

2019-2020

ANNUAL BUSINESS PLAN



VISIT
SANTA BARBARA

EXECUTIVE SUMMARY

Dear Community Partners:

I am pleased to provide you this copy of the Visit Santa Barbara (VSB) Annual Business Plan, covering July 2019 through June 2020. Here is a quick summary:

STRATEGIC PLANNING

This annual business plan is intentionally aligned with our new strategic plan. This three-year roadmap was developed with input from our members, board of directors and professional staff. The following strategic imperatives frame our thinking around the rest of this document:

- 1) Position and amplify the Santa Barbara brand to target markets
- 2) Grow overnight demand for the destination
- 3) Champion positive visitor experiences
- 4) Strengthen the organization's effectiveness

DEPARTMENT UPDATES

- Our advertising department will expand our “Santa Barbara Effect” campaign and its amplification of our five passion pillars. This year we will purchase the bulk of our media to generate demand in our need period: November to March. Director of Marketing & Events Noelle Buben will introduce a new retail campaign to book longer overnight stays on Sunday through Thursday nights.
- Content marketing will deepen our storytelling with even more videos (and a new podcast). Director of Digital Marketing & Content Development JessyLynn Perkins will be expanding her role with a staff and new responsibilities for our beautiful visitor magazine.
- Sales, led by Director of Sales Beth Olson, has increased group sales representation in both Northern and Southern California. Enclosed is an extensive calendar of events which may be of interest to you, whether you are looking to connect with group planners, tour operators, travel agents or even other members in the community.
- The public relations team looks to extend their streak of high-value media hits. Coming off a most successful year, we are increasing staff resources for Director of Public Relations Karna Hughes. Look for new opportunities to partner with her to pitch to travel writers and editors on the road, and in Santa Barbara.
- This fall we will open a new visitor information center on Lower State Street. This collaboration between the City of Santa Barbara, Hotel Californian, The Chamber of the Santa Barbara Region and Visit Santa Barbara will ensure we maximize visitors' experiences from Goleta to Summerland.

DESTINATION MARKETING AND MANAGEMENT

Although our core work will always be to market and sell Santa Barbara as a destination, we continue to play an active role in destination management. Strategic planning demands we consider a longer view than can be covered in this single year plan. This year we will research visitor sentiment to learn whether or not destination changes are affecting the market. At our core we believe what's good for the community is also good for the visitor; we look forward to contributing positively to both stakeholder groups.

TOURISM BUSINESS IMPROVEMENT DISTRICT RENEWAL

At the time of publication, we are working with the lodging industry to renew the Santa Barbara South Coast TBID. If successfully renewed, incremental collections will fund VSB in January 2020. Please note that this annual plan is based on conservative income forecasts based on the existing TBID assessment model. If ratification of the renewal is confirmed, VSB will issue a supplemental budget with expansions to this plan. Any additional programs would commence in early 2020.

Thank you for your commitment as we work to inspire new overnight guests to visit the Santa Barbara South Coast!

Sincerely,

Kathy Janega-Dykes

President/CEO
Visit Santa Barbara



OUR MISSION

We inspire overnight travel to the Santa Barbara South Coast in order to enhance the community's economy and quality of life.

THE SANTA BARBARA EFFECT

Santa Barbara has a way of taking experiences and emotions we already enjoy to the next level. The natural beauty is immediate and incomparable. The geographic diversity of the region and the ease to it is unmatched. The aesthetic spectrum from luxury to DIY never ceases to inspire. And the locals' love for their communities and welcoming spirit is infectious. To explore it all is to immerse yourself deeply into a world that redefines the rewards of travel as only Santa Barbara can.

ABOUT VISIT SANTA BARBARA

Visit Santa Barbara (VSB) is a non-profit 501(c)(6) organization jointly funded by the City of Santa Barbara, the County of Santa Barbara, the South Coast Tourism Business Improvement District (TBID) and by a membership of hospitality-related businesses. As the official destination marketing organization for the Santa Barbara South Coast, VSB is contracted by the City of Santa Barbara to market the area nationally and internationally as a premier destination for leisure and business travel.

VSB's Board of Directors is composed of business owners and professionals who have the experience and willingness to serve the community beyond the scope of their demanding work schedules. Their volunteer responsibilities include steering company policy, building relationships with local government, interpreting the needs and interests of the community, shaping how VSB delivers upon its mission and influencing the organization's future evolution.

ECONOMIC IMPACT OF TOURISM ACROSS THE SANTA BARBARA SOUTH COAST

Tourism is a key economic impact sector that yields significant revenue, employment and tax benefits for Santa Barbara County. According to the 2016-17 Santa Barbara South Coast Visitor Profile Study, the Santa Barbara South Coast region (including Santa Barbara, Goleta, Montecito and Summerland) welcomes 7.2 million visitors annually, which equates to 28,000 visitors a day. VSB focuses on increasing and attracting overnight visitation because visitors staying in paid lodging account for 54% of all spending, equating to over \$1 billion—compared to day visitors who spent \$579 million. Tourism-related revenues total approximately \$1.9 billion in visitor spending annually, supporting 13,000 tourism-related jobs and generating a \$1,000 annual tax benefit per Santa Barbara South Coast household.

Staying true to our mission, Visit Santa Barbara is focused on inspiring overnight visits rather than day trips. These valuable guests not only fulfill our obligations to the lodging industry which pays through the tourism business improvement district (TBID), but they are also the lifeline for many other businesses across the community. Overnight visitors significantly over-index in all other forms of activity and spending.

Our overnight visitors are “experience collectors” looking to get away from their challenging lives and believe that relaxation should be a multi-dimensional experience.

LODGING PERFORMANCE

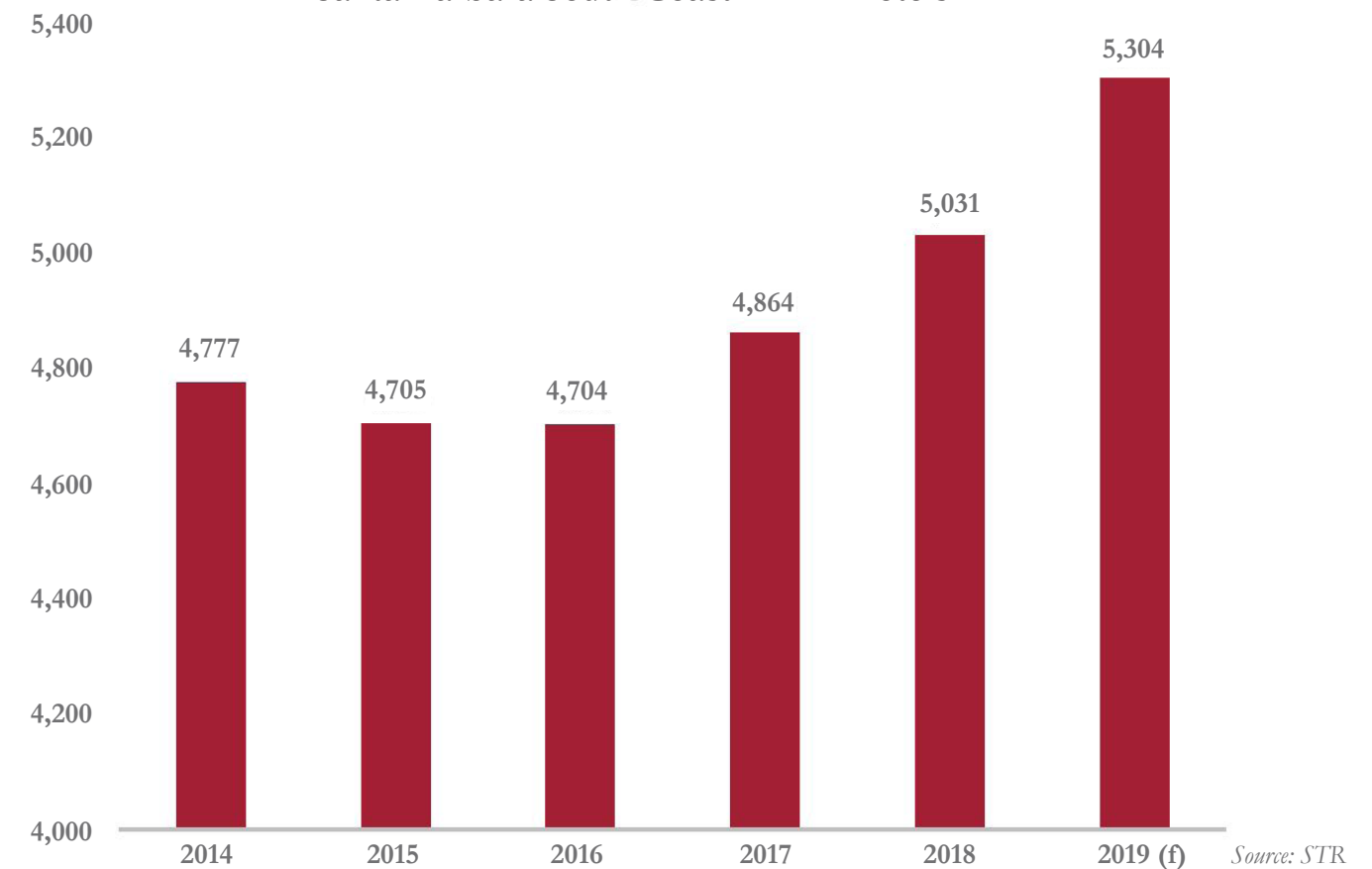
From 2011 to 2017, Santa Barbara’s lodging industry experienced strong growth in occupancy, average daily rate (ADR) and revenue per available room (RevPAR), making it one of the strongest performers in its competitive set. In 2018 visitation was harmed by the Thomas Fire and 1/9 Debris Flow. Early 2018 declines in occupancy were compounded by an untimely increase in hotel supply. Demand stabilized by June, while ADR and RevPAR underperformed our forecast until November. An analysis of “same store sales” was conducted through STR, removing the variables for new inventory, change in produce mix, and temporary closures due to the disasters. Surprisingly, all 2018 “same store sales” metrics were flat.

