



2012 Business Plan

Objectives and Strategies

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Advertising

Objective: Create, distribute and evaluate an RFP process for a new creative campaign to freshen up Savannah's look, feel and overall message to improve the quality fo Savannah's brand by the end of 2nd Quarter.

Strategies:

- Create a proposal that clearly states Visit Savannah's mission and creative needs.
- Establish a creative committee to help determine which proposals best reflect Savannah's personality and tone.
- Evaluate all proposals to determine the best campaign for Visit Savannah that shows us as an energetic, vibrant and authentic destination.
- Execute campaign through all aspects of the Visit Savannah brand for traditional media including: print, TV, radio and possibly outdoor advertising.
- Adapt new creative to all collateral and public relations materials.
- Integrate new creative with all interactive marketing including banner ads, mobile ads, website and micro-sites.

Objective: Research, evaluate and develop a traditional print media plan for \$341,000 to enhance Savannah's brand voice through to target the leisure market.

Strategies:

- Create and maintain a comprehensive media plan for the year to promote Savannah as a leisure destination, primarily to a regional drive-market.
- Continue negotiating added-value in the form of advertorial and online advertising components.
- Partner with local event organizers to promote signature Savannah events like the Girl Scouts 100 Year, Civil War 150th Anniversary, Tall Ships Challenge, Black Heritage Festival, Savannah Music Festival and Savannah Tour of Homes to name a few.
- Work with the public relations team to review Visit Savannah's leisure advertising schedule to share editorial calendars in order to pitch publications for stories.
- Develop a plan to increase Sunday through Thursday traffic to make up for a decrease in meetings bookings this year.

Objective: Research, evaluate and develop a print media plan for \$150,000 to target the meetings and conventions markets by leveraging existing relationships from the sales team to increase exposure.

Strategies:

- Maintain and execute a comprehensive media plan for the meetings, conventions, sports marketing and group tour.

- Leverage print buys to increase added-values through online banner ad placements and advertorials.
- Develop meetings advertising co-ops to increase Savannah's presence in the national and regional markets with the goal of being cost effective for our partners to participate.
- Work with internet marketing team to determine which meeting publications offer the best online advertising options and incorporate more online buys into the 2012 Meetings advertising schedule by 10%.
- Work with public relations team to pitch meetings publications of Visit Savannah news and Savannah, GA news relating to the industry in accordance with our 2012 meetings advertising schedule.

Objective: Create a comprehensive plan to increase advertising revenue by 45%* through advertising co-ops as well as new collateral ad sales.

Strategies:

- Create and distribute to all members a media kit that details all advertising opportunities - all internal publications, websites, Savannah special offers, sweepstakes, mobile site, co-ops and social media.
- Forward monthly e-marketing to membership department to acknowledge Visit Savannah/ Chamber marketing efforts in D3000 and in an effort to support Membership retention efforts.
- Increase the ability for membership partners to have affordable exposure in national print publications through co-op marketing.
- Continue current 2012 co-op in key regional markets and research new, more affordable print co-op opportunities as well as working with internet marketing team to research online co-ops.
- Set an advertising sales schedule for all collateral projects such as Meeting Planner Guide, Sports Facility Guide, and Calendar of Events.
- Continue to support Savannah Magazine in their sales of the Official Visitors Guide.
- Partner with Savannah Magazine on advertising sales for the printed city maps and the tear-off Historic District maps.
- *Revenue increase percentage depends on the ad sales from the Meeting Planner Guide which is contingent upon a new convention hotel in Savannah.

Objective: Continue to research ways to improve Savannah's marketing in other traditional media avenues such as Outdoor, TV and Radio to enhance print and interactive advertising.

Strategies:

- Maintain and execute a comprehensive media plan for outdoor advertising.
- Research competitor outdoor campaigns and industry innovations for a better understanding of how outdoor can be utilized to its fullest potential.
- Research outdoor advertising's overall effectiveness.

- Research travel industry TV and radio opportunities to leverage both the paid media and public relations placements.
- Use TV and radio to enhance our new creative brand awareness of Savannah.

