

GREATER METROPOLIS CONVENTION & VISITORS BUREAU MARKETING PLAN & BUDGET

Greater Metropolis Convention & Visitors Bureau

A comprehensive plan
for Fiscal Year 2018

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Introduction and Overview

The Greater Metropolis Convention & Visitors Bureau (GMCVB) was legally established in 2014 as a 501 c 6 non-for profit with the purpose of promoting and bringing awareness of the tourism industry and stakeholders in the Greater Metropolis, IL area.

This year, the GMCVB will work with the State of Illinois and City of Metropolis to implement an aggressive marketing plan that is highlighted by brand strategy, and targeted marketing campaigns. A series of priority initiatives will be rolled out to “jump-start” Metropolis’ tourism programs and create opportunities for tourism data collection. Subsequent campaigns will be devised based upon the outcome and performance analysis for this year.

This plan serves as a blueprint for the 2017 -2018 fiscal year marketing programs. Each marketing initiative will be further developed and designed to deliver optimal economic benefit to the City of Metropolis. The GMCVB will market and promote Metropolis as a year-round visitor destination, working in partnership with industry, corporate partners, state partners and regional destination marketing organizations.

Metropolis tourism marketing will be industry-led, market-driven and research-based.

Industry-led

The Greater Metropolis Convention & Visitors Bureau designs and implements the tourism marketing plan and strategic tourism marketing plans. The GMCVB and other industry members will provide leadership advice to enhance the effectiveness and relevance of Metropolis tourism marketing plans.

Market-driven

The GMCVB organizes its marketing programs based on geography, niche market appeal and travel experience. The GMCVB will work with the Illinois Bureau of Tourism (IBOT), the Southernmost Illinois Tourism Bureau (SITB) and other partners and stakeholders to ensure that our programs are relevant to each target market.

Research-based

The GMCVB conducts relevant and timely research while planning, executing and delivering marketing programs. The GMCVB will also gather intelligence from Smith Travel Research (STR) and Destination Management Association International (DMAI) when developing, reviewing, and revising marketing initiatives to insure proper integration and targeting is on course.

Vision, Goals and Positioning

Mission and Vision

Mission Statement

The Greater Metropolis Convention & Visitors Bureau is a professional destination marketing organization committed to economic growth by increasing overnight stays and year-round visitation to Metropolis.

Vision Statement

To be a recognized industry leader as a “Must-Visit” stop-over destination in the Midwest. Established in 2014, the Greater Metropolis Convention & Visitors Bureau is divided into the following travel segments:

- **Leisure Marketing:**
Leisure marketing efforts generate room nights by promoting attractions, outdoor activities, shopping (antiquing, specialty and retail), festivals, and events.
- **Package Travel Marketing:**
Package Travel consists of professional tour operators, group leaders and travel agents. Marketing efforts to generate room night will be targeted towards obtaining more motor coach groups staying, shopping, dining and gaming in Metropolis.
- **Sports Marketing:**
The GMCVB is dedicated to assist in developing sporting events with local and regional clubs, organizations and facilities that generate new visitor growth and overnight visitation to Metropolis.

Goals

Long Term Goals

- Position Metropolis as a Must Visit, Stop-over destination in the Midwest
- Achieve destination awareness in key markets as a wonderful place to stay, explore, bring your families, or have a weekend at the casino or exploring Metropolis
- Create internal stakeholder ownership of tourism development and marketing
- Demonstrate importance of tourism's role in long-term economic vision
- Earn high visitor satisfaction

Medium Term Goals

- Increase equity in the Metropolis brand
- Increase return from industry assets
- Raise awareness among Metropolis residents that tourism is a key economic sector, critical to developing a long-term sustainable economy in Metropolis

Short Term Goals

- Enhance media and public relations efforts to increase awareness of Metropolis as a stop-over destination
- Position Metropolis as one of the top "Must Visit" destinations in the Mid-West
- Establish strong visitor services and customer relations management (CRM) practices
- Support industry to assist in developing new and enhancing existing tourism products
- Strengthen integration of national and state tourism marketing programs within the strategic marketing plans and the GMCVB Marketing Plan
- Raise awareness among stakeholders about the roles and functions of the GMCVB as a Destination Marketing Organization.