Still, the strength of the Santa Barbara brand drew more overnight visitors in 2018 than in any year on record: 1.38 million room nights were sold. It is from this point of strength that we consider the future.

In 2019 our lodging market faces a new challenge: absorbing the area’s recent growth in supply with overnight demand, without eroding ADR. This is especially true in the luxury hotel set, where supply has expanded significantly with the addition of the Hotel Californian in late 2017 and the Rosewood Miramar Beach in early 2019.

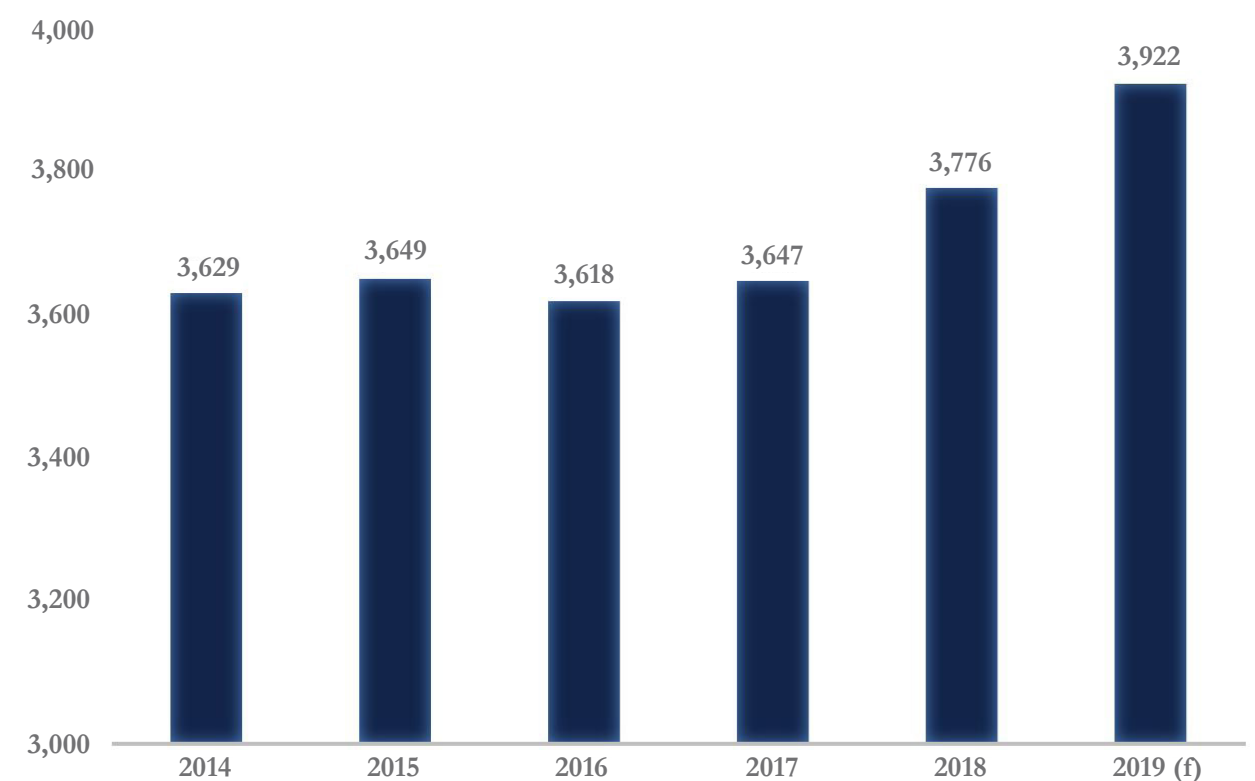
ROOMS AVAILABLE (AVERAGE NIGHTLY SUPPLY): +2.1% ANNUAL GROWTH

Santa Barbara South Coast TBID Hotels

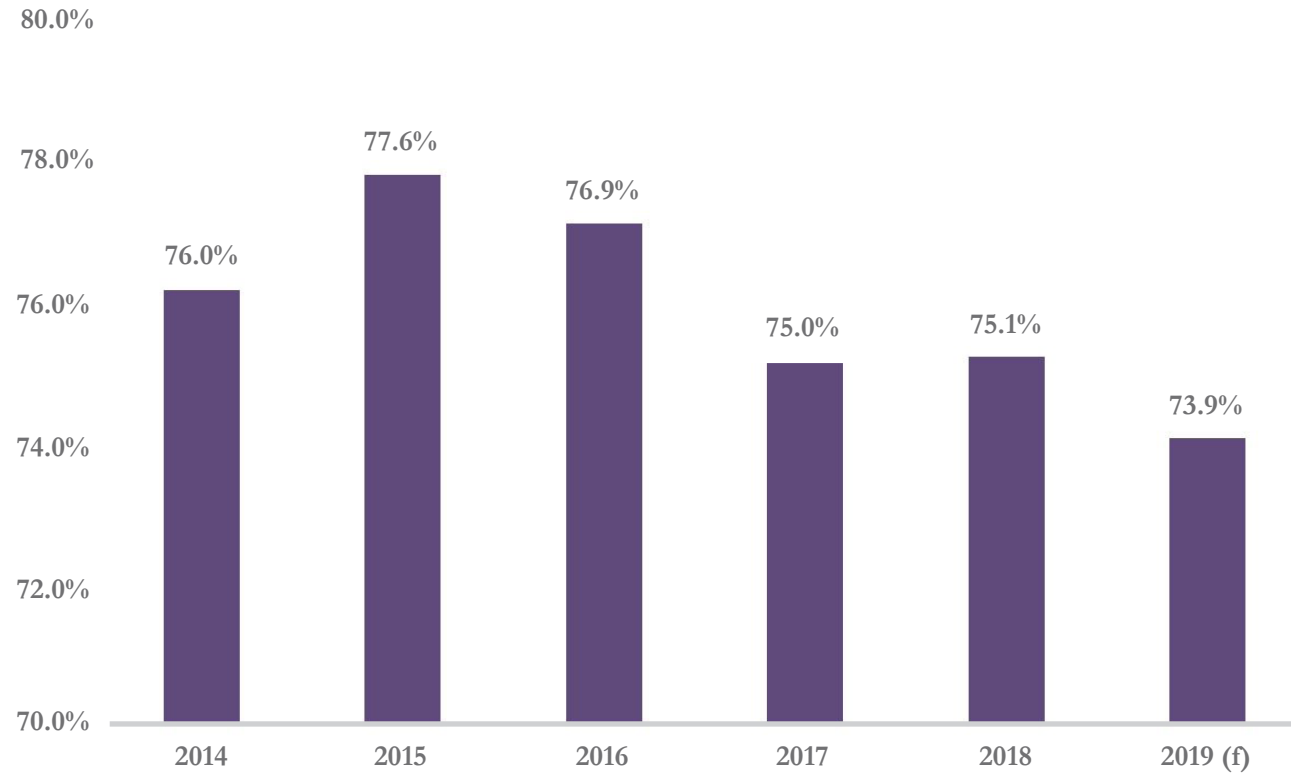


ROOMS OCCUPIED (AVERAGE NIGHTLY DEMAND): +1.6% ANNUAL GROWTH

Santa Barbara South Coast TBID Hotels

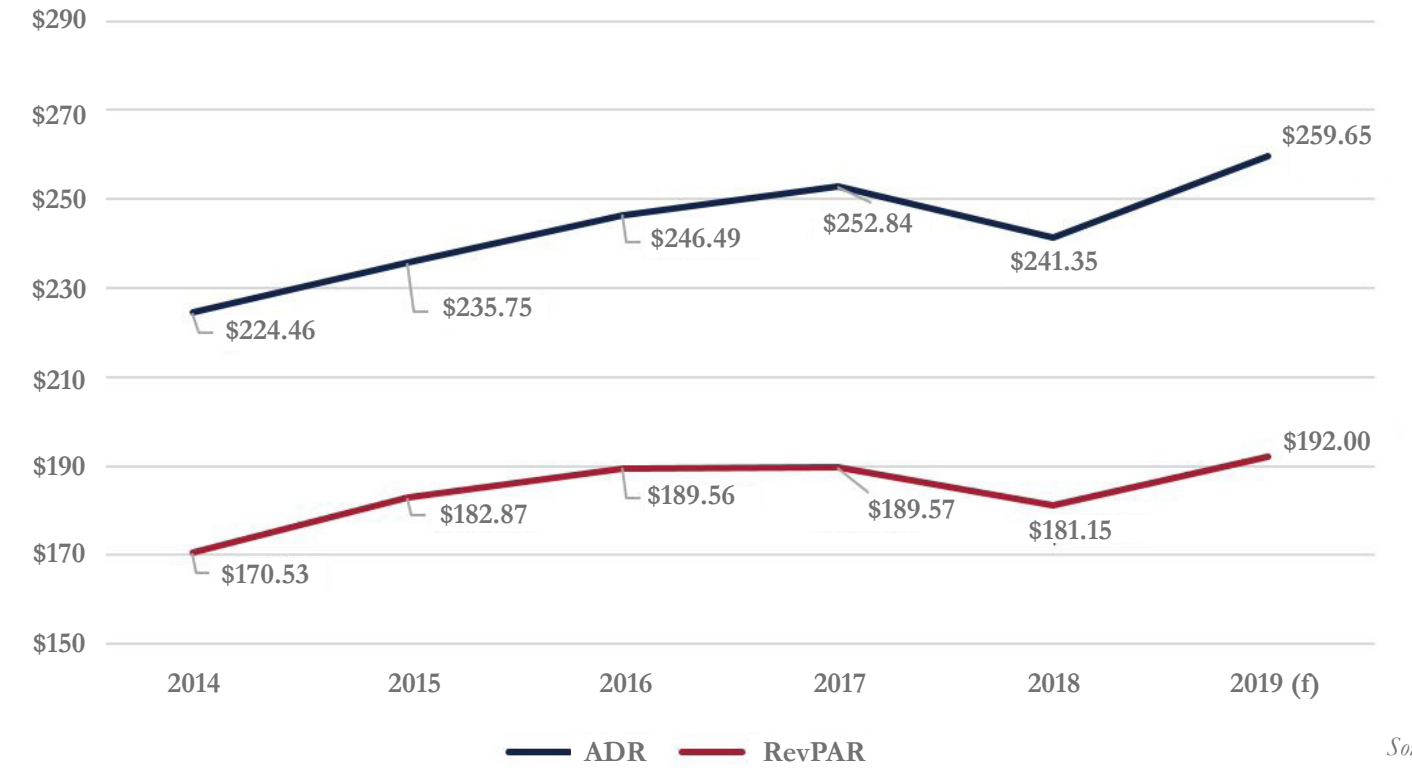


OCCUPANCY: -0.5% ANNUAL GROWTH
 Santa Barbara South Coast TBID Hotels



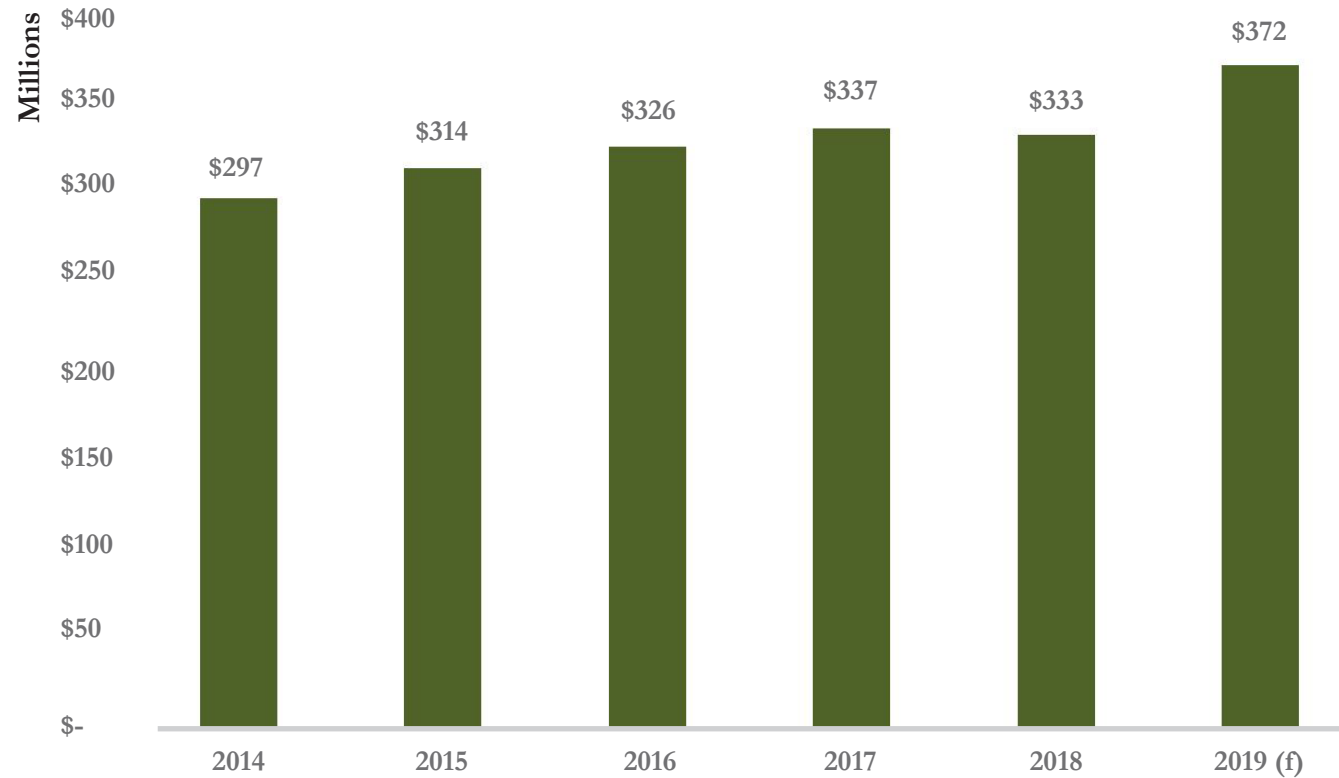
Source: STR

AVERAGE DAILY RATE (ADR): +3.0% ANNUAL GROWTH
REVENUE PER AVAILABLE ROOM (REVPAR): +2.4% ANNUAL GROWTH
 Santa Barbara South Coast TBID Hotels



Source: STR

ROOMS REVENUE (GROSS): +4.6% ANNUAL GROWTH
 Santa Barbara South Coast TBID Hotels



Source: STR



KEY PRIORITY MARKETS

As Visit Santa Barbara concentrates efforts in places that matter most, we will consider markets in the following ways:

DRIVE MARKETS *(Los Angeles, Orange County, San Diego)*

These markets are familiar with Santa Barbara but need new inspiration or reminders to return. While likely to visit over weekends and holidays, they have the most potential for repeat visitation and therefore a great lifetime value.

NONSTOP FLIGHT MARKETS *(Dallas, Denver, Las Vegas, Minneapolis, Oakland, Phoenix, Portland, Sacramento, San Francisco, Salt Lake City, Seattle)*

These populations are less familiar and may add us to their travel consideration set through education and brand amplification. The majority of these locations also serve as hub airports to the consumer's hometown airline of choice. These Alaska, American, Delta and United Airlines passengers are more likely to engage in airline loyalty programs and see Santa Barbara as approachable through mileage/point redemptions. While further research is needed to validate their travel pattern by day of the week, we hypothesize that these markets represent our best potential to grow Sunday through Thursday overnight stays.