Interactive

Objective: Develop a new Visit Savannah website that integrates the new creative look and feel, increases revenues, showcases Social Media and strengthens Savannah's interactive brand awareness with the goal of increasing website interaction by 3%.

Strategies:

- Evaluate all proposals to choose a competitive interactive company to build the new website which will integrate the new creative.
- Explore Web 3.0 (HTML5, Tablet compatibility) through emerging technologies such as getsmartcontent.com to deliver content based on user's location, search engine referral and previous sites visited.
- Explore new uses of D3000 data to feature members more prominently on the site through new types of listings.
- Integrate the member extranet into the site to improve member participation and information available for search.
- Leverage partnerships with Trip Advisor, Travelocity and other 3rd party review sites with similar features, like user-generated content to increase the users level of comfort with converting (clicking, booking, signing up, etc.) on the site.
- Utilize our strong social media presence into the site to make it a destination vs. a reference site.
- Integrate SavannahSpecialOffers.com into VisitSavannah.com.
- Create and implement new and effective ways for partners to advertise on the site.

Objective: Develop an integrated online advertising strategy for \$523,000 that compliments traditional advertising, for both leisure and meetings & conventions while increasing traffic to VisitSavannah.com and SavannahMeetings.com.

Strategies:

- Research online advertising strategies with the sales team to capitalize on un-booked conventions for 2012.
- Explore Google Adwords banner campaigns as an alternative to expensive banner purchases across other networks.
- Explore promoting YouTube videos as a form of brand awareness.
- Leverage relationship with print media reps for a greater increase in online media buys.
- Refresh online travel agency (OTA) landing pages on a quarterly basis to better present Visit Savannah's brand for consistency across all channels.
- Create new online banner ads to integrate with new creative campaign.
- Partner with the Savannah/Hilton Head International Airport to target non-stop direct flight markets with behavioral targeting and retargeting campaigns to increase bookings by 5-10% YOY, on targeted OTAs.
- Explore opportunities to purchase advertising on TripAdvisor.com through ad networks, lower than our current costs.
- Research options for a plan to use other OTAs such as FarePortal Media Group, Orbitz and TravelZoo for wider reach.

- Develop a social advertising strategy for 2012 to utilize Facebook, Twitter and LinkedIn's quickly changing targeting (For Ex: You can now target people who are having birthdays within a week, etc.)

Objective: **Continue to improve Visit Savannah's Social Media voice by increasing the number of followers/fans by 10% on Facebook and Twitter, while researching other Social Media application to reach additional fans.**

Strategies:

- Redesign and upgrade of Facebook landing page and internal information section to be kept current and relevant each month.
- Add tabs using Wildfire or Involver subscriptions.
- Collaborate w/ Destination Services to educate and empower them to use social media during meetings and conventions.
- Increase Facebook Fan base by 10% through monthly contests and giveaways promoting member businesses.
- Establish and grow a strong presence within niche social applications that appeal to the Savannah visitor: Instagram (photography), Pinterest (wedding/lifestyle) and Foodspotting (culinary traveler).
- Strengthen partnerships with location based mobile applications such as Foursquare and SVNGR and utilize them to create ways to help visitors connect with member businesses.
- Develop and maintain a Google+ presence.

Objective: **Audit all websites and determine what updates are needed to increase traffic to the sites by 3% and whether they should be pointed to VisitSavannah.com to help improve SEO.**

Strategies:

- Gain more top rankings through SEO for niche interests across Google, by optimizing for long tail keywords in each page of both the current site and the new one.
- SavannahIDo.com will launch its first-ever advertising campaign on TheKnot.com, which calls for new copy throughout the site, replacing hero shots, 25 Reasons To Have Your Wedding in Savannah and a new Savannah Magazine icon. The goal would be to attain a bounce rate of less than 75% for this campaign.
- With the addition of online banner ads on national meeting websites, SavannahMeetings.com pages will need to engage meeting planners and encourage them to submit RFPs and participate in the new Sweet Savings campaign. Quarterly meetings with the VP of Business Development will refresh content. The sports section will also be updated after the Sports Facility Guide is published.
- Due to the evolving themes in our SavannahSecrets.com blog, we will change our URL to include "everything" Savannah and make it a sub domain of VisitSavannah.com, which will increase SEO rankings while making it more visible to visitors.
- Visit Savannah launched SavannahHollyDays.com to promote a winter wonderland-type of event, because of the uncertainty of the future of this event, we need to

evaluate if we keep this site or not. If kept, research will be done to rebrand and redesign the site.

