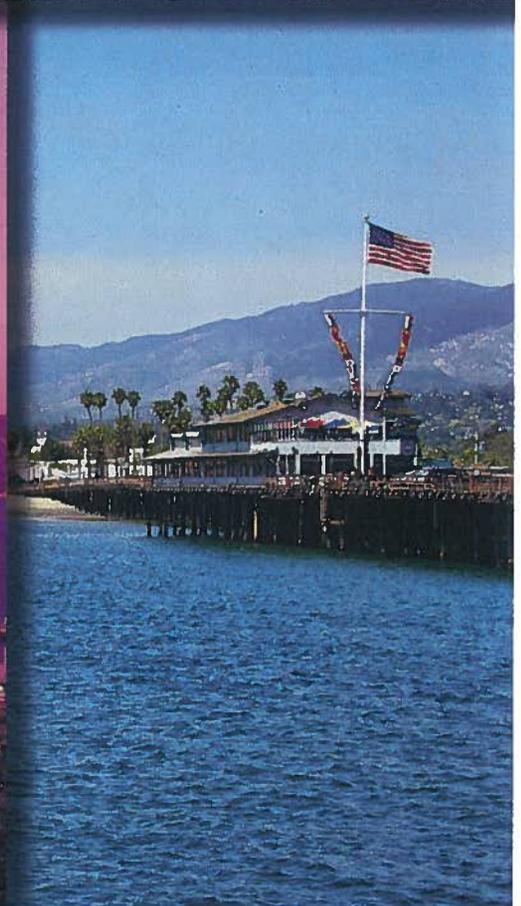
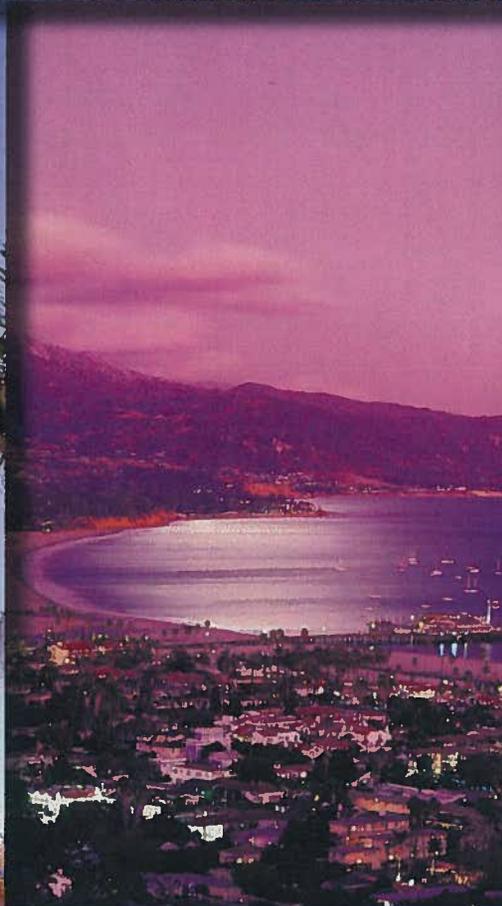
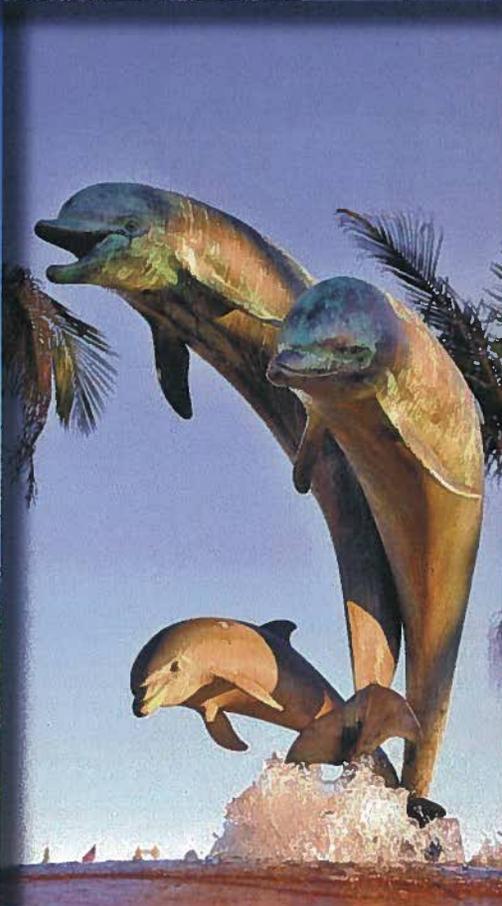
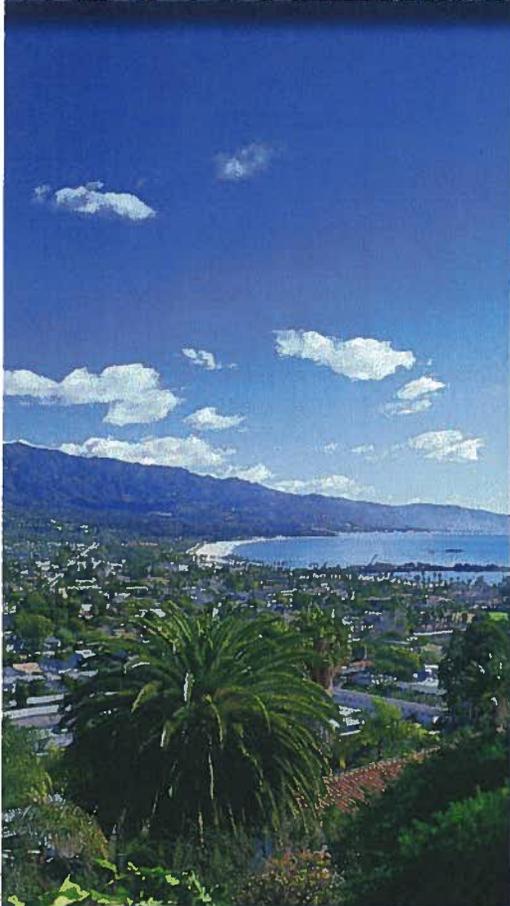


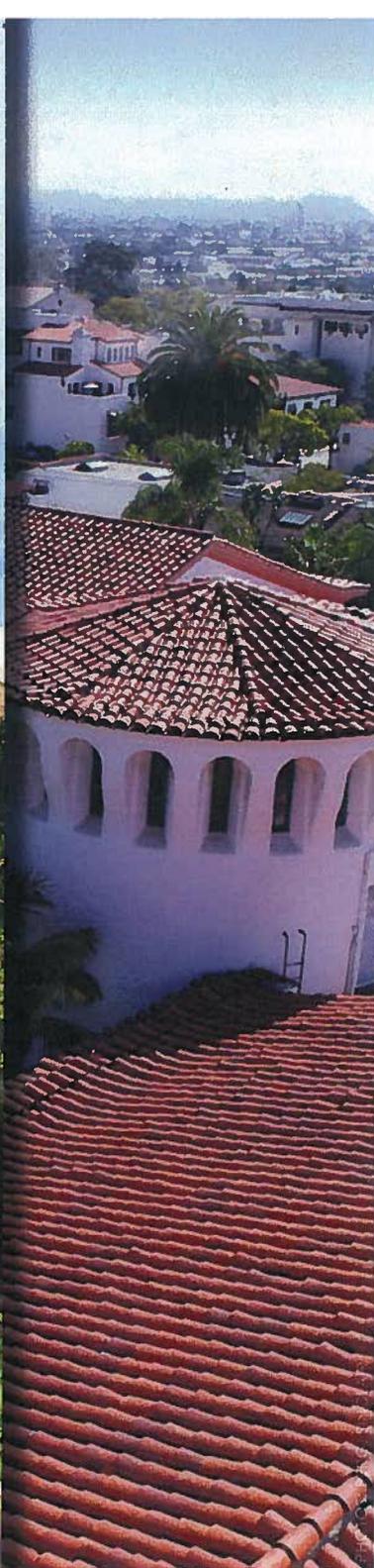
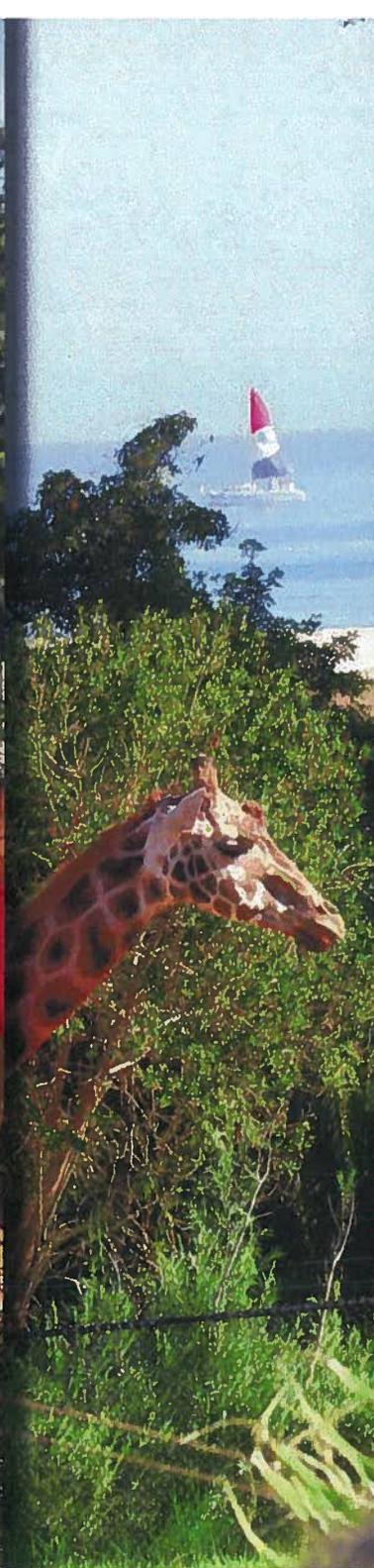
DESTINATION STRATEGIC MARKETING PLAN 2013/2014



VISIT
SANTA BARBARA
THE AMERICAN RIVIERA[®]
TRAVEL • MEET • FILM

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EXECUTIVE SUMMARY

PART 1 : KEY TRENDS

Welcome to Visit Santa Barbara's Five-Year Strategic Marketing Plan. Originally drafted in 2010 and now embarking upon year three of five, this plan was created to provide a tactical road map for Santa Barbara South Coast's destination marketing efforts, always positioning our beautiful city as a welcoming, world-class vacation venue.

PART 2 : MARKET OVERVIEW

Our method for this year's plan was slightly different. We began our planning process with a series of workshops, calling upon our hospitality partners and valued community membership. The insight and feedback that came from those workshops helped drive this year's strategic approach. While we welcomed the wealth of industry insight, foresight, and opportunity, much of what we heard fortified our ongoing efforts to remain at the forefront of destination marketing, not just locally or nationally, but internationally.

PART 3 : COMPETITION

In recent years, Santa Barbara has begun to see the post-recession resurgence of travel and tourism; however, this in no way signifies that our work is ever done. Travelers are savvier, booking windows are shorter, and market saturation means reaching target audiences is more difficult. So we remain proactive in sourcing new and effective opportunities and agile in our execution of the strategies outlined herein.

PART 4 : GOALS & GUIDING PRINCIPLES

We will continue to look to our industry partners, including Central Coast Tourism Council, Visit California, Brand U.S.A., and the U.S. Travel Association to leverage our messages further, maximizing cost efficiencies. Working with our agency of record, MMGY Global, we will bring to market a new advertising campaign that will showcase Santa Barbara as the unique, authentic, eye-catching, and memory-creating destination that it is.

PART 5 : MARKETING STRATEGY

Together with Carl Ribaud of Strategic Marketing Group, we put forth a refined economic model to ensure we continue to gauge our efforts, evaluate for areas of improvement, and demonstrate ROI to our valued constituents.

PART 6 : TARGET MARKETS

We invite you to learn more about where we've been, where we're going, and most importantly, how we plan to get there. Together, we look forward to our continued stewardship of Santa Barbara's valuable destination experiences, as well as the always proactive, often trend-setting approach and collaboration on which we rely to showcase our beautiful destination as one of the world's best.

PART 7 : DESTINATION OPPORTUNITY

Sincerely,



Kathy Janega-Dykes
President & CEO
Visit Santa Barbara

PART 8 : PERFORMANCE

PART 9 : ACTION PLAN

PART 10 : BUDGET

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YEARS OF DESTINATION STRATEGIC MARKETING PLAN & PUBLIC/PRIVATE PARTNERSHIP FOR TOURISM PROMOTION



The Results

The results have been impressive. The joint Visit Santa Barbara and TBID program has contributed to an **increase of approximately \$45 million in lodging revenues** through the end of FY 2012/13, as indicated below.

Figure 1
Total Lodging Revenue and Visit Santa Barbara Generated Lodging Revenue (000's)



Source: Smith Travel Research, Visit Santa Barbara

It should be noted that prior to 2010/2011 (base year prior to TBID funding) it is estimated that Visit Santa Barbara generated lodging revenue was 13.1% of the total market lodging revenue. By 2012/13 it is estimated that Visit Santa Barbara generated lodging revenue will be 17% of total market lodging revenue. **This gain is a result of aggressive Visit Santa Barbara programs and overall improving market conditions.**

2013/2014 Plan Update

In an effort to create an even deeper connection to the local community, Visit Santa Barbara hosted five community workshops, inviting local community members to participate and suggest new ideas as well as provide input to Visit Santa Barbara staff for proposed new initiatives and programs. The hosted workshops included the following topics:

- Marketing (Advertising, Media Promotions)
- Marketing (Technology, Mobile, Social Media)
- Film
- Sales
- Public Relations

The input and ideas generated were reviewed by staff and incorporated into the 2013/14 marketing plan update where appropriate.

As Visit Santa Barbara's marketing efforts enter their third year since TBID funding was established, they seek to build on the strengths of past efforts and incorporate new and innovative ideas, all in order to **increase the awareness and desirability of the destination in the minds of target markets**, motivating target audiences to visit the area. The plan represents an ongoing and evolving commitment to strengthen the local tourism economy in order to increase revenues, employment and taxes for Santa Barbara.

The plan includes **twelve core marketing strategies** designed to guide Visit Santa Barbara and the tourism community toward achieving that goal.

