect and Chair for 2016 New Ideas Annual Conference*

- Size of their meeting: Annual Conference is 1,550 room nights; 1,700 attendees
- Last time they held their meeting in SA and future bookings: 2001, 2005, 2015 and looking at 2019-2020

Youtube URL – [https://youtu.be/dPpiVsPEWzU](https://youtu.be/dPpiVsPEWzU)

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Bill Keese, Association of Progressive Rental Organizations and is the current TSAE President.

*Executive Director/President*

This association does not currently host meetings in San Antonio, however. His testimonial talks about his involvement in TSAE and his positive experiences in San Antonio.

Youtube URL: [https://youtu.be/9joTbANxx3Q](https://youtu.be/9joTbANxx3Q)

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Amy Graham is the Executive Director for Texas Nursery Landscape Association.

*Amy is a past member of San Antonio’s customer advisory board. This association’s Annual Expo rotates through San Antonio every four years, however starting in 2020, they will start to host their Expo in San Antonio every year.*

Youtube URL: [https://youtu.be/N_s0BjI3hlc](https://youtu.be/N_s0BjI3hlc)

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Sara Regalado, Texas Medical Association

*Title/Organization: Associate Director of Conference Management / Texas Medical Association*

- Size of their meeting: various programs of different sizes and content, however Annual TexMed Educational Showcase & Exposition is 1,900 room nights on peak; 1,800 attendees

Youtube URL: [https://youtu.be/3QrgbXZWmxk](https://youtu.be/3QrgbXZWmxk)

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Renita Fonseca, Texas Radiological Society

*Executive Director / Texas Radiological Society*

- Size of their meeting: Annual Meeting is 400 room nights on peak; 250 attendees

Youtube URL: [https://youtu.be/MX1mUJCJAj4](https://youtu.be/MX1mUJCJAj4)
DESTINATION SERVICES

MISSION

The mission of Destination Services is to simplify the planning process for meeting professionals to create unforgettable meetings and events. Partnering with Destination Services gives the planner the opportunity to save time by allowing us to share knowledge of our destination; save time and money as our services are complimentary for lead referrals, site visit coordination and Bureau collateral; connect planners with local resources, unique venues, dining and entertainment opportunities; and be an advocate as needs arise. This partnership extends to local partners as we present opportunities for business and share information that may benefit their growth and understanding of our clients and trends in the industry.

The combined success of these efforts creates an opportunity for returned bookings and successful stories for referrals for new business, which contributes to San Antonio’s economy through sales tax and hotel occupancy tax.

KEY ACCOMPLISHMENTS FOR FY2016

» Proactively serviced more than 200 meetings and conventions, equaling to more than 480,000 room nights and more than 520,000 attendees.

» Traveled to 13 conferences that are scheduled to be held in San Antonio in FY17. Those coming conferences will represent more than 105,000 attendees. These trips are also used to connect with the conference organization’s staff, as well as the prior year’s city Visit San Antonio and facilities staffs, to discover information that will assist San Antonio being a successful host in FY17. This information is shared with convention facilities, exclusive providers and other partners, as applicable.

» Planned and coordinated the Texas Society of Association Executives’ New Ideas Conference representing more than 500 Texas association executives, meeting planners and suppliers.

» The Temporary Event staff worked more than 20,000 hours to support more than 85 groups in FY16.

» Destination Housing managed 12 groups totaling more than $17.2M in revenue to hotels at reservation shut-off dates.
GOALS & STRATEGIES

GOAL 1: Drive traffic to San Antonio Meetings website (meetings.visitsanantonio.com) for more efficient use of the various skills sets of the Destination Services staff.

Strategy A: Promote the efficient use of the San Antonio Meetings website “Planning Assistance” early in the sales process.

» Educate internal and external partners regarding the various tools available on the meetings website.

» Create competitive advantage by providing one-stop shopping for the meeting professional.

» Educate “cold callers” — such as meeting professionals, casual planners, reunion and wedding organizers — to Destination Services the benefits of the website and how they can customize their own folders for future reference.

Strategy B: Continue to evolve the meetings website as a viable resource for planners and partners.

» Create a process and schedule to update service providers information on the website.

» Work with the Marketing Department on updates to the website.

» Create a blog for disseminating important updates regarding the destination (e.g., what’s new, major street closures, discounts, events, etc.).

GOAL 2: Identify opportunities to enhance the services provided to groups booked through the Synchronicities program.

(These are groups that have booked a rotation between San Antonio, Baltimore and Anaheim.)

Strategy A: Create planning tools for success

» Establish and participate in quarterly calls or face-to-face meetings with Baltimore and Anaheim to explore future opportunities of enhancing the plan for meeting professionals and the attendee experience.

» Analyze the process and planning for the 2016 IAEE Conference in Anaheim – the second in a series of Synchronicities meetings. San Antonio hosts the 2017 event.
GOAL 3: Build opportunities to grow attendance and enhance the planning experience of the meeting professional.

Strategy A: Establish the process to connect Marketing with groups to promote attendance and enhance the visitor experience.

- Develop a plan with the Marketing Department to customize attendance building opportunities for groups 2,000 or more on peak.
- Develop a standard Marketing package for groups less than 2,000 on peak.
- Proactively promote Housing, Registration and Temporary Event Services offered by Destination Services.
- Utilize social media to communicate with attendees before and during conference. Also allow opportunities for attendees to participate in the Experience Dedicated Destination survey.

Strategy B: Know the group.

- Follow the history of the organization to determine changes in the pattern of hotel pick-up and/or attendance; flow and needs of the meeting.
- Share intelligence found with convention facilities, exclusive service providers and sales managers for future opportunities.
- Customize welcome packages based on the demographics of the groups and share with partners.
- For repeat business, work with planners to reach attendees with “what’s new” in San Antonio.

GOAL 3: Identify opportunities for media exposure to market San Antonio as a meetings destination to meeting professionals and locally, as far as the important impact on meetings to the community.

Strategy A: Identify clients that may be willing to provide testimonials via media requests, video or printed material for website and other Visit San Antonio communications.

- Track positive feedback and willingness to provide testimony via e-Autofeedback surveys.
- Follow-up with clients with post-meeting discussions with Sales and/or Services personnel.
- Refer written commendations from meeting professionals to Director.

Strategy B: Educate community on the value of meetings.

- Keep current list of opportunities for community outreach, updating it semi-annually.
- Record community outreach programs performed by groups in San Antonio through photography and testimonials and share with Marketing and Communications.
PARTNERSHIP OPPORTUNITIES

» Attend prior-year promotions with Destination Services Manager to showcase your business to attendees, sponsors and exhibitors. Information from prior-year promotions is available on our website: partners.visitsanantonio.com/english/Resources/Co-Op-Opportunities.aspx

» When contacted regarding planning sites of definite business, provide amenity, refreshments or special welcome.

» Create a special welcome for conference attendees by creating signage, special drinks or food, incorporating conference logos during conference.

» Actively participate in planning site visits by offering transportation or hosting meal functions.

» Request training for meetings.visitsanantonio.com website and how it can benefit your business.

FREQUENTLY ASKED QUESTIONS FROM PARTNERS

How can I get on the distribution list of group resumes?
E-mail any member of Destination Services located on “Contact Us” on the Partners website: partners.visitsanantonio.com/english/Our-People/Staff

Where can I locate history of meetings for last year – my corporate office wants to compare last year with this year?
Visit partners.visitsanantonio.com/english/Resources/Industry-Reports

Do you need over-flow rooms for an “XYZ” Group next year?
E-mail or call any Destination Services Manager partners.visitsanantonio.com/english/Our-People/Staff. They will connect you with the serving Destination Services Manager.
CONNECT SAN ANTONIO

MISSION
The Connect San Antonio team facilitates mutually beneficial partnerships within the local community to help raise San Antonio’s profile as a meeting destination. It identifies board and committee members of national organizations, to gain support and influence to bring future meetings, conferences and conventions to San Antonio. It is also a resource to connect with local industry experts.

KEY ACCOMPLISHMENTS FOR FY2016
» Increased booking goal by 250 percent.
» Locals assisted in securing 10 short-term meetings with more than 4,000 room nights and more than 5,000 attendees in the 2016-2018 timeframe.
» Increased database development for San Antonio’s top industries. This is a great resource for industry experts and speakers for conferences and meetings.
» Added Connect SA testimonials to the Connect SA page. This includes locals telling their story about the successful experience they had in bringing a meeting to San Antonio.

Did You KNOW?
More than 132,000 military visitors come to San Antonio each year for the Military Basic Training graduation.
GOALS & STRATEGIES

GOAL 1: Identify and connect with people in the local community to assist in bringing future meetings, conferences and conventions to San Antonio.

Strategy A: Engage and educate locals within target industries.
  » This can be accomplished through: research, prospecting, one-on-one meetings with key locals and attending industry events and meetings.

GOAL 2: Leverage local influence and industry to assist in bringing future meetings and conventions to San Antonio.

Strategy A: Find the connections within industries and the people to capture the story to bring more credibility to San Antonio and secure additional room nights.
  » Work with local leaders to gain support and assistance in bringing group business to San Antonio.
  » Engage and prepare locals to advocate for San Antonio.
  » Identify San Antonio industries’ strengths and weaknesses.
  » Assist in developing and telling San Antonio industries’ stories.
  » Attend industry meetings and events to network and stay abreast of industry trends locally and nationally.