INTERNATIONAL MARKETS

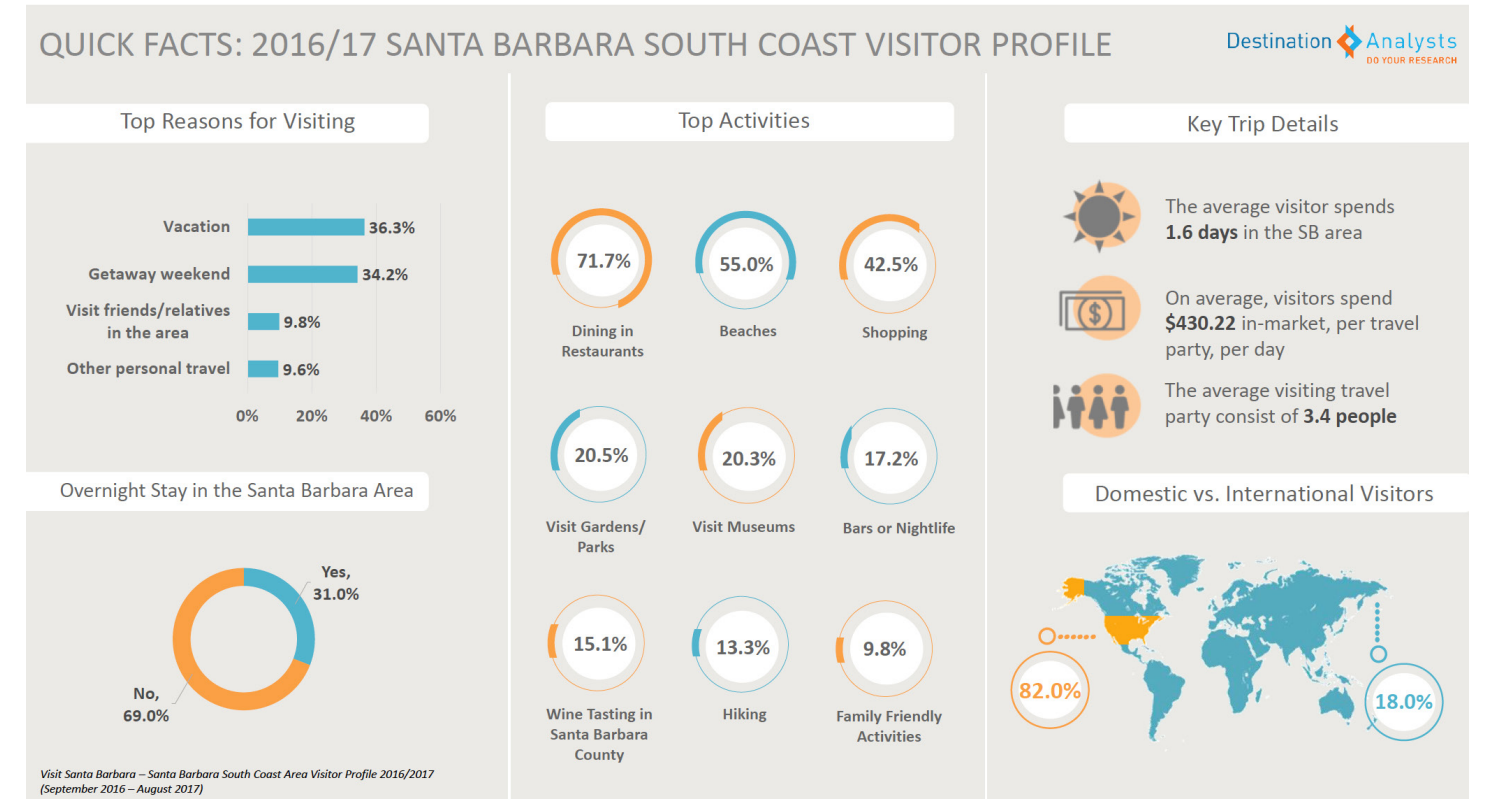
Visa waiver countries with multiple non-stop flights to LAX and/or SFO and Visit California representation *(Austria, Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Netherlands, New Zealand, Norway, Singapore, South Korea, Sweden, Switzerland, Taiwan, United Kingdom)*

These markets have a strong connection to California and have fewer barriers to entry than other countries whose citizens require a U.S. visa. While diverse, it is more likely these travelers have already explored our gateway cities and would be willing to discover a smaller, more relaxing community such as Santa Barbara.

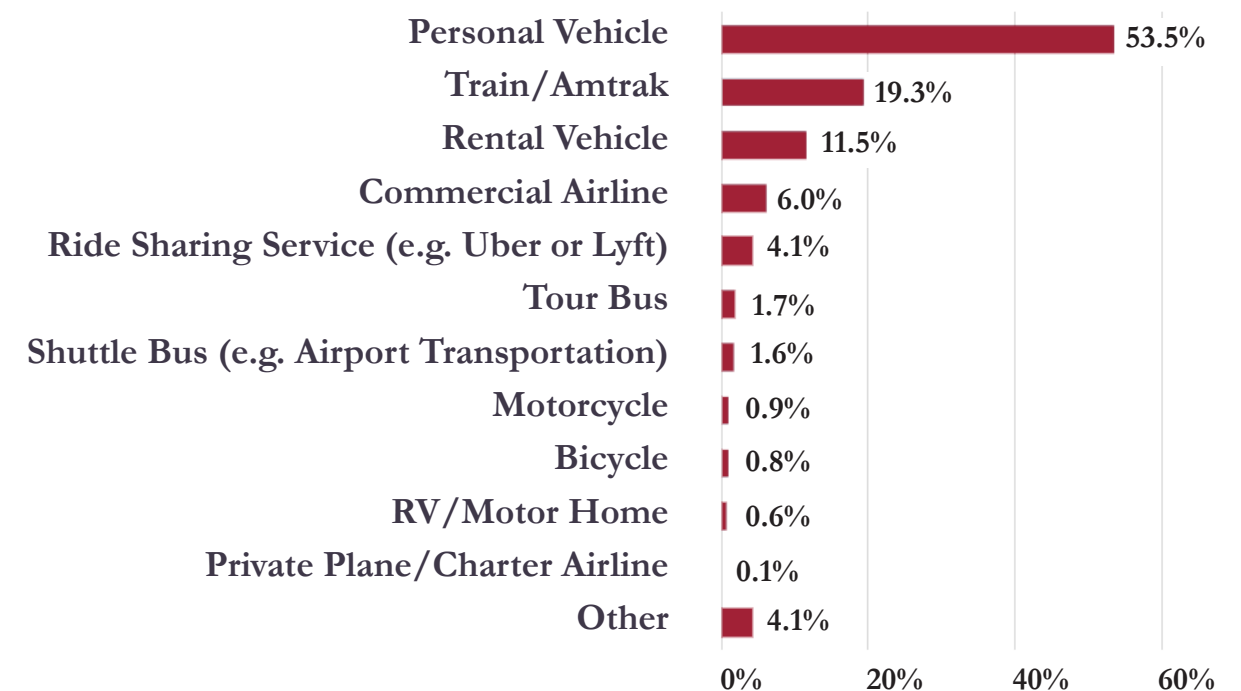


VISITOR PROFILE

The 2016-17 Santa Barbara South Coast Visitor Profile Study provided an in-depth analysis of the Santa Barbara visitor's travel and spending patterns. Following are highlights, including notable nuances of four key visitor categories: day-tripper, hotel guest, international and affluent.



METHOD OF ARRIVAL



VISITOR PROFILE

THE HOTEL GUEST VISITOR

Visitors who stayed overnight in a hotel in the Santa Barbara South Coast during their trip.



Hotel Stay Details

Mean hotel spend daily – \$228.53
Mean # of people in hotel room – 2.4



Top Methods of Arrival

- Personal Vehicle - 52.0%
- Rental Vehicle - 20.5%
- Commercial Airline - 13.4%
- Train/Amtrak - 14.5%



Days Spent in the Santa Barbara Area

Mean – 2.8 days



Average Daily Spending In-Market

Mean – \$520.78, per travel party

Top Activities Participated In



- Dining in Restaurants - 79.1%
- Beaches - 58.9%
- Shopping - 50.1%
- Bars or Nightlife - 26.8%
- Wine Tasting in Santa Barbara County – 21.9% (Ranked 7th overall)

Mean Travel Party Size

- 2.9 people, on average
- 12.2% of travel parties had children



Key Demographics

Annual household income – \$167,790

Marital Status: Married/Partnered – 68.9%
Single – 24.0%



Mean age – 51.0



Visit Santa Barbara – Santa Barbara South Coast Area Visitor Profile 2016/2017 – (September 2016 – August 2017)

THE AFFLUENT VISITOR

Visitors who reported having an annual household income over \$200,000.



Top Methods of Arrival

- Personal Vehicle - 52.9%
- Rental Vehicle - 19.1%
- Train/Amtrak - 15.7%
- Commercial Airline - 6.4%



Days Spent in the Santa Barbara Area

Mean – 2.1 days



Average Travel Planning Window for SB Trip

Mean - 4.7 weeks



Average Daily Spending In-Market

Mean – \$997.65, per travel party

Top Activities Participated In



- Dining in Restaurants - 77.8%
- Beaches - 55.3%
- Shopping - 49.7%
- Visit Gardens/Parks - 23.5%
- Wine Tasting in Santa Barbara County – 22.2% (Ranked 5th overall)

Mean Travel Party Size

- 3.8 people, on average
- 18.5% of travel parties had children



Key Demographics

Annual household income – \$374,854

Marital Status: Married/Partnered – 76.4%
Single – 21.6%



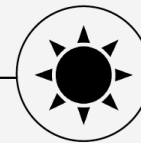
Mean age – 49.2



Visit Santa Barbara – Santa Barbara South Coast Area Visitor Profile 2016/2017 – (September 2016 – August 2017)

THE DAY TRIP VISITOR

Visitors who did not stay overnight in the Santa Barbara South Coast during their trip.