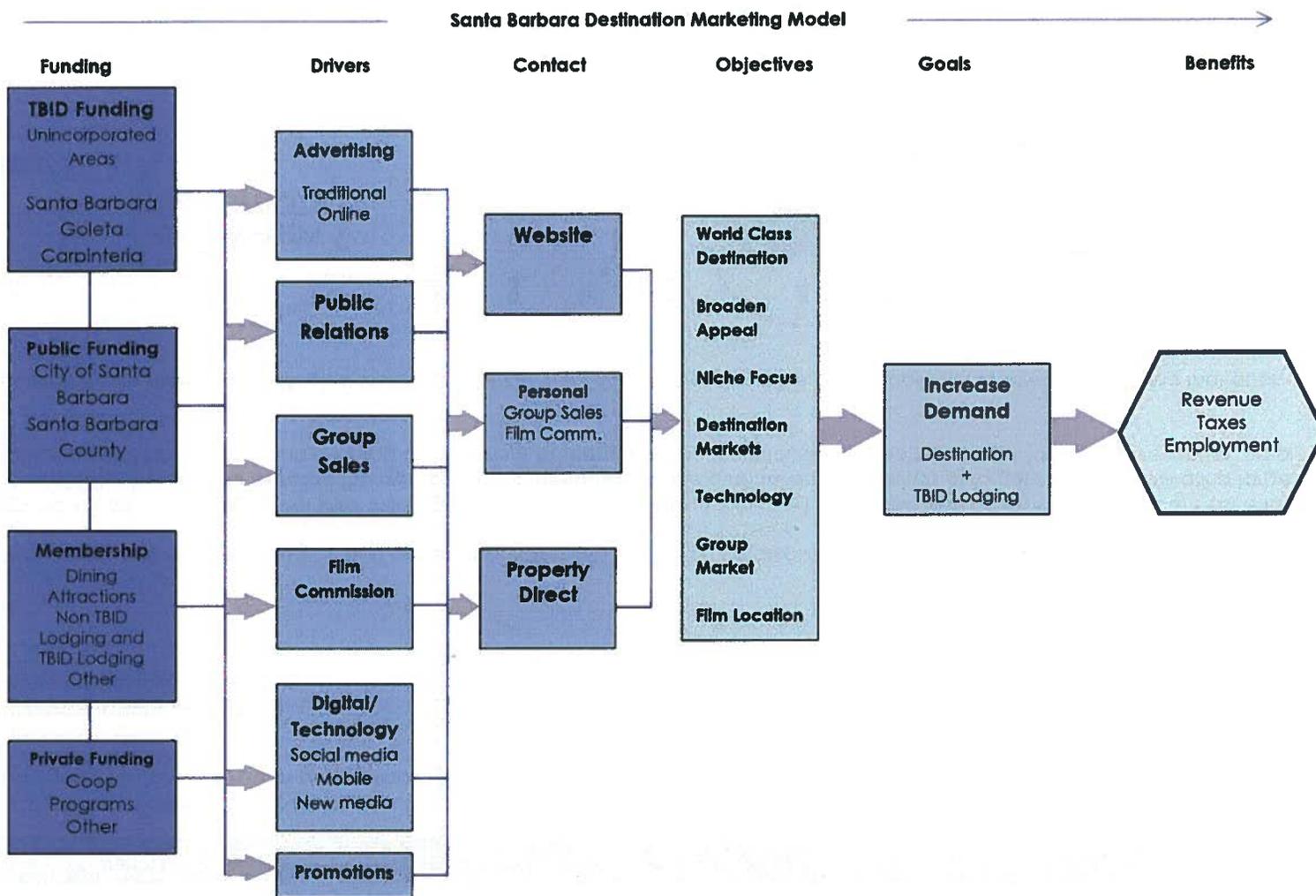


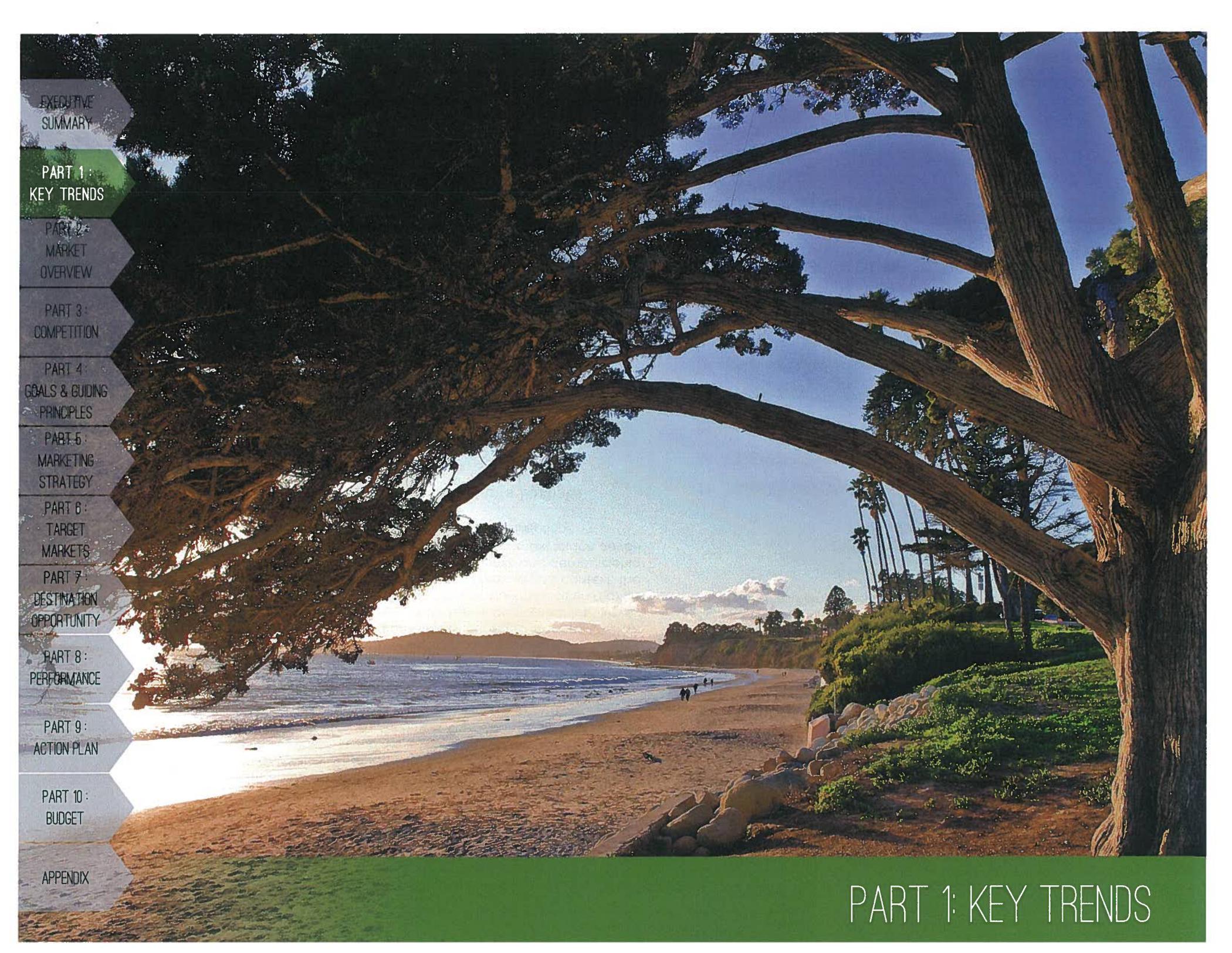
Moving forward Visit Santa Barbara will be implementing specific **tactics to increase business during off-peak times** (ex: extra bedroom promotion in November/December, online travel agent campaigns that provide for mid-week stays). The plan includes a number of initiatives that are intended to be cross-promoted via communication channels currently utilized by Visit Santa Barbara.

Additionally, the plan includes a full complement of updated actions designed to **measure the success of Visit Santa Barbara's programs** so as to continually improve and refine them as well as identify ongoing efficiencies.

This effort represents a continued direction for the Santa Barbara tourism industry. Given the area's tourism assets, the expertise of Visit Santa Barbara and the support of the public and private sector, **Santa Barbara is poised to move to the forefront of tourism promotion within the state of California.**

The Santa Barbara Destination Marketing Model on the following page provides a summary view of **Visit Santa Barbara's comprehensive strategy designed to increase revenues, employment and taxes.**





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There can be no doubt that Santa Barbara, like every tourism destination, does not operate in a vacuum, but rather is subject to a variety of market influences, including **economic, travel, social, cultural and demographic trends**. As such, it is important to understand the changing environment in which the organization is operating.

Significant changes are occurring in the California marketplace that impact tourism destinations like Santa Barbara, which Visit Santa Barbara has responded to with new programs and efforts. These shifts are primarily the result of a dramatically changed economic environment, though there are also changes in demographics, travel, socio-cultural and consumer value trends that tourism decision makers should be aware of. For the purposes of background and context, the following is a summary of the key tourism, economic and demographic trends that will help to provide a comprehensive context for the development of the Santa Barbara strategic marketing direction.

Key Macro Trends Impacting Santa Barbara



TRAVEL



ECONOMICS



TECHNOLOGY



SOCIAL & CULTURAL



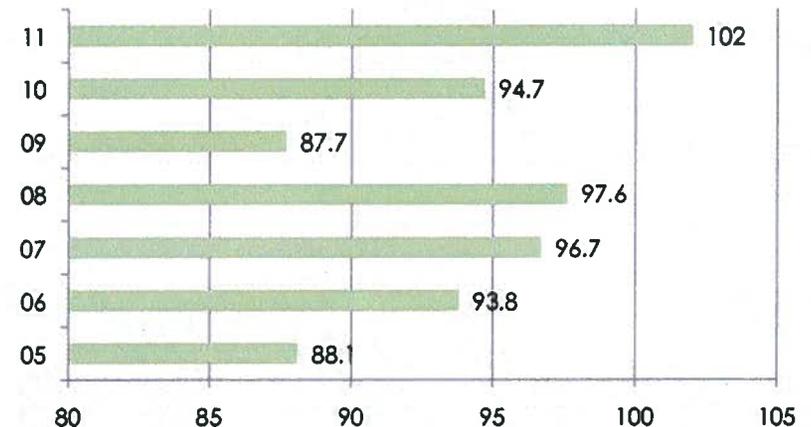
DEMOGRAPHICS

A. California Travel Trends - California Travel Spending Breaks a New Record

1 Domestic

Each year, California residents and visitors travel within the state to experience its variety of attractions, scenic beauty and local culture. According to the most recently released data by Visit California¹, **the state generated over \$100 billion in direct travel spending in 2011**, a first, translating into a 5.5% increase over the preceding year. Each year, California residents and visitors travel within the state to experience its variety of attractions, scenic beauty and local culture.

Figure 2
California Travel Spending
2005 - 2011 (\$ Billions)



Source: Visit California

For perspective, **Santa Barbara County generated approximately \$1.5 billion in travel spending during 2010.**

¹Visit California Economic Impact of Travel 2011

In terms of visitor volumes, Californians represent the lion's share of the state's travel and tourism industry. In 2010 (the most recent year's data available), 75% of visits and 60% of spending were from California residents.²

Figure 3
2011 Total California Travel Visitors



Source: Visit California Presentation, Santa Barbara November 2011

2 International

Visit Santa Barbara has increased its marketing efforts in three key international markets, Australia, France and the United Kingdom (UK). Summary trend data for each of these markets, plus data for additional international markets that are important to Santa Barbara can be found below.

Table 1
Key International Market Visitors to California

Year	Australia	UK	Canada	Italy	Germany	France	Scandinavia
2005	313,000	778,000	1,008,000	106,000	309,000	261,000	118,000
2006	286,000	752,000	1,037,000	104,000	241,000	186,000	129,000
2007	333,000	765,000	1,148,000	124,000	322,000	237,000	164,000
2008	341,000	816,000	1,257,000	151,000	393,000	302,000	157,000
2009	377,000	662,000	1,233,000	128,000	355,000	276,000	146,000
2010	502,000	682,000	1,451,000	163,000	388,888	383,000	181,000
2011	563,000	702,000	1,476,000	178,000	423,000	443,000	204,000
Annual % Change	13.3%	-1.6%	7.7%	11.3%	6.1%	11.6%	12.1%
% Visiting LA	70%	53%	n/a	57%	54%	75%	57%

Source: Visit California
²Visit California Presentation, Santa Barbara November 2011

- Australia has seen the highest annual growth rate since 2005, followed by Scandinavia, Italy and France. It is also the number one inbound market to Los Angeles outside North America.
- The UK is California's largest overseas market with visitors spending approximately \$731 million. Though its annual average growth has slowed since it peaked in 2008, visitation has increased.
- Australia is California's third largest overseas market with visitors spending approximately \$589 million.
- Visitors from Canada spent approximately \$1.1 billion in California in 2010.

Given Santa Barbara's unique assets and close proximity to Los Angeles, efforts continue to expand its share of visitors from its core international markets including the UK, Germany and Australia, as well as emerging markets Canada, Italy, France, Scandinavian countries, and potentially Brazil and Mexico.

One emerging market for Visit California is China, which is projected to be a viable international market. Visitation from China is forecast to be 100 million in 2020, up from 46 million visitors today.³ Given Santa Barbara's proximity to the Los Angeles gateway, Visit Santa Barbara is developing a foundation to be ready to capture the growing Chinese market to California. Additionally, Visit Santa Barbara will be expanding its efforts to attract the Mexican luxury traveler.

B. Economic Trends - Improving

As can be seen in Table 2 below, both the U.S. and California economic pictures have changed significantly over time. Slowly recession is giving way to an improved economic picture. As can be seen below economic indicators for **both the national and state economy are showing signs of improvement.**

Table 2
Key California Economic Indicators

	2011	2012	2013	2014
U.S. Gross Domestic Product	1.7	2.2	2.4	3.4
Unemployment CA	11.8%	10.9%	10.4%	9.5%
Unemployment U.S.	9.0	8.2	7.9	7.3
Personal Income Growth CA	6.0	4.9	3.4	5.4
Personal Income Growth U.S.	5.1	3.7	4.2	5.0
Consumer Price Index CA	2.6	2.0	2.0	2.2
Consumer Price Index U.S.	3.2	2.1	2.0	2.1

Source: State of California, Department of Commerce
³Visit California

One important economic issue that has been an ongoing concern is the price of fuel, which can impact the travel decisions of price sensitive consumers. The price of gas in the primary Southern California feeder market is significantly higher than the U.S. average. It is not known at this time if this issue will be of short term concern or if the issue presents a longer term threat to destination travel.

Figure 3
Gas Prices



Should gas prices continue to increase it could work in Santa Barbara's favor, given its close geographic proximity to Southern California.

C. Social and Cultural Trends - Consumers Keep Changing

In addition to the changing economic and demographic situation (which will be addressed in an upcoming section), several social trends are also impacting travel and tourism throughout the country, as identified by the Travel Industry Association. Below are the primary trends having the most significant strategic impact on tourism to Santa Barbara.

Changing Consumer Tastes



CONSUMERS AS DESTINATION BRAND AMBASSADORS

Social media + mobile technology = empowered visitors. Visitors are now brand ambassadors for destinations. Constant updates about the experience (both good and bad), along with posted photographs can make the **consumer an ever more important promoter and potential influencer of a destination.**



OUTDOOR RECREATION

According to the recently published Outdoor Recreation Economy Report, **outdoor recreation spending is approximately \$646 billion in the United States and generates 6.1 million American jobs.** Of that \$646 billion fully \$524 billion was spent on trips and travel related spending.⁴



HEALTH AND WELLNESS

Consumers are increasingly integrating health and wellness into their lifestyles and in so doing look for destinations that enhance those opportunities through wellness vacations and wellness travel. A **wellness vacation** is about being proactive in discovering new ways to promote a healthier, less stressful lifestyle. **Wellness Travel** is the pause that reenergizes and rejuvenates each traveler. The **wellness vacation** is considered an occasional break for the body, mind and soul.



PURPOSE DRIVEN TRAVEL

As consumers continually see vacation time reduced, there is a heightened need for purpose driven travel e.g. a specific special event, hiking a specific trail, surfing a specific location, etc. These trips are also driven by consumers who self-identify with a particular event or activity. For example, certain consumers may see themselves as foodies, wine aficionados, or are avid cyclists or golfers. **As such, the ability to reach and communicate with niches based on activities is increasingly important for a destination.**



CULINARY TOURISM

Many consumers today are looking for expanded culinary experiences while on vacation. In interacting with the local food, Santa Barbara visitors are dipping into the area's agricultural history. Given that culinary tourism has become a staple in many competitor destinations there is potential opportunity to benefit from this trend by **developing innovative programs that further differentiate Santa Barbara.**



FAMILY TRAVEL

Visit California has launched a new initiative "Playground California" to attract family travelers to California. With its natural assets, outdoor recreational opportunities and lodging for different budget levels, Santa Barbara can take advantage of those efforts.

⁴The Outdoor Recreation Economy Report, Outdoor Industry Association, <http://bit.ly/1z3oKni>



CULTURAL TOURISM

Cultural offerings and experiences continue to provide destination visitors with an opportunity to **access the authenticity of a destination through such offerings as art, entertainment, architecture, history, events and food.** Those experiences available in Santa Barbara provide visitors with an excellent opportunity to understand the cultural interests of the area.



ENVIRONMENTAL ISSUES REMAIN A PRIORITY

Environmental issues continue to play an important role in the selection of a destination as well as the selection of activities while on vacation. **Those destinations like Santa Barbara that place a strong emphasis on the environment will have a competitive advantage over those that do not.**



DESPITE INCREASES IN TRAVEL - VALUE STILL PREVAILS

There can be no doubt about the shift in the marketplace toward value, and this trend continues throughout all aspects of the industry. As such it is critical for Santa Barbara to **effectively communicate the value it offers.**

Marketing and Communications



TRAVELER FLEXIBILITY AND CONTROL - RESEARCH EVERYTHING

With the continued growth of online and mobile resources, **consumers looking for flexibility and control of their vacation decisions have the ability to research everything** and often do it not only in pre-trip planning but once a trip is underway.



SOCIAL MEDIA IS MORE IMPORTANT AS TRAVELERS RESIST MORE FORMAL MARKETING

As consumers continue to resist traditional marketing efforts they are **relying more and more on social media to research destinations and activities.** As such Santa Barbara needs to ensure it provides updated content and information to meet those needs.



GREATER DEGREE OF PERSONALIZATION

Facilitated by increased data mining capabilities, marketing efforts will lead to much more customization for each consumer. Traditional demographic segmentation and targeting will no longer be enough as cutting edge DMOs will focus more and more on **customized targeting and offers.**

Changing Planning/Booking Trends



SHORTER BOOKING WINDOWS WITH LOTS OF SHOPPING

Another continuing trend that can present a challenge to the lodging industry is consumers' short term booking window. As lodging properties have experienced the booking window has decreased significantly. This trend has broad implications for the tourism industry. **A shorter booking window makes it more difficult to gauge future demand and plan accordingly.**⁵ Potential may exist in converting day visitors to overnight visitors with appropriate incentives. Additionally, research by the Cornell School of Hotel Administration reveals that consumers do extensive shopping, with over half looking at an average of fifteen different sites before booking.⁶



TIME POVERTY + HECTIC LIVES = SHORTER TRIPS

Time continues to be the new currency due to the hectic nature of consumers' lives, and the impact is seen on vacation and travel. As has been written many times, **vacation trips have become significantly shorter in duration.** Additionally, consumers are looking for hassle-free vacations, placing greater importance on methods of booking and travel to and from destinations.

D. California Demographic Trends

Since the late 1990s, population in the state of California has increased steadily. During the period between 2008 and 2018, California population and personal income levels are projected to change significantly. During the 2003-2018 time period, the **California population is projected to grow from 34 million to 40 million**, a 13% increase. Additionally, personal income levels are projected to increase by 4.3% and average household incomes by 2.5% annually. Most important to Santa Barbara are the major demographic shifts and changes in ethnicity as programs are developed.

Change will occur in several noteworthy areas including those listed below.



POPULATION SHIFTS

California population growth between 2008 and 2018 is projected to be concentrated in three major groups:

- College age and young adults (20-34) will see an increase of just under 1 million.

⁵Vizergy Blog, "Google's Latest Research" <http://ht.ly/ouAwq>
⁶Skift.com, 11.15.2012, "Who looks at 150 sites before booking a hotel? About 5 percent of travelers, study says" <http://bit.ly/EEQC0c>

- Baby boomers (age 55-74) will account for an increase of 2.5 million.
- Children (ages 0-14) will see an increase of just over 1 million.

Of these three segments, **clearly the shift in the baby boomer and the college age and young adult segments will have the most impact.** The growth of the children segment suggests that there will be an overall increase in the family segment.



CHANGES IN ETHNICITY

Another dynamic that is also changing the demographic picture is the growth of California's various race/ethnic groups. Specifically, rapid growth is occurring within the Hispanic and Asian segments. **The Hispanic segment is projected to be the single largest ethnic segment in California by 2013.**

E. Technology Trends

Technology has had a significant impact on the travel industry both from a travel planning and reservation booking perspective. Table 3 below and on the following page summarizes key technology trends and their implications.

Table 3
Technology Trends

<p>1. Fragmentation - Digital users are everywhere, but hard to pin down exactly where</p> <ul style="list-style-type: none"> • Consumers are accessing the web through a variety of devices (mobile, tablet, desktop) and operating systems (iOS, Android, etc)⁷ • Along with mobile apps and mobile web, this makes it more challenging to identify target audience behavior. • Multi-screen multitasking (think using a smart phone while watching TV) is no longer unusual consumer behavior.
<p>Implication – Identifying where a target audience spends time is not as simple as it used to be. Destinations need to recognize consumers as individuals...or "micro-audiences".</p>
<p>2. It's all about mobile</p> <ul style="list-style-type: none"> • Time spent on the mobile web is growing at 14 times the rate of desktop internet usage.⁸ • Mobile internet now trumps 'regular' internet.
<p>Implication – A mobile strategy is no longer optional for destinations.</p>
<p>3. Content marketing and content relevancy remain king</p> <ul style="list-style-type: none"> • Marketers are now publishers, using content to drive a variety of interactions throughout (and beyond) the AIDA funnel.⁹ • Content includes paid, earned and owned content, as well as images, video and words.
<p>Implication – It is absolutely critical to have a content marketing strategy to effectively reach passion based target segments.</p>
<p>4. Social driven engagement drives preferences</p> <ul style="list-style-type: none"> • User reviews are a key influence in consumer decision making (<u>45% of personal travelers and 54% of business travelers have made travel decisions based on reviews of others.</u>)¹⁰ Look for continued increase and applications in use from many social marketing sources.

- Social influences consumer decisions, as users are exposed to the thoughts, opinions and recommendations of friends, families and influencers – a group of people that is growing wider through social media.¹¹
- 47% of social media users engaged in customer service via these channels.¹²

Implication – Online reputation management and social media monitoring are long term critical elements for tourism marketers.

5. Big Data isn't just jargon

- Huge amounts of data are now generated with every interaction on every digital platform. This presents a real opportunity for destinations if harnessed effectively.

Implication – Destinations should seek to improve how they collect and use customer information to provide a better experience for potential visitors before, during and after their visit.