GOAL 3: Recognition for supporters.

Strategy A: Communicate the value of the Connect San Antonio program and give recognition to supporters of the program to the local community.
  » Develop opportunities to host and recognize locals who have assisted in securing group business and provide opportunities for them to share their success stories with others in the community. This can be done by recognizing and thanking those individuals publically, hosting Connect SA locals at events, recognizing them at the Annual Meeting and through testimonials.

GOAL 4: Increase awareness of the San Antonio military visitor.

Strategy A: Identify opportunities and strategies to engage the military visitor.
  » Connect San Antonio to the military visitors before, during and after their visit to San Antonio throughout military page, the EDD program and by working with military leadership, Air Force Wing Moms and hospitality partners.

GOAL 5: Develop a database.

Strategy A: Research and identify local experts in the medical and technology industries to create a list of local industry experts as a source for speaking and expertise opportunities.
  » Work with industry experts to create list and develop speaker/expert forms and communication outreach.

San Antonio has one of the largest concentrations, across multiple agencies of IT, Information Assurance and Cyber Security professionals in the nation.

San Antonio is the home of the only Department of Defense Burn Center and two Level 1 trauma centers.
PARTNERSHIP OPPORTUNITIES
» Military Appreciation Partner discount and deals.
» Military Familiarization Tour Partnership (pay to play).
» Booth Space opportunities at JBSA (free).

FREQUENTLY ASKED QUESTIONS FROM PARTNERS

How does the Connect SA program work and how can it help secure group business?

If you are working on a group in which the knowledge of a leader of that association could help in securing the business, Connect SA will research the local community to identify possible connections to provide information that could give you the edge in closing the business.

TESTIMONIALS
The testimonials are on the Connect SA page: partners.visitsanantonio.com/english/Partner-With-Us/connectSA
VISITOR INFORMATION CENTER

MISSION
The primary mission of the Visitor Information Center (VIC) is to maximize and enhance the San Antonio visitor experience by providing accurate and helpful information on attractions, tourism services, cultural sites and events. The VIC focuses on using the highest level of customer service for the purpose of extending visitor stays, increasing visitor spending and promoting return visitation.

The VIC will continue to maintain healthy partnerships with local attractions, hotels, restaurants and industry organizations. The goal is to become a leader amongst Visitor Information Centers across the country.

KEY ACCOMPLISHMENTS FOR FY2016
» The Customer Service representatives greeted and assisted an estimated 260,000 visitors at the VIC.
» The VIC distributed more than 330,000 pieces of San Antonio tourism promotional material during 2016.
» The Customer Service Representatives had a strong Customer Service rating of 3.92 (on a scale of 1 to 4) from visitors to the VIC in 2016. That was up from 3.8 in 2015.
» Sold more than 22,000 attraction tickets in 2016.
» Increased the number of consignment tickets sold through the VIC.
GOALS & STRATEGIES

GOAL 1: Expanded Visibility of Visitor Information Center. Boosting visitation numbers at the VIC is critical in this era when electronic devices are often used to gain information on a destination. The VIC must position itself to showcase the many services it offers to visitors and locals alike.

Strategy A: Implement a VIC marketing plan.
» The VIC will work with Visit San Antonio’s Marketing Division to strategize and implement marketing opportunities including traditional and non-traditional methods. Methods include print ads, hotel TV ads space and participation in local community events such as Sicolvia.

» Technology no doubt plays an important role in travel today and a strong, thorough marketing plan can help maintain the VIC’s place in the tourism industry.

Strategy B: Manage social media opportunities.
» The VIC will manage social media channels to promote the services, retail items and happenings at the VIC.

» VIC management will respond to consumer feedback via social media in an effort to preserve the VIC’s prominence.

Strategy C: The concierge connection.
» The VIC will reach out to educate the concierges and front desk staff on the services, activities and retail products the VIC provides to visitors and locals.

» We will create a referral incentive program for concierges and front desk staff to refer visitors to the VIC.

GOAL 2: Broaden visitor experience. The Visitor Information Center of today can no longer just be a place of bricks and mortar filled with brochures and friendly people. Visitor Information Centers need to look beyond their conventional way of serving visitors, bringing an out-of-the-ordinary, unexpected visitor experience. That’s why it’s critically important to make sure our customer service representatives are well-trained, versed and knowledgeable in what San Antonio has to offer the visitor.

Strategy A: Research VIC activities by tourism partners.
» The VIC will look for opportunities for San Antonio tourism partners to promote their shows, events and attractions in the visitor center to enhance the experience of the visitor when they come into the VIC.

Strategy B: Offer unexpected experiences.
» The VIC will work with local tourism partners to offer visitors unexpected experiences such as photos from a photo booth and tickets to local major events.
GOAL 3: Review administrative & revenue areas. The visitor information center management staff continues to explore ways to streamline its work operations and expedite visitor purchasing experience.

Strategy A: Implement new Point of Sale system.

» The VIC will be implementing a new Point of Sale system that will provide faster, more efficient service for visitors and the ability to collect visitor data.

Strategy B: Enhance revenue opportunities.

» The VIC will consider new non-conventional souvenirs, while maintaining standard ones for visitors. Also, it will grow the number of new consignment ticket agreements from tourism partners.

PARTNERSHIP OPPORTUNITIES

» Tourism Collateral Distribution: Provide tourism-related printed collateral for distribution at the Visitor Information Center (VIC). More than 330,000 pieces of collateral were distributed last year. Contact Brian Lang at 210-207-6890 or BrianLang@visitsanantonio.com

» Ticket Consignment Program: Partners are encouraged to team up with the VIC in the selling of their attraction tickets. Current program is limited to certain attraction categories; additional ticket categories are being considered for inclusion. Contact Brian Lang at 210-207-6890 or BrianLang@visitsanantonio.com

» Special Promotional Programming: Partners are encouraged to leverage the VIC on an ad-hoc basis during special-event programming on Alamo Plaza to promote and market tourism industry initiatives with a limited timeframe. Ideas may include, but are not limited to, hotel anniversaries, Alamo Plaza events, partner seasonal events, etc. Contact Brian Lang at 210-207-6890 or BrianLang@visitsanantonio.com

» Partner with the VIC staff by promoting your business at the VIC by hosting a special day or event at the VIC. Contact Brian Lang at 210-207-6890 or BrianLang@visitsanantonio.com
MARKET THE DESTINATION
Here, tradition is celebrated, treasures await discovery and around every corner you'll find memories to cherish.

San Antonio, Deep in the Heart

Explore the interactive version of this scene at UnforgettableSA.com
MARKETING - DOMESTIC

MISSION
The Marketing Division promotes San Antonio as a premier visitor and convention destination by positioning the brand through multiple and innovative media channels, reaching national and international audiences.

KEY ACCOMPLISHMENTS FOR FY2016
» Exceeded goal of 6.8 million in online engagement by 23.8% (8.4 million), showing consumer interest in San Antonio through Visit San Antonio website and social media channels, both important travel decision influencers.
» Conducted major consumer initiative in target market Chicago, resulting in more than 2 million social media engagements and increased web traffic from Chicago.
» Conducted integrated campaigns customized by season (Spring, Summer, Fall, Holidays) to create consideration for and stimulate travel to San Antonio.
» The Summer campaign saw more than a 350 percent lift in visits to summer content on the website.
» A unique San Antonio video game was played by 11,239 and shared by 14.5 percent.
» Produced innovative, interactive Convention Center Grand Opening invitation package.
» Launched comprehensive Meet Learn Play campaign to promote transformed Convention Center and San Antonio meetings package.
» Increased visits to World Heritage Missions content more than 245 percent and increased web traffic from targeted countries.
» Successfully conducted co-op initiatives with SeaWorld San Antonio and Six Flags Fiesta Texas.
» San Antonio/Visit San Antonio immersion event in Frisco, Texas, resulted in 25 percent YOY lift in website traffic from Dallas.
» Launched the Experience Dedicated Destination program and in four months achieved 3,000 surveys that will provide important insights to improve the city.

» Awards:
  o Two Gold Adrian Awards from HSMAI for World Heritage print and poster advertising.
  o Silver Graphis Award for World Heritage print design and advertising.
  o Top Destination Award & Prime Site Award by Facilities & Destinations magazine readers.
  o Readers’ Choice Award by Convention South readers, among top destinations.
  o Pinnacle Award by Successful Meetings readers, based on quality of service.
  o Award of Excellence by Corporate & Incentive Travel readers.

» Achieved numerous digital firsts:
  o First travel advertiser to own a Snapchat takeover with Daily Mail to connect with Millennials.
  o First travel advertiser to purchase mobile rich media on a cost-per-second basis, opening the door for more cost-effective purchasing of mobile media.
  o First travel advertiser to utilize a large splash ad with Yahoo.
  o First travel advertiser in U.S. to utilize facial recognition study to analyze consumer response to San Antonio videos.
GOALS & STRATEGIES

GOAL 1: Enhance Brand Awareness

Strategy A: Continue to Promote San Antonio’s Diverse Offerings.
» Potential visitors’ perceptions affect their selection of San Antonio over other destinations, and Visit San Antonio market research confirmed consumers’ positive perception of the city once exposed to its multiple assets. It also revealed San Antonio’s distinctive competitive position as a relaxing and safe place with history and charm, and confirmed San Antonio as a good value in consumers’ minds. Areas that increase the likelihood to visit include appealing attractions, festivals, lively nightlife, shopping and a romantic atmosphere.