Top Methods of Arrival

- Personal Vehicle - 54.2%
- Train/Amtrak - 21.6%
- Rental Vehicle - 9.3%
- Ride sharing service (Uber or Lyft) - 5.6%



Top Santa Barbara Area Attractions Visited

- Downtown /State Street - 58.4%
- Stearns Wharf - 50.5%
- Santa Barbara Harbor - 41.4%
- Santa Barbara Paseo Nuevo - 18.2%
- Funk Zone – 17.7%



Average Daily Spending In-Market

Mean – \$146.36, per travel party

Top Activities Participated In



- Dining in Restaurants - 68.4%
- Beaches - 51.8%
- Shopping - 39.1%
- Visit Gardens/Parks - 18.6%
- Wine Tasting in Santa Barbara County – 12.4% (Ranked 6th overall)

Mean Travel Party Size

- 3.6 people, on average
- 25.7% of travel parties had children



Key Demographics

Annual household income – \$127,078

Marital Status: Married/Partnered – 63.4%
Single – 31.6%



Mean age – 44.9



Visit Santa Barbara – Santa Barbara South Coast Area Visitor Profile 2016/2017 – (September 2016 – August 2017)

THE INTERNATIONAL VISITOR

Visitors who reside outside the United States.



Top Methods of Arrival

- Rental Vehicle - 35.0%
- Personal Vehicle - 24.2%
- Train/Amtrak - 14.5%
- Commercial Airline - 12.9%



Days Spent in the Santa Barbara Area

Mean – 2.2 days



Average Travel Planning Window for SB Trip

Mean - 6.6 weeks



Average Daily Spending In-Market

Mean – \$618.52, per travel party

Top Activities Participated In



- Dining in Restaurants - 71.4%
- Beaches - 56.6%
- Shopping - 46.8%
- Visit Museums - 17.9%
- Wine Tasting in Santa Barbara County – 11.1% (Ranked 8th overall)

Mean Travel Party Size

- 3.3 people, on average
- 15.9% of travel parties had children



Key Demographics

Annual household income – \$112,824

Marital Status: Married/Partnered – 69.0%
Single – 26.5%



Mean age – 43.6



Visit Santa Barbara – Santa Barbara South Coast Area Visitor Profile 2016/2017 – (September 2016 – August 2017)

VISIT SANTA BARBARA DEPARTMENT OVERVIEW

ADVERTISING

The advertising department promotes the Santa Barbara South Coast through paid channels, including digital and print. The department oversees our direct-to-consumer activities, including paid brand advertising campaigns, retail promotions and direct response advertising for the visitor magazine while collaborating with all departments to ensure a consistent brand positioning and voice.

CONTENT MARKETING

The content marketing department amplifies the destination brand through storytelling on owned channels, including SantaBarbaraCA.com, social media and video. They participate in direct-to-consumer activities, including production of our visitor magazine, social media community management and cooperative advertising partnerships with our members.

PUBLIC RELATIONS

The public relations department creates demand for visitation through earned media coverage that excites and inspires travelers, while elevating brand awareness and enforcing key messages about the Santa Barbara South Coast.



SALES - GROUP

The group sales department serves to attract group business of 10 room nights or more specific to organizations looking to hold conferences, meetings, retreats and other programs in the Santa Barbara South Coast. Ideal targets are meeting planners or other key decision makers from the corporate, incentive, state, regional and national association markets, plus third-party planning entities in desired geographic and vertical market segments. Sales efforts are direct and indirect through dedicated research, sales call prospecting solicitation, in-person client appointments, tradeshows, organized client events, site inspections and familiarization tours.

SALES - MEMBERSHIP

Membership sales is responsible for industry relations and outreach in the community at large through Visit Santa Barbara programs, including Lunch & Learn and I Am Santa Barbara educational platforms. Membership also serves to generate private source revenue for VSB through membership dues, while maximizing exposure and value for our members.

SALES - TRAVEL TRADE

The travel trade department assists with the planning of individual and group trips to Santa Barbara through engagement with domestic and international travel agents, wholesaler operators, receptive operators and tour operators. This team works group and FIT hotel leads, arranging customized excursions, and makes connections for local attractions, restaurants, wineries, transportation providers and more. The team is responsible for educating these industry representatives to influence new travel to the Santa Barbara South Coast.





**STRATEGY ONE:
POSITION AND AMPLIFY THE
SANTA BARBARA BRAND TO
TARGET MARKETS**

STRATEGY ONE

POSITION AND AMPLIFY THE SANTA BARBARA BRAND TO TARGET MARKETS

ADVERTISING

A. Extend the “Santa Barbara Effect” brand campaign to drive overnight visitation among target audiences.

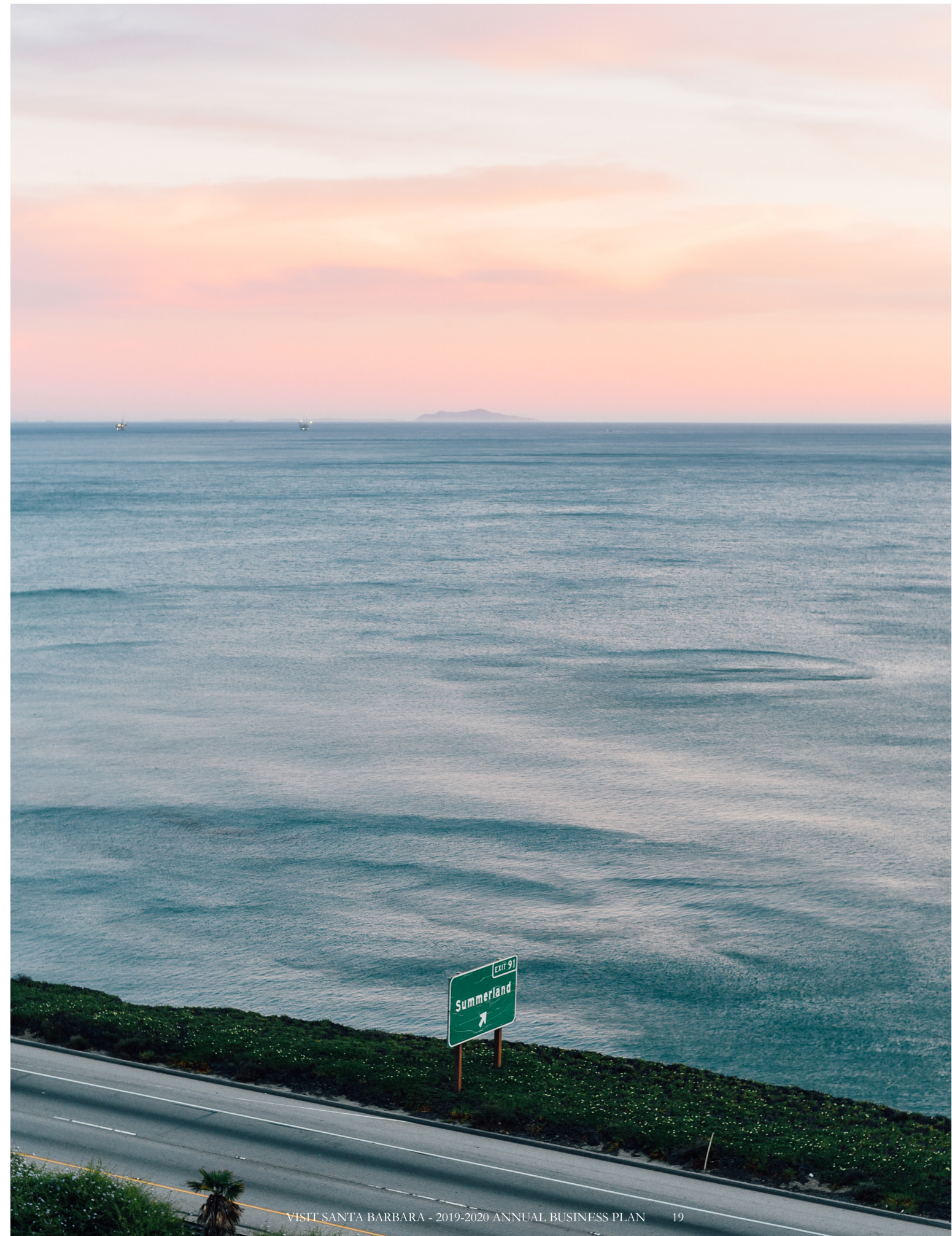
- Place brand advertisements in key priority markets, with focus in travel-oriented channels.
- Build a new direct response campaign to maximize distribution of the *Santa Barbara Visitors Magazine*.
- Capture new video and photography to improve creative performance.
- Produce collateral and compelling content that differentiates Santa Barbara from other California coastal destinations and speaks to the diverse experiences the destination offers.

B. Increase conversions from paid media.

- Define conversions as the lowest possible point along the path to purchase:
 - 1) Cost per visitor
 - 2) Cost per booking
 - 3) Cost per lead/inquiry
 - 4) Cost per engagement
 - 5) Cost per impression/circulation
- For digital ads (banner ads, social ads, or pay-per-click) intended to generate traffic to SantaBarbaraCA.com, maintain the lowest cost per onsite conversion as measured by either onsite booking referrals, outbound referrals to member websites, requests for the *Santa Barbara Visitors Magazine* or email newsletter subscription.
- For promoted video content intended to generate an emotional connection with our brand, maintain the lowest cost per video view. View through rates will vary by content.
- For promotion of our retail campaign, intended to generate direct bookings with participating lodging members, maintain the lowest cost per booked night or booking referral if otherwise unavailable to measure.
- For direct response advertisements, intended to generate quality inquiries for our visitor magazine, maintain the lowest cost per inquiry. Where feasible, measure cost per visitor with a post-inquiry conversion survey.