Plan Insight

1. The tourism economy has experienced an uptick suggesting the **economy has improved.**
2. Continued consumer technology use is quickly changing the game for destination marketing organizations. **Santa Barbara should continue to focus on taking advantage of "convergence" marketing approaches** making technology central to all marketing programs.
3. Santa Barbara's location with its access to Southern California, as well as air access destination markets, makes it very convenient to potential visitors. This location can work for the drive market in the event that gas prices continue to increase. The location also works by attracting international visitors entering through the Los Angeles gateway.
4. The California marketplace continues to see a changing demographic picture. As such, it offers a key opportunity to target and attract a diverse market. **The Hispanic market growth continues to be a potential long term opportunity given the changing California demographic picture.**

⁷eMarketer, Key Digital Trends for 2013, <http://bit.ly/13MgnJD>

⁸Ibid

⁹Ibid

¹⁰Google "Think Insights" 2013

¹¹Nielsen Social Media Report 2012, <http://bit.ly/13J9eBz>

¹²Ibid



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PART 2: SANTA BARBARA MARKET OVERVIEW



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A. Overall Visitors Mix

Overall 72.5% of visitors to Santa Barbara indicated they were day visitors compared with 27.5% who are overnight visitors. This visitor mix reflects the high percentage of day visitors with easy access to the region given the close proximity of Southern California feeder markets.

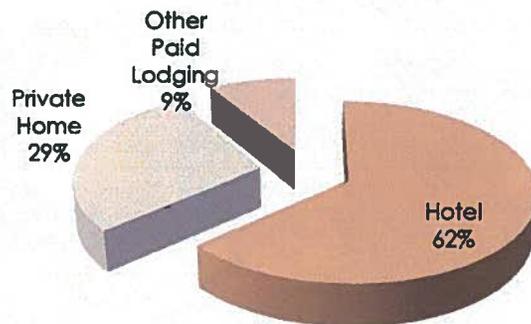
Figure 5
Santa Barbara South Coast Visitor Mix



Source: Santa Barbara Visitors Survey 2012/13

Within the overnight visitor segment, visitors are found in three distinct segments; hotel guests, private home guests and those that stay in other paid lodging. The segment size based on visitor spending can be found in Figure 6 below.

Figure 6
Santa Barbara Overnight Market

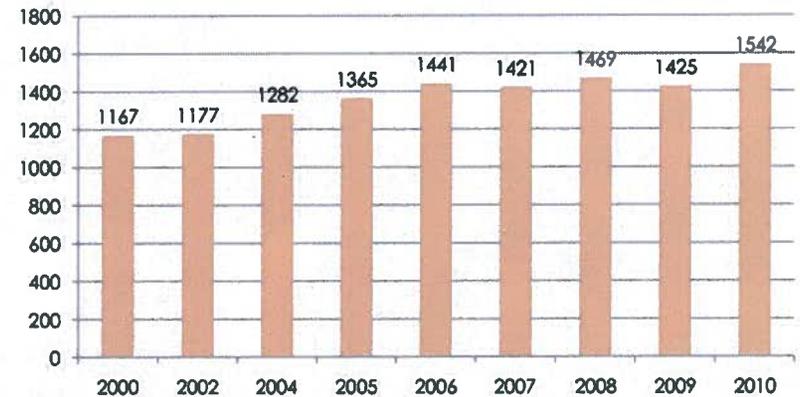


Source: Santa Barbara Visitors Survey 2012/13

Approximately **71% of the overnight visitor market is concentrated in hotel and other paid lodging segments**, which is the focus of Visit Santa Barbara marketing efforts.

As can be seen the long term trend in visitor travel spending in Santa Barbara County has been positive, averaging approximately 3.7% annually.

Figure 7
Santa Barbara County Travel Spending Trend 2000 - 2010



Source: California Travel Impacts by County

B. Market Structure

The Santa Barbara visitor market structure consists of three distinct segments: California visitors, international visitors and non-California domestic visitors.



1. CALIFORNIA VISITORS

Within California, the top markets include the Los Angeles-Riverside-Orange County at 38.8%, followed by San Francisco-Oakland-San Jose area at 11.3%, San Diego at 8.3%, Sacramento-Yolo area at 2.3%, and the Bakersfield-Kern County area at 1.8%.



2. INTERNATIONAL VISITORS

Overall approximately 16.9% of visitors to Santa Barbara are international visitors. Top international markets include the United Kingdom, Germany, Canada, Australia and France.



3. NON-CALIFORNIA DOMESTIC VISITORS

Non-California domestic markets account for approximately 18.3% of visitors. Top states include Arizona and New York.

Table 4
Geographic Origin

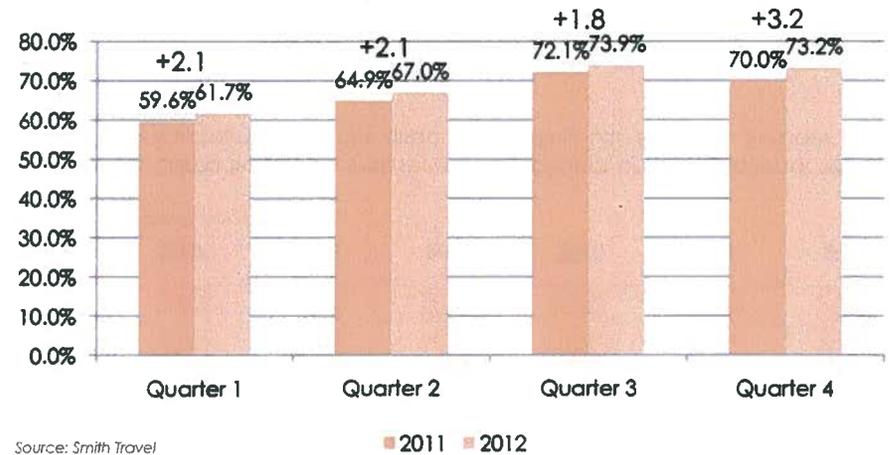
Market	% of Total
U.S.A.	83.1%
United Kingdom	4.3%
Canada	2.8%
Germany	2.4%
France	1.2%
Australia	1.1%
Other	5.1%
<i>Metropolitan Statistical Areas (MSAs)</i>	
Los Angeles - Riverside - Orange County	38.8%
San Francisco - Oakland - San Jose	11.3%
San Diego	8.3%
San Luis Obispo - Atascadero - Paso Robles	3.3%
Phoenix - Mesa, AZ	2.7%
New York - Northern New Jersey	2.6%
Sacramento - Yolo, CA	2.3%
Bakersfield - Kern County	1.8%
Seattle - Tacoma - Bremerton, WA	1.4%

Source: Santa Barbara Visitors Survey 2012/13

C. Santa Barbara Visitor Market Seasonality

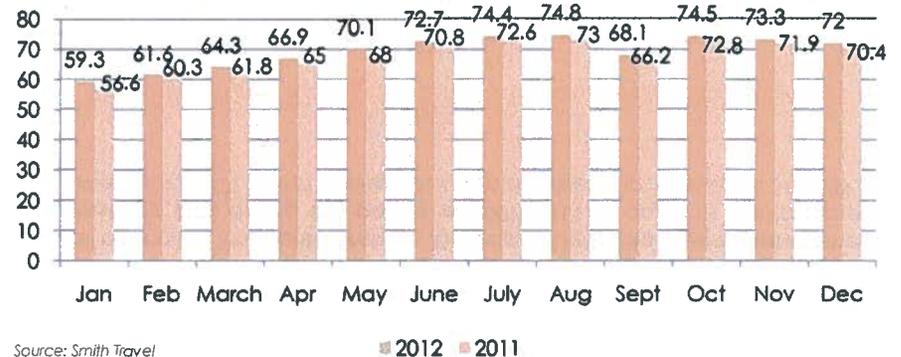
Overall Santa Barbara experiences a familiar seasonality pattern with the summer quarter being the peak season of visitation followed by Quarter 4. **Both Quarter 1 and Quarter 2 experience the lowest occupancy of the year.** Increases in both quarters occurred in 2011, though it still remains a significant opportunity for the destination.

Figure 8
Santa Barbara Seasonality (Calendar Year)



Source: Smith Travel

Figure 9
Santa Barbara Occupancy 2012 vs. 2011 (Calendar Year)



Source: Smith Travel

D. Santa Barbara Lodging Performance

In 2012 Santa Barbara continued to see gains in both occupancy and Average Daily Rate (ADR).

Figure 10
Santa Barbara Lodging Performance
CY 2010 vs. 2012



Source: Smith Travel

In comparison to the state lodging performance, **Santa Barbara has consistently outperformed the California market in both occupancy and Average Daily Rate (ADR).**

Table 5
Santa Barbara vs. California
Lodging Performance

	Occupancy		ADR	
	California	Santa Barbara	California	Santa Barbara
2010	63.1%	67.4%	\$109.94	\$166.45
2011	66.50%	70.00%	\$116.35	\$176.38
2012	68.80%	72.00%	\$123.00	\$182.00

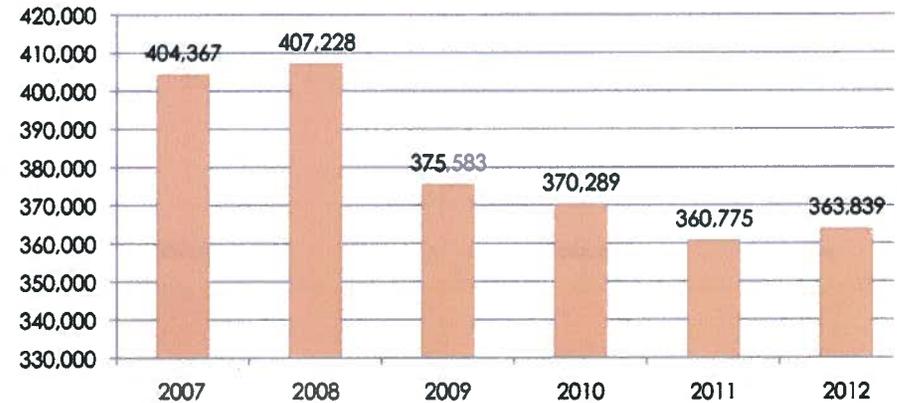
Source: Smith Travel

E. Air Service

Thirteen percent of overnight visitors indicated they arrive via commercial airlines via the Santa Barbara Airport, Los Angeles Airport, Orange County–John Wayne Airport and Burbank Airport.

Overall air service into **Santa Barbara Municipal Airport has seen deplanements decrease by 13% during the period of 2007-2011.** It appears deplanements bottomed out in 2011, and during 2012 deplanements increased to 363,839.

Figure 11
Santa Barbara Municipal Airport's Passenger Deplanements



Source: Santa Barbara Municipal Airport

Additionally Santa Barbara is well served for national and international arrivals via several Southern California airports including Los Angeles, Burbank and Orange County.

Plan Insight

1. Overall Santa Barbara visitor demand is primarily driven by three core segments: California visitors, international visitors, and non-California domestic visitors. As might be expected the **highest source of demand originates from Southern California.**
2. Visitor demand for Santa Barbara is highest in the third and fourth quarters with the **first and fourth quarters both serving as areas for potential opportunity.**
3. Santa Barbara saw **increases in both occupancy and Average Daily Rate in 2012.**
4. The **Santa Barbara area consistently outperforms the state of California** in both lodging and Average Daily Rate (ADR).
5. Overall deplanements via the Santa Barbara Municipal Airport **have increased 1% in 2012 over 2011 levels.**

F. Santa Barbara Visitor Experience

The Santa Barbara visitor experience centers on several core activities including **area beaches, wine and food, arts and culture, and outdoor recreation.**



The area is characterized by diverse vacation offerings in Santa Barbara, Carpinteria, Goleta and the unincorporated areas of the South Coast. It provides visitors with a wide variety of activities with which to sample the area and local culture.

The region offers travelers ample reasons to visit; the beach location boasts great weather and spectacular coastal scenery, and also provides access to one of California's finest wine regions along with a diverse local culture that appeals to a wide variety of interests and tastes. Santa Barbara has excellent proximity to Southern California and selected destination markets via the Santa Barbara Municipal Airport.

Santa Barbara consists of several communities, each with an interesting and different personality. Together they comprise a unique Santa Barbara experience. The following is an overview.



Carpinteria

Located just south of Santa Barbara, the city is best known for its beautiful beaches, great camping and adjacent location to legendary surfing area Rincon Point. Carpinteria offers a small town vibe with dozens of antique stores, small shops and restaurants clustered along the main street. Additionally Carpinteria is an important business hub as it is home to the largest business within the county, generating important mid-week travel to complement the area's weekend leisure travel.



Goleta

The city of Goleta is located just north of Santa Barbara, and is another important business hub located adjacent to the Santa Ynez Mountains. Goleta is adjacent to the University of California at Santa Barbara which is a major regional economic driver that also generates important mid-week travel, which complements the area's demand for weekend leisure travel. Additionally Goleta is home to other major companies. It also has a variety beaches, farmers markets and hosts the annual Lemon Festival. Goleta complements the overall Santa Barbara region by providing a variety of price point lodging options for the weekend traveler.



Santa Barbara

Situated between the ocean and the mountains, Santa Barbara represents classic California, and serves as the arts and culture hub of the region. It offers a sophisticated cosmopolitan experience with the feel of a small coastal town. Highlights include great shopping on State Street and restaurants known for exemplary farm to table cuisine.



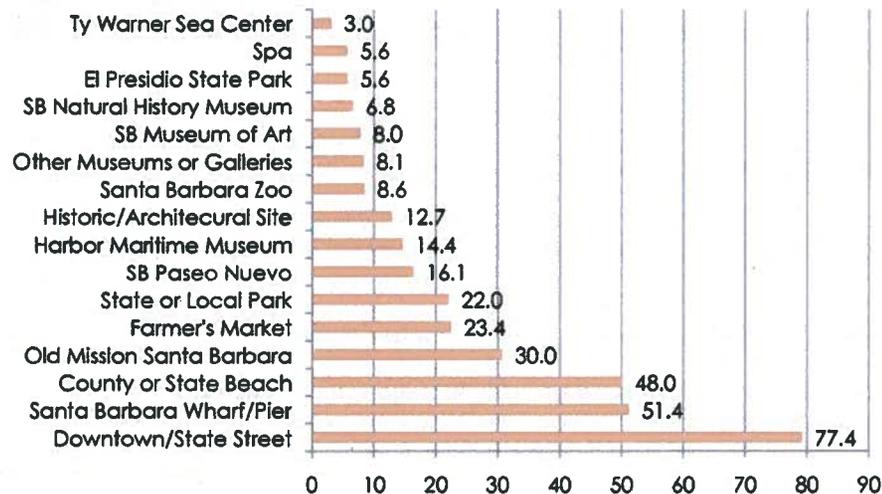
South Coast Unincorporated Areas

The South Coast region offers visitors a wide variety of lodging ranging from budget options to some of Santa Barbara's most historic and iconic lodging. Montecito provides visitors with a variety of beaches, parks, private gardens and shopping. The community is also home to the Music Academy of the West, host to an annual world famous music festival. Summerland is home to Lookout Park, antique shopping, great beaches and complements the South Coast area with a great small town feel.

The Santa Barbara product/experience is built around a variety of different experiences in each of the communities, **ranging from the sophistication of Santa Barbara to the outdoor beach culture of Carpinteria to the university town vibe of Goleta.** Each community offers a unique experience that motivates people to visit. The product mix is just an overview of both the depth and breadth of the experiences offered to visitors to the area.

In terms of attraction visitation, the new visitor profile study indicates **visitors do visit a wide variety of attractions including downtown, the pier and area beaches.**

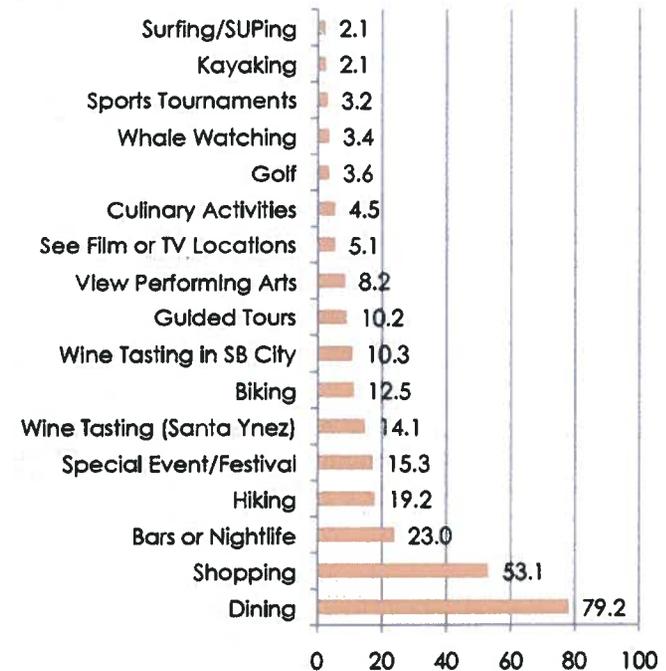
Figure 12
Attractions Visited



Source: Santa Barbara Visitors Survey 2012/13

As can be seen on the right, visitors participate in a variety of cultural and recreational activities.

Figure 13
Activity Participation



Source: Santa Barbara Visitors Survey 2012/13

From another perspective it is important to understand the overall regional demand drivers, **namely those assets that actually drive consumer demand and visitation to the area.** These demand generators include natural assets like the area's beaches and favorable climate; the wine and dining experience; special events that attract visitors and appeal to their interests; and specific 'niche' activities that visitors engage in, ranging from golf to hiking and biking. It should also be noted that demand for the destination (specifically in the case of Goleta) is also generated by the University along with corporate travel to the area's local governments and businesses.

Business travel is another reason why people travel to the Santa Barbara area. **Approximately 14% of visitors travel to the area for business, to attend a conference or government travel.**¹³ In addition to the University of California, Santa Barbara is home to a number of major corporations that generate travel to the area. A sample includes Deckers, Lynda.com and Carl Karcher Enterprises.

¹³Santa Barbara Visitors Survey 2012/13

Figure 14
Regional Demand Drivers



Plan Insight

1. While Santa Barbara has many of the activities that other areas have, it possesses a unique sense of place that identifies it as different. Its beach location, incredible climate plus available activities have **helped define the area**.
2. The area offers a **well-balanced mix of activities** that consumers indicate they participate in including recreation, shopping, dining, cultural and special events.
3. The area also has a number of **business travel revenue generators** including UC Santa Barbara and others that serve to **increase mid-week demand**.
4. The easy access and national and international profile work to attract visitors while the area provides a wide variety of experiences and activities in a unique coastal California environment.