» The Mix-it-Up strategic framework and the Unforgettable campaign, which resulted from the research, create demand for San Antonio as a unique, experiential city you can visit again and again. To strengthen San Antonio’s competitive positioning and help drive travel, Marketing will continue to promote San Antonio’s authenticity, culture and opportunities for adventure.

» Content will span the pillars of family fun (theme parks, attractions, museums, landmarks, natural parks, events, etc.); arts/culture/history (museums, galleries, World Heritage site, landmarks, events, etc.); culinary (chefs, events, Tex-Next, craft beer, wineries, etc.) and active lifestyle (outdoor activities, natural parks, kayaking, cycling, etc.).

Strategy B: Measure brand awareness.
» In 2017, Marketing will conduct an Awareness & Image Study to measure changes in consumers’ perceptions of the San Antonio brand since the 2015 A & I Study.

» This type of research provides quantitative data that gives insight into the success of marketing and communications in positively capturing the attention of consumers.

» The 2015 San Antonio A & I Study reported significant growth in familiarity and appeal of San Antonio since the previous study (2011): unaided awareness 5 percent from 4 percent, familiarity 63 percent from 53 percent and appeal 57 percent from 40 percent.

Strategy C: Immerse consumers in the destination through Video.
» Video is the next mega-trend because it naturally pulls consumers into the content. In 2015, the number of people viewing digital video in the United States was more than 200 million. Mobile video has already increased 11 times in the last 3 ½ years, and the number of people watching video on mobile phones is expected to grow to 137 million by 2019. Nearly 50 percent of travelers look at online travel video when deciding to take a trip.

» Visit San Antonio Marketing actions that integrate video into social media campaigns, digital ads and website content have generated strong results, including views as high as 1.5 million on Facebook and click-through rates above industry benchmarks.

» In 2017, the team will continue to produce and showcase video footage that highlights San Antonio’s uniqueness and authenticity. The team will also consider innovative media and technology that lends itself to telling the San Antonio story through video (e.g., Facebook Live, Periscope, Snapchat).
Strategy D: Engage Consumers through Native Content.

» With consumers exposed to a plethora of messages, effective marketing communications is increasingly a challenge. A proven way to convey a compelling destination story that consumers respond to is through native content advertising. This more “authentic” marketing approach seamlessly weaves the brand message into consumer communication.

» In addition, working with travel influencers to create destination content ensures not only a third-party perspective but also a built-in distribution channel through their followers. Consumers are just as likely to trust native content written by travel influencers as information from their friends, and 32 percent would share native content with friends and family.

» Native content marketing in 2016, working with MatadorNetwork travel influencers, resulted in more than 20,000 social shares of articles and video and more than 196,000 engagements with images posted on Instagram. New content articles shared San Antonio experiences from “Fun Activities Your Children Will Love” to “Where to Find Craft Beer,” and images portrayed architecture, food and landmarks across the city.

» For 2017, Marketing will expand efforts to provide relevant, valuable native content that engages consumers with behind-the-scene views of San Antonio.

Strategy E: Span Multiple Media Channels.

» With the accessibility of technology, consumers today decide their own paths to decision-making, rather than follow a traditional marketing journey from inspiration to action. Because multiple factors influence decision-making, the Marketing team will plan across media channels for maximum reach and impact, while giving weight to those channels that have demonstrated high engagement.

» The media mix will include TV, radio, print, digital, e-mail, out-of-home, collateral and social media. Mobile marketing will be a major focus with 62.6 percent of consumers researching travel options via mobile.

» In 2015, $50 billion was spent on mobile advertising, and the advertising industry predicts $114 billion in 2018, accounting for 50.2 percent of all online advertising. Mobile traffic to VisitSanAntonio.com increased from 53 percent in 2015 to 60 percent in 2016, and with the launch of a responsive VisitSanAntonio.com early in FY 2017, San Antonio’s mobile experience will connect more significantly with consumers.

» Working with Proof Advertising, the Marketing team will select media partners and develop an integrated media plan that maximizes the budget and reaches target audiences in innovative ways throughout the year. Messaging will create interest and trigger action with San Antonio across content pillars.

» In addition, Marketing will consider timing media flights to adapt the increasing trend of shorter time periods from booking to arrival.

» Key periods for media are February-March and June-July. The plan will also include dialing up leisure efforts to compensate for group travel need time in summer.
Strategy F: Support Air Service.

» Air lift is increasingly important to extend San Antonio’s market share outside of the regional drive markets. In 2016, the Marketing team initiated targeted efforts in Philadelphia and Fort Lauderdale to promote new direct flights to San Antonio.

» In 2017, Marketing efforts will continue to support air service priorities through digital advertising, website, e-mail, and social media.

» In addition, the Marketing team will collaborate with Tourism and Communications on event and out-of-home efforts to build air traffic to San Antonio from target markets.

Strategy G: Create Excitement for Tricentennial Celebration.

» As 2018 is the year of San Antonio’s 300th anniversary, plans are in progress for special events in early May of 2018 as well as over the year. Messaging to Texas and out-of-state markets will begin in fall 2017 in order to create awareness and excitement and stimulate travel to San Antonio to be part of the celebration.

GOAL 2: Reach Multiple Audiences.

Strategy A: Cultivate the Millennial Traveler.

» Millennials (adults 18-38) represent an audience of growing importance in the travel space. They are avid travelers, with 60 percent of Millennials planning travel from a bucket list, and are always connected. They consider themselves to be explorers, not tourists, and they are interested in adventure travel, theme parks, nightlife, and urban destinations. Millennials represented in Visit San Antonio’s 2015 Awareness & Image research (25-34 years) are familiar with San Antonio (66 percent) and have a positive image of San Antonio attributes. The research confirmed that their travel planning resources, however, differ from Generation X (35-50 years) and Baby Boomers (51-65 years), as they are more likely to use YouTube and other social media channels than these other generations.

» In 2016, Marketing efforts reached Millennials through new social media (e.g., Snapchat, Tumblr, Periscope) and targeted digital advertising. The 2017 plan will include more opportunities to expand engagement with this audience through content, innovative creative such as San Antonio emojis, and new channels.

Strategy B: Own the Texas Family Destination Audience.

» Multiple indicators show San Antonio to be an appealing family destination. A significant percentage of travelers to San Antonio visit as a family (45 percent), and research confirms a high rating of San Antonio as a great place for the family.

» The Family Traveler audience, especially in Texas, remains a primary target market for San Antonio. In 2017, messaging to this audience will continue to reinforce how alive the destination is with opportunities for family interaction and fun.
Strategy C: Entice the Non-Family Audience.

» Non-family travelers comprise the largest party type for San Antonio, and they are primarily from outside of Texas, tend to be older and report higher household incomes.

» Messaging to this audience will broaden the awareness and appeal of San Antonio’s cultural, culinary and active lifestyle assets, as well as reinforce the unique atmosphere and experience.

Strategy D: Tap into Geographic Potential

» Since 75 percent of overnight leisure travel is from Texas, Marketing efforts will protect this core market and work to increase appeal and visits from key Texas drive markets. At the same time, marketing will also focus on increasing awareness and market share outside of Texas. Factors guiding geographic targeting include website traffic; requests, views and downloads of Visitor’s Guides; Facebook Likes; ARes hotel bookings; direct flights, and weekly airline seats.

GOAL 3: Extend Marketing Reach and Budget


» Strategic efforts with partners provide a means to reach targeted audiences with greater impact. Co-op efforts can also provide a means to efficiently reach niche audiences.

» In 2016, cooperative efforts with SeaWorld, Six Flags Fiesta Texas and Hill Country partners Fredericksburg, Boerne and San Marcos resulted in a consumer event that increased engagement from consumers in Dallas; a multi-channel outreach in Houston, Corpus Christi and the Rio Grande Valley; radio and billboard advertising in Monterrey, Mexico; and increased marketing in Mexico and Canada of San Antonio and the Hill Country region.

» The 2017 plan will include opportunities that enhance the marketing plan and bring value to partners.
MARKETING - INTERNATIONAL

GOAL 4: Grow awareness in international markets.

Strategy A: Stimulate Travel from Mexico during Strategic Long Weekends.
» In Mexico, there are eight designated long weekends throughout the year for which the Mexican consumer plans in advance, unlike spontaneous weekend getaways: Jan. 6-8, Feb. 4-6, March 18-20, April 13-16, May 5-7, May 13-15, September 15-17 and November 18-20. Marketing will leverage these prime travel times to reinforce that San Antonio is a desirable and convenient destination for the Mexican traveler, with easy accessibility by car or plane and with many entertainment, dining and shopping options.
» A mix of marketing mediums, running 1-2 months in advance of each strategic weekend, will also message key events (major concerts, festivals, exhibits, etc.) happening during that time period. Top-flight entertainment is a travel driver for the Mexican audience.
» Due to the devaluation of the Mexican peso, travel to the United States from Mexico is more expensive, so this strategy is especially important to encourage travel from the drive markets.
» Additionally, Marketing will promote travel during the school holiday weekends occurring the last Friday of every month, from September-May. Travel over these weekends is more likely to be driven by special offers.