Positioning

Metropolis has long been known for its diverse surroundings and attractions. Fort Massac State Park is the first state park in IL. Harrah's Casino offers a variety of gaming and dining options. There are a variety of shops and eateries that can only be found in Metropolis. There is world renown fishing and hunting areas as well as a world-famous scuba diving facility that attracts divers from around the world. Metropolis plays host to 3 of the largest events seen not only in the State of Illinois but also in the region with the Superman Celebration, World-Championship Archery Tournaments and Fort Massac Encampment. Possibly the most underutilized tourism attraction is the Man of Steel, himself, Superman. All of this and more can be found in and around Metropolis. Because of the location of the town being the first town as your cross from KY and one of the first settlements in Illinois, the connection with Superman and the adventure tie-in with that character, as well as the opportunities to explore not only nature but one of a kind places only found in Metropolis, GMCVB is positioning Metropolis as the place:

WHERE ADVENTURE BEGINS!

Target Markets

Metropolis is a stop-over destination located directly off interstate 24. Metropolis' unique position of being either the first town or the last town in Illinois, depending on what direction visitors are traveling, provides more opportunities for attracting stop-over tourists. We have also used information compiled by asking visitors into the Chamber of Commerce, "Why they are in Metropolis," and "How they heard about Metropolis?"

The information found shows that there is no "set target" city or area that pulls our visitors to Metropolis, but more generalized areas market segments that should be targeted.

Primary Target Markets

- Snow Bird Travelers traveling I-24
- Family/Vacation traveling I-24
- Event Centered
 - Superhero/Comic Enthusiasts
 - Archery Participants
 - History Enthusiasts

Second Tier

- Spring Break Travelers
- Roadside Americana Enthusiasts

SWOT Analysis

Strengths:

- Location along I-24, Highway 45 and the Ohio River
- The association with Superman
- Location of Harrah's Casino
- Well established and attended events
- Proximity to Paducah, KY
- Great midway point to many larger destinations
- Great working relationship with other CVBs

Weaknesses:

- Lack of growth and development
- Typical Small-town gossip and rumor mills
- Competitiveness among businesses rather than cooperation
- Younger population leaves town rather than stays and invests
- Lack of openness to "outsiders"
- Lack of fundamental tourism/service based training
- Lack of support from residents
- Lack of recognition from the State of IL Tourism Office

Opportunities:

- Abundance of partnership opportunities
- Many opportunities for events by private businesses, clubs or organizations
- Opportunities to involve the community and build cohesiveness
- Education opportunities for stakeholders
- Great midway point to many larger destinations
- Proximity to Paducah, KY
- Location along I-24, Highway 45 and Ohio River

Threats:

- Lack of support from residents
- Lack of a cooperative effort among organizations
- Lack of space to grow office staff/organization

Marketing Initiatives

The 2017 – 2018 marketing initiatives are designed to attract the most possible visitors to Metropolis’ top tourism entities. Although the initiatives are designed to attract specific markets at specific times throughout the year, the initiatives can be incorporated throughout the entire year.

Goals:

- Position Metropolis as a “Must Visit” Stop-Over Destination
- Develop strategies designed to feature and enhance tourism opportunities for Metropolis businesses
- Strengthen the integration and cooperative efforts of the GMCVB in association with individual businesses, regional tourism and state tourism initiatives

The leisure traveler marketing initiatives are the primary pillar to the GMCVB marketing plan. Metropolis will place high priority on marketing to high-yield tourism markets.

2017 – 2018 Marketing Campaigns

- Where Adventure Begins Campaign
- Events of Metropolis Campaign
- Outdoor Adventure Campaign
- Metropolis Adventure Campaign

Where Adventure Begins Campaign

Goal: Successfully position Metropolis as a “Must-Visit” Stop-over Destination through a cohesive branding campaign using the tag line “Where Adventure Begins.”

Objectives:

1. Increase yearly occupancy by 10%
2. Increase yearly ADR by 10%
3. Increase annual hotel/motel tax budget by 5%

Tactics:

Consumer

Develop and promote the Metropolis brand

1. Secure and expand Metropolis intellectual property in key target markets
 - a. Shopping Adventures
 - i. Featuring the unique shopping opportunities in Metropolis
 - b. Dining Adventures
 - i. Featuring the local flavor and flare found only in Metropolis
 - c. Family Adventures
 - i. Featuring the FUN found in Metropolis- SUPERMAN, Super Museum, Bowling, Fort Massac, Carriage Ride, etc.
2. Increase year-round Metropolis Brand presence in primary and secondary markets
3. Produce and/or promote Metropolis branded information and free souvenir items to be distributed at events and activities
 - a. Visitor Guides
 - b. Post Cards
4. Develop and increase supporter affinity to benefit Metropolis