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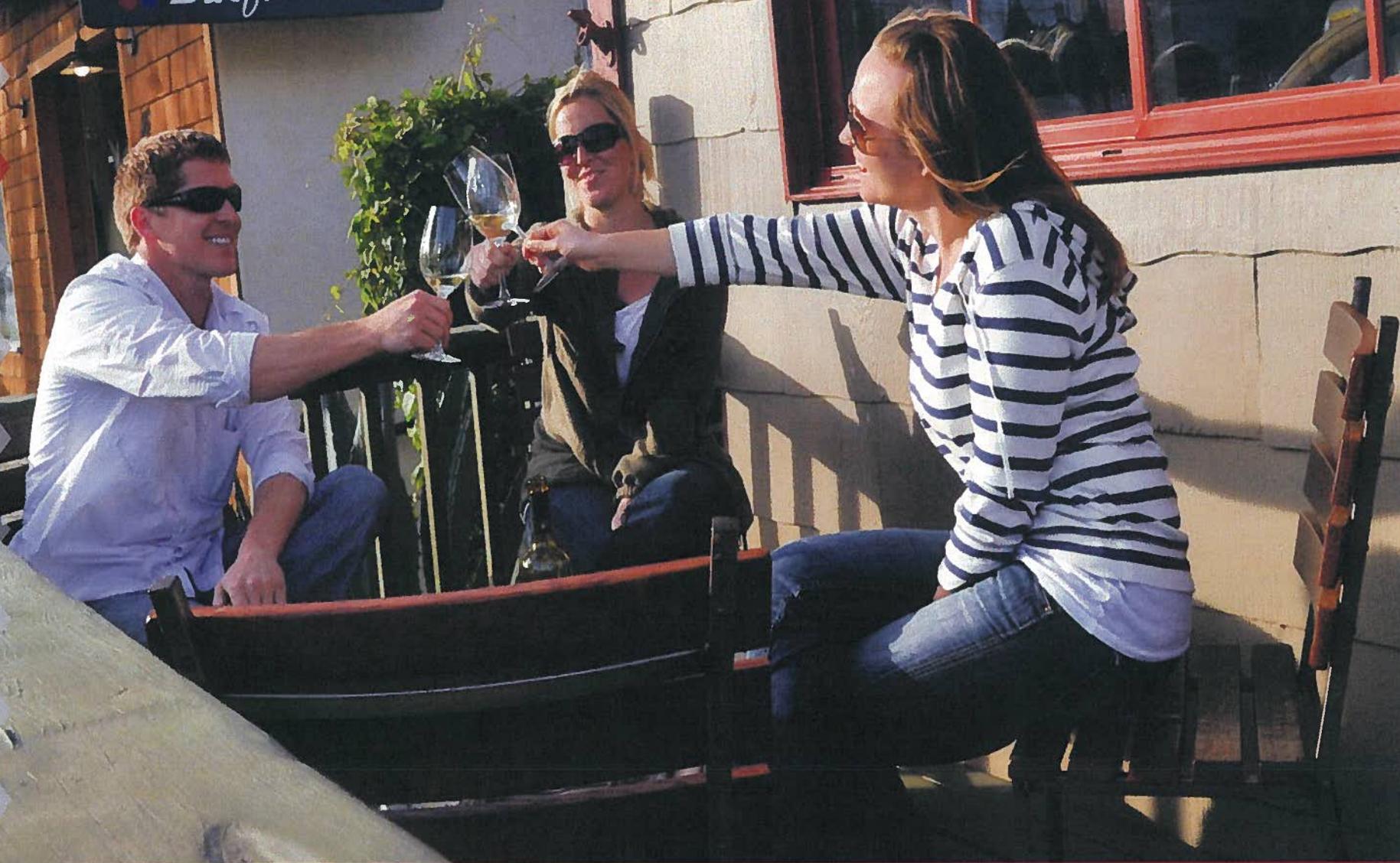
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Channel Islands
Surfboards



PART 3: COMPETITION

Overall, Santa Barbara's competitive set can be defined by those destinations that are leisure travel destinations and those that would be considered group destinations.

A. Leisure Travel Competitor Destinations

Those destinations that Visit Santa Barbara has determined are leisure travel competitor destinations can be categorized as follows:



SAN DIEGO AREA COMPETITORS

Includes San Diego, Dana Point, Carlsbad and La Jolla



LOS ANGELES COMPETITORS

Includes Santa Monica and Greater Los Angeles



ORANGE COUNTY BEACH AREA COMPETITORS

Includes Laguna Beach, Huntington Beach and Newport Beach



DESTINATION COMPETITORS

Includes San Luis Obispo County, Monterey County, Sonoma County and Napa

As Santa Barbara increases its efforts to attract destination visitors who stay longer, spend more and have a greater economic impact, its competitive set will shift to include destinations like Monterey, Sonoma, San Diego and Napa.

Table 6
Leisure Travel Competitive Destinations

Destination	Positioning	Attractions	Comments
San Diego Competitors			
San Deigo	"Happiness is calling"	Sea World, beaches, shopping, golf, major league sports	Major promotions for San Diego region
La Jolla	"Take it in"	Area Beaches	Area Niche Destination
Dana Point	"Harboring the good life"	Area Beaches	Area Niche Destination
Carlsbad	"Where to go for fun"	Area Beaches	Area Niche Destination with visitation from AZ
Orange County/Beach Area Competitors			
Laguna Beach	"A resort for all seasons"	Marine center, beaches, area shopping	Area Niche Destination
Huntington Beach	"Surf City USA"	Beaches, eco reserves, major area attractions	Area Niche Destination
Newport Beach	"Visit Newport Beach"	Beaches, shopping, area attractions	Area Niche Destination
Destination Competitors			
San Luis Obispo County (Pismo Beach, City of SLO, Morrow Bay, Paso Robles, Unincorporated County)	"Play"	Hearst Castle, wine, state beaches, downtown	Area has significant promotion by areas within the county created some competition from areas within the county.
Monterey County	"See Monterey"	Aquarium, Cannery Row, wharf, 17 Mile Drive, wine, special events	Major Coastal Destination
Sonoma County	"Welcome to Sonoma County"	Wine, rugged coast, downtown areas	Top market for wine
Napa County	"Legendary"	Wine, wine events and food & culture	Top market for California wine
Los Angeles Competitors			
Santa Monica	"Welcome to Santa Monica"	Beach Community	LAX airport, shopping, dining and corporate travel

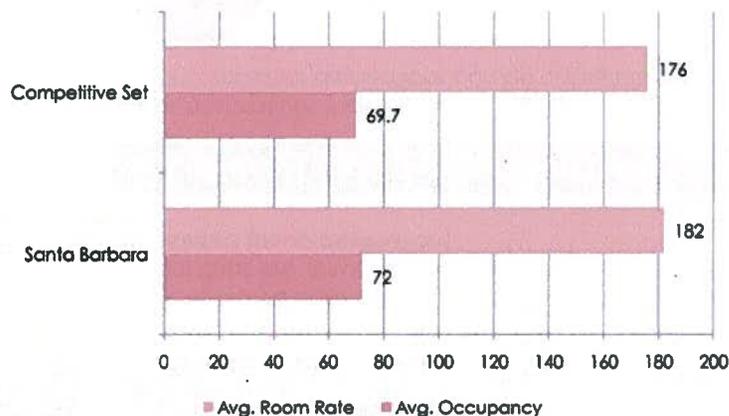
Below is a comparison of competitive destinations by attributes and activities. It should be noted that most of the destinations have some level of attributes, however **certain destinations may be dominant in those areas.**

Table 7
Leisure Travel Competitive Destinations by Attributes

	Major Attractions	Food & Wine	Beach/Nature	Air Access	Major Special Events	Major Culture	Major Recreation
San Deigo	X		X	X	X	X	X
La Jolla			X				
Dana Point			X				
Laguna Beach			X	X			X
Huntington Beach			X	X			X
Newport Beach			X	X	X		X
San Luis Obispo County		X			X		
Monterey County		X	X		X		X
Sonoma County	X	X			X		
Napa County		X			X		
Santa Monica			X	X		X	X

With regard to competitive performance, Figure 15 below illustrates that when compared to the entire competitive set Santa Barbara fares very well with a **higher occupancy and Average Daily Rate.**

Figure 15
Santa Barbara vs. Competitive Set



Source: Smith Travel

Table 8 below summarizes the area's detailed lodging performance when compared to its competitive set, including occupancy rate and Average Daily Rate (ADR).

Table 8
Santa Barbara vs. Competitive Set Lodging Performance

	2012 Occ.	2011 Occ.	2010 Occ.	2012 - 2010 Difference	2012 ADR	2011 ADR	2010 ADR	2012 - 2010 Difference	2012 - 2010 % Change
San Deigo Area									
Carlsbad/Oceanside	63.4	61.8	61.7	1.6	123.10	117.08	114.90	8.20	7.1%
San Diego/La Jolla	72.1	70.2	67.0	5.1	160.60	153.00	147.32	13.28	9.0%
Dana Point	62.5	61.2	55.3	7.2	249.01	235.51	220.59	28.45	12.9%
City of San Diego	73.5	71.7	69.0	4.5	136.49	130.27	125.92	10.57	8.4%
Los Angeles Area									
Santa Monica	83.2	81.1	79.0	4.2	265.71	250.53	228.78	36.92	16.1%
Orange County/Beach Area									
Laguna Beach	71.3	69.8	64.6	6.6	253.47	240.29	229.99	23.48	10.2%
Huntington Beach	73.0	71.0	67.7	5.3	156.11	149.80	143.21	12.89	9.0%
Newport Beach	72.9	71.1	67.2	5.7	195.67	179.97	165.10	30.58	18.5%
Destination Areas									
San Luis Obispo County	65.4	62.4	59.1	6.3	118.09	113.80	111.08	7.02	6.3%
Monterey County	63.1	60.8	58.1	5.0	163.98	157.72	157.85	6.13	3.9%

Source: Smith Travel

In terms of occupancy, Santa Barbara, when viewed against other competitors, falls within the mid-range of the comp set. In terms of Average Daily Rate, **Santa Monica, Laguna Beach and Dana Point have the two highest, followed by Santa Barbara.**

B. Group Destination Competitors

A number of the destinations that Santa Barbara competes with for leisure travel are also group destination competitors. Santa Barbara competes for Southern California groups with other Southern California destinations. It also competes nationally for groups looking to meet in the Western United States with a number of those same California destinations, as well as selected national destinations. The group destination comp set includes the following:

National Destination Competitors:

SD

SAN DIEGO/NORTH COUNTY, CA

Major national destination with private and public facilities and excellent air access via San Diego Airport.

AZ

SCOTTSDALE, AZ

Major national destination with private and public facilities and excellent air access via Phoenix/Scottsdale Airport.

PS

PALM SPRINGS, CA

Major desert (counter season) destination with both private and public sector facilities and air access via Palm Springs Airport. Offers similar off season desirability.

MC

MONTEREY, CA

Major coastal destination with both private and public sector facilities and air access via local airport plus San Jose.

Regional Competitors:

LB

LAGUNA BEACH

Regional competitor, primarily private sector facilities with air access via John Wayne/Orange County airport.

NB

NEWPORT BEACH

Regional competitor, primarily private sector facilities with air access via John Wayne/Orange County airport.

SM

SANTA MONICA

Regional competitor, primarily private sector facilities with air access via Los Angeles International Airport.

OJ

OJAI

Regional competitor, private sector facility with air access via Los Angeles International Airport.

It should be noted that for the group business that requires airlift, Santa Barbara is at a disadvantage given that the destination's accessibility is more limited than the competitive set (even those with regional airports).

Napa, Sonoma, Newport Beach, Laguna Beach, Carlsbad and Del Mar all have access to a minimum of two national/international airports less than 80 miles from the destination. The exception is Monterey, as it only has one national/international airport less than 80 miles away. If you expand the search to more than 80 miles these destinations increase access by two-fold.

It will be critical for Santa Barbara to **sell the experience and time to get from point A-B by promoting the enjoyment of getting to the destination**. Other regional airports can position themselves as well as having a great regional experience; however they also have better access to major airports.

Plan Insight

1. Primary competition for Santa Barbara is from the destinations within the Southern California marketplace. **Many competitive destinations are located on the coastline/and or have a strong wine component.**
2. The **Santa Barbara area occupancy and Average Daily Rate compares well with other areas**. When comparing 2012 vs. 2011 occupancy Santa Barbara occupancy growth was similar to its competitive areas.
3. With regard to the group market, competition exists not only with traditional Southern California competitors but also Scottsdale and other western destinations, which not only offer competition for groups but also leisure travel. In addition, **their counter seasons (their strong seasons are Quarters 4 and 1) have historically been Santa Barbara's weaker demand seasons**. Many of these areas offer easier air access with international and/regional airports.

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GOAL: **OVERALL DEMAND** for **OVERNIGHT VISITATION** (group & leisure) **DURING KEY TIMES OF YEAR SPECIFICALLY THE 1st & 4th quarters** **REVENUES, EMPLOYMENT AND TAXES** in **Santa Barbara, Carpinteria, Goleta & the unincorporated South Coast area**

GUIDING PRINCIPLES:

 <p>Continue to EFFECTIVELY POSITION SANTA BARBARA as a WORLD CLASS DESTINATION to its KEY TARGET SEGMENTS.</p>	 <p>EDUCATE CONSUMERS on the availability of a WIDE RANGE of LODGING & ACTIVITY PRICE POINTS.</p>	 <p>MARKETING FOCUS to key LIFESTYLE & PASSION segments including outdoor/recreation, arts & culture, wine & food, romance, family and luxury travel.</p>	 <p>Increase demand and revenue by ATTRACTING LONGER STAY, HIGHER ECONOMIC IMPACT destination visitors.</p>	 <p>Increase demand and revenue by LENGTHENING THE STAY OF VISITORS to the area.</p>
 <p>FOCUS ON PROGRAMS TO GENERATE OFF PEAK VISITATION both seasonal and mid-week.</p>	 <p>Continue focus on GROWING VISITATION from NEW INTERNATIONAL MARKETS</p>	 <p>Continue to INCREASE THE ROLE OF TECHNOLOGY in Visit Santa Barbara's MARKETING EFFORTS in order to broaden reach.</p>	 <p>Increase emphasis on promoting Santa Barbara as a DESTINATION FOR GROUPS.</p>	 <p>Increase emphasis on promoting Santa Barbara as a FILM LOCATION.</p>

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PART 5: MARKETING STRATEGY

In order to achieve its stated goals and to develop a sustainable tourism marketing program, Santa Barbara must continue to successfully position and differentiate the destination, optimize technology and focus on both market penetration and new market growth.

A. Marketing Strategies

Those marketing strategies required to achieve the previously mentioned goals consist of four core clusters, illustrated below.



Branding and Technology

1 Continued Brand Development

Given the competitive destination marketing environment it is critical for Santa Barbara to continue to build brand awareness and **emphasize its unique selling proposition** in order to generate interest in visiting the destination. The additional funding, along with the second year working with advertising agency MMGY Global should continue to support those efforts. Brand development efforts will benefit the region in all its segments, including leisure, group and film.

Additionally Visit Santa Barbara must continue to **communicate the lifestyle that can be associated with this region**, making a visit more than just wine and beaches, but something truly aspirational. Visit Santa Barbara needs to drive consumer desire to experience the Santa Barbara lifestyle no matter the price point. Media planning should be optimized to focus on shoulder season visitation.

2 Integrated Technology Platform

Moving forward, Visit Santa Barbara will continue to focus on increasing seasonal and mid-week visitation by supporting its integrated approach using the following available tools:

- SEO & web content
- Online branding and display ads
- Paid search
- Multimedia
- Social media
- Email marketing
- Mobile marketing

In addition, Visit Santa Barbara should continue to ensure this integrated approach is used across functional departments, including group sales, film commission and public relations.

Market Development

1 Domestic Market Development

A third strategy component designed to increase visitation during shoulder seasons and mid-weeks is an increased focus on destination markets beyond Southern California along with softer demand seasons (Winter and Fall). Destination market segments typically stay longer, spend more and have an overall greater economic impact. Additionally, they tend to have some part of their stay over the mid-week thus improving occupancy. This is not to suggest Visit Santa Barbara should eliminate its focus on Southern California, but should also look to **expand its reach in destination markets as well**.

2 Increased Core Market Penetration

While Southern California has traditionally been the primary market for the area, opportunity exists within the market to **attract segments that may perceive the destination as too expensive**. Santa Barbara boasts

not only a wide variety of lodging price points, but also a variety of activities/ experiences that appeal to different segments. Driving summer mid-week visitation from those segments could help increase overall occupancy rates.

3 International Market Development

In addition to domestic market development, the area is uniquely positioned to also take advantage of international visitation. Typically these visitors stay longer, including mid-week. Visit Santa Barbara should continue to partner with the Visit California for representation, sales missions and familiarization tours in the UK, Canada and Australia. Additionally, representation in those markets should be leveraged to develop targeted promotions and draw new business.

4 Continued Strategic Alliances

In focusing efforts on domestic and international markets, which can be cost prohibitive, Visit Santa Barbara should continue **developing strategic alliances with other similar quality destinations and travel partners with similar interests and objectives**. These alliances include everything from just simple information gathering to cooperative marketing efforts that include advertising, promotions and more. For example, Visit Santa Barbara currently works with many other destinations including Los Angeles, Santa Monica other Central Coast destinations and should continue to leverage these resources.

Increased Marketing Focus/Niches

1 Increased Focus on Niches

The area has a long established broad appeal to its core primary market. Opportunity exists to **go deeper into core markets as well as destination markets** by increasing focus on niches. Visit Santa Barbara should aggressively develop a focused approach to outdoor recreation building on current segments of food & wine, arts & culture, romance, and families. Additional potential exists by tapping into recreational segments and **tailoring messages and photography to those niches**. Potential niches could include activities like kayaking, road biking, surfing, golf, eco-tourism and wellness. Reaching these niches is cost effective using existing Visit Santa Barbara integrated platforms such as targeted online and public relations platforms, along with retail/consumer goods promotional partners.

2 Seasonal Event Themes

A key strategy to develop shoulder season visitation is the wide variety of year-round special events. Opportunity exists to develop strategic seasonal themes that Visit Santa Barbara can then promote. This bundling can help to create awareness for shoulder seasons by emphasizing the variety of activities and events occurring in Santa Barbara. Additionally, it creates a bigger perception of the destination than just a single event. For example, Visit Santa Barbara can create a theme for each of the different seasons and promote individual

seasons, bundling individual events within each season. This bundling should help **drive demand and ultimately help with the objective of increasing room night occupancy**.

3 Broaden the Marketing Mix to Include Promotions

Another element that can support other marketing efforts to increase shoulder season and mid-week visitation is the **implementation of promotional ideas that complement other targeting efforts**. Unique high quality promotions (pop-up store fronts, etc.) have the potential to not only create awareness and target key segments, but also align the destination with other complementary products, destinations and services. Promotions along with interactive and traditional advertising, public relations and special events targeted specifically at passion segments can create a collaboration that effectively increases awareness as well as interest in visiting the destination. It should be noted that **Visit Santa Barbara's most successful promotions have focused on customer value and improving room nights sold**.

4 Increase Awareness of Lodging Diversity

In an effort to be a catalyst for increased demand for all types of lodging properties (specifically during lower demand seasons), there is an opportunity to **broaden and clarify the presentation of available lodging choices**. Improved categorization should be considered so consumers can clearly see the full range of choices. Improved delineation of choices could include B&Bs, branded hotels, independent hotels, classic motels, etc. In this way unbranded lodging properties have an improved chance of being considered, and most importantly consumers are given information on a wider range of choices to fit their budget needs.