Strategy B: Re-Align Mexico Target Audience.
» With economic challenges in Mexico and increasing competition and luxury destination options for the Mexico upper class (A/B), Marketing will focus on the Upper middle class (C+) segment as the primary target of potential travelers to San Antonio.
» This segment represents consumers with income, educational level and lifestyle higher than the middle class, yet who are value-driven.
» Geographic target markets are Mexico City, which presents the greatest growth opportunity; Guadalajara; Monterrey, considered as a drive market; and the addition of Queretaro, a new direct flight market to San Antonio.

Strategy C: Measure Mexico Brand Awareness.
» In 2017, Marketing will repeat the Mexico Awareness & Image study to measure change in consumer perception since the 2015 study.
» Although the 2015 study confirmed that San Antonio ranks high in terms of unaided awareness (24 percent), aided awareness (92 percent), appeal (50 percent) and likelihood to visit (77 percent), there were opportunities to increase awareness beyond San Antonio’s traditionally known assets such as shopping, which is the main reason for visiting San Antonio.
» Working with Proof advertising, Marketing launched a new series of print and digital ads — Delicioso, Vivido, Curioso — that strengthened messaging about different attributes of San Antonio, including attractions and culinary, in addition to shopping. Actions will continue to diversify messaging and adapt based on the 2017 research results.
Strategy D: Expand International Presence through World Heritage Site Designation.

» The UNESCO World Heritage Site status of the San Antonio Missions has opened up the potential for increased awareness globally not only of the missions, but also of all of San Antonio as an international destination. An increase in international visitors to VisitSanAntonio.com aligned with timing and countries targeted for 2016 Marketing promoting the World Heritage Site. For example, website traffic from Germany in March increased to 8.9 percent (even higher than traffic from Mexico), due to World Heritage advertising.

» World Heritage Site marketing actions generated more than 24 million impressions and 400,000 clicks and an increase of 245 percent in views of Missions content on VisitSanAntonio.com.

» In 2017, Marketing will implement actions that continue to create awareness of San Antonio’s World Heritage Site, as well as look for opportunities to tell a broader story about the destination to drive travel interest.

» Marketing will be targeted to cultural travelers in Canada, the United Kingdom, Germany, Japan, China and Spain based on input from UNESCO, Texas Tourism, US Department of Commerce, Tourism Economics and Visit San Antonio website results.

Strategy E: Promote San Antonio & the Texas Hill Country.

» The San Antonio & the Texas Hill Country initiative promotes the region internationally as a reason for an extended stay. This co-op program for San Antonio, Fredericksburg, San Marcos and Boerne has a specific marketing plan as well as PR Communications and Tourism efforts.

» Paid media will continue to align with Visit San Antonio target markets in Mexico and Canada, and also include a target market in Germany (a strong visitor origin market for the Hill Country partners).

Strategy F: Increase Marketing in Canada.

» As the second leading source of international travel to Texas after Mexico, Canada presents opportunities for marketing to encourage travel to San Antonio. Geographic targeting will continue to focus on Toronto and Calgary, which aligns with VisitSanAntonio.com website traffic and is supported by Texas Tourism information regarding multiple daily flights to Texas from Toronto and Calgary.

» Priority timing of marketing actions will be fall and early winter to affect Winter Texan and summer vacation travel.

Strategy G: Collaborate with Tourism and PR International Efforts.

» The Marketing Team will collaborate with Tourism and Communications on international initiatives such as consumer events, OTA campaigns, FAMs, media missions, etc., for successful completion of strategic, integrated programs.
The New Henry B. González Convention Center
NOW OPEN

LEARN MORE AT
MEETINGS.VISITSANANTONIO.COM

2016 Trade Ad Campaign: PCMA
MARKETING - TRADE

GOAL 5: Generate convention room nights.

» The Henry B. Gonzalez Convention Center, adjacent to flagship hotels, the Alamodome, Hemisfair Park, the River Walk and other San Antonio assets, offers a unique opportunity to distinguish San Antonio in the meetings market. With the opening of the transformed center, Marketing launched Meet Learn Play as the messaging platform to position San Antonio as a premier meetings destination.

» Through a varied media mix, the Marketing team will broaden exposure of Meet Learn Play to provide a glimpse of what meeting professionals and attendees can expect in San Antonio.

Strategy B: Drive Short-Term Business.
» The Marketing team will work with Sales to secure short-term bookings, especially for the need time of Summer 2017.

» Since short-term bookings are typically smaller meetings (less than 1,000 rooms per night), the team will target corporate meetings and vertical market associations, including education, medical/bioscience (excluding pharma) and tech/cyber security.

» A mix of primarily digital media, coordinated with Sales efforts, will educate decision-makers about San Antonio's meeting package and assist them in taking action.

Strategy C: Develop Long-Term Bookings.
» With the opening of the transformed Henry B. Gonzalez Convention Center, San Antonio has an amazing facility with innovative design, flexible space and advanced technology that not only allows the city to host larger meetings, but also offers the ability to stack multiple mid-sized meetings at one time.

» To ensure use of this facility to its capacity in upcoming years, the Sales and Marketing teams are looking ahead to 2019 and 2020 to secure groups that make decisions three or more years in advance.

» Marketing efforts will focus on communication to association meeting planners with a mix of digital, e-mail, video, print and social media.

Strategy D: Build Relationships through Education.
» Marketing will continue to support the Transforming Leaders series in Dallas, Austin and Chicago by securing quality speakers, providing Continuing Education and promoting the events.

» These events provide an opportunity to engage with key customers in a meaningful context and open the door for further communication about San Antonio's meeting package.
» In November 2017, San Antonio will host a major industry event—the International Association of Exhibitions and Events Expo! Expo! IAEE is the trade association for individuals who manage trade shows, trade show owners and affiliated industries.
» The event will bring to San Antonio an estimated 2,500 meeting and hospitality professionals. Since 92 percent of IAEE members utilize convention centers, this meeting is a tremendous opportunity to showcase the transformed convention center and highlight the destination overall.
» The Marketing team will work with IAEE and Sales and Services to develop and execute a marketing and communications plan to excite members to attend the 2017 conference and to ensure they have a positive and welcoming experience here.

Strategy F: Drive Business through Synchronicities.
» The Synchronicities partnership increases citywide bookings by positioning Anaheim, San Antonio and Baltimore as a multiyear, unique and innovative meeting solution.
» After two successful years of this partnership, the Synchronicities Marketing team, with representatives from each partner city, will create a new Sales toolkit that incorporates success stories and client testimonials through video, print, website and social media.
» Synchronicities agreements with IAEE, Association Forum and PCMA provide additional marketing opportunities, which the team will execute throughout the year.

Strategy G: Stimulate Future Business from Local Connections.
» The Connect SA initiative leverages the influence of locals to open doors for future group meetings in San Antonio, focusing on Bioscience/Healthcare, Education and Technology/Cybersecurity.
» The Marketing team will continue to support the efforts of Visit San Antonio’s Community Business Development Director to create awareness and community buy-in of this initiative through website, testimonial videos, etc.
MARKETING - CONSUMER EXPERIENCE

GOAL 6: Increase Tourism and Positive Visitor Experiences

Strategy A: Inspire Front-Line Staff through CTA Program.

» A positive visitor experience is critical for a destination to be competitive. The Certified Tourism Ambassadors Program, a national certification program, helps to increase tourism by inspiring front-line employees, volunteers and anyone who serves the visitor to turn every encounter into a positive experience.

» The San Antonio chapter CTAs enjoy professional development, exclusive networking events, priority exposure to new attractions and opportunities to volunteer at major events. In return, they gain knowledge about San Antonio in order to communicate consistent, helpful and accurate information to visitors.

» Membership in the program is an ongoing commitment requiring participation throughout the year and annual renewal. The Marketing & Communications team continues to outreach to increase the number of CTAs, or ambassadors, for our city. In addition, the team encourages participant retention through regular communication, including the San Antonio CTA Facebook group, e-newsletter, and exclusive quarterly networking events.

GOAL 7: Support Experience Dedicated Destination Program

Strategy A: Gain insight by gathering crucial information.

» In 2016, Visit San Antonio launched the Experience Dedicated Destination Program. This program applies the industry's only consumer-driven experience standards to measure the destination’s total visitor experience across lodging, restaurants, facilities/venues, transportation, government/civic organization, attractions/activities.

» Utilizing ongoing visitor surveys and continuous feedback, the program requires community-wide support in order to gain insight regarding consumers’ connections with San Antonio’s products and services.

» The Marketing Team will continue to assist in the promotion and implementation of this program through branding tools, information and marketing support in order to achieve the monthly survey goal of 1,800 and provide the desired data pool.
PARTNERSHIP OPPORTUNITIES


» Sign up for the monthly consumer e-newsletter via the link on VisitSanAntonio.com.

» Become a CTA and support employees’ participation in the program.

» Participate in the new Experience Dedicated Destination program and encourage visitors to complete the survey at MySanAntonioExperience.com.