Media

Increase media awareness of Metropolis as a “Must-Visit” Stop-Over Destination

1. Provide high-quality information and services for media throughout the year
2. Utilize targeted media distribution services to expand reach of the Metropolis brand
3. Improve media solicitation and education to achieve maximum coverage
4. Explore and secure year around advertising/marketing opportunities that appeal to the “stop-over” traveler that will increase overnight visitation

Trade

Enhance trade awareness of Metropolis and trade bookings through the development of a fresh and innovative travel trade program specifically focused on Metropolis Tourism

1. Develop a publication/media guide that is rich with photos and pertinent information about Metropolis tourism events and entities.
2. Incorporate education and training for local businesses seeking learn more about marketing and branding to tourists visiting Metropolis

3. Attend various trade shows and events focused on bringing in key target markets

Partnerships

Establish an effective marketing partnership with regional, state, and national businesses

1. Research, review and identify marketing partnerships with Metropolis related businesses
2. Continue efforts to work with Southernmost IL Tourism Bureau as a Regional effort
3. Continue efforts to work with the State of IL to be recognized as a viable and integral part of IL Tourism.

Web/Social Media

Offer substantial brand development and partnership opportunities that can be leveraged by GMCVB Stakeholders

1. Create appealing and informative information centers on the Metropolis Tourism website
2. Provide search and booking capabilities for trade and consumer markets
3. Optimize unique visits through link partnerships
4. Create and execute a social media marketing plan that highlights Metropolis Tourism entities through pictures and video
5. Encourage the use of #Metropolis in all social media campaigns

Measurability:

1. Number of visitors to Metropolis
2. Increase in tourism tax revenue
3. Number of media placements and coverage
4. Number of visitors to the Metropolis Tourism website
5. Number of likes and followers on social media pages
6. Number of pictures posted to social media using the hashtag

Events of Metropolis Campaign

Goal: Increase the number of visitors attending the Superman Celebration, Archery Tournaments, and Fort Massac Encampment

Objectives:

1. Develop a database of visitors that come to Metropolis for events
 2. Develop branded collateral for each event
 3. Increase visitation to the Superman Celebration by 15%
 4. Increase visitation to the Archery Tournaments by 5%
 5. Increase visitation to the Fort Massac Encampment by 3%
- *numbers based on participant counts, official car counts, or monetary increases

Consumer

Database, and distribution system for each Metropolis Event by Feb. 1, 2018

1. Create sweepstakes during events to capture visitor information
2. Enhance the CRM model on the website to secure more visitor information from Visitor Guide Requests
3. E-blast campaign announcing and informing the visitors and potential visitors of special *Events* promotions and packages

Establish partnerships that provide incentives and leverage investments

1. Research and analyze potential incentives by local government and retailers to increase visitation and over-night stays

Establish an advertising buy schedule that will ensure maximum exposure in to key target audiences no less than 5 months prior to each event

1. Research and locate optimal target markets and sub-markets for each event
2. Place appealing advertising for each event in appropriate time frame
3. Leverage Trade-out advertising to maximize dollars spent
4. Prepare and submit Matching Marketing Grant if available from the State of IL to maximize marketing dollars

Trade

Promote *Events* to travel trade leaders to increase visitation from groups and organizations

1. Develop a plan outlining key messages, incentive offers, and marketing materials
2. Meet with trade representative to establish a report and acquire requirement specifications
3. Establish *Metropolis Events* group and association packages

Media

Establish a media kit highlighting the *Metropolis Events* campaign

1. Develop a list of media kit requirements
2. Meet with selected media contacts to identify type and format of media materials required
3. Develop an *Metropolis Events* media kit and distribute to all media contacts

Distribute *Metropolis Events* media information

1. Develop an *Metropolis Events* media section on the website
2. Provide *Metropolis Events* photography and editorial for media use
3. Distribute press and media releases regarding the *Metropolis Events* campaign
4. Solicit Travel Bloggers to attend and write about *Metropolis Events*
5. Host a Media Event prior or during each Metropolis event

Partnerships

Develop key partnerships with local businesses to further expand the message of *Metropolis Events* campaign

1. Obtain marketing opportunities with key partners affiliated with our events
2. When applicable, design a sponsorship program for the event that will allow for media and in-kind trade
3. Utilize local partnerships to create a sense of community and goodwill and to assist local organization with fundraising efforts when applicable