The Experience

1 Continued Emphasis on Destination Authenticity

One of the unique opportunities that the destination should not only continue to promote but also emphasize more is Santa Barbara's authenticity. Visitors should be able to learn about the various activities, culture and interests of the local community, which ultimately gives Santa Barbara its sense of place. By providing consumers with information on these activities, **it gives them a chance to experience Santa Barbara's authentic flavor**, and ideally develop a special bond with the destination by creating memories that encourage them to return.

2 Increase Length of Stay

A key incremental strategy to increase room nights mid-week is to **continually remarket to visitors the opportunity to participate in and experience all that Santa Barbara has to offer, in order to extend visitor stay**. This opportunity occurs in two key areas of destination decision making. First when consumers are

considering the area and have sample itineraries and additional information that suggests to them they should plan on staying longer. Secondly, upon arrival, consumers should be provided with information and suggestions that allow them to consider extending their stay. Every opportunity must be used to increase incremental room nights.

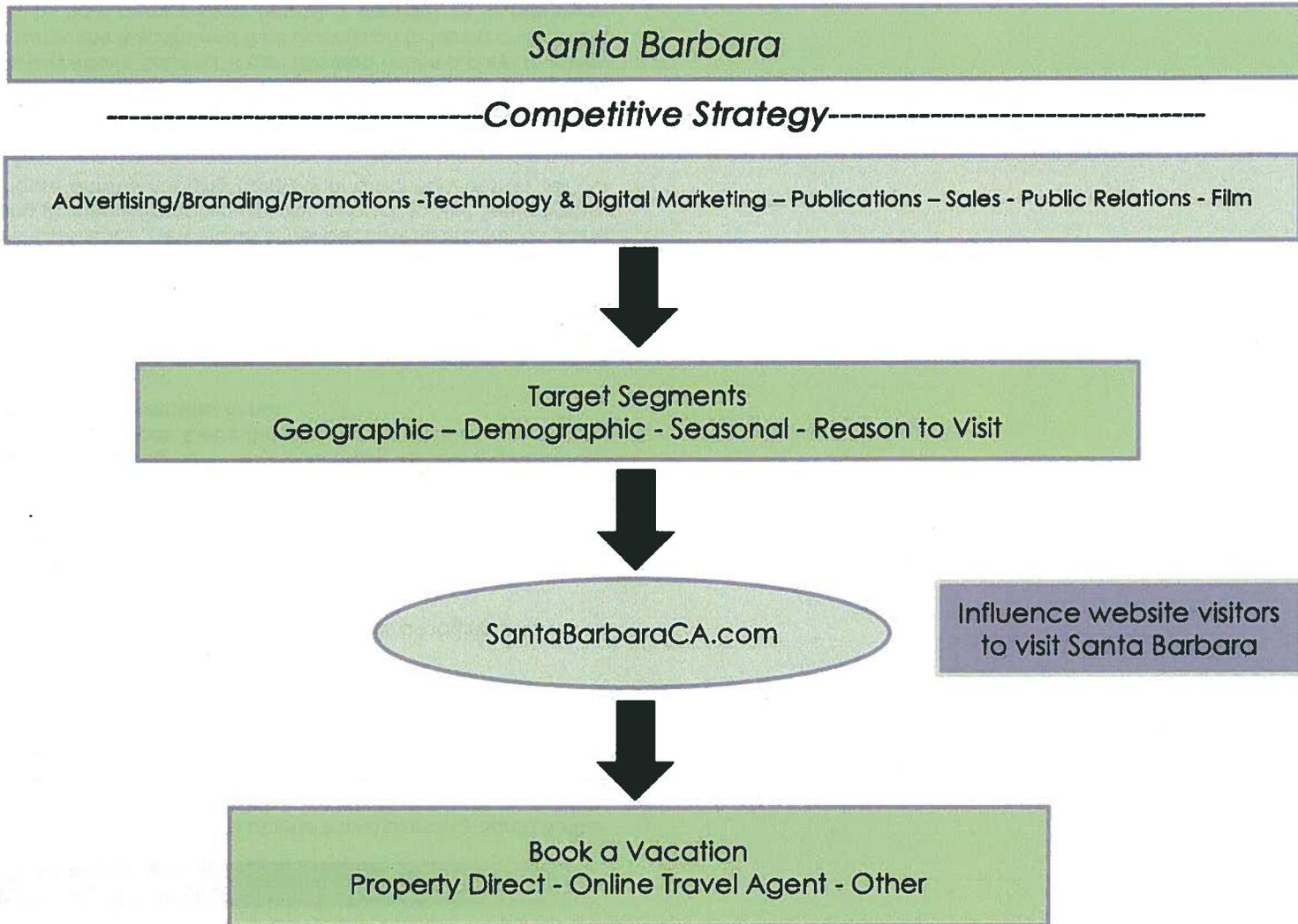
B. Strategy Execution

Given the prominent role that the internet plays in travel planning, Santa Barbara's marketing efforts should continue to drive potential visitors to its website. The addition of TBID funds has helped Santa Barbara increase these efforts. At the core of the strategy are two basic principles:

- The best organization to create awareness and brand positioning and influencing visitors to choose Santa Barbara is Visit Santa Barbara.
- The best organization to book a room or make a sale is a lodging property or an online travel agency (OTA).

How the Strategy Works (see model on following page)

1. Marketing efforts (online advertising, public relations, special events, etc.) are used to attract target market segments and to increase the existing database for future tourism marketing efforts. Once the target segment is attracted, they either show interest (go to the website) or not.
2. Once they go to the website, at some point they may click on a lodging property or attraction. They may book directly or they may book through an online travel agency or some other channel. This sequence of events may happen all at once or over a period of time.
3. Based upon their experience, new visitors either become repeat visitors going back to the lodging property/attraction directly, or back to Visit Santa Barbara's website to choose another lodging property or attraction, or they fall out of the entire system.
4. Visit Santa Barbara can measure its effectiveness and accountability at several points. First, it will be able to measure how many visits are generated overall by its marketing efforts. Second, it can develop online surveys to determine how people got to the website and their conversion to taking a vacation. Third, it can measure how many visitors (leads) it provides to its members. Fourth, it can tag visitors on its home page and track what actions they take at the lodging property or attraction, e.g. make a booking, request more information, etc.



SERIES

Granada

DISNEY'S PETER PAN - THE
TWO PERFORMANCES JUL. 17 - 19

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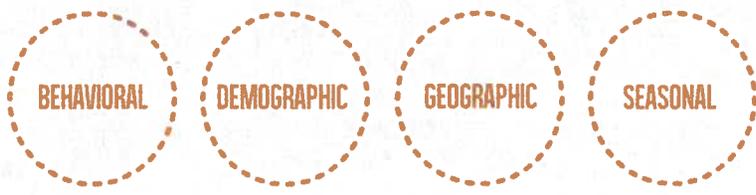
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The following segmentation is based on visitor profile data and input from the lodging industry. The matrix includes behavioral, demographic, geographic and seasonal segments.



Behavioral (Passion/Lifestyle) Segmentation



Demographic Segmentation

In terms of target demographic segments, interviews, staff, and research have identified the following core segments:



1. DOMESTIC

- Age: Primary market: 35-65 (core target market)
 Secondary market: 25-35 (emerging loyalty development market)
 Secondary market: 75+ (growing senior market/intergenerational travel)
- HHI: \$100,000
- Families
- Couples



1. INTERNATIONAL

- Age: 45-65
- HHI: \$150,000
- Traveling for leisure
- Primary access through Los Angeles

Geographic Segmentation - primary target markets include:

Regional/Drive Markets	Non-Stop Fly Markets	Destination Fly Markets	International Markets
<i>Southern California</i>	<i>Western Region</i>		<i>Short-Mid Term</i>
Greater Los Angeles	Denver	Dallas	United Kingdom
San Diego	Phoenix	Chicago	Australia
Riverside County	San Francisco	New York	Canada
Orange County			France
			Germany
Strategy: <ul style="list-style-type: none"> Increasing over-night visitation & trip frequency Conversion of day visitors to over-night visitors Develop incentives to attract short planning window visitors 	Strategy: <ul style="list-style-type: none"> Increasing over-night/ longer stay/ mid-week visitation 	Strategy: <ul style="list-style-type: none"> Emerging markets -Increase over-night/ longer stay/ mid-week visitation 	Strategy: <ul style="list-style-type: none"> Emerging market -Increase over-night/ longer stay/ mid-week visitation Work with potential cooperative partner destinations.
<i>Northern California:</i>	<i>Pacific Northwest</i>		<i>Long Term</i>
Central Valley	Portland		Mexico (Luxury)
Bay Area	Seattle		Brazil
			China
Strategy: <ul style="list-style-type: none"> Increase over-night/ longer term mid-week stay 	Strategy: <ul style="list-style-type: none"> Increase over-night/ longer term mid-week stay Support air service 		Strategy: <ul style="list-style-type: none"> Long-term investment markets

Seasonality Segmentation

Priority seasons to focus marketing efforts on as the following, in order of priority:



The general thinking is that the summer season was the area's strongest season and that **incremental dollars should be focused on the shoulder seasons.**

It was also suggested that **shoulder season marketing programs should focus on the higher income 50+ age demographic.** Additionally, efforts should emphasize visits that would include weekend and mid-week nights.

Booking Window – The booking window time frame has been reduced dramatically with many consumers booking at the last minute. As such Visit Santa Barbara should consider segment behavior with regards to booking depending upon the passion segment that is targeted.

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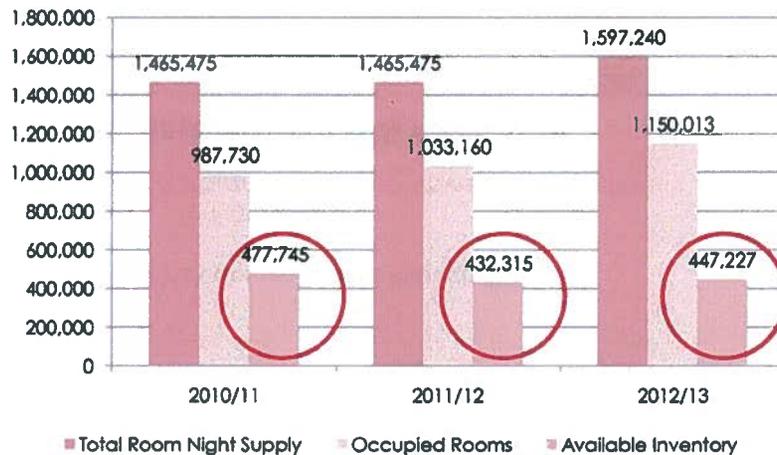
PART 7: THE DESTINATION OPPORTUNITY

A. Identifying the Lodging Potential

With the ongoing support of TBID funds, Santa Barbara continues to strengthen its tourism economy with increased marketing and promotional efforts. Figure 16 below illustrates that available rooms decreased to 432,315 in 2011/12 compared with 477,745 rooms in the base year prior to the TBID in 2010/11.

Because there is new lodging inventory in the marketplace, available rooms for 2012/13 are projected to increase to 447,227, despite room nights sold increasing by 11% for the same period of time.

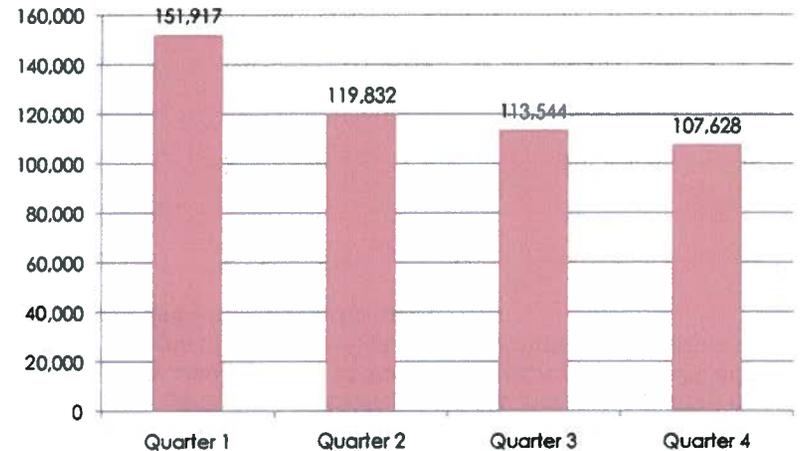
Figure 16
Occupancy Room Night Areas of Opportunity



Source: Smith Travel, SMG

As can be seen to the right, room availability does exist throughout the year with more availability in Quarter 1 and 2, and to a lesser degree in Quarter 3 and 4.

Figure 17
Room Availability by Quarter



Source: Smith Travel, SMG

Overall the opportunity exists to increase room nights sold through 2014/2015. Specific opportunity exists to increase the number of rooms throughout the year.

Visit Santa Barbara is projecting it can generate more than 58,000 incremental room nights over a four year period. To that end Visit Santa Barbara has exceeded its year one projections, and is on pace to exceed its year two projections. As of March Visit Santa Barbara had generated 29,976 rooms nights, 92% of its FY 2012/13 goal.

Table 9
Visit Santa Barbara Performance

	Base Year 2010/2011 Actual	Year 1 2011/2012 Actual	Year 2 2012/2013 Projection
Unique Website Visitors	687,705	896,345	1,088,451
		208,640	192,106
10% Conversion Rate	10%	10%	9%
Estimated Bookings		20,864	17,290
Length of Stay		2.5	2.5
Incremental Room Nights Generated		52,160	43,224

The opportunity model below includes projections through 2015/16.

Figure 18
Incremental Visit Santa Barbara Generated Revenue Projections

5% Scenario Unique Visitors/4% Room Rate



Table 10
**Projected Incremental Visit Santa Barbara Generated Room
and Revenue Projections**

	2012/2013	2012/2013	2014/2015	2015/2016
Unique Website Visitors	1,088,451	1,142,874	1,262,875	1,395,477
Incremental Unique Website Visitors		54,423	120,002	132,602
Conversion Rate	9%	9%	9%	9%
Length of Stay	2.5	2.5	2.5	2.5
Incremental Room Nights Generated	40,000	12,245	27,000	29,835
Average Daily Rate	\$182.00	\$189.28	\$196.85	\$204.73
Projected Revenue	\$44,572,068	\$48,672,699	\$55,934,665	\$64,280,117
Projected Room				
Revenue Growth 2012/2013 - 2015/2016	\$19,708,049			

Note: Assumes a 5% growth in unique visitors 4% growth in average daily revenue

In order to generate approximately \$48 million in revenue for 2013/14, Visit Santa Barbara will need to generate approximately 12,000 incremental room nights. Assuming 54,423 new unique visitors to SantaBarbaraCA.com at a 9% conversion with 2.5 night length of stay, that results in approximately 12,245 room nights and approximately \$48.6 million in lodging revenue.

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Since Visit Santa Barbara received TBID funding, overall market performance has been very good. As was identified previously in this report, room nights sold, occupancy and Average Daily Revenue have increased since the base year.

*Table 11
Santa Barbara Market Performance*

Annual Market Projection	Base Year 2010/2011 Actual	Year 1 2011/2012 Actual	Year 2 2012/2013 Actual	Year 3 2013/2014 Projected
Rooms Available	5,332	5,332	5,488	5,488
Occupancy	67.0%	70.5%	72.0%	74.0%
Rooms Sold	1,303,941	1,372,057	1,442,246	1,482,309
Incremental Rooms	0	68,116	70,190	40,062
Average Daily Rate	\$166.00	\$177.00	\$182.00	\$186.55
Total Lodging Revenue	\$216,454,140	\$242,854,071	\$262,488,845	\$276,524,707

Note: Average Daily Rates have increased 10% between 2010/11 and 2012/13, an average of 5% annually.

In terms of understanding what percent of the market increase can be attributed to Visit Santa Barbara vs. a rising economy the following below outlines the impact of integrated Visit Santa Barbara marketing efforts.

In terms of how Visit Santa Barbara has performed the table on the next page illustrates the following:

- In the base year of 2010/11 it is estimated that total lodging revenue generated in the market was \$217 million. Of that Visit Santa Barbara generated \$28 million in lodging revenue through its marketing efforts (as measured by conversion of consumers using the SantaBarbaraCA.com website). **This was equivalent to 13.1% of total lodging revenue generated.**

- In 2011/12 market wide lodging revenue had increased to \$242 million and the lodging revenue generated by Visit Santa Barbara was \$39.6 million, approximately 16.3% of the total lodging revenue generated. If Visit Santa Barbara had generated 13.1% of lodging revenue as it did the year prior the projected amount of revenue they would have generated would be \$31 million. The incremental difference (\$39 million - \$31 million = \$7.8 million) may be attributed to Visit Santa Barbara's increase in marketing resources. **The projected Return on Investment (ROI) based**

contribution of \$1.2 million is projected to be \$6.6 dollars for each dollar invested.

- Using the same analysis for 2012/2013 the projected ROI is \$6.4 for every TBID dollar invested.

*Table 12
Visit Santa Barbara Impact*

	Base Year 2010/2011 Actual	Year 1 2011/2012 Actual	Year 2 2012/2013 Projected
Destination Level			
Rooms Available	5,332	5,332	5,488
Number of Nights	365	365	365
Occupancy Rate	67.4%	70.5%	72.0%
Average Daily Rate	\$166.00	\$177.00	\$182.00
Projected South Coast Revenue	\$217,746,403	\$242,854,071	\$262,488,845
Visit Santa Barbara Level			
Unique Website Visitors	687,705	896,345	1,088,451
Conversion Rate	10%	10%	9%
Length of Stay	2.5	2.5	2.5
Average Daily Rate	\$166.00	\$177.00	\$182.00
Projected Revenue	\$28,539,758	\$39,663,266	\$44,572,068
Visit Santa Barbara as % of total market	13.1%	16.3%	17.0%
Projected Visit Santa Barbara Revenue @ 13.1%		\$31,830,589	\$34,404,095
Actual Visit Santa Barbara Generated		\$39,663,266	\$44,572,068
Incremental Revenue		\$7,832,677	\$10,167,973
TBID ROI Analysis			
TBID Budget		\$1,200,000	\$1,600,000
Incremental Revenue		\$7,832,677	\$10,167,973

Note: Unique website visitors are projected to grow by 57% between 2010/11 and 2012/13 for an annual average of 28%. During the same period of time the projected lodging revenue by Visit Santa Barbara grew from \$28 million to \$44 million.

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1. Advertising/Branding/Promotions

Primary Goals

- Expand position of Santa Barbara as a major California destination.
- Grow visitation to increase overnight, length and mid week stays-during shoulder season.
- Extend and evolve the brand through strategic partnerships and promotions.
- Capture and cultivate relationships to engage current and prospective visitors with the destination.

Objectives

1. Increase the effectiveness of advertising strategy through deeper penetration of target markets (demographics) and segmentation (by passion interest) in order to increase frequency and reach. Drive current and prospective visitors to Visit Santa Barbara website and/ or other Visit Santa Barbara owned marketing channels.
2. Continue to drive off-season and midweek demand by focusing on target markets (regional and non-stop/direct/destination fly markets) with targeted efforts that are measureable. Include international targeting where possible (see pages 32-33 for target market strategy). Continued focus on extending length of stay.
3. Effectively communicate diverse destination offerings to help educate visitor to influence conversions and planning action.
4. Develop strategic media partnerships designed to provide national and international awareness and drive revenue/room nights to destination.
5. Launch new segmentation matrix including behavioral, demographic, geographic and seasonal criteria.