» A number of co-op opportunities will be available for partners, from single menu items to integrated efforts.

» Partners can consider how they can now, or in the future, provide unique experiences that will compel travelers to visit San Antonio and then communicate this through their channels, as well as to Visit San Antonio.

» Through understanding the San Antonio visitor profile and Visit San Antonio leisure target audiences, partners can determine appropriate strategies for target audiences that are relevant to their business objectives.

» Partners can engage with Visit San Antonio social media (follow, like, share, retweet, etc.), in order to expand destination social media ambassadors.

» Partners can incorporate links to VisitSanAntonio.com and Visit San Antonio’s Unforgettable destination video on their own websites to extend the reach of destination information.

FREQUENTLY ASKED QUESTIONS FROM PARTNERS

How do I get my event listed on your website?
Go to the link on Partners.VisitSanAntonio.com.

How can I advertise in the Visitor’s Guide?
Contact Jason Schefferstein at Texas Monthly Custom Publishing jschefferstein@texasmonthly.com.

Why don’t I see San Antonio destination advertising locally?
Because the mission of Visit San Antonio is to promote the destination and impact the local economy, the marketing efforts and budget are focused on bringing visitors to San Antonio from other geographic areas.

How do I learn about marketing initiatives?
Partners who are signed up on Partners.VisitSanAntonio.com receive a monthly Executive Update with a review of past, current and upcoming Visit San Antonio initiatives.
COMMUNICATIONS

MISSION
The Communications team works to position San Antonio as a destination, for leisure and convention visitors, by driving positive and substantial coverage through various comprehensive media channels. These channels include print, broadcast, online and social media. Targets include both national and international audiences.

KEY ACCOMPLISHMENTS FOR FY2016
» Surpassed annual media value goal of $33 million and will end fiscal year with a record total for the department. Major headlines for the year included positive coverage of San Antonio in outlets such as The Golf Channel, CBS-TV, Travel + Leisure, Lonely Planet Magazine, Southern Living, The Washington Post, Today Show, CNBC and USA Today, among other headline sites.
» Gained a record of more than 5.5 billion media impressions, reflecting the increased power of online mentions and the department's targeting of media outlets with multi-platform outreach.
» Continued to spearhead, from regional to international outlets, media exposure for the announcement in July 2015 that San Antonio's five Spanish colonial missions have been given a UNESCO World Heritage designation. The continued result in FY16 was more than $6 million in media exposure worldwide.
» Continued contributing to growing social media channels, including posting to all Twitter handles. This included live tweeting from various media and trade outreaches throughout the year, posting pictures, up-to-date news and links to articles of interest.
» Made proactive inroads into the international media market, attending shows in Canada, England, Germany and Mexico. Results included headline hits in outlets such as EnRoute Air Canada Magazine, Vancouver Sun, Televisa, Univision, The Times of London and Toronto Star, and more.
» The staff worked to pass along the San Antonio story, giving journalists a first-hand impression of the city. This number included hosting major media tours associated with the holidays, Convention Center transformation, Fiesta, Culinaria and the San Antonio Cocktail Conference.
» Organized aggressive and proactive media coverage surrounding the unique Synchronicities collaboration with the Anaheim and Baltimore Visit San Antonios. The arrangement is designed to partner in attracting meetings business to the cities.
» Continued the new partner orientation program, called “Visit San Antonio U,” which educates local partners about Visit San Antonio and its mission.
» A year after launching a new Executive Summary Partner communication tool, continued to refine it to make it more presentable and readable.
» Certified nearly 700 new Certified Tourism Ambassadors, on target for expectations for the year.
Direct-to-consumer efforts provided exposure in excess of 540,000, consumer engagements of 40,000 and more than 8,000 additions to Visit San Antonio’s opt-in consumer database.

Organized and executed media blitzes to key drive markets to promote travel to San Antonio, specifically during spring and summer timeframes. This included the Rio Grande Valley, Austin and Corpus Christi, among other sites.

Worked in partnership with Tourism Department on media and trade mission to England and Germany during July, with Communications representative meeting with travel writers and complementing Tourism efforts on meetings with tour operators and trade journalists.

Work with Travel + Leisure paid off as readers named San Antonio No. 1 on the list of Friendliest Cities in America for 2016 and No. 2 on their America’s Favorite Cities List for 2016. The magazine also named San Antonio to its Best Travel Destinations on the Planet for 2016.

Lonely Planet, which also had worked with Communications staff, names San Antonio to its Best in the US List for 2016, while Budget Travel put San Antonio No. 2 on its Where to Go in 2016 list.
Centuries-old missions offer glimpse into America’s past

Navajo has been synonymous with the word mission since the 16th century, when the first Spanish missionaries arrived to convert the indigenous peoples to Christianity. The missions were established as outposts to monitor and control the indigenous peoples, and as centers of administration and trade. They were also places of learning, where the indigenous peoples could be taught Spanish and European ways.

The missions were typically built on the site of a pre-existing indigenous settlement, and were often the center of community life. They were usually surrounded by a wall, with a large adobe church at the center, and a plaza in front. The missions were built using local materials, and were designed to be both functional and aesthetically pleasing.

The missions were also important economic centers, providing a locale for trade and commerce. They were often the site of a market, where the indigenous peoples could exchange goods and services with the Spanish missionaries and other travelers.

The missions were built to withstand the elements, and were often constructed of adobe bricks, which were made from clay and straw. The missions were also designed to be self-sufficient, with gardens and fields on the mission grounds to provide food for the missions and their inhabitants.

Despite their importance, many of the missions were abandoned or destroyed over time, either due to lack of funding or due to conflict with the indigenous peoples. The missions that remain are a testament to the endurance of the indigenous peoples and their cultures.

The missions are now protected and preserved as historical sites, and are visited by tourists from around the world. The missions are also important to the indigenous peoples, who continue to maintain and honor their cultural heritage.

The missions are an important part of the history of the United States, and a testament to the resilience of the indigenous peoples who have lived in the region for thousands of years.
GOALS & STRATEGIES

GOAL 1: Drive Visitation through Continued Media Coverage.

Strategy A: Broaden Scope of Media Outreach.

» Introduce more proactive approaches to spreading the message about San Antonio to a broader landscape, including media missions to Canada, Mexico, the West Coast, Kansas City and New York City. Include secondary markets such as Oklahoma City, Okla.; Des Moines, Iowa; and Birmingham, Ala., that include large editorial offices for national publishing houses. Targets will include spotlight media possibilities, such as morning shows or high-impact publications.

» Continue and grow the focus on international efforts, including media missions to Canada, England, Germany, Mexico, perhaps Australia and other sites TBD. This includes accompanying the State of Texas on its campaigns in addition to more targeted outreaches by the Communications team. When necessary, the team will enlist on-site agencies to help us set up individual appointments with media influencers.

» Utilize the strength of Visit San Antonio assets to be a part of media coverage, providing a more proactive voice where appropriate in print, broadcast or online. This includes producing op-ed pieces, appearing on television or radio shows and submitting articles or posts on impactful social-media and online sites.

Strategy B: Further Evolve Online Efforts.

» Identify and pursue opportunities with media that offer multi-platform capabilities, including print or broadcast, online and social-media channels. By doing so, we can continue to dramatically increase our media impressions (i.e., the number of readers or viewers reached). This includes outlets such as USA Today, Huffington Post, Televisa and various impactful culinary outlets.

GOAL 2: Showcase San Antonio’s Diverse Destination Assets, including its World Heritage Site, Through Media Hosting.

Strategy A: Continue to Target Headline Media to Spotlight San Antonio Attractions and Events.

» Work one-on-one with visiting media on itineraries that inform multiple story angles. Ultimately, this will generate positive media coverage of the city.

» Continue to partner with San Antonio’s top attractions, including leisure, arts, culture and history sites, in an effort to showcase the city’s strengths for visiting media. This includes the preeminent story lines surrounding the designation of the city’s Spanish colonial missions as World Heritage sites and the coming Tricentennial celebration.

» Utilize information provided by Culinary and Cultural taskforces to help craft the San Antonio story.

San Antonio was named as one of the world’s top travel destinations by headline media outlets such as Forbes, Travel + Leisure, Budget Travel and Lonely Planet.

Strategy A: Think Like Journalists.

» Implement unique media relations strategies to entice top-tier journalists and programming to San Antonio. The Communications team will continually mine for those story angles that will prove compelling to assignment editors, notable talent and powerful media.

» Develop and execute a game plan for compelling, unique angles associated with the city’s Tricentennial celebration. This plan must be proactively pursued in 2017 for headline coverage in the following months, when the 300-year anniversary occurs.

» Monitor developments surrounding the World Heritage Site designation, completion of $100 million-plus upgrade of the Witte Museum, plans for the 2018 Final Four and consideration of San Antonio for other headline athletic events, top conventions, the evolution of the culinary landscape, expansion of San Antonio’s arts and culture scene and other fertile areas for story cultivation.

» Always stay abreast of developments within Visit San Antonio-assigned areas such as family fun, arts and culture, history, romance and culinary.

» Explore ways to leverage some of the top events in San Antonio – such as the Valero Alamo Bowl, Culinaria, Fiesta, Valero Texas Open, Big League Weekend and significant conventions – to spur media coverage regionally, nationally and internationally, with increasing San Antonio’s profile as a destination in mind.