- SavannahSpecialOffers.com has seen high traffic that can be redirected to VisitSavannah.com and vice versa with more prominent links on each site. This will make it easier for visitors to explore their Savannah Experience while increasing visits to both sites. SEO rankings will also benefit from this merger.
- Work with the new vendor to optimize the new website during its development stages so VisitSavannah.com continues to rank strongly and quickly on all major search engines.

Objective: Monitor and evaluate and implement all online analytics to fully understand our advertising and brand effectiveness and research 2-3 new innovative programs to more effectively market Savannah.

Strategies:

- Explore other tracking software such as Omniture and DoubleClick to best analyze and leverage Quantcast.
- Utilize LIMS data to generate a revenue stream and to understand advertising effectiveness.
- Continue cross-partnership with TAP to integrate their analytics in with our visitor data.
- Understand advertising recap stats and strategically purchase ads based on historical data.
- Maintain web traffic to VisitSavannah.com YOY until new website is launched.
- Create and track online advertising campaigns to fully understand the return on investments.
- Continue to research new, inventive and effective ways to market Savannah which will yield the best results.

Objective: Strengthen the online presence of Savannah's Meetings & Conventions product by integrating SavannahMeetings.com with more active social media through potential groups looking at Savannah, as well as those groups who are coming to Savannah.

Strategies:

- Increase traffic to SavannahMeetings.com by 5% YOY through strategic online advertising buys.
- Incorporate online strategies to help affect short-term meetings and need periods during the year.
- Strengthen project management through mandatory monthly meetings with the entire sales team.
- Train sales team on the benefits of using the member extranet to efficiently send out RFPs to hotel partners.
- Research and select the most relevant digital bid book generator and train the sales team to use it most effectively.
- Create a Social Media Welcome program for Meetings and Conventions.
- Collaborate with Destination Services Department to build and implement a Social Media offering for Convention Groups to help drive attendance.

- Connect with convention attendees on Facebook and Twitter prior to their arrival to let them know about off site activities, restaurants, tours and attractions.
- Identify Convention Group Facebook Pages and Twitter handles/hashtags to connect and welcome upon arrival to Savannah.

Objective: Create an innovative plan to increase Interactive Revenue by 12% from membership partners to include advertising on all websites, e-marketing and mobile site.

Strategies:

- Develop and execute a plan to sell Facebook advertising to be placed at a maximum of once a week to maintain a pure social media voice for our destination.
- Develop and implement a media kit to sell mobile advertising, with a goal of adding 15 more advertisers to the site.
- Develop a pricing structure for selling advertising in the monthly e-marketing.
- Research and implement at least two online co-ops with hoteliers using various online entities with the goal of increasing web traffic during that time by 10%.
- Leverage the launch of Visit Savannah's mobile site and the expected redesign of VisitSavannah.com as an advertising incentive to sign new ad contracts with membership partners.

Public Relations/Publications

Objective: Impact top-of-mind awareness of Savannah and her events for editors/writers/in the nation's top leisure media outlets through successful P.R. placements, campaigns and visitations. Increase media placements by 5% over 2011 numbers of 126 million impressions and \$3.8 million in ad value.

Strategies:

- Increase number of desk-side media visits and special events in 2011 to include a spring and fall trip to New York City, while maintaining Birmingham and Atlanta schedules. Investigate potentially adding Charleston as a stop.
- Conduct one press FAM per quarter highlighting Savannah's niche assets such as culinary, black heritage and festivals.
- Maintain relationships with existing contacts and foster new relationships with national and international media by establishing 5-6 new media contacts a month.
- Utilize the new technology available through VOCUS media monitoring service to distribute pitches to a national and international audience.
- Engage D3000 software in tracking daily media interactions and distribution list building.
- Coordinate with leisure media buys and published advertising schedules to ensure that all opportunities for free advertorial are being optimized.
- Create a fun and quirky quarterly e-mail communiqué that is P.R. specific and distributed to our extensive media contact list that will capture the media's attention and encourage them to not just open but to share it with others.
- Create P.R. plans for upcoming events like the Civil War 150th Anniversary, The Girl Scout Centennial, and the Savannah Black Heritage Festival and the Savannah Music Festival to name a few.