Programs

1 Creative and Asset Development

- Re-launch brand campaign to reposition destination with fresh perspective and promotion of diverse destination offerings.
- Launch new ad campaign to support new outdoor recreation segment/platform.
- Evolve ad campaigns that support promotions to communicate inherent attributes of passion marketing to reach a wider national and international audience.
- Expand library of visual assets through development of additional photography highlighting activities with multiple people (couples, families, groups) and video assets that position the destination as fun, fresh and approachable. Integrate throughout all marketing channels and develop opportunities to generate buzz to support new assets.
- Messaging platform should communicate destination drivers and support passion marketing segments. All messaging should demonstrate unique attributes, emotion, value, organic product offerings with a book direct message to hotels in Santa Barbara South Coast. There is a need to develop messaging specific to passion segments. Integrate new messaging across all marketing programs, where relevant.
- Conduct an advertising conversion study to determine the effectiveness of Visit Santa Barbara advertising in generating room nights and increased room revenue.

2 Media Buy

- Evaluate segmentation of media strategy to focus on passion and lifestyle segments in addition to demographics and geographics. Continue to grow niche hyper-targeting to reach qualified and interested visitors.
- Focus media weight in specific spot/geographic markets where increased awareness will drive intent to visit.
- Continue to deploy a media strategy with a heavier focus on digital (online/mobile/social) and relevant traditional (print/newspaper) where most effective.

- Leverage specific targeting as outlined in new segmentation matrix (pages 32-33)
 - Behavioral:
 - Passion (food/wine/culture/outdoor)
 - Lifestyle (family/luxury/romance)
 - Demographic: domestic (primary, secondary) and international
 - Geographic: regional/drive, non-stop, direct, destination and fly markets, international
 - Seasonality: off season, Q4 an Q1 (calendar) and midweek year round
- Negotiate and secure media partnerships to leverage resources resulting in integrated media programs to support brand and passion target markets to ultimately drive room nights with greater efficiency.
- Explore media partnerships with Visit California as well as Associations and CVBs for domestic and international programs. Example: Sunset Coop program with Santa Ynez Valley Hotel Association, Brand USA co-op advertising opportunities.
- Continue to develop efficient and targeted ad campaigns with OTA's to drive incremental room nights and revenue, and increase awareness in the destination during an established time period during off season.

Print:

- Secure insertions in publications with specific messaging that support segmentation targeting requirements (above). Explore potential for national and international print coverage.
- Support local city (Central Coast and Solvang/Santa Ynez) and state guides (CA).

Online:

- Implement an integrated campaign that supports segmentation targeting with digital, paid search, mobile and social media. Continue always-on paid search and social advertising program.
- Execute lead generation campaigns to help build Visit Santa Barbara consumer database.
- Expand into mobile advertising opportunities that allow for real time serving of special offers to drive destination bookings.
- Negotiate and secure Destination Sponsorship with TripAdvisor.

3 Cooperative Advertising

- Continue to develop and offer co-op advertising programs that vary by channel, price point and allow for customization based on partner interest.
- Focus co-op advertising programs by specific segments supported by relevant messaging and media outlets. Ex: Culture, Golf, Outdoor, Luxury.
- Mix of co-op media channels should include a heavier focus on digital to accommodate various booking cycles (short term versus long term). However, print is still critical but requires targeting and advertorial based approach.
- Expand creative strategy for greater promotion of co-op and TBID partners with specific messaging based on targeting.
- Secure necessary co-op/TBID partnerships for media placements.
- Optimize Visit Santa Barbara's co-op programs through our owned and earned channels including website, direct communications, mobile, Trip Advisor Sponsorship Program and Auto Responder.

- Refresh pricing strategy to incentivize more participation from a variety of hospitality/industry businesses.
- Disseminate monthly reporting to all co-op/TBID advertising partners.

4 Direct Communications

- Leverage existing and new marketing programs to drive incremental customer acquisition in order to build consumer database.
- Distribution of six issues of Lifestyle.Santa Barbara (general interest e-newsletter).
- Distribution of approximately 13 issues of supporting niche e-newsletters: Sip&Savor, Go Play, Go Outdoors and Arts & Culture.
- Distribution of special standalone emails to support overall marketing programs and promotions.
- Introduce new formats and templates to deploy email marketing tactics.
- Improve performance metrics with dynamic and refreshed content from Visit Santa Barbara and co-op/TBID advertising partners.

5 Promotional Programs and Strategic Partnerships

- Grow holistic promotional strategy to execute revenue-generating niche promotions designed to drive room nights and hospitality revenue. Focus on continuous and seasonal timing.
- Continue to build upon foundation and equity of established promotional platforms to generate national and international awareness, reach new audiences and support holistic promotion strategy. Develop tactical programs to support each. Promote year round, where possible.
 - epicure.sb
 - Film Feast
 - Culture 101 (Literary tourism, etc.)
 - Ecotopia
 - Family
- Execute retail based promotions designed specifically to generate room nights and revenue during off season:
 - Ex: OTA
 - Extra Bedroom Holiday Promotion
 - Film Tourism (Sideways Anniversary)
- Establish partnerships to expand established platforms, example: SBIF for Film Feast
- Leverage consumer trends and visitor study feedback to launch new niche promotional platform targeted to outdoor enthusiasts to support strategic promotional plan.
- Grow member services to help support hospitality partner involvement in Visit Santa Barbara led promotions. Host educational seminars and distribute marketing tool kits to lead membership involvement.
- Continue to establish metrics, track promotions, and solicit input from participating partners in order to gauge overall performance.
- Develop strategic partnerships with consumer brands and/or travel industry products to generate brand awareness, alignment and affinity for Santa Barbara.

Success Measures

- Website statistics and analytics to review overall site performance:
 - Generate approximately a combined 5% increase unique visits (Google Analytics) to SantaBarbaraCA.com.
 - Maintain a bounce rate of 43% or less.
- Execute at least 26 direct emails to our database. Grow open rate and CTR's by 5%, 26.25% and 4.7% respectively.
- Maintain earned cooperative revenue of \$150,000 and increase cooperative partner participation.
- Respond to 8,400 consumer emails (5% increase) and 3,000 consumer calls (decrease).

II. Technology - Website, Mobile and Social Media

Primary Goal

- Position Visit Santa Barbara as the marketing organization across all technology channels to elevate awareness, increase visitors to our online portals and drive overnight stays to Santa Barbara.

Objectives

1. Provide appropriate destination information across all technology channels, including SantaBarbaraCA.com (desktop and mobile) and social platforms to inspire and facilitate planning and booking travel to Santa Barbara.
2. Expand mobile strategy via smartphone and tablet to effectively deliver content to all devices for the mobile traveler, in and out of market.
3. Maximize internet consumption by developing and distributing destination content.
4. Continue to review the performance of Visit Santa Barbara website to ensure ongoing improvements.
5. Optimize social media platforms to expand awareness and cultivate a viral, loyal and passionate Santa Barbara travel community.
6. Identify new technology opportunities to more effectively present the destination.
7. Continue to refresh photography and video assets across technology channels that capture and demonstrate an emotional connection and experience while in the destination.
8. Continue SEO and website optimization in an effort to increase rankings on consumer search.

Programs

1 Overall

- Redesign homepage strategy for SantaBarbaraCA.com to maximize delivery of destination drivers and segments, simplify design and provide a user-friendly layout and visuals for deeper engagement within the website.
- Visit Santa Barbara recommends a full redesign in FY 14/15. Develop strategic approach for full redesign in FY 13/14. Conduct RFP and select agency for project in FY 13/14 for deployment in FY 14/15.

- Expand content development and marketing strategy through standalone content publishing platform on SantaBarbaraCA.com featuring new stories, viral video, images and conversations.
- Review and consider implementation of dynamic content serving platform for SantaBarbaraCA.com that provides customized content to users based on their specific visit interest.
- Evaluate the integration of new tools. Make functional and strategic adjustments as needed.
 - Trip Advisor integration
 - Modified weather widget to better promote weather in destination
 - Hotel booking integration to listings
- Partner with booking engine to optimize booking platform for hotels. Implement attractions booking component to platform.
- Integrate new creative assets upon availability.
- Develop and distribute technology marketing tools (email marketing, itineraries, etc.) to hospitality industry.

2 Mobile

- Develop strategic social media integration that allows for social and conversation synergies, shares, check-in's and real time reviews.
- Implement usability enhancements for more filters, displays and navigation items.
- Advance mobile booking platform to allow for both click-to-call and mobile commerce.
- Develop mobile content platform to deliver real-time offers based on geo-location.
- Build and implement creative assets and editorial calendar to refresh content on mobile website.
- Expand mobile marketing strategies through media buys (see Advertising).

3 Lead Generation

- Capture and cultivate relationships by improving data intake/opt-in rate for email communications.
- Continue to execute data mining and re-opt in programs to optimize engagement from database.
- Improve engagement and conversion from email database through delivery of content rich and timely communications.
- Monitor e-news consumption to continue to optimize content.

4 Content Development

- Implement content calendar on SantaBarbaraCA.com to continually update messaging (itineraries, pages, menu items, etc.).
- Integrate The SB Post blog into new standalone content publishing platform. Develop weekly editorial calendar for The SB Post blog to expand awareness of Santa Barbara and engagement with the destination. Consider integration of Guest Blogger program in conjunction with Communications department.
- Refresh Auto Responder content program and maintain as a cooperative advertising opportunity.
- Cultivate influencer outreach via blogs and forums to connect prospective visitors with information about Santa Barbara. Examples: Trip Advisor, Yelp!
- Develop and distribute Santa Barbara content through partnership channels, including Visit California, Central Coast Tourism Council, etc.
- Consider development of international landing pages for all international advertising efforts.

5 Social Media

- Collaborate with Social Media partner to build upon holistic social media strategy for deeper engagement and brand awareness in addition to nurturing existing and building new relationships and support for promotions.
- Conduct an audit to streamline social media mix, focusing on platforms that best align with social media strategy.
- Foundation building of integrated, multi-platform creative and promotional campaigns across social media platforms.
- Build user generated assets via content, contests or viral video campaigns.
- Maintain social media presence while effectively monitoring and adapting to changes in the social media landscape.
- Continue distribution of engaging and creative programming across all social platforms. Develop integrated sweepstakes and giveaways strategy to help engage and reward social media audience.
- Focus on engagement growth on existing social media platforms (Facebook, Twitter, Pinterest, Instagram, etc.) to encourage audience brand involvement and ultimately, drive overnight stays.
- Evolution and growth of niche social platforms to promote passion segments and promotions (epicure.sb, Film Feast, Culture 101) as critical destination drivers. Example: Foodspotting (Food & Wine), Pinterest (Culture), etc.
- Implement a continuous social media advertising strategy.
- Monitor social media platforms daily to proactively respond to inquiries and actively participate in the social conversation.
- Provide opportunities to support members via social media platforms and educational forums. Serve as a community expert regarding social media strategies, updates and more. Share industry news and tool kits for tackling new social media channels.
- Review and track monthly, quarterly and yearly analytical reports detailing the performance across all platforms. Modify reporting metrics to best fit current social media landscape, while maintain accurate year/year snapshot.

6 Website Analytics and SEO

- Refresh formal SEO site plan with SimpleView to enhance search rankings across all primary search platforms to ensure site success.
- Track and receive monthly, quarterly and yearly analytical reports detailing the performance of the website and online communications.
- Partner with SimpleView to continue maintenance and development of organic SEO focusing on the keyword program and evolution of the link-building initiative.
- Implement mobile SEO strategies. Track and receive analytical reports to review performance and implement optimizations.
- Collaborate with SimpleView on strategies for future successes.

Success Measures

- Website statistics and analytics to review overall site performance:
 - Generate approximately a combined 5% increase unique visits (Google Analytics) to SantaBarbaraCA.com.
 - Maintain a bounce rate of 43% or less.
 - Execute at least 26 direct emails to our database. Grow open rate and CTR's by 5%, 26.25% and 4.7% respectively.
 - Respond to 8,400 consumer emails (5% increase) and 3,000 consumer calls (decrease).
 - Generate a 3% site conversion rate for website engagement (defined as digital and print requests, enews sign ups, online brochure clicks).
 - Generate a 10% growth in referrals via JackRabbit/Book Direct booking engine on SantaBarbaraCA.com.
 - Generate approximately 10,000 new newsletter registrants
 - Expand database registration via paid lead generation and sweepstakes by 36,300 (10% increase).
 - Fulfill approximately 13,900 online guide or brochure requests.
- Social Media: will track the following
 - Generate a 5% increase (23,000) in referrals to SantaBarbaraCA.com from social media platforms.
 - Generate approximately 3% increase (3,300) in booking channel visits on Facebook booking engine
 - Increase Facebook likes by 30% (approximately 25,000)
 - Generate average Facebook engagement rate greater than 1%.
Note: engagement rate calculation has been modified to a weighted average of likes, comments, shares to posts.
 - Increase Twitter followers by 20% (approximately 2,000)
 - Generate website traffic through average Twitter engagement of .01% per post
 - Increase Instagram followers by 33% (approximately 500)
 - Increase Pinterest followers by 31% (approximately 350)
 - Increase Youtube views by 14% (approximately 3,000)

**Goals are based on collaborative administration with Social Media partner and are subject to change.*

III. Public Relations

Primary Goal

- Create 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 County area. Support all Visit Santa Barbara platforms through communication and creative content development.

Objectives

1. Generate increased press/awareness for Santa Barbara in targeted national (fly markets), international (UK, France, Germany, Australia and Canada) and regional markets.
2. Increase the number of destination specific stories in A-list travel, lifestyle and niche publications.
3. Increase development of new story ideas. Develop thoughtful campaigns that differentiate the destination and angles that expressly support mid-week and off-season travel.
4. Leverage Visit California media opportunities both domestically and internationally.
5. Increase the number of individualized pitches and development of new story ideas. Pitch a minimum of 10 contacts a month and distribute media newsletter quarterly.
6. Increase face time to build and strengthen relationships with target media. Secure a minimum of 25 one-on-one media meetings and produce at least one major media event.
7. Encourage hosted media who are active on social media channels to disseminate information throughout their stay using the @SantaBarbara handle and designated hash tags for Visit Santa Barbara promotions.
8. Drive traffic to SantaBarbaraCA.com through earned media coverage and create demand for the destination.
9. Increase focus on Santa Barbara with relevant topics as part of an integrated marketing approach.
10. Explore strategic media partnerships to augment opportunities for earned media coverage, bolster brand awareness out of market and cultivate in-destination brand advocacy.

Programs

1 Marketing Outreach

Communication

- **Media Pitches:** Regularly pitch key media with customized story ideas to all target segments and markets. Include "passions" (activities), meetings and travel trade angles, and the variety of lodging available at different price points.
- **Media Newsletter:** Produce and distribute the revamped Santa Barbara What's New media newsletter quarterly. Update, refine and build on media distribution lists and contact database.
- **Press Releases:** Write and distribute press releases on major Visit Santa Barbara promotions and timely/seasonal story ideas, including epicure.sb, winter holidays, Film Feast and Culture 101.
- **Video:** Leverage new HD b-roll to take advantage of broadcast and online opportunities. Distribute original video assets created by advertising agency to communicate news and story ideas.

Media Familiarization Visits

- **Individual Press Trips:** Host a minimum of 40 domestic media and 25 international media on individual familiarization visits. Design customized itineraries for visiting media with support of hosting partners. (TBID funds can help us sponsor airfare for some A-list media, something we were not able to do in the past and needed to attract top tier media.)
- **Partner Press Trips:** Partner with Visit California and other California destinations to host group press trips.
- **Group Press Trips:** Produce six group press trips in partnership with local organizations and partners to showcase niche themes such as adventure, culinary, cultural, and family.
- **Social Media Press Trips:** Host bloggers on promotional visits to generate content (written, photo and video) for Visit Santa Barbara website and social media channels.

Relationship Building

- **Media Receptions:** Participate in Visit California media receptions in Los Angeles, San Francisco, Vancouver, Toronto and New York. Participate in select international Discover America (Brand USA) media marketplaces. Integrate social media presence at all events.
- **Media Calls/Sales Trips:** Conduct one-on-one meetings with media in key Western markets and New York. Participate in Visit California's international media missions in Canada, UK, France, Germany, and Australia/ New Zealand, and attend key international media networking events.
- **Media Events:** Produce and host an interactive pop-up joint media/consumer/travel trade event in New York and other key markets.

- **Professional Associations:** Actively participate in programs of the Society of American Travel Writers (SATW) and Bay Area Travel Writers associations to increase face time with travel media and build new relationships. Attend the annual SATW conference, Travel Bloggers Exchange (TBEX) conference, and Travel Media Showcase conference. Maintain membership and active participation with the Public Relations Society of America's Travel & Tourism Section to strengthen relationships with public relations colleagues, create partnership opportunities and keep abreast of industry trends.
- Attend Media Bistro and Los Angeles Consortium for Online Travel networking events.

2 Local Media and Partner Communications

- **Monthly Media Update:** Produce monthly media update reporting real time activities and recent media coverage.
- **Clipping Distribution:** Provide members and community partners with press clippings from hosted familiarization visits, including data on audience reached and the value of the coverage.
- **Press Releases:** Produce and distribute news releases and media advisories for local media promoting Visit Santa Barbara programs, tourism industry trends and news and messages about the positive impacts of tourism and film production.

3 Infrastructure

- **Online Press Room:** Update and maintain online Press Room including downloadable photography and up-to-date news releases and newsletters.
- **PR Software:** Review Visit Santa Barbara's subscription to Vocus, a web-based public relations software platform that tracks press clippings and media communications; generates activity and news reports; distributes news releases directly to media contacts; and provides a comprehensive international media database with contacts and editorial calendars. Establish a more effective and accurate process for monitoring and measuring coverage. Subscribe to Burrelles print clippings and TVEyes video monitoring clip service to track broadcast coverage and capture video content for social media distribution. Utilize PR Newswire and TravMedia to extend the reach and pick-up of major announcements.

4 Publications

- **The Santa Barbara Visitors Magazine:** A new format will be used to move the magazine in the direction of being an inspirational piece instead of a resource guide. The magazine will be primarily photography driven with 70% photos and 30% editorial. There will be no display ads, only custom content, and the page count will be reduced. A digital copy of the magazine will be available at SantaBarbaraCA.com as well.

5 Corporate and Industry Collateral

- Disseminate news and information to the local hospitality community and membership through electronic publications.
 - Cultural Concierge (weekly): highlighting cultural events for the current week
 - Monthly Marketing Report
 - TBID Bulletin

Note: As a cost savings, all reports will be published online only. Hard copies can be shared upon request.