GOAL 4: Be proactive partners with key organizations that serve to educate, further and evolve the industry.

Strategy A: Be plugged in as part of a strategy for improvement.

» Director of Communications will continue to serve on U.S. Travel Association Communications Committee, attending annual meetings at Washington, D.C., and IPW, wherever it is held.

» Communications representative(s) will be on hand for impactful industry meetings, including where opportunities exist to leverage relationships with key media, with regional and national PRSA, TTIA, Central States Chapter of American Travel Writers, DMAI, ESTO, IPW and other conferences.

» Communications Department will leverage long-standing international media relationships and expertise at IPW, targeting key countries and increasing international editorial coverage via this leading trade/travel show. Further, staff will help Visit San Antonio prepare for IPW 2023 by participating in IPW 2017 and beyond with targeted attention to: media relations; press tours, media conferences and the critical media brunch, a key component of IPW.

» Always seek out continuing education opportunities, whether offered by the City of San Antonio or regional or national organizations.
Ven a San Antonio y disfruta de días llenos de diversión y vida nocturna como en ningún otro lugar. Deléitate con sabores auténticos y cervezas artesanales en el Pearl Brewery District o pasa un rato agradable con tus amigos en el histórico Southtown.

Sal de compras y aprovecha inmejorables ofertas en nuestras boutiques y centros comerciales al aire libre. Disfruta de música en vivo para cada gusto en los bares y salas de conciertos del Paseo del Río. Saborea tus próximas vacaciones en San Antonio.
GOAL 5: Strengthen San Antonio Awareness in Key Regional Markets.

Strategy A: Seek out and enhance brand partnerships.
- Identify, along with management, key target brand partners that align with Visit San Antonio goals, audiences, messaging, etc.
- Pursue outreach, meetings, leverage relationships and build foundations upon which brand partnerships can be developed to: leverage the reach and assets of brand partners and bring additional value to the destination.
- Execute the identified brand partnership opportunities to include tapping into the multi-disciplinary functions of Visit San Antonio as appropriate toward the goal of optimal success for the destination.

Strategy B: Continue to Strengthen Communications Programming.
- Visit San Antonio’s Regional Communications Office will target Dallas, Fort Worth, Houston, Oklahoma City and other markets as defined by overall Visit San Antonio programming as needed.
- Ongoing regional media pitching and mining for new media opportunities in the key markets — both overall destination and in support of key initiatives and programs.
- Work to execute regional media missions in target markets specific to market immersion programs, air service development programming and other efforts as needed.
- Continue to mine regional markets for partnerships, cross-promotional and editorial opportunities to strengthen destination awareness.

Strategy C: Keep crisis communications a major focus.
- Serve as Visit San Antonio’s lead Crisis Communications coordinator. Take the lead role on developing taskforce on issues that could evolve or present themselves with damaging impact to our destination to include such things as weather, natural and man-made disasters, health issues, security issues and similar.
- Monitor and advise staff, partners, and other key players on issues with potential negative impact on our destination to include travelers’ perceptions.
- Assemble and mobilize key teams based on issues and develop issue-driven communications and action plans to protect the image of the destination.
- Liaise with local, state, national and other entities as driven by individual issues to include Texas Tourism, U.S. Travel Association, local police and others.
- Continue to maintain the Crisis Communications Plan for Visit San Antonio. Conduct an annual review to include all internal departmental key partners and local key partners as well to include City of San Antonio departments (Communications and Government Affairs, SAPD, etc.).
- Take the lead in developing materials as needed for Crisis Communications situations – assembling teams specific to an issue for information share and sourcing; developing and sharing strategies, written materials to include briefings, talking points, etc.
- Conduct an annual spokesperson training program with key members of Visit San Antonio to not only support Crisis Communications, but overall media relations, issues-driven, and presentation skills development and maintenance.
PARTNERSHIP OPPORTUNITIES

» Media Hosting: The Communications team is always looking for great opportunities to join partners in providing influential media with great experiences.

» Images & B-Roll: Visit San Antonio continues to work on strengthening its photo and video libraries, and always appreciates contributions from partners in this regard.

» Passport to San Antonio: Provide free access to visiting media through the Passport program.

» Treasure Chest: Submit free hotel stays, meals, attraction attendance, etc., to Visit San Antonio to use for on-air or social promotional media giveaways.

» Share Information: The Communications team is continually working to update calendars, event listings, releases and other vehicles to spread the good word about what’s happening with San Antonio partners. Media often work with long lead times, so getting this information as soon as possible is optimum.

» Participate in direct-to-consumer tradeshows and events with collateral, on-site presence at select shows and prize packages.

» Road show opportunities.

» Keep updated on the news releases in the Media Section of Visit San Antonio’s website, as well as the In the News section, to incorporate any news or articles in your presentations or initiatives.

» If you are hosting a media contact, Visit San Antonio can help make that media contact’s itinerary more robust, helping to further build their planned story, with a VIP passport to provide free access to many attractions, Visitors Guides, maps and other one-on-one meetings with important San Antonio tourism contacts.

FREQUENTLY ASKED QUESTIONS FROM PARTNERS

To whom do I send information about events and other happenings in order for the right person on the Communications team to receive the information?

If you do not have a contact for your activities already, you can contact Partner Liaison Lorie Kennedy at PartnersSA@satx.rr.com about all events and news and she will distribute it to the proper contact. Also, Director of Communications Richard Oliver can also distribute the information to the right person.

If I have a spokesperson available with a great visual activity for TV, who do I contact to potentially participate in the media road shows to key markets?

You can contact Richard Oliver, RichardOliver@visitsanantonio.com, (210) 207-6708.
TOURISM

MISSION
The Tourism Division positions San Antonio as a premier destination to the domestic and international leisure travel market. The division’s objective is to increase the number of visitors traveling to San Antonio through cooperative marketing, familiarization trips, buyer education seminars, tradeshows, meetings, sales missions and consumer initiatives. In addition, tourism staff acts as staff liaison for the City of San Antonio World Heritage work plan, Convention and Visitors Commission Cultural Tourism Committee and with the San Antonio Airport on airline recruitment and retention.

KEY ACCOMPLISHMENTS FOR FY2016
» The Tourism Division worked in conjunction with the Marketing Division's Matador Downtown Chicago consumer event by conducting a family fun program at DuPage Children's Museum in Naperville, Ill. The event was strategically targeted to an affluent area in the Chicago-designated market. Part of the programming included a strong call-to-action promotion with Southwest Airlines Vacations (Mark Travel), which included a co-op with five local hotels. In addition to the February event, the Tourism Division also obtained additional exposure by sponsoring a free night to the general public one month after the event. The overall promotion included a geo-targeted homepage feature on the Southwest Vacations site, a focused SendIt email blast and event promotion on DuPage Children’s Museum’s site.

We had more than 1,100 attendees at the event and a 58 percent year-over-year increase in website visitation from the Naperville region. As for the Southwest Airlines promotion, there was a 200 percent increase YOY during the week of the promotion, in searches for flights to San Antonio from Chicago. There was also an increase in passenger volume to San Antonio International Airport of 27 percent YOY for the last two weeks of the campaign.

» The Roots and Boots of Texas Campaign featured sport and active lifestyle as topics to lure potential travelers and tell a wider story about San Antonio and Houston. The campaign was promoted both online and offline to United Kingdom consumers and travel trade. Media partnerships were developed with various magazines including Escapism (largest UK travel magazine) and TTG (leading UK travel trade publication) and online traffic drivers were used to direct consumers to our online campaign microsite, www.RootsandBootsofTexas.co.uk. In conjunction with the campaign, a sweepstakes was featured to drive consumer awareness and engagement. In addition to the Visit Houston partnership, tourism staff coordinated cooperative partnerships with United Airlines and Hayes & Jarvis, a U.K. Tour Operator.

» The campaign reached more than 8.5 million consumers and we acquired more than 12,000 email addresses that will be used for future promotions.

» Smart Destinations, Inc., is an attraction marketing company that sells bundled attraction passes in 11 U.S. markets to travelers worldwide. After an initial meeting at the annual IPW show, Tourism staff was able to convince Smart Destinations that they should develop for San Antonio. The Go San Antonio Card launched in May 2016, and the CEO said the initial success of the card was “beyond company expectations.”

» In the highly competitive world to lure the Mexico traveler, Visit San Antonio developed a weeklong itinerary for the 2016 Mexico Sales & Media Mission. This project allows Visit San Antonio and San Antonio Partners to reach Mexico’s top travel wholesalers, tour operators, travel agents and, most important, airline partners. Visit San Antonio creates a weeklong calendar of interactive and networking sales events. For 2016, the cities of focus were: Mexico City, Guadalajara and Cancun. Eight Partners participated in the mission, including the San Antonio International Airport. The mission included a total of 13 different events created in three cities. All events were designed to give our partners the opportunity to educate their audiences about their products, to network with key business partners and to get the chance for face-to-face negotiations with Mexico’s leading tour operators, online tour operators and airlines.
GOALS & STRATEGIES

GOAL 1: Implement strategic partnerships with key U.S. receptive operators and tour operators to increase the number of domestic and international room nights generated by these companies to San Antonio by 10 percent.