C. Position Santa Barbara as a premier destination for group business.

- Development of new and updated sales tools, including tradeshow banners, group sales videos and meetings collateral.
- Create free resources and offer expertise to assist meeting professionals with attendance promotion.



STRATEGY ONE

POSITION AND AMPLIFY THE SANTA BARBARA BRAND TO TARGET MARKETS

CONTENT MARKETING

A. Maintain SantaBarbaraCA.com as the No. 1 site for information and travel inspiration to the Santa Barbara South Coast.

- Maintain organic traffic to SantaBarbaraCA.com by utilizing SEO best practices that guide new page development and ongoing page optimizations.
- Manage a robust community calendar of events to provide potential travelers and in-market visitors with things to do while in the Santa Barbara South Coast.
- Train members to manage information on their partner listings, ensuring visitors are provided with relevant, up-to-date information.
- Improve and optimize the user experience across all sections on SantaBarbaraCA.com.
- Identify enhancements to SantaBarbaraCA.com as an ADA-compliant website.

B. Distribute personalized content to generate awareness of and inspiration to travel to the Santa Barbara South Coast.

- Direct outside agencies and freelance writers to develop and distribute high-performing content pieces to leisure, meetings and travel trade consumers through articles and itineraries centered around specific interests and personas.
- Produce and distribute at minimum, one to three new niche content pieces per month.
- Merchandise content across SantaBarbaraCA.com with custom article and video placements, targeted to site visitors by geo-location, intent to travel and interest-based actions.
- Top performing article and video content on SantaBarbaraCA.com will be distributed and supported through targeted media buys on Facebook and Instagram.

C. Expand direct mail fulfilment of the visitor magazine.

- Present inspiring and fresh editorial content, special features and bold imagery to create a strong emotional appeal for the reader.
- Distribute print magazines through regional, state and out-of-state channels and add new avenues for added distribution.
- Produce a digital version of the *Santa Barbara Visitors Magazine* for distribution within Visit Santa Barbara's paid and owned marketing channels.

D. Maximize storytelling resources and prioritize long-form content that can be utilized across multiple distribution channels.

- Leverage the success of VSB's "Like a Local" social media video series through new and integrated content on SantaBarbaraCA.com, which will be re-distributed and targeted to engaged audiences on social media and consumer newsletters.
- Maximize social media influencers to generate original image and video assets to be used across all owned and paid channels.
- Produce an episodic series inclusive of video and article content for distribution across VSB's website, social media platforms, and consumer e-newsletters.
- Develop and distribute a multi-channel series focused on Santa Barbara County winemakers, generating awareness of Santa Barbara County as a premier wine-growing region and drawing visitation during harvest season through early spring.





STRATEGY ONE

POSITION AND AMPLIFY THE SANTA BARBARA BRAND TO TARGET MARKETS

PUBLIC RELATIONS

A. Generate incremental press and public awareness of the Santa Barbara South Coast among targeted audiences, including long-drive and non-stop flight markets.

- Develop new story pitches and thoughtful messaging campaigns that heighten interest and differentiate the destination, including angles that support overnight stays and off-season travel.
- Create immersive, customized destination experiences for domestic and international media visiting on group and individual press trips to produce editorial coverage.
- Develop out-of-market publicity around city-wide Santa Barbara Culinary Experience (March 2020) in collaboration with Julia Child Foundation for Gastronomy and the Culinary Arts and key hospitality partners.
- Refresh and maintain online press room and editorial photo/video library with up-to-date content, compelling press releases and destination fact sheets that support story development.
- Retain public relations firms to assist with securing national and U.K. press coverage.

B. Build and strengthen relationships with target media, generating awareness of the destination, new product, and diverse experiences.

- Conduct one-on-one meetings with media in key U.S. markets. As appropriate, include opportunities for partner participation when promoting niche travel.
- Produce and host an interactive media event in collaboration with partners in a select domestic market.
- Participate in Visit California's media receptions and media missions, as well as other media networking events and tradeshows in key domestic and international markets.
- Maintain media distribution lists and database.

C. Generate awareness of Visit Santa Barbara among local and trade audiences, and serve as a public relations resource for the local and regional hospitality industry.

- Develop pitches and press releases for local and trade media about VSB programs, tourism industry news and positive impacts of tourism.
- Host public relations Lunch & Learn seminars to discuss techniques, trends and opportunities for working with editorial media.
- Provide emergency information and resources to the local hospitality industry and visitors in times of crisis, working with public agencies and emergency services personnel.



**STRATEGY TWO:
GROW OVERNIGHT DEMAND
FOR THE DESTINATION**

STRATEGY TWO

GROW OVERNIGHT DEMAND FOR THE DESTINATION

ADVERTISING

Develop a retail hotel promotion to generate incremental overnight bookings for Sunday through Thursday nights, from November through March.

- Design a promotion based on incremental free nights over need periods.
- Research existing length of stay for overnight guests from key priority markets and build the promotion to extend beyond this baseline.
- Fence promotions for November to March, Sunday through Thursday nights to avoid cancelling and rebooking at lower rates on weekend and summer business.
- Establish a memorandum of understanding with participating hotels to ensure conversion is tracked and media spending is optimized.
- Conduct a proof of concept for this campaign in fall 2019. If successful, iterate for winter 2020.

CONTENT MARKETING

A. Utilize owned channels and assets to promote travel to Santa Barbara during need periods.

- Through the *Santa Barbara Visitors Magazine*, feature compelling reasons for off-peak, mid-week, and extended stays.
- Engage in a tailored, direct response campaign to increase distribution of the visitor magazine during off-peak travel seasons.
- Highlight and promote noteworthy events happening during off-season, mid-week travel periods across all owned channels.
- Develop influencer programming to highlight the Santa Barbara South Coast and member businesses promoting off-peak, mid-season visitation to audiences in key priority markets.

B. Conduct an off-season, mid-week retail campaign through Visit Santa Barbara's owned channels.

- Paid social media will be deployed in support of retail messaging driving hotel bookings for mid-week, off-seasons stays.
- As needed, SantaBarbaraCA.com will act as a hub for all retail messaging and offers through the duration of the campaign.
- Special e-newsletters will be deployed with tailored retail messaging.



GROW OVERNIGHT DEMAND FOR THE DESTINATION

GROUP SALES

A. Build interpersonal relationships through face-to-face client events, tradeshows, site inspections and familiarization tours.

- Increase focus on luxury buyers with new tradeshows, client events and sponsorships targeting the incentive and high-end corporate client.
- Share the “Santa Barbara Effect” through highly curated familiarization and site tours for our most qualified clients.
- Schedule in-market meetings, client events and tradeshow attendance in strategic target markets including hospitality partners whenever possible.
- Maintain and develop relationships with potential and existing clients through personal communications outlining key destination offerings and group promotions.

B. Meaningfully strong relationships require that we focus on priority markets, with a strategic emphasis in California.

- We are adding resources in both northern and southern California markets by increasing contractors from part time to full time status. This will remain our primary group market in 2019 and 2020.
- After California, prioritize outreach to planners in key SBA direct-flight, out-of-state markets (Dallas, Denver, Phoenix, Portland and Seattle).
- Additional sales efforts will focus on new group markets including Minneapolis, Chicago, St. Louis, Atlanta, Florida and Washington, D.C.
 - i. Pursue state and national association business in Sacramento and Washington, D.C.
 - ii. Focus additional resources to incentive and corporate customers in Midwest.
 - iii. Further develop Georgia and Florida corporate opportunities.

C. Increase group sales leads from proven verticals with history converting group business for the Santa Barbara South Coast.

- Pursue agriculture, automotive, financial, health and wellness, insurance, law, medical and technology vertical markets.
- Utilize Knowland Group’s global meetings and conventions historical database and Destinations International’s meetings industry database tool (MINT) to uncover new business opportunities.
- Develop a local “backyard marketing” program to uncover group business within the local Santa Barbara South Coast region.
- Amplify food and libations, including the new California Michelin Guide, and sustainable travel messages to appropriate niche markets.

D. Execute targeted action plans that focus on growing group business for Santa Barbara hotels during mid-week and off-peak time periods.

- Leverage online subscriptions to market need dates and exclusive targeted promotions on meeting planner portals: Cvent, HelmsBriscoe and Conference Direct.
- Bring clients from MPI, SITE and HB to market with events such as (WE)Con and regional rep/board meetings held in Santa Barbara.
- Refocus the VSB group booking incentive to improve conversion on leads for Sunday to Thursday.
- Promote hotel value periods as identified by member hotels.

E. Leverage industry association memberships to ensure maximum exposure for Santa Barbara.

- Continue membership and participation through board service and sponsorships of meeting planner organizations like CalSAE, MPI, PCMA and SITE.