Success Measures

- Track the volume of media coverage, audience reached and paid advertising equivalent value.
- Achieve a minimum of 650 placements, 375 million impressions and \$10 million PAE.
- Track the pick-up of specific story idea themes, with a minimum of 25% of total coverage reflecting specific Visit Santa Barbara pitches, top angles and promotional campaigns.
 - Generate a minimum of 100 print and online placements including the SantaBarbaraCA.com URL.
 - Generate a minimum of 20 local news stories reporting on the tourism industry.

IV. Group Sales

Primary Goal

- Increase overnight room demand for Santa Barbara as a group meeting/event and group/leisure tour and travel destination domestically and internationally.

Objectives

1. Increase group meeting business mid-week and during shoulder and off-season.
2. Create cooperative opportunities for hospitality partners to interact with clients and promote Santa Barbara as a destination for groups.
3. Solidify Santa Barbara's positioning as "the" place to stay along Highway One and encourage visitors to spend two to three days.
4. Leverage relationship with Visit California and the Central Coast Tourism Council to reach domestic and international clients.
5. Implement a platform for destination promotions to targeted group segments.
6. Utilize social media in an effort to promote Santa Barbara for group business and tour and travel.
7. Expand cruise ship presence and shore excursion offerings. Continue to monitor Return to Santa Barbara campaign and revise as needed.

Programs

Sales Missions/Client Events

- Develop and host interactive client events in San Diego, Orange County, Los Angeles, San Francisco/ Bay area, Chicago (Midwest) and New York City targeting meeting planners, incentive houses and large associations.
- Partner with Visit California for Canadian Sales Mission. (July 2013)
- Coordinate Tour Operator Sales Mission in Los Angeles. (Fall 2013)

Familiarization (FAM) Trips and Site Visits

- Offer four FAM opportunities to meeting planners throughout the year.
- Participate in FAMiliarization trips arranged by Visit California, Central Coast Tourism Council and our International Representation (Black Diamond, Gate 7 and MN Organisation) to showcase Santa Barbara as the destination of choice on the Central Coast.

- Partner with hotels, area attractions and tour operators to host 40 individual FAMiliarization trips.

Meetings Tradeshows

- Incentive Works, Canada's largest event for professionals who plan, organize or influence meetings and events. (August 2013)
- IMEX America - America's worldwide exhibition for incentive travel, meetings and events. (October 2013)
- CalSAE (California Society of Associations Executives) Seasonal Spectacular. (Dec 2013)
- SITE (Society of Incentive & Travel Executives) Fundraiser and Holiday Event. (Dec 2013)
- MPI (Meeting Professionals International) Northern California Chapter Conference. (Feb 2014)
- Conference Direct Partner Meeting – One of the largest third-party site selection and contract negotiation organizations in the world. (March 2014)
- MPI (Meeting Professionals International) Southern California Chapter Conference. (April 2014)
- CalSAE (California Society of Associations Executives) Annual Conference. (April 2014)
- ASAE's (American Society of Association Executives) Springtime Expo. (May 2014)
- DMAI's (Destination Management Association International) Destination Showcase Chicago – The Midwest's largest one day tradeshow targeting association, corporate, government, and third-Party meeting planners involved with site selection. (June 2014)

Tour and Travel Tradeshows

- World Travel Market, staged annually in London, World Travel Market, and The Leading Global Event for the Travel Industry, is a vibrant must-attend four day business-to-business event presenting a diverse range of destinations and industry sectors to UK and International travel professionals. (November 2013)
- NTA Travel Exchange – Combined Tradeshow for National Tour Association (NTA) and United Motorcoach Association. (February 2014)
- Go West Summit, the premier business-oriented travel tradeshow selling the American West. Brings together the world's top international tour operators and receptives in the 14-state region of the Western US. (February 2014)
- International Pow Wow, U.S. Travel's International Pow Wow is the travel industry's premier international marketplace and is the largest generator of Visit USA travel. (April 2014)

Cruise Ship Tradeshows/Meetings

- Cruise Shipping Miami – The Cruise Industry's Premier Global Event which takes place annually in Miami, FL. (March 2014)

Sponsorships and Research

- Partner with other California DMOs to host an in-booth reception area at IMEX America to promote California's diverse culinary and wine scene and provide education to differentiate regions. (October 2014)
- Co-host SITE Fundraiser at Bacara Resort & Spa. (December 2013)
- Sponsor Annual Luncheon at CalSAE Annual Conference. (April 2014)
- Destination Sponsorship at California Cup Annual Invitational. (April 2014)
- Hire Destination Analysts to conduct Meeting Planner Interviews. (July 2013)

Industry Meetings/Associations

- Attend Visit CA Tourism Outlook Forum. (February 2014)
- Maintain membership and participation with industry associations to strengthen relationships with client and colleagues and to keep abreast of industry trends. Attend quarterly meetings of Meeting Professionals International (MPI) Southern California and Northern California chapters, the Society of Incentive & Travel Executives (SITE), Southern California meetings, PCMA and TTMA.
- Attend monthly meetings of the Central Coast Tourism Council (CCTC). Maintain position on Board of Directors and involvement in sub- committees.

Advertising/Promotions

- Purchase enhanced listing on Cvent website to increase our visibility as a premier meetings destination.
- Maintain listing on Convention Plan-It.
- Consider investment in MeetingMax.
- Invest in DMAI's Empowermint to generate sales leads (\$9,500 annually)
- Consumer Promotion in UK with Sunglass Hut. (September 2013)
- Develop Return to Santa Barbara Campaign to be used for conference attendees and cruise ship passengers.
- Revamp Meeting side of SantaBarbaraCA.com.
- Implement campaign to drive group business during shoulder and off-season (Fall 2013).
- Continue to distribute quarterly e-newsletters to 5,000 meeting planners, Special Interest Groups, and tour and travel professionals, to keep Santa Barbara top of mind, highlight group specials and promote tours and attractions.

Community Support

- Facilitate South County Director of Sales (DOS) meetings every other month.
- Increase partnership opportunities with individual hotels by making destination sales presentations at their respective client events and FAMs.
- Continue to work with local businesses and hospitality members to identify and target affiliate associations for group business.

Media Outreach

- Provide meetings and events media contracts with updates in an effort to create interest in Santa Barbara as a meetings and event destination. Send emails to targeted meetings, corporate and weddings publications.

Publishing/Website

- Produce Look Book for group sales fulfillment.
- Tool kit for meetings side of website. Including direct link, add F/Q's, more competitive analysis information/comparison charts – international vs. regional airport benefits.
- Prospecting & Solicitation Complete 65 sales/prospecting calls/outreach per month. Approximately 25% of the calls are made to clients who have been qualified as having business for Santa Barbara and 75% are to new accounts to identify and develop new business.

Staffing

- Hire part-time Regional Sales Manager.

Success Measures

- Generate 165 room night leads.
- Generate 13,000 definite room nights.
- Host 12 FAM trips targeting planners and tour operators.
- Conduct 40 individual site visits for planners and tour operators.
- Increase traffic by 7-10% to the meetings and tour and travel side of the Visit Santa Barbara website.
- Increase click through rate by 1-2% for sales e-newsletters.

V. Film Commission

Primary Goal

- Effectively position Santa Barbara as a preferred location for film and commercial activities in an effort to generate increased room nights, TOT revenue, and positive PR for the destination.

Objectives

1. Continue to leverage California State Tax credits for feature film production and television in an effort to influence increased film and television production To Santa Barbara County.
2. To identify and cultivate commercial production companies, reality TV and catalog based still production companies which would con-sider bringing their business to Santa Barbara.
3. To aggressively utilize all Visit Santa Barbara marketing elements in an effort to communicate the variety of locations and "looks" which are available to prospective productions uniquely in Santa Barbara.
4. To continue fundraising from partners in North County for the purposes of Marketing County Partners.
5. To raise the public profile of the Film Commission with industry stakeholders and the general public.

Programs

1 Overall

- Promote Santa Barbara's rich variety of filming locations to Film, Television, Commercial and Still Photography producers, scouts, and advertising agency personnel.
- Provide scouting tools for potential clients.
- Provide guides to local resources necessary for production, such as crew base listings, post-production facilities, equipment rentals, and more.
- Generate PR related to Santa Barbara based production.

2 Tradeshows

- The "California Locations Tradeshaw" - This show, more heavily attended than ever before due to the new California State Tax Production Credit, is dedicated

to the promotion of in state production.

- The "AFCl International Locations Tradeshaw" - This once a year show is held in Santa Monica and draws personnel from around the world. Visit Santa Barbara is partnering with the CFC in a cost cutting measure to jointly occupy a booth, thereby delivering the same level of distribution for our marketing materials at a reduced price.

3 Familiarization (FAM) Tours

- Host three FAMS during the year targeted at production companies, location scouts, and agencies. FAM Tours take industry personnel throughout Santa Barbara City and County, showing them in person the variety of locations which are available for media production, and also acquainting them with film friendly lodging options for crew and above the line personnel.

4 Marketing Partnerships

- The Film Commission will continue with a redesigned partnership with the Santa Barbara International Film Festival which, learning from our past experience, will create a "nuts and bolts" filmmaking seminar featuring top physical production personnel. This will give us the opportunity to provide a FAM to these personnel and educate them on filming in Santa Barbara, while at the same time engaging with the local community.

5 Sales Calls

- The Film Commission will increase sales calls on Feature and reality Production companies in Los Angeles in order to discuss filming opportunities in Santa Barbara County and distribute FC promotional materials, as well as to offer tailored presentations of locations options for specific projects.

6 Direct Marketing

- The Film Commission is now and will continue to target production companies which have projects that been approved for the California State Production Tax Credit, with direct marketing, promotional materials which will put Santa Barbara at the top of the locations list for these pre-approved projects.

7 Incentives Program

- Film Commission will implement an incentives program designed to defray targeted production costs related to permitting, police, production offices and local services providers. This will create a refreshed conversation in the film-making community regarding shooting in Santa Barbara.

8 Film newsletter

- The Film Commission will continue to publish and will expand the subscriber base of the "Film Monthly Newsletter". The newsletter now goes out to over 2,000 industry personnel and every month provides a production update on local activity and also introduces a desirable new filming location to our subscribers. The "Location Spotlight" often results in an immediate increase in both inquiries and location rentals of local properties, public and private.

9 Increased Social Networking and Educational Efforts

- Film Commission will launch a speakers series which will bring experts in various facets of filmmaking in to speak to interested community members.
- Film Commission will launch a dedicated Twitter account in order to improve targeted communication of updates, announcements, crew calls and other news to stakeholders, politicians and industry personnel.

Success Measures

- Generate 50-200 leads from Production Companies attending Locations Tradeshows.
- Lead three FAMs for qualified production personnel in 2013.
- Increase enewsletter subscriber base by 5%.
- Increase physical scouting trips to Santa Barbara by 5%.
- Direct mail marketing materials to all new productions approved by CFC for the California Tax Credit.
- Increase page views of FC website by 5%.
- Increase direct production spending in County (and City) by 5%.

VI. Measurement

Primary Goal

- To provide Visit Santa Barbara and the broader tourism community with timely effective measurement of marketing programs and performance indicators for the industry.

Objectives

1. Timely measurement and reporting to facilitate needed changes in program implementation.
2. Inform and educate the tourism industry in order to gain insight and make adjustments to partner programs.
3. Utilize measurements for benchmarks in an effort to improve future programs.

Programs

1 Program Level Measurements

These metrics would include measuring specific Visit Santa Barbara programs in all areas including website, public relations, group sales, film etc. Many of these measurements have been in-place and are already part of Visit Santa Barbara's best practices. Samples include the following:

- a. Website measurement to measure performance by tracking the following:
 - Visits
 - Page views, time on site
 - Top exit and entry pages, paths through the site and bounce rates in order to continually improve the site's usefulness and efficiency for target market segments.
- b. Group sales leads generated and converted
- c. Film and commercials filmed in the area and their economic impact
- d. Public relations advertising equivalents etc. Again Visit Santa Barbara already provides extensive program level measurement and would continue to do so with additional programs generated by TBID funds.

2 Santa Barbara Lodging Measurements

These would include traditional measurements such as Occupancy Rates, Average Daily Rate (ADR) and Revenue per Available Room RevPar. These measurements are typically year over comparisons and are generated on a monthly basis.

3 Comparative Measurements with Santa Barbara's Competitive Set

This would include a comparison of Santa Barbara's competitive destination set in addition to a comparison of traditional measurements including Occupancy Rates, Average Daily Rate (ADR) and Revenue per Available Room RevPar discussed above.

- Subscribe to a DMO/CVB specific benchmarking tool that utilizes analytics and metrics directly from other destinations.

4 Room Night Sold Measurements

In an effort to measure the return on investment Visit Santa Barbara will continue to track its effectiveness in terms of the number of room nights sold. There are several categories of tracking to consider.

Group: Currently Visit Santa Barbara tracks all of its efforts related to group business. These efforts should continue and be a part of the room night sold measurement.

Leisure: The second element of room night sold measurement is based on all of Visit Santa Barbara's marketing driving potential visitors to SantaBarbaraCA.com.

Visit Santa Barbara has also always provided supplementary marketing research such as visitor profile study's and other research and information as part of its comprehensive measurement approach. Overall these types of measurement would serve to provide as complete a picture as possible with regard to performance of Visit Santa Barbara and the destination.

5 Room Revenue Generated

In an effort broaden its measurement Visit Santa Barbara will track its effectiveness in terms of room revenue generated.

Measurement Matrix

6 Quarterly Marketing Updates

Visit Santa Barbara will continue to produce and distribute its quarterly measurement update.

7 Annual Report

Visit Santa Barbara will continue to produce and distribute an Annual Report to community stakeholders and members.

Measurement	Frequency
<i>Website:</i>	
Visits	Monthly/quarterly, annually
Top exit/entry pages	Monthly/quarterly, annually
Time on site:	Monthly/quarterly, annually
<i>Social Media:</i>	
Referrals	Monthly/quarterly, annually
Facebook Likes	Monthly/quarterly, annually
Twitter Followers	Monthly/quarterly, annually
<i>Group Sales:</i>	
Leads generated	Quarterly, annually
Leads converted	Quarterly, annually
<i>Public Relations:</i>	
Advertising equivalency	Quarterly, annually
Print & Online placements	Annually
<i>Film Commission:</i>	
# of films and commercials	Annually
Production company leads	Annually
Economic impact	Annually
<i>Lodging Industry:</i>	
Occupancy	Monthly/quarterly, annually
Average Daily Rate	Monthly/quarterly, annually
Revenue per available room	Monthly/quarterly, annually
<i>Competitive Set Comparisons:</i>	
Occupancy	Monthly/quarterly, annually
Average Daily Rate	Monthly/quarterly, annually
Revenue per available room	Monthly/quarterly, annually
<i>Room Nights Sold/ROI:</i>	Annually

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PART 4:
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PART 5:
MARKETING
STRATEGY

PART 6:
TARGET
MARKETS

PART 7:
DESTINATION
OPPORTUNITY

PART 8:
PERFORMANCE

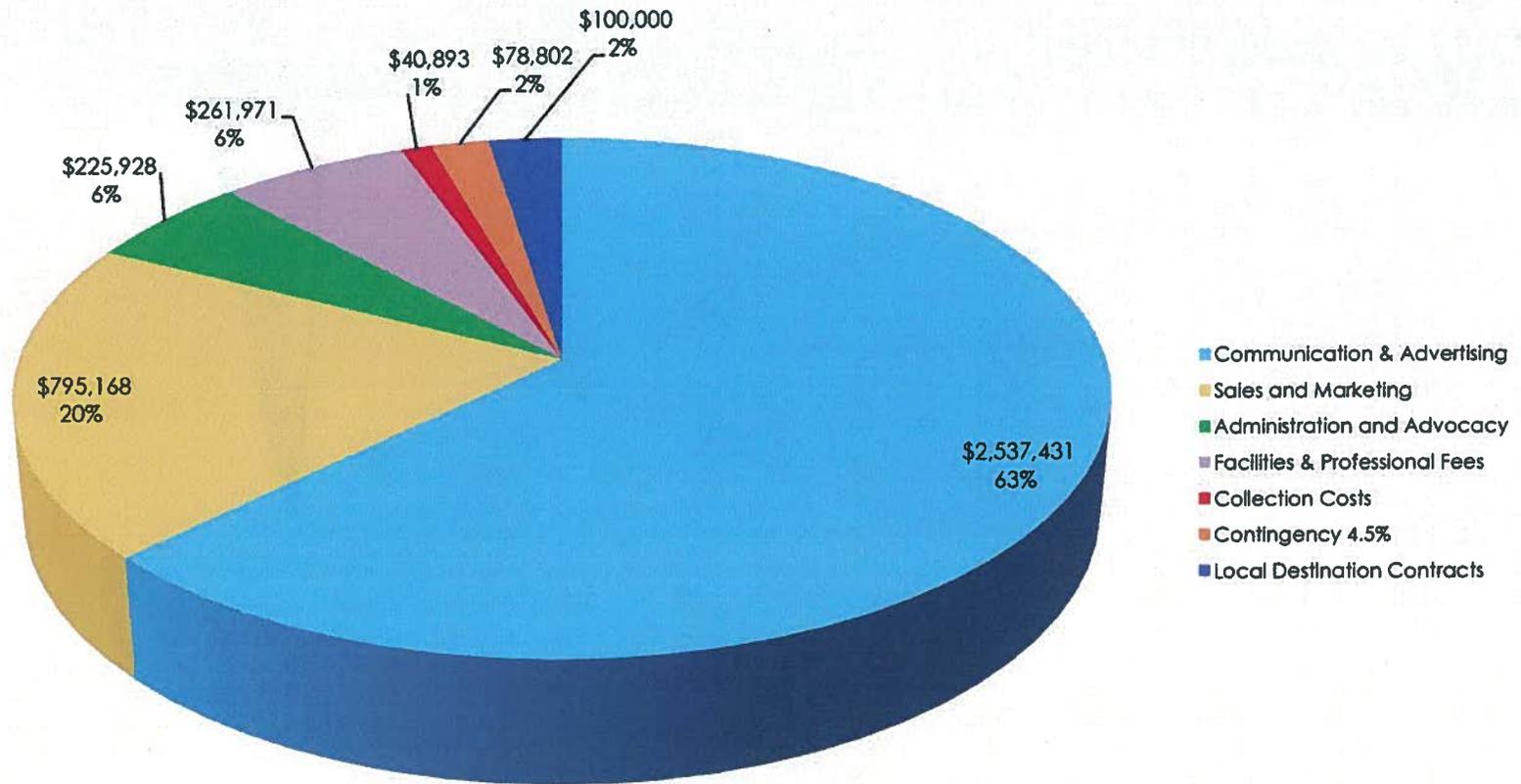
PART 9:
ACTION PLAN

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Visit Santa Barbara FY 2013-2014 Budget