Strategy A: Outreach to receptive and tour operators.
» Work with U.S receptive/tour operators to feature the San Antonio and Texas product and itineraries, investigate opportunities to add hotel and/or attraction product to their packages. Coordinate two familiarization trips (FAMs) and two sales missions. Primary targets will be tour operators from Mexico, Canada, the United Kingdom and Germany.

Strategy B: Build the product
» Work to build out the destination product by facilitating contracting opportunities with area hotels and attractions.

Strategy C: Educate partners.
» Continue to educate attractions, hotels, restaurants and transportation companies on how they can do business internationally by working with reputable Tour Operators and U.S. receptives.

Strategy D: Pursue an online destination training program.
» Identify a vendor and develop an online destination training program that would be available in multiple languages. The online destination training program would teach tour operators, travel agents and other key travel trade about San Antonio, so that they can sell our destination to their clients.

GOAL 2: Execute a consumer event in a key source market that will generate demand during a key time frame. These promotions will include a carefully timed approach that incorporates marketing, communications and tourism sales initiatives to generate awareness as well as visitation.

Strategy A: Consumer Centric Initiatives and Partnerships.
» Based on the source market, develop a comprehensive consumer initiative for San Antonio. This initiative would include identifying key partnerships with local businesses. This will be a pre-spring or pre-summer initiative.

Strategy B: Work to create experiential hotel packaging.
» Develop at least three experiential packaging programs that will highlight authentic and interesting San Antonio experiences available only on visitsanantonio.com.
» Identify local experiences that are unique and not readily available to the public.
» Continue to investigate marketing, communications and tourism sales opportunities to promote these packages.
GOAL 3: Continue the work started with the Arts and Cultural taskforce in FY2016. Work with key partners in the community to develop and implement an Arts and Cultural initiative that will strengthen and enhance the visibility of arts and cultural related events in San Antonio.

Strategy A: Research.
» Conduct research and gather information on best practices of existing Arts & Culture programs in an effort to establish a program in San Antonio.

Strategy B: Development of Plan.
» Meet with local Arts & Cultural leaders to share research findings and make recommendations on the initial plan.
» Work as a liaison with the CVC Cultural Task Force to help develop San Antonio’s Cultural Story and identify San Antonio’s Cultural Tourism base of assets.

Strategy C: Promotional Opportunities.
» Identify key promotional opportunities on visitsanantonio.com, online selling channels as well as consumer-related activities.

CONSUMER INITIATIVES

GOAL 4: Continue to capitalize on the cooperative international marketing opportunities with the State of Texas Tourism. Tourism will continue efforts with the U.S. receptive operators as well as international tour operators to increase San Antonio’s visitation from these countries. In addition, we will work to coordinate efforts with the Brand USA office when possible.

Strategy A: Continue proactive efforts in Mexico.
» Continue with in market representation to execute key sales, marketing and communication initiatives.
» Conduct Mexico FAM in San Antonio. Coordinate an itinerary that will highlight the key pillars of our destination.
» Focus on developing vacation package programs with the airlines vacation package providers.
» Attend four key travel trade/consumer trade shows.
» Coordinate one sales mission to Mexico in the spring that will be open to partner participation.
» Coordinate closely with Marketing and Communications on all events.
» Work with in country online travel agencies that book outbound international travel.

Strategy B: Continue proactive efforts in Canada.
» Continue to work with our Canadian representative firm, which will help develop and execute key consumer centric and travel trade initiatives to increase the number of Canadian Visitors to San Antonio.
» Continue to build on recent launch of the fall Canadian campaign that integrated Marketing, Communications and Tourism components for maximum impact in the market.
» Participate with the State of Texas Tourism in its annual Canadian sales mission that focuses on direct sales calls with key travel trade representatives. Execute pre- and post-meetings with clients.
» Continue outreach to online travel agencies in this market and coordinate promotions.
Strategy C: Continue proactive efforts in the United Kingdom.
- Leverage San Antonio’s presence in this market through partnerships with the State of Texas Tourism, as well as other key Texas cities. Participate in State of Texas Tourism-organized fams and sites.
- Participate in the State of Texas’ Fall European Mission, which will include attending World Travel Market, a primary show for meetings with our European client base.
- Coordinate one sales mission that would incorporate the United Kingdom and Germany for a San Antonio specific mission.
- Continue focus with key U.S. receptive operators who are leaders in this market. Investigate programs and promotions to increase room nights
- Continue the co-operative partnership with Visit Houston to market our destination as the two must visit cities in Texas.

Strategy D: Continue proactive efforts in Germany.
- Leverage San Antonio’s presence in this market through partnerships with State of Texas Tourism, as well as other key Texas cities. Participate in State of Texas Tourism-organized fams and sites.
- Continue relationships with U.S. receptives who have strong relationships in this market.
- Coordinate one sales mission that would incorporate the United Kingdom and Germany for a San Antonio specific mission.
- Continue the co-operative partnership with Visit Houston to market our destination as the two must-visit cities in Texas.

Strategy E: Continue proactive efforts in China.
- Participate with the State of Texas Tourism’s Mission to China by providing information for China International Travel Trade Marketplace.
- Leverage the destination’s presence through partnerships with the State of Texas Tourism as well as other key Texas cities; participate in State of Texas Tourism-organized fams and sites.
- Work with a Chinese representative firm on a per-project basis to provide direct sales efforts and representation at key events.
- Develop presentations and marketing pieces in Mandarin. Collaborate with Marketing to review Visit San Antonio’s Chinese website and update when necessary.
- Continue to work with important U.S. receptives to participate in promotions to key travel trade in the Chinese market.

Strategy F: Continue to pursue proactive efforts in Japan.
- Maintain relationships with existing clients and develop promotions.
- Continue to work with U.S. receptives to build San Antonio product and identify key operators and travel agents who are bringing business to San Antonio.
- Continue to leverage San Antonio’s presence in this market through partnerships with the State of Texas Tourism as well as other key Texas cities.
- Target key Japanese tour operators/receptives at U.S. Travel Association IPW.
- Participate in State of Texas fams and sites to assist in educating tour operators on the destination.
- Continue to develop technical tours for tour operators.

Strategy G: Continue proactive efforts in Brazil.
- Continue to leverage San Antonio’s presence in this market through partnerships with the State of Texas Tourism as well as other key Texas cities.
- Continue to build on relationships that were built during previous missions.
GOAL 5: Continue to work on relationships with Online Travel Agencies, both in the United States and internationally. Through their strength and reach of their brand, we will increase awareness for the destination as well as provide cooperative marketing opportunities that will generate demand for partners who participate.

Strategy A: Work with Online Travel Agencies.
- Focus on both Domestic U.S. and international markets to include Mexico, Canada, United Kingdom and Germany.
- Identify key time periods that match travel dates for each and develop promotions to increase awareness and generate demand.
- Develop opportunities that allow for partner participation.

GOAL 6: When it comes to airline recruitment and retention, continue to develop a database of key station managers and personnel that can assist in establishing our relationship with key personnel within their organizations as well as work on any promotional ideas.

Strategy A: Continue to work closely with the San Antonio International Airport, Airport Advisory Committee and other key committees and boards to help improve San Antonio's position when being considered for domestic or international direct flights.
- Quarterly meetings with the San Antonio International Airport to discuss and share key information.
- Attend committee and board meetings.
- Assist with the development of presentations, events and or initiatives that will contribute to sharing information about tourism aspect of the destination.
- Coordinate marketing, communication and tourism efforts when developing strategic plans to assist with the promotion of the destination for new and existing flights.

Strategy B: Tourism staff will work to reach out to key airlines' staffs internationally and domestically. The objective of these visits is to develop relationships and get a better understanding of key staff within the organization.
- Identify trips for 2017 and research station manager contact information for key airlines.
- Develop an assessment sheet for key information to be gathered.
- Report out on any findings that can be used for the future.
PARTNERSHIP OPPORTUNITIES
To learn more about the markets that Tourism pursues, or participate in cooperative opportunities you may contact us at:

» Francisco Gallegos – Consumer Initiatives, Vacation Packaging, Mature and Student Motor Coach Tours: (210) 207-6834, franciscogallegos@visitsanantonio.com

» Sal Garza – Mexico, Canada, Brazil, Arts & Culture: (210) 207-6763, salgarza@visitsanantonio.com

» Dorah Putney – Domestic Online Travel Agencies, Booking Engine, Airport Initiatives, World Heritage City Work Plan: (210) 297-6791, dorahputney@visitsanantonio.com

FREQUENTLY ASKED QUESTIONS FROM PARTNERS

Do you have a list of the top room night producing U.S. Receptives for San Antonio?
The Tourism division works closely with key U.S. Receptive Operators. If you are interested in this information, please contact dorahputney@visitsanantonio.com.

Do you have the contact information for Mexico Airlines, Motor Coach Tour Operators, and International Tour Operators?
The Tourism division is focused on developing and maintaining relationships with key clients in an effort to enhance our outreach in this market. Please contact salgarza@visitsanantonio.com.

How do we load our Events in the Visit San Antonio.com event calendar?
Please go to www.visitsanantonio.com/partners.
**FINANCE & ADMINISTRATION**

**MISSION**

The mission of the Finance & Administration Division is to provide the highest-quality support services in the most efficient and cost-effective manner for the administration. Additionally, to provide fiscal operations of the organization consistent with the overall goals and objectives of Visit San Antonio.