Web/Social Media

Maintain a strong online presence for all *Metropolis Events*

1. Continue to build a photography and graphic library that can be used to develop an appealing website presence
2. Create and Implement a social media marketing schedule to run on a year around basis promoting all events.
3. Create a Facebook Page and Twitter account solely for the Superman Classic Archery Tournament
4. Create a Facebook Page and Twitter account solely for the Fort Massac Encampment
5. Develop a hashtag for each event and encourage usage with picture and status postings

Measurability:

1. Increase in Occupancy percentage during Events
2. Increase/decrease in ADR percentage during Events
3. Number of visits to event specific pages on metropolistourism.com
4. Increase in likes/followers on social media pages
5. Growth in Sponsorship Dollars for events
6. Number of media placements acquired during each event
7. Number of opens/click throughs from E-blast campaign
8. Number of hashtags posted per event

Outdoor Adventure Campaign

Goal: Increase overnight stays in Metropolis during hunting season and awareness of outdoor activities in and around the Metropolis Area.

Objectives:

1. Increase overnight stays by shifting market share from Paducah Hotels during the months of Nov – Feb.
2. Increase awareness of the fertile hunting grounds found in and around Metropolis
3. Increase awareness of other outdoor activities offered in and around Metropolis
 - a. Fishing
 - b. Biking
 - c. Hiking
 - d. Mermet Springs Diving

Tactics:

Consumer

1. Analyze and develop advertising buys focused on the hunting and fishing market
2. Develop packages and incentives increasing activity options and length of stay potential
3. Work with local hunting lodges, and licensing centers to create a database of hunters that are either coming to or have hunted in the area (if allowed)

Media

1. Develop a key media contact list of outdoor/gaming writers
2. Develop and distribute media kits regarding the Outdoor Adventures Campaign
3. Generate press releases and e-blasts to target markets in the GMCVB database
4. Conduct targeted PR efforts aimed at attaining Outdoor Enthusiasts through sponsorships, consumer and trade show attendance

Website/Social Media

1. Devote one section of the Metropolis Tourism website to the *Outdoor Adventures Campaign*
2. Place trail cams at Mermet Lake and possibly Cedar Ridge to give live footage of the hunting/fishing areas online
3. Create an Outdoor Adventure Video for online highlighting the trails, Mermet Springs and Disc Golf Course
4. Create a “Big Buck” photo contest where pics of deer with stats are posted. Biggest kill will win a hunting package for next year. (possibly do the same with other seasons)

Partnerships

1. Develop cooperative marketing efforts with outdoor centers to promote Metropolis hunting areas and lodging
2. Pursue partnerships with organizations that cater to Outdoor enthusiasts and needs
 - a. Supplies
 - b. Taxidermists

c. Gear

3. Offer advertising opportunities to local business wanting to attract the Outdoor enthusiast

Measurability:

1. Increase/Decrease in Occupancy November – February YOY
2. Number of unique visits to the Outdoor Enthusiast section of the website
3. Number of media placements with advertising equivalent
4. Number of new entries in the Metropolis Tourism database
5. Number of views/shares for online video
6. Number of entries in photo contest

Metropolis Adventure Campaign

Goal: Bring awareness of the uniquely Metropolis experiences visitors to Metropolis can have on a year-round basis.

Objectives:

1. Increase visitation to locally owned eateries
2. Increase visitation to locally owned shops
3. Increase visitation to local attractions

Tactics:

Consumer

1. Distribute Visitor Guides to all hotels, restaurants and shops
2. Ensure all events have an adequate amount of Visitor Guides to distribute to attendees
3. Distribute Visitor Guides to all TICs in IL and explore options to place in KY as well

Media

1. Work with travel bloggers to highlight unique options in Metropolis
2. Seek out advertising opportunities in publications that highlight Roadside Americana
3. Ensure the Superman Statue is listed on all Roadside Americana sites and listings
4. Promote other unique Metropolis adventures to appropriate media outlets

Website/Social Media

1. Ensure website is up to date with current business listings
2. Ensure events and happenings are listed in the calendar of events
3. Ensure premium images are used to show unique places/experiences in Metropolis
4. Share events and information when posted by local businesses
5. Ensure that all media links are posted to the website

Partnerships

1. Work with the Chamber of Commerce to ensure promotion of businesses is happening but not overlapping
2. Encourage local businesses to develop collateral and offers for visitors
3. Encourage local businesses to develop a marketing plan complimentary to the CVB marketing plan

Measurability:

1. Increased visitation to the local stakeholders
2. Number of visitor guides distributed
3. New locations of visitor guides
4. Number of media stories and placements regarding unique experiences in Metropolis
5. Increased collateral from Metropolis Businesses

Package Travel

The package travel market consists of professional tour operators, group leaders, and travel agents. Because of the superior location of Metropolis along Interstate 24, the package travel market has the potential of producing large tourism revenues. This market is an important contributor to the overall growth of tourism in Metropolis, bringing in a wide array groups to experience all Metropolis offers.