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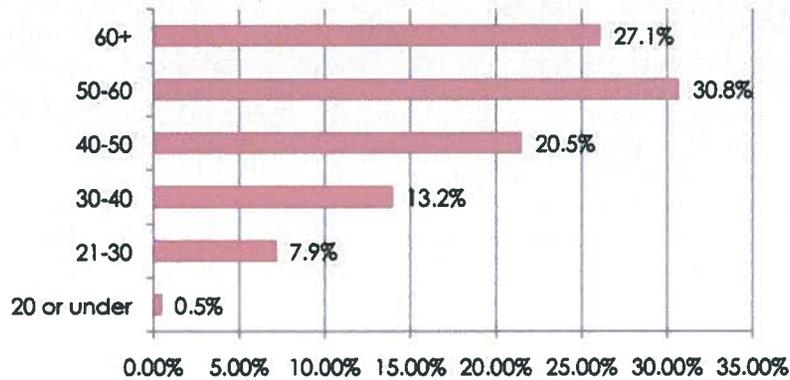
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Appendix 1: Santa Barbara Overnight Visitors

Santa Barbara Overnight Visitors by Age



Source: Santa Barbara Visitors Survey 2012/13

Santa Barbara Overnight Visitors by Household Income



Source: Santa Barbara Visitors Survey 2012/13



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APPENDIX

Visit Santa Barbara



Kathy Janega-Dykes
President & CEO



Michelle Rodriguez
Director of Communications



Suzanne Richardstone
Operations Manager



Kiki Ander
VP of Marketing



Geoff Alexander
Film Commissioner



Cat Puccino
National Sales Manager



Jaime Shaw
Communications Associate



Noelle Buben
Marketing Manager



Courtney Ludden
Interactive Marketing Manager



Jen Trupiano
Sales Manager



Madeline Nelson
Communications Coordinator



Isabella Mill
Marketing Associate



Jessica Puchli
Marketing Coordinator



Susie Willett
Sales Associate

VISIT
SANTA BARBARA
THE AMERICAN RIVIERA[®]
TRAVEL • MEET • FILM

SantaBarbaraCA.com

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Santa Barbara, CA 93103

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TBID Budget 2013-2014

	% of TBID	Required %
Income		
TBID Income		
City of Santa Barbara	1,140,540.00	
City of Goleta	358,200.00	
County of Santa Barbara	252,419.00	
	1,751,159.00	
Expense		
Total TBID 2013-2014 Income		
1,751,159.00		
Administration and Advocacy		
Accounting/Audit	4,725.00	
Lawyer	900.00	
401 K Administration	315.00	
401 K Payments (50% emplr cost)	1,050.00	
Health Insurance	5,940.00	
Mileage & Parking Reimb.	567.00	
P/R Tax Expense	5,586.00	
Payroll Processing Expenses	302.75	
Salaries & Wages - Direct	75,004.34	
Work Comp. Insurance	560.00	
Insurance	1,020.24	
	96,870.33	
Total Administrative and Advocacy	96,870.33	5.5%
Advertising and Communication		
AGM Expenses	7,500.00	
PR Software	15,492.00	
Collateral Materials/Printing	20,100.00	
MMG Retainer	70,200.00	
Contract - Other	63,875.00	
Distribution Cost	13,600.00	
Dues/Fees/Subscriptions	15,081.00	
Internet Maintenance & Upgrade	45,560.00	
Internet Development	54,229.50	
Internet Consulting	30,552.00	
Mobile Website	19,162.00	
Media Placement: Digital	525,600.00	
Media Placement: Traditional	227,500.00	
Media Placement: OTA	80,000.00	
Media Promotions	6,000.00	
Media Creative: Digital	67,500.00	
Media Creative: Traditional	63,600.00	
Membership, Board & DOS Meeting	20,700.00	
Visual Assets	23,375.00	
Postage & Shipping	20,160.00	
Promotional	11,550.00	
Research	14,950.00	
Social Media	81,700.00	
Sponsorships	31,146.00	
TBID Sponsorships	25,000.00	
Community & Film Outreach	26,325.00	
Trade Shows	56,931.03	
Vendor Travel	6,500.00	
	1,643,888.53	
Total Advertising and Communication	1,643,888.53	93.9%
		71.75%

TBID Budget 2013-2014

% of TBID Required %

Sales and Marketing

Business Meetings/Meals	4,050.00	
Sales Representation	152,500.00	
FAM Tours	30,000.00	
Sales Trips/Sales Missions	29,200.00	
Telephone and Communications	3,240.00	
Travel	68,285.14	
Total Sales and Marketing	287,275.14	16%
Collection Costs	40,322.84	2.3%
Contingency 4.5%	78,802.16	4.5%
Local Destination Contracts	100,000.00	5.7%
Total TBID Expenses 2013-2014	2,246,159.00	
Net - to be covered by Carry-Over	(495,000.00)	

**SBCVB FC
FY 2013-2014 Budget**

	Actuals Projected YE	Annual Budget 2012-13	\$ Over Budget	Actuals % of Budget	Annual Budget 2013-14	\$ Over New Budget	Actuals % of New Budget	TBID Annual Budget	TBID %	CVB Annual Budget	CVB %
Income											
TBID Income											
City of Santa Barbara	1,089,029.00	1,089,029.30	(0.30)	100%	1,140,540.00	(51,511.00)	105%	1,140,540.00	100%		
City of Goleta	342,023.00	241,023.37	100,999.63	142%	358,200.00	(16,177.00)	105%	358,200.00	100%		
County of Santa Barbara	241,023.00	342,023.37	(101,000.37)	70%	252,419.00	(11,396.00)	105%	252,419.00	100%		
Total TBID Income	1,672,075.00	1,672,076.04	(1.04)	100%	1,751,159.00	(79,084.00)	104.73%	1,751,159.00		1,751,159.00	
CITY FUNDS											
City General Tax Fund	1,349,534.00	1,349,534.00	-	100%	1,349,534.00	-	100%	0.00		1,349,534.00	100%
Total CITY FUNDS	1,349,534.00	1,349,534.00	-	100%	1,349,534.00	-	100%	0.00		1,349,534.00	
COUNTY FUNDS											
County General Tax Fund	54,280.00	69,363.00	(15,083.00)	78%	79,000.00	(24,720.00)	146%	0.00		79,000.00	100%
County Funds Other	25,000.00	25,000.00	-	100%	0.00	25,000.00	0%	0.00			
Total COUNTY FUNDS	79,280.00	94,363.00	(15,083.00)	84%	79,000.00	280.00	100%	0.00		79,000.00	
PRIVATE SOURCE INCOME											
Co-Op Advertising	150,000.00	150,000.00	-	100%	150,000.00	-	100%	0.00		150,000.00	100%
Co-Op Marketing	38,378.00	22,000.00	16,378.00	174%	35,000.00	3,378.00	91%	0.00		35,000.00	100%
Commission Splits	33,000.00	43,000.00	(10,000.00)	77%	8,000.00	25,000.00	24%	0.00		8,000.00	100%
Interest Income	1,318.00	4,000.00	(2,682.00)	33%	4,000.00	(2,682.00)	303%	0.00		4,000.00	100%
Membership Dues	107,337.00	90,000.00	17,337.00	119%	94,500.00	12,837.00	88%	0.00		94,500.00	100%
Total Membership Meeting	16,198.00	13,000.00	3,198.00	125%	12,000.00	4,198.00	74%	0.00		12,000.00	100%
Film Commission Income	12,500.00	12,500.00	-	100%	12,000.00	500.00	96%	0.00		12,000.00	100%
Total PRIVATE SOURCE INCOME	358,731.00	334,500.00	24,231.00	107%	315,500.00	43,231.00	88%	0.00		315,500.00	
TBID Destination Funds	50,000.00	100,000.00	(50,000.00)	50%	50,000.00	-	100%	0.00		50,000.00	100%
Total Income	3,509,620.00	3,550,473.04	(40,853.04)	99%	3,545,193.00	(35,573.00)	101%	1,751,159.00		1,794,034.00	

**SBCVB FC
FY 2013-2014 Budget**

	Actuals Projected YE	Annual Budget 2012-13	\$ Over Budget	Actuals % of Budget	Annual Budget 2013-14	\$ Over New Budget	Actuals % of New Budget	TBID Annual Budget	TBID %	CVB Annual Budget	CVB %
Expense											
OPERATIONS											
Contract											
Accounting/Audit	76,592.00	60,000.00	16,592.00	128%	67,500.00	9,092.00	113%	4,725.00	7%	62,775.00	93%
Lawyer	15,000.00	15,000.00	-	100%	15,000.00	-	100%	900.00	6%	14,100.00	94%
Total Contract	91,592.00	75,000.00	16,592.00	122%	82,500.00	9,092.00	90%	5,625.00		76,875.00	
Employee Costs - Operations											
401K Administration	5,685.00	3,000.00	2,685.00	190%	4,500.00	1,185.00	79%	315.00	7%	4,185.00	93%
401K Employer Contribution	11,639.00	13,000.00	(1,361.00)	90%	15,000.00	(3,361.00)	129%	1,050.00	7%	13,950.00	93%
Classified Ads	925.00	2,500.00	(1,575.00)	37%	1,040.00	(115.00)	112%	0.00	0%	1,040.00	100%
Education & Training	20,000.00	20,000.00	-	100%	15,300.00	4,700.00	77%	0.00	0%	15,300.00	100%
Health Insurance	52,983.00	67,400.00	(14,417.00)	79%	73,000.00	(20,017.00)	138%	5,840.00	8%	67,160.00	92%
Mileage & Parking	6,678.00	4,000.00	2,678.00	167%	6,300.00	378.00	94%	567.00	9%	5,733.00	91%
P/R Tax Expense	65,812.00	73,160.00	(7,348.00)	90%	79,800.00	(13,988.00)	121%	5,586.00	7%	74,214.00	93%
Payroll Processing	4,206.00	5,500.00	(1,294.00)	76%	4,325.00	(119.00)	103%	302.75	7%	4,022.25	93%
Salaries & Wages			-								
Salaries & Wages - Direct	808,245.00	856,100.00	(47,855.00)	94%	882,404.00	(74,159.00)	109%	75,004.34	9%	807,399.66	92%
Salaries & Wages - Temp	24,530.00	0.00	24,530.00	100%	0.00	24,530.00	0%	0.00	9%	0.00	91%
Total Salaries & Wages	832,775.00	856,100.00	(23,325.00)	97%	882,404.00	(49,629.00)	106%	75,004.34		807,399.66	
Work Comp. Insurance	7,150.00	8,500.00	(1,350.00)	84%	8,000.00	(850.00)	112%	560.00	7%	7,440.00	93%
Total Employee Costs	1,007,853.00	1,053,160.00	(45,307.00)	96%	1,089,669.00	(81,816.00)	108%	89,225.09		1,000,443.91	
Equipment Lease Payments	9,827.00	10,000.00	(173.00)	98%	9,480.00	347.00	96%	0.00	0%	9,480.00	100%
Insurance	10,653.00	10,100.00	553.00	105%	11,336.00	(683.00)	106%	1,020.24	9%	10,315.76	91%
Office Supply	17,606.00	12,000.00	5,606.00	147%	20,000.00	(2,394.00)	114%	0.00	0%	20,000.00	100%
Rent & Utilities											
Rent	108,330.00	114,502.71	(6,172.71)	95%	122,400.00	(14,070.00)	113%	0.00	0%	122,400.00	100%
Utilities	16,954.00	15,000.00	1,954.00	113%	13,200.00	3,754.00	78%	0.00	0%	13,200.00	100%
Total Rent & Utilities	125,284.00	129,502.71	(4,218.71)	97%	135,600.00	(10,316.00)	108%	0.00		135,600.00	
Repairs & Maintenance	12,754.00	12,000.00	754.00	106%	9,700.00	3,054.00	76%	0.00	0%	9,700.00	100%
Total OPERATIONS	1,275,569.00	1,301,762.71	(26,193.71)	98%	1,358,285.00	(82,716.00)	106%	95,870.33		1,262,414.67	

**SBCVB FC
FY 2013-2014 Budget**

	Actuals Projected YE	Annual Budget 2012-13	\$ Over Budget	Actuals % of Budget	Annual Budget 2013-14	\$ Over New Budget	Actuals % of New Budget	TBID Annual Budget	TBID %	CVB Annual Budget	CVB %
PROGRAMS											
AGM Expenses	16,203.00	15,000.00	1,203.00	108%	15,000.00	1,203.00	93%	7,500.00	50%	7,500.00	50%
Business Meetings/Meals	13,255.00	15,000.00	(1,745.00)	88%	15,000.00	(1,745.00)	113%	4,050.00	27%	10,950.00	73%
PR Software	18,250.00	20,000.00	(1,750.00)	91%	30,984.00	(12,734.00)	170%	15,492.00	50%	15,492.00	50%
Collateral Materials/Printing	20,362.00	19,500.00	862.00	104%	30,000.00	(9,638.00)	147%	20,100.00	67%	9,900.00	33%
Professional Services											
MMG Retainer	78,450.00	78,000.00	450.00	101%	78,000.00	450.00	99%	70,200.00	90%	7,800.00	10%
Sales Representation	96,403.00	90,350.00	6,053.00	107%	152,500.00	(56,097.00)	158%	152,500.00	100%	0.00	0%
Contract - Other	37,736.00	39,500.00	(1,764.00)	96%	87,500.00	(49,764.00)	232%	63,875.00	73%	23,625.00	27%
Local Destination Contracts	100,000.00	100,000.00	-	100%	100,000.00	-	100%	100,000.00	100%	0.00	0%
Collection Costs	38,501.00	38,501.35	(0.35)	100%	40,322.84	(1,821.84)	105%	40,322.84	100%	0.00	0%
Contingency 4.5%	45,147.00	97,518.42	(52,371.42)	46%	78,802.16	(33,655.16)	175%	78,802.16	100%	0.00	0%
Total Professional Services	396,237.00	443,869.77	(47,632.77)	89%	537,125.00	(140,888.00)	136%	505,700.00		31,425.00	
Distribution Cost	16,277.00	20,000.00	(3,723.00)	81%	20,000.00	(3,723.00)	123%	13,600.00	68%	6,400.00	32%
Dues/Fees/Subscriptions	20,079.00	22,850.00	(2,771.00)	88%	22,850.00	(2,771.00)	114%	15,081.00	66%	7,769.00	34%
FAM Tours	42,000.00	41,800.00	200.00	100%	50,000.00	(8,000.00)	119%	30,000.00	60%	20,000.00	40%
Internet Costs											
Internet Maintenance	45,092.00	50,000.00	(4,908.00)	90%	67,000.00	(21,908.00)	149%	45,560.00	68%	21,440.00	32%
Internet Development	65,203.00	142,000.00	(76,797.00)	46%	69,525.00	(4,322.00)	107%	54,229.50	78%	15,295.50	22%
Internet Consulting	45,878.00	60,000.00	(14,122.00)	76%	45,600.00	278.00	99%	30,552.00	67%	15,048.00	33%
Mobile Website	12,300.00	12,000.00	300.00	103%	28,600.00	(16,300.00)	233%	19,162.00	67%	9,438.00	33%
Total Internet Costs	168,473.00	264,000.00	(95,527.00)	64%	210,725.00	(42,252.00)	125%	149,503.50		61,221.50	
Media Placement											
Digital	594,026.00	484,000.00	110,026.00	123%	584,000.00	10,026.00	98%	525,600.00	90%	58,400.00	10%
Traditional	297,409.00	360,000.00	(62,591.00)	83%	250,000.00	47,409.00	84%	227,500.00	91%	22,500.00	9%
OTA	74,422.00	100,000.00	(25,578.00)	74%	100,000.00	(25,578.00)	134%	80,000.00	80%	20,000.00	20%
Promotions	0.00	0.00	-	0.0%	10,000.00	(10,000.00)	0%	6,000.00	60%	4,000.00	40%
Total Media Placement	965,857.00	944,000.00	21,857.00	102%	944,000.00	21,857.00	98%	839,100.00		104,900.00	
Media Production											
Digital	113,421.00	90,000.00	23,421.00	126%	90,000.00	23,421.00	79%	67,500.00	75%	22,500.00	25%
Traditional	79,150.00	106,000.00	(26,850.00)	75%	106,000.00	(26,850.00)	134%	63,600.00	60%	42,400.00	40%
Total Media Production	192,571.00	196,000.00	(3,429.00)	98%	196,000.00	(3,429.00)	102%	131,100.00		64,900.00	

**SBCVB FC
FY 2013-2014 Budget**

	Actuals Projected YE	Annual Budget 2012-13	\$ Over Budget	Actuals % of Budget	Annual Budget 2013-14	\$ Over New Budget	Actuals % of New Budget	TBID Annual Budget	TBID %	CVB Annual Budget	CVB %
Membership, Board Meetings	23,577.00	21,820.00	1,757.00	108%	30,000.00	(6,423.00)	127%	20,700.00	69%	9,300.00	31%
Visual Assets	52,915.00	53,122.00	(207.00)	100%	27,500.00	25,415.00	52%	23,375.00	85%	4,125.00	15%
Postage & Shipping	33,439.00	42,000.00	(8,561.00)	80%	36,000.00	(2,561.00)	108%	20,160.00	56%	15,840.00	44%
Promotional	24,580.00	20,000.00	4,580.00	123%	35,000.00	(10,420.00)	142%	11,550.00	33%	23,450.00	67%
Research	168,978.00	186,014.56	(17,036.56)	91%	32,500.00	136,478.00	19%	14,950.00	46%	17,550.00	54%
Sales Trips/Sales Missions	64,844.00	82,000.00	(17,156.00)	79%	40,000.00	24,844.00	62%	29,200.00	73%	10,800.00	27%
Social Media	71,759.00	72,000.00	(241.00)	100%	95,000.00	(23,241.00)	132%	81,700.00	86%	13,300.00	14%
Sponsorships	58,004.00	65,300.00	(7,296.00)	89%	35,800.00	22,204.00	62%	31,146.00	87%	4,654.00	13%
TBID Sponsorships					25,000.00	(25,000.00)	0%	25,000.00	100%	0.00	0%
Community & Film Outreach	0.00	0.00	-	0%	40,500.00	(40,500.00)	0%	26,325.00	65%	14,175.00	35%
Telecommunications	12,000.00	12,000.00	-	100%	12,000.00	-	100%	3,240.00	27%	8,760.00	73%
Trade Shows	89,644.00	87,000.00	2,644.00	103%	99,879.00	(10,235.00)	111%	56,931.03	57%	42,947.97	43%
Vendor Travel	19,000.00	20,000.00	(1,000.00)	95%	10,000.00	9,000.00	53%	6,500.00	65%	3,500.00	35%
Travel	83,183.00	80,434.00	2,749.00	103%	91,045.00	(7,862.00)	109%	68,285.14	75%	22,759.86	25%
Total PROGRAMS	2,571,487.00	2,743,710.33	(172,223.33)	94%	2,681,908.00	(110,421.00)	104%	2,150,288.67		531,619.33	
Total Expense	3,847,056.00	4,045,473.04	(198,417.04)	95%	4,040,193.00	(193,137.00)	105%	2,246,159.00		1,794,034.00	
Net Income	(337,436.00)	(495,000.00)	157,564.00	68%	(495,000.00)	157,564.00	147%	(495,000.00)		0.00	