STRATEGY TWO

GROW OVERNIGHT DEMAND FOR THE DESTINATION

TRAVEL TRADE SALES

A. Attract business from growth markets, as identified by research.

- Utilize research data to understand and serve key domestic and international markets.
- Retain our current contractor, Black Diamond, to maximize business development across the United Kingdom.
- Collaborate with Visit California to raise awareness of Santa Barbara as a premier destination for international travelers by hosting familiarization tours and by participating in sales missions.

B. Uncover new opportunities for international wholesale buyers to add Santa Barbara to their existing California products.

- Attend key industry tradeshows like IPW and International Luxury Travel Market that facilitate face-to-face relationship building.
- Participate in the California Star Program, an online platform translated into multiple languages that educates international agents and tour operators on our destination.
- Organize receptive operator showcases in which VSB will host presentations, followed by destination tours organized by VSB staff. This model allows more time exploring Santa Barbara while enabling interested hotels to pitch to potential buyers.
- Invite product managers and agents to Santa Barbara for immersive familiarization tours that showcase the destination.

C. Maintain strong cruise ship visitation levels and drive consideration of Santa Barbara as a return overnight trip.

- Partner with the City of Santa Barbara's Waterfront Department to enhance the visitor experience once cruise ship passengers arrive in Santa Barbara.

D. Develop new business opportunities with wholesale domestic buyers to increase Santa Barbara's product share.

- Maximize opportunities through luxury consortia Virtuoso to market to travel agents focused on selling luxury travel.
- Schedule opportunities for VSB members to cooperatively participate in destination presentations at Southern California-based tour operator and travel agent offices (e.g. AAA, Altour, and New World Travel).
- Conduct leisure sales missions to the key markets of Los Angeles, Dallas, Chicago and Atlanta. Overlap group and leisure missions to maximize our resources and amplify the brand across market segments.

E. Explore cross-promotion and packaging with local tour companies and hotels to better sell the Santa Barbara product.

- Work with VSB members to create unique Santa Barbara experiences to promote.
- Develop and promote new travel itineraries focused on niche experiences.
- Partner with other destination marketing organizations in local and direct-fly markets to build cohesive and compelling regional travel itineraries that can be marketed and sold through travel trade.

FILM PRODUCTION

Facilitate booking Santa Barbara County films and commercial productions to create economic benefit within our jurisdiction.

- Streamline and update production services, locations services, and information listed on the organization's film website.
- Maintain up-to-date location photos and video assets from ground and drone in existing location library.
- Respond to all film and commercial shoot inquiries with timely referral information for local film and location professionals.
- Cooperate and collaborate with film bureaus from other area destinations in the Santa Ynez Valley.



STRATEGY THREE:
**CHAMPION POSITIVE
VISITOR EXPERIENCES**



STRATEGY THREE

CHAMPION POSITIVE VISITOR EXPERIENCES

ADMINISTRATION

Champion improved travel access to the Santa Barbara South Coast.

- Collaborate with local agencies and partners to increase non-stop air capacity to Santa Barbara Airport.
- Promote Santa Barbara as a highly sought after port of call for cruise ships.
- Remain engaged with transportation officials about any possible local and regional infrastructure projects that may impact visitors.

CONTENT MARKETING

Meet consumers' digital expectations for pre-, during and post-stay customer service.

- Engage in social media community management tactics to foster positive conversation and quick response times for a personalized relationship with fans and followers.
- Use social media tools to evaluate sentiment of Santa Barbara and tailored keywords on a quarterly basis.

MEMBERSHIP SALES

Execute free hospitality industry training.

- Rebuild the local ambassador program by providing contemporary and engaging content for the Santa Barbara South Coast's frontline staff.

RESEARCH

Develop a new program for analyzing visitor sentiment.

- Research aided and unaided sentiments from prospective and past visitors that align to our priority target markets.
- Distribute applicable findings to industry to assist in prioritizing destination development items items such as hospitality service culture, destination accessibility, affordability, homelessness, etc.

SANTA BARBARA VISITOR CENTER

Design and open a center that is reflective of the Santa Barbara brand.

- Create a space that functions as a sought-after resource for visitors, incorporating the elements of a traditional visitor center while giving guests an experience aligned with our elevated brand.
- Design a comfortable, contemporary, and financially self-sustaining space in partnership with The Chamber of the Santa Barbara Region.
- Serve on the Santa Barbara Visitor Center planning team to monitor initial visitor response and operational efficiency.
- Collaborate with The Chamber of the Santa Barbara Region, the center's operator, on staffing, operating hours, business co-op advertising and retail merchandise selection to ensure a successful partnership for both organizations.



**STRATEGY FOUR:
STRENGTHEN THE
ORGANIZATION'S
EFFECTIVENESS**

STRATEGY FOUR

STRENGTHEN THE ORGANIZATION'S EFFECTIVENESS

CONTENT MARKETING

Maintain open communication with VSB members and stakeholder groups to demonstrate organizational value.

- Produce monthly, quarterly and annual reporting communications, highlighting completed programming as it relates to the 2019-22 strategic plan, and this 2019-20 annual plan.
- Generate a minimum of \$80,000 in co-operative advertising revenue by matching members to the highest impact marketing platforms for their businesses and budgets.
- Demonstrate the value of VSB's co-op advertising program by reporting research insights and KPIs to participating members.

GROUP SALES

Maintain communication with sales executives across the lodging industry to ensure VSB is aligned with their priorities.

- Conduct bi-monthly DOSM meetings. Enlist assistance of guest speakers and industry experts to add value to the educational component of these meetings.

MEMBERSHIP SALES

A. Maintain a 90% member retention rate by improving the value of membership to current members.

- Update the Lunch & Learn program to include a focus on how to best utilize VSB membership tools and resources to enhance their respective businesses.
- Explore opportunities for member roundtable events to create a two-way discussion on strategy and service offerings.
- Improve membership communication and engagement through monthly member e-newsletters, calendar of events and expansion of the digital VSB member portal.

B. Increase the count of active members.

- Improve the onboarding process for new members through video tutorials.
- Ease the annual renewal process through an online payment system.
- Utilize research insights to inform potential members of ways they can benefit from our various programs.

PUBLIC RELATIONS

A. Maintain communication with marketing/PR representatives across the hospitality industry to align goals and messaging.

- Send media leads for story ideas and familiarization opportunities that align between target media and industry partners.

B. Develop and fine-tune resources, tools and systems that contribute to public relations effectiveness.

- Hire and train new PR Manager and PR Coordinator, restructuring department work flow to accommodate growth in media activities and markets.
- Develop new scoring system for earned media placements as a basis for strategic goal-setting.
- Develop and implement process for using new media monitoring platform. Refine new process for tracking familiarization tour data in CRM database. Refine process for managing Barberstock media library.

RESEARCH

A. Profile overnight visitors who have a history of booking Sunday through Thursday on the Santa Barbara South Coast.

- Use modern digital intercept techniques to profile existing customers for this need period.
- Use surveys to study the travel motivators and obstacles of these specific populations.
- Where possible, identify other destinations under consideration by these travelers.
- Prioritize four to five markets to avoid diluting our limited resources unnecessarily.

B. Profile overnight visitors who have a history of booking at luxury properties in the Santa Barbara South Coast.

- Use modern digital intercept techniques to profile existing customers for this niche segment.
- Conduct user surveys to study the travel motivators and obstacles of these specific populations.
- Where possible, identify other South Coast attractions and experiences common to these visitors' recent trips to our destination.

TOURISM BUSINESS IMPROVEMENT DISTRICT (TBID)

Renew the Santa Barbara South Coast TBID for 2020 to 2029.

- Finalize the TBID District Management Plan (DMP) and petition documents with the city of Santa Barbara and TBID committee.
- Conduct a successful petition drive of lodging owners, achieving 50%+1 affirmative vote, as weighted by assessments paid.
- Receive favorable resolutions from each government jurisdiction.
- Communicate clearly with all lodging businesses on milestones throughout the process.

