

CRVA Sales & Marketing Plan

Fiscal Year 2017



INTRODUCTION

This critical groundwork that has largely focused on activity-based projects has set the CRVA up for future years to be able to successfully implement rolling metrics that demonstrate how the organization is impacting the overall plan throughout the year, not just at the end of it.

The Sales & Marketing Plan rolls up to the larger Strategic Plan by providing a more detailed sales and marketing roadmap for the specific Customer, Process and Financial levels of the CRVA's strategy map. The Sales & Marketing Plan was also integrated into the collaborative FY17 budgeting process that looked to involve all areas of the organization. By doing so, priorities were communicated at the onset and taken into consideration as departments worked toward the final collective budget for FY17.

Over the last year, the goal was also to continuously examine the strategies outlined in the plan, as opposed to only reviewing each of them at the start of the year once the plan was finalized and at the end of the year to see what was accomplished. Quarterly meetings involved a range of departments so that they could better understand their role in driving the Sales & Marketing Plan. In these meetings, facilitated exercises were designed so that departments could share how they were activating on different areas of the plan.

Also important in determining the effectiveness of the strategies throughout the year was the sharing of research. As studies were completed such as Destination MAP, which examines the perceptions and preferences of meeting planners across the country, the data was presented in the quarterly meetings to determine how strategies should be altered to reflect the findings. The idea was to keep the plan and its strategies as nimble as possible on an ongoing basis so that the CRVA could react to market trends and change course if needed.

In keeping with last year's plan, the CRVA has continued to utilize the highest strategic priorities to select which initiatives are emphasized in FY17. While all strategies in the plan are important, the CRVA wants to be mindful of its resources and consistently prioritize ways to maximize results. Defined by the Executive Leadership Team, the following five themes are the FY17 priorities for both the Strategic Plan and the Sales & Marketing Plan.

Accountable for destination profile: Promoting Charlotte is a "tide that lifts all boats" for the CRVA. A continued steady focus here will benefit all of our CRVA brands collectively. Today, the amount spent on tourism promotion in Charlotte is dwarfed by the city's competitors and there's much groundwork to be done.

Influence destination infrastructure and competitiveness: The CRVA needs to spend time examining what will drive the destination and its venues to ensure they are competitive over the long-term and not falling behind the competition.

Be seen as the leader of the visitor economy: Bottom line, the visitor economy creates jobs and opportunities for our community. The CRVA needs to be seen as the catalyst in creating this economic activity.

Make our community a better place for our citizens: Beyond a \$6 billion economic impact for the industry, the CRVA and the visitor economy has a direct impact on our city's quality of life.

Leveraging "oneness" as One CRVA: The CRVA is uniquely positioned to be game changers in the industry because of its unique organizational structure. The CRVA has the ability to deliver a superior "one-stop" experience overall for customers, which can also be a powerful competitive advantage.

Based on these priorities, the top eight FY17 Sales & Marketing Plan priority strategies outlined below remain unchanged from FY16, although the ways in which the CRVA tackles them tactically will adapt based on the research at hand. From here, every department will begin work on their tactical departmental business plans for FY17, which have been shaped in alignment with the Strategic and Sales & Marketing Plans.

1. Maximize the destination brand 'Charlotte's got a lot' as a means to foster awareness and influence travel decisions and site selection.
2. Advocate for hospitality and tourism interests in the community, identifying representation and development opportunities that convey the visitor experience and industry as an economic generator.
3. Exceed customer expectations across CRVA brands to generate effective delivery of sales and marketing promises, repeat business and positive word-of-mouth referrals.
4. Communicate relevant and valuable content strategically to attract, acquire and engage target audiences, ultimately driving consumer action.
5. Engage visitors in the pre-, during and post-stages of the travel process to enrich their visits with helpful resources that showcase destination assets and encourage repeat business.
6. Target meeting planners and cultivate relationships in key market segments to pursue the appropriate mix for the Charlotte region.
7. Market Charlotte to convention and trade show customers and work to place the business in dates that will benefit both the organization and the Charlotte community.
8. Capitalize on the competitive advantages of the Charlotte region and the CRVA venues that encourage meeting planners to book.