Goal: Increase awareness and revenues in Metropolis generated through package travel business

Package Tours Campaign

Goal: Increase interest and travel to Metropolis by the North American package tour market

Objectives:

1. Position Metropolis as a top stop-over destination in the Mid-West
2. Increase travel agents' knowledge of Metropolis tourism products
3. Develop a trade friendly section of the Metropolis Tourism website in 2018

Tactics:

Trade

1. Develop a partner program to enable effective trade distribution of Metropolis Tourism products and suppliers
2. Attend American Bus Association to maintain relationships with existing tour operators and establish new opportunities
3. Establish a database of domestic tour operators, qualified suppliers, and key contacts
4. Finalize cooperative marketing agreements subsequent to trade show and event attendance

Media

1. Specifically seek out and support media relations catering to the package tour market
2. Participate in media and/or public relations events in conjunction with trade show attendance
3. Effectively utilize press releases and e-blasts to proper media contacts to garner more editorial coverage in desired publications

Website

1. Ensure that the Metropolis Tourism website is trade friendly

Measurability:

1. Sales of Metropolis products through domestic tour operators
2. Amount of package product offered and value of offerings
3. Number of responses and leads generated from trade show attendance
4. Equivalent advertising value of media coverage

Sports Initiatives

Metropolis has a long-standing history of being a sporting haven. It is the goal of the Metropolis Tourism Commission to continue in developing sporting events in the Metropolis area. There are many possibilities for a variety of sporting events to be hosted in Metropolis. In 2017- 2018 many of these opportunities will be researched and current initiatives will be enhanced.

Goals:

- Continued enhancement of Superman Classic Archery Tournament
- Research and development of at least one more major sporting event to take place in Metropolis during 2018
 - Softball Tournaments
 - Soccer Tournaments
 - Running Events

Superman Classic Archery Tournament

- Goal:
1. Continue to build the reputation of the Superman Classic as a must attend archery tournament
 2. Increase registrations by 5%
 3. Increase length of stay by both S3DA and ASA Participants

- Objectives:
1. Increase Monday - Wednesday hotel occupancy by 25% in 2018
 2. Increase visitation to Metropolis tourism entities during the week of the shoot by 35%
 3. Increase awareness of Metropolis and surrounding area as a premier sportsman's haven

Tactics:

Consumer

1. Establish a database of ASA Shoot participants from the 2016 & 2017 ASA Shoot
2. Send informative e-blasts to potential participants throughout the year
3. Establish an early-bird incentive for booking hotels and registering prior to a set date (to be determined)
4. Design and distribute collateral announcing the 2018 Superman Classic Archery Tournament to new target markets

Trade

1. Provide advertising collateral to regional archery clubs
2. Provide advertising collateral to school archery teams

Media

1. Target key writers and publications that focus on archery tournaments and lifestyles
2. Develop a press kit and distribute to key media contacts
3. Assist partners and sponsors with media relations
4. Conduct targeted PR efforts focused on outdoor/recreation writers & publications
5. Review and place advertising where most target market will be reached and greatest ROI will be achieved

Website/Social Media

1. Update and maintain the Archery tournament pages with pertinent and timely information.
2. Create a Facebook page specifically for the Superman Classic Archery Tournament
3. Create a Twitter account specifically for the Superman Classic Archery Tournament

Partnerships

1. Develop a sponsorship program with goal of obtaining sponsorship funds to offset 25% of the total cost
2. Pursue sponsorship opportunities with archery/outdoor recreation organizations
3. Continue cooperative marketing efforts that increase marketing dollars

Measurability:

1. Number 7-10 day stays in Metropolis
2. Number of tournament participants
3. Number of early-bird incentive participants
4. Equivalent advertising value for media coverage
5. Total amount of sponsorship dollars obtained

Priority Initiatives

Priority Initiatives are the most important tasks that should receive immediate attention and development. These initiatives are imperative to the success of the previous initiatives and marketing campaigns previously mentioned.