PROGRAM CALENDAR

JULY 2019

• Destination West	Denver	TBD
• VSB Sales Mission	United Kingdom	Travel Trade
• New Member Orientation	Santa Barbara	VSB Members
• VSB Hospitality Training	Santa Barbara	VSB Members

AUGUST 2019

• VSB Summer Video/Photoshoot	South Coast Region	Marketing
• Virtuoso Travel Week	Las Vegas	Travel Trade
• Mega Mixer	Santa Barbara	VSB Members
• VSB Hospitality Training	Santa Barbara	VSB Members
• VSB Lunch & Learn	Santa Barbara	VSB Members

SEPTEMBER 2019

• Hotel Retail Campaign Launch	Target Markets TBD	Marketing
• IMEX America	Las Vegas	Group Sales
• Luxury Meeting Summit	Chicago	Group Sales
• MVT Agent Summit	TBD	Travel Trade
• VSB Hospitality Training	Santa Barbara	VSB Members
• VSB Lunch & Learn	Santa Barbara	VSB Members

OCTOBER 2019

• Luxury Meeting Summit & VSB Midwest Client Event	St. Louis	Group Sales
• VSB East Bay Client Event	TBD	Group Sales
• Incentive Research Foundation	Newport Beach	Group Sales
• NEST Port of Call	Santa Barbara	Travel Trade
• VSB Fall Tourism Summit	Santa Barbara	VSB Members
• New Member Orientation	Santa Barbara	VSB Members
• VSB Hospitality Training	Santa Barbara	VSB Members

NOVEMBER 2019

• Luxury Meeting Summit & VSB Southeast Client Event	Atlanta	Group Sales
• MPI & VSB Sales Mission	Dallas	Group Sales
• Experience CA Bootcamp	Atlanta	Public Relations
• VSB Hospitality Training	Santa Barbara	VSB Members
• VSB Lunch & Learn	Santa Barbara	VSB Members

DECEMBER 2019

• International Luxury Travel Market	Cannes	PR & Travel Trade
• CALSAE Seasonal Spectacular	Sacramento	Group Sales
• Connect DC	Washington D.C.	Group Sales
• The Leadership Forum	Georgia	Group Sales
• SITE Southern California	Palm Springs	Group Sales
• VSB Lunch & Learn	Santa Barbara	VSB Members

JANUARY 2020

• PCMA Convening Leaders	San Francisco	Group Sales
• 2020 Visitor Magazine Released	Santa Barbara	VSB Members
• New Member Orientation	Santa Barbara	VSB Members
• VSB Media Reception	New York	Public Relations
• VSB Lunch & Learn	Santa Barbara	VSB Members

FEBRUARY 2020

• MPI Northern California & VSB Client Event	San Francisco	Group Sales
• MPI Southern California Weekend Education Conference	Santa Barbara	Group Sales
• Connect Travel Marketplace	Kissimmee	Travel Trade
• VSB Hospitality Training	Santa Barbara	VSB Members
• VCA Outlook Forum	San Diego	VCA Members
• VSB Lunch & Learn	Santa Barbara	VSB Members

MARCH 2020

• VSB Sales Mission	Denver	Group Sales
• VSB Hospitality Training	Santa Barbara	VSB Members
• VSB Lunch & Learn	Santa Barbara	VSB Members

APRIL 2020

• Destination California	Northern CA	Group Sales
• Destination California	Southern CA	Group Sales
• VSB Media Reception	Los Angeles	Public Relations
• New Member Orientation	Santa Barbara	VSB Members
• VSB Hospitality Training	Santa Barbara	VSB Members
• VSB Lunch & Learn	Santa Barbara	VSB Members

MAY 2020

• HelmsBriscoe ABC	Las Vegas	Group Sales
• Conference Direct APW	Las Vegas	Group Sales
• VSB Annual General Meeting	Santa Barbara	VSB Members
• VSB Hospitality Training	Santa Barbara	VSB Members
• VSB Lunch & Learn	Santa Barbara	VSB Members

JUNE 2020

• IPW	Las Vegas	PR & Travel Trade
• Official Drink of Santa Barbara	Santa Barbara	VSB Members
• VSB Hospitality Training	Santa Barbara	VSB Members
• VSB Lunch & Learn	Santa Barbara	VSB Members

BUDGET

INCOME	Total	%
Tourism Business Improvement District (TBID)	\$4,758,561	74%
City of Santa Barbara	\$1,380,000	21%
Santa Barbara County	\$65,000	1%
Private Sources	\$258,000	4%
TOTAL INCOME	\$6,461,561	
EXPENSE		
OPERATIONS		
Employee Costs	\$1,582,892	24%
Other Operations Costs	\$598,157	9%
TOTAL OPERATIONS	\$2,181,049	34%
PROGRAMS		
Administration - Account Management	\$10,000	0%
Advertising	\$1,857,997	29%
Annual Dues	\$17,422	0%
Award Submissions	\$1,540	0%
Board and Committee Support	\$5,000	0%
Collateral Materials	\$17,200	0%
Customer Relationship Management (CRM)	\$36,500	1%
Destination Marketing Contract	\$213,234	3%
Events	\$111,151	2%
Industry Relations	\$45,000	1%
Meetings & Local Events	\$28,900	0%
Public Relations	\$192,520	3%
Professional Development	\$66,269	1%
Promotional Items	\$30,000	0%
Research & Reporting	\$115,135	2%
Sales	\$568,625	9%
Shipping	\$6,260	0%
Sponsorships	\$86,375	1%
TBID Contingency	\$150,000	2%
Travel Trade	\$252,235	4%
Vendor Travel	\$30,500	0%
Visual Assets	\$277,050	4%
Website	\$161,700	3%
TOTAL PROGRAMS	\$4,280,512	66%
TOTAL EXPENSE	\$6,461,561	

STAFF

ADMINISTRATION

Kathy Janega-Dykes, President and CEO
James Minton, CDME, Vice President of Strategic Planning
Angelica Ramirez, Administrative Manager
Brittney Hunt, Administrative Coordinator

ADVERTISING

Noelle Buben, Director of Marketing and Events
Carly Bates, Creative Manager
Olivia Barroca, Marketing Associate

CONTENT MARKETING

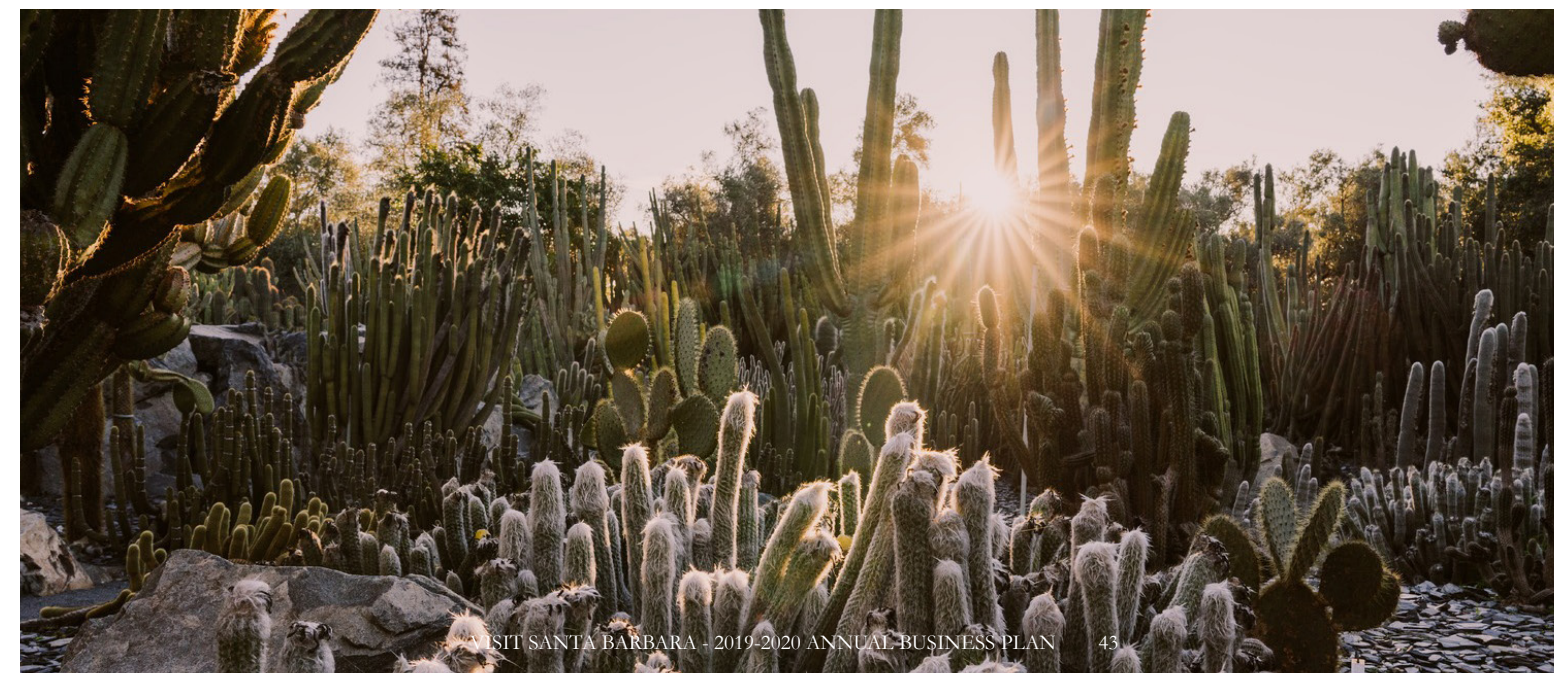
JessyLynn Perkins, Director of Digital Marketing and Content Development
Natalie Bovee, Content Manager

PUBLIC RELATIONS

Karna Hughes, Director of Public Relations
Anna Jacobson, Public Relations Manager
Rachael Bayuk, Public Relations Coordinator

SALES

Beth Olson, Director of Sales
Catherine "Cat" Puccino, Director of National Accounts
Jocilyn Schumacher, Travel Trade Manager
Mark Feldman, Sales Representative, Northern California
Suzy Kay, Sales Representative, Southern California
Maren Beneke, Membership Coordinator
Shantel Rowe, Sales and Services Coordinator



VISIT
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