The division will provide wide-ranging support services to the organization, including customer service and operations, fiscal and budget management, research and development and information technology.

**GOALS & STRATEGIES**

**GOAL 1: Take lead in assisting, developing and managing multiple processes transitioning Visit San Antonio from a City government department to a non-profit entity positioning the organization for future success and growth.**

**Strategy A: Review, develop strategies and implement solutions impacting operations for Visit San Antonio’s transition.**

- Maximize the overall financial budget of Visit San Antonio by leveraging resources, identifying efficiencies and managing operations.
- Develop sustainable policies for operations and business processes.
- Develop innovative programs and opportunities that translate into Visit San Antonio becoming an employer of choice for San Antonio.

**GOAL 2: Continue to provide efficient, convenient, responsive, and customer-oriented support services to the organization.**

**Strategy A: Develop greater customer service and collaborative efforts among divisions, City of San Antonio, stakeholders/partners and Visit San Antonio board.**

- Provide ongoing customer service training programs to our front-line staff.
- Utilize continuous improvement concepts to promote quality customer service.
- Ensure timely IT problem resolution and customer service to external partners and Visit San Antonio’s staff.
GOAL 3: Provide essential human resource functions to the organization.

Strategy A: Hold Visit San Antonio staff to high standards, aspire to exceed expectations.

> Oversee the Core Values Committee and hold Visit San Antonio staff to the core values — Serve, Share, Own, Trust and Fiesta — as the basis of Visit San Antonio culture, brand and business.

> Oversee the Wellness and Team Building Committee to promote and highlight the benefits of team cohesiveness and having a healthy and fit workforce.

> Foster a work environment that recognizes employees and teams for meaningful contributions that go above and beyond the normal job duties using and expanding on Visit San Antonio’s C.O.R.E Recognition Program.

> Ensure that administrative directives and policies are easily accessible and understood by Visit San Antonio staff.

GOAL 4: Safeguard Visit San Antonio’s financial assets by managing its financial resources in accordance with the goals of the City of San Antonio and Visit San Antonio Board of Directors.

Strategy A: Oversee and monitor all expenditures of the organization to ensure operational budget is maximized.

> Provide timely financial reports to divisions, Visit San Antonio Board of Directors and other stakeholders and enhance the quality and efficiency by which financial services are delivered.

> Manage and coordinate the annual budget process including Visit San Antonio/Visit San Antonio revenue and expenditure forecasting.

> Administer all accounting functions to assure proper control and recording of financial transactions and compliance with fiscal policies in accordance to non-profit accounting guidelines.

> Manage and coordinate annual technology budget process.

GOAL 5: Provide contract compliance support services and centralize guidance to all Visit San Antonio divisions related to contract planning, execution, performance and monitoring.

Strategy A: Provide comprehensive oversight.

> Oversee the management and coordination of various contractual obligations for the department.

> Demonstrate good fiscal stewardship in complying with the Management Agreement between the City of San Antonio and Visit San Antonio.

> Ensure that all contractual and/or briefing Visit San Antonio Board and/or City Council items initiated are entered accurately and in a timely manner.
GOAL 6: Continue to manage, develop, and coordinate all research projects on behalf of Visit San Antonio, including common assigned research initiatives, visitor intercept studies, focus groups and surveys to include coordination with staff and external consultants.

Strategy A: Develop, coordinate and research.
- Ensure research projects are identified, developed and monitored in an accurate and timely manner to staff.
- Work toward updating various visitor information resources, including an Awareness and Image Study for both the Domestic and Mexico leisure markets.
- Coordinate with DK Shifflet and Associates to compile a detailed Overnight Leisure Visitor Profile Report.
- Research current technology trends, and stay informed about tools and technologies used by other Visit San Antonios/DMOs and industry partners.

GOAL 7: Develop, coordinate and distribute statistical data for Visit San Antonio and the industry.

- Continue to develop and enhance the performance measure indicators that ideally represent the department’s performance activity.
- Provide accurate and timely data via the publication of the Monthly Measure Report, as well as respond to inquiries from developers, investors, stakeholders and citizens.
- Review and analyze in-depth financial and statistical data from the internal booking database.

GOAL 8: Provide technology solutions and support that are specific to the sales and marketing efforts of Visit San Antonio and align with Visit San Antonio Strategic Plan.

Strategy A: Stay plugged in.
- Provide assessment of technology requirements and needs that support core sales and marketing functions.
- Provide technology-related assistance, guidance and information to the advertising agency and other partners working on the execution of marketing and sales campaigns.
- Manage and coordinate technology related aspects of the contracts with technology providers.
- Work with staff and partners on establishing and managing strategic planning for technology.
- Plan and execute the process of establishing IT infrastructure and IT support for Visit San Antonio.

FREQUENTLY ASKED QUESTIONS FROM PARTNERS

How do I get copies of Resource and Industry Reports?

For local partners, you are encouraged to partner with us at partners.visitsanantonio.com. The research and statistical data reports found here are provided to you, our trusted partner, to help promote San Antonio Travel and Tourism and your own business.
PARTNER WITH VISIT SAN ANTONIO

Be an Active & Engaged Partner
Partnership with Visit San Antonio is all about being involved! There are a multitude of initiatives to be part of. Additional opportunities and pricing can be found in this document and at Partners.VisitSanAntonio.com

Below is a checklist for getting started and maximizing your partnership!

Be Informed.
- The revamped Partners website is the go-to resource on the numerous ways to partner with Visit San Antonio. Partners are able to easily access frequently updated resources such as the enhanced Partners’ Blog; key industry reports – Monthly Measure, TAP Report, Quarterly Dashboard, Visit San Antonio Roadmap: Annual Report and the Hospitality Economic Impact Study; Travel, Meeting & Events Calendars; marketing toolkits; cooperative opportunities; marketing and advertising opportunities; and more.

Be Connected.
- The monthly Executive Summary is the primary form of partner communication. Through this informative e-newsletter, partners can “Connect With Casandra,” Visit San Antonio’s Executive Director, and keep up-to-date on departmental activities, networking events, educational sessions and announcements. Sign up at Partners.VisitSanAntonio.com or contact Shanna Smith at ShannaSmith@visitsanantonio.com to be added to the distribution list.

Be Current.
- VisitSanAntonio.com receives more than 4 million visits per year. Partners will want to ensure that their listing, description, photos and events are updated and correct. Log on to Partners.VisitSanAntonio.com, and complete the New Partner Sign Up Form.
Be Oriented.

» Visit San Antonio hosts a quarterly Partner Orientation called “Visit San Antonio U.” This free, informative two-hour program familiarizes partners and employees on how to get the most out of partnering with the bureau and its departments. During the session, partners will also meet different team members and directors. Sign up for the next session at Partners.VisitSanAntonio.com.

Be Certified.

» More than 2,000 San Antonio tourism partners have become Certified Tourism Ambassadors (CTAs). As part of the Tourism Ambassador Institute (TAI), the program provides a national certification and serves to inspire hospitality employees and volunteers to turn every visitor encounter into a positive experience. To find out additional information about the CTA Program and to enroll in the next class, log on to VisitSanAntonio.com/CTA.

Be Engaged.

» Popular partner events — Visit San Antonio Annual Meeting, CTA networking events and more — are great opportunities to stay current on bureau initiatives and meet fellow industry colleagues and Visit San Antonio staff.

Be Seen.

» There are a number of programs for partners to garner exposure. Advertise in Visit San Antonio: The Official Visitor’s Guide, participate in the Show Us Your Badge (SUYB) program, distribute brochures at the Official Visitor Information Center (VIC), participate in the Passport to San Antonio and Treasure Chest, submit images and b-roll to the Editorial Image Library and much more. For more information, visit Partners.VisitSanAntonio.com/Partner-With-Us or contact Lorie Kennedy, Partner Liaison, at Partners@satx.rr.com.
Be Involved.
» Partners have numerous opportunities to participate in, whether it is hosting a journalist, being part of a site visit or familiarization tour, or participating in a trade show or customer or consumer event. Opportunities and costs are highlighted for major events on the Travel Calendar featured on Partners. VisitSanAntonio.com

Be Social.
» Partners can engage with Visit San Antonio social media sites (@VisitSanAntonio) and follow, like, share and re-tweet content to help expand San Antonio’s destination awareness by being brand ambassadors on social media. Partners are also encouraged to incorporate links to VisitSanAntonio.com and Visit San Antonio’s Unforgettable destination video on their own websites to extend the reach of San Antonio’s destination information. The destination video can be found under Marketing Toolkits on Partners.VisitSanAntonio.com

Be Top of Mind.
» Partners can keep Visit San Antonio updated on what is happening with their attraction, venue, event or property by adding Marketing-Communications@visitsanantonio.com to their media mailing list.

Visit San Antonio
203 South St. Mary’s Street, Suite 200
San Antonio, Texas 78205

For General Partnership Inquiries, contact
Lorie Kennedy, Partner Liaison
PartnerSA@satx.rr.com

For More Information, email
Visit Partners.VisitSanAntonio.com
Thank you for all of your support!
Here’s to a great 2017 - SACVB Staff