Goals:

- Design and develop an extensive visitor services program
- Design and develop an Affiliate Services program
- Develop a cohesive Way Finding project that can be implemented in phases throughout the town
- Expand on Research and Development

Visitor Services

Goal: Create and develop facilities which ensure that visitors have a positive experience during every aspect of their Metropolis stay, from planning to touring, during all seasons

Objectives:

1. Increase positive visitor reviews on Trip Advisor
2. Provide proper hospitality training for local businesses
3. Develop a volunteer work force of trained individuals that will be present at all events when tourist information is needed
4. Ensure all stakeholder businesses are stocked with Metropolis Visitor Guides
5. Ensure an accurate calendar of events is on the website

Tactics:

1. Oversee the distribution of Visitor Guides
2. Distribute free collateral that can be given to visitors
3. Coordinate visitor services to be represented at all major annual events, including appropriate signage, and on-site information stands/booths
4. Conduct random in-person surveys at annual events and festivals
5. Develop and implement an online visitor survey on the Metropolis Tourism website

Measurability:

1. Number of collateral pieces distributed
2. Number of visual materials requested
3. Number in attendance at hospitality training sessions
4. Satisfaction rating from in-person surveys
5. Satisfaction rating from online surveys

Affiliate Services

Goal: Conduct employee training on marketing objectives, encouraging operational excellence and professional customer service focused conduct

Objectives:

1. Conduct 2- 4 affiliate trainings per year
 - a. Customer Service
 - b. Tourism 101 – Is Tourism your Bread & Butter or Icing on the Cake?
 - c. Online Marketing and Responding to Reviews
 - d. Revenue Management 101 – for Hotels
2. Receive a 75% satisfaction rating from training seminar participants
3. Record seminars and have available online for future viewing

Tactics:

1. Develop a 2017-2018 training calendar by September 2017
2. Establish a database of participating businesses with full contact information
3. Work with the Chamber of Commerce to place trainings on their Members Only section of their website
4. Perform effectiveness surveys after each training session

Measurability:

1. Number of training programs performed
2. Number of training participants
3. Training satisfaction rating
4. Feedback on training programs

Way Finding Project

Goal:

4. Research design and implementation options
5. Begin Phase 1 of Implementation with possibly 2 more phases to follow

Objectives:

1. Identify a cohesive signage theme that can be used as a strong branding tool
2. Develop informative and impressive signage that can be useful to both tourists and the local community

Tactics:

1. Find the best firm to research, design and implement the signage project
2. Receive at least 2 design options from the selected firm
3. Research and apply for any grant opportunities to offset the cost of this project
4. Present the design options to the GMCVB Board, City Council, and Chamber of Commerce for opinions and/or voting
5. Begin phase 1 of implementation with the possibility of 2 additional phases based on the scope of the project

Measurability:

1. Completion of phase 1 in a timely manner
2. Feedback received from visitors and locals
3. Grant dollars received for this project

Example of a potential layout



Research and Development

Goal: Establish a solid foundation for decision-making in marketing

Objective: Provide basic tourism statistics and market information

Tactics:

Survey & Research

1. Gather the following information from visitor survey(s):
 - Visitor population survey: visitor numbers, length of stay, and place of origin
 - Visitor profile survey: visitor demographics, socio-cultural characteristics, places of visit, activities engaged, and motivations
 - Visitor spending survey: amount break-down of visitor spending
 - Visitor satisfaction
 - Stakeholder satisfaction
 - Economic impact survey: economic impact of tourist spending to Metropolis' economy
 - Brand image survey: perception of Metropolis as a tourism destination in key markets
2. Research and analyze the following tourism market information
 - Macroeconomics
 - Competitors
 - Key source markets
 - General trends in tourism
3. Disseminate the results of the surveys and research to the stakeholders in an appropriate and timely manner through the website, the newsletter, publications and seminars

Measurability:

1. Final Reports of Surveys conducted
2. Quality of third party research acquired
3. Number of times information is disseminated to stakeholders

Summary

This plan sets out a comprehensive and integrated program designed to increase Metropolis' tourism market share and revenue. The ideal outcomes will include improving brand awareness, increasing opportunities for cooperative partnerships, establishing a website presence, and increasing visitation and visitor spending.

Key success indicators for 2017-2018 will include:

- Increase in tourism visitation and spending by 15%
- Tangible improvement in Metropolis brand awareness
- Increased traffic to the Metropolis Tourism website
- Improved visitor and stakeholder satisfaction
- Improved direct marketing response rates
- Highly leveraged tourism marketing spending through partnerships
- Increased interactions on Social Media

We are confident that the plans set out in this document and the passion and efforts of the Metropolis tourism industry will ensure these objectives are realized.