Objective Increase Savannah's visibility as a top meetings destination by pitching appropriate media entities, freelance travel writers and bloggers monthly to promote meetings news and emerging trends; while increasing media placements in meetings-specific outlets by 4%.

Strategies:

- Establish relationships with the industry's top meetings publications and journalist by developing a quarterly outreach plan.
- Develop a P.R. plan to address upcoming "challenged years" on the convention books.
- Conduct one meetings-focused press trip; potentially in conjunction with existing sales FAMs on the schedule.
- Host one special event in Washington D.C. for meetings media to foster relationships in conjunction with a sales event.
- Develop and release a minimum one pitch per quarter for the meetings/convention market.

Objective: Improve the community relations with our member partners by integrating local media stories monthly along with educating them on Visit Savannah’s mission, goals and accomplishments quarterly.

Strategies:

- Increase the number of public relations placements in local media outlets to one per month.
- Share the “Good News” and images with our partners weekly through the existing weekly Chamber e-blast format.
- Capitalize on the many accolades Savannah receives each year by developing marketing, sales and P.R. tool featuring them.
- Conduct quarterly meetings with interested partners about upcoming public relations opportunities, meetings & conventions update and marketing programs.

Publications

Objective: Integrate the new creative advertising campaign into all print publications including copy, photography and design to refresh Visit Savannah’s current collateral pieces.

Strategies:

- In the first quarter, conduct a full audit of all collateral pieces to determine which publications need refreshing, redesign and reprinting.
- Design and print a new Sports Facilities Guide, researching the viability of selling advertising.
- Plan and execute a photo shoot to integrate the new creative campaign that enhances our existing library.
- Research the possibility of producing a Meeting Planners Guide vs. incorporating an electronic bid book. The Planner will be produced contingent upon whether or not a new convention hotel will be built.
- Re-design Calendar of Events to be a bi-annual publication that is easy for users to find dates and events.

New Business Development

Lodging Forecast

Building on the strength of the previous 2 years, Visit Savannah is cautiously optimistic for 2012. Savannah's tourism industry has demonstrated tremendous resilience and we expect that trend to continue, though in a modest manner. We need to temper our enthusiasm with the national economic forecast that GDP will grow by 2.2%. There are many national and international uncertainties that could easily impact our ability to post positive gains in 2012. On the macro level, lodging demand is expected to improve slightly and approach 2008 levels. ADR is expected to show modest gains but not to return to peak levels until 2014. These forecasts could easily change based on the uncertainty of a questionable US economy and the evolving European debt crisis. These uncertainties cause industry experts to be cautious with their expectations for RevPar growth in 2012. According to STR and PKF, lodging supply is expected to grow at about .5% and demand at 2.5 to 3.0%. Occupancy is expected to improve by 2-2.4% and ADR by 4.8-4.9%. Together these variables point to RevPar growth in the 7-7.3% range. It should also be noted that the Atlanta market did not fare as well as these national numbers indicate.

Conventions and Tradeshow

The Center for Exhibition Industry Research (CEIR) points to recent growth industry in 2011 of 2.4%. This was a positive development as it outpaced growth in GDP for the first time in many years. For as resilient as the industry has been, caution seems to be an overriding theme. This is because the forecasts are very sector dependant. For example, the health-care, heavy equipment, communication, technology and professional business services are expected to do well. Government, manufacturing, construction, homebuilding and home repair are not. This is why generalizations about the strength of this market need to be cautious.

Group Leisure

More than most destinations, Savannah has enjoyed strong leisure demand. Last year this market grew nationally by 8.6%. Growth is projected to continue into 2012 but at a slower rate.

Current projections point to gains of 4.6% in the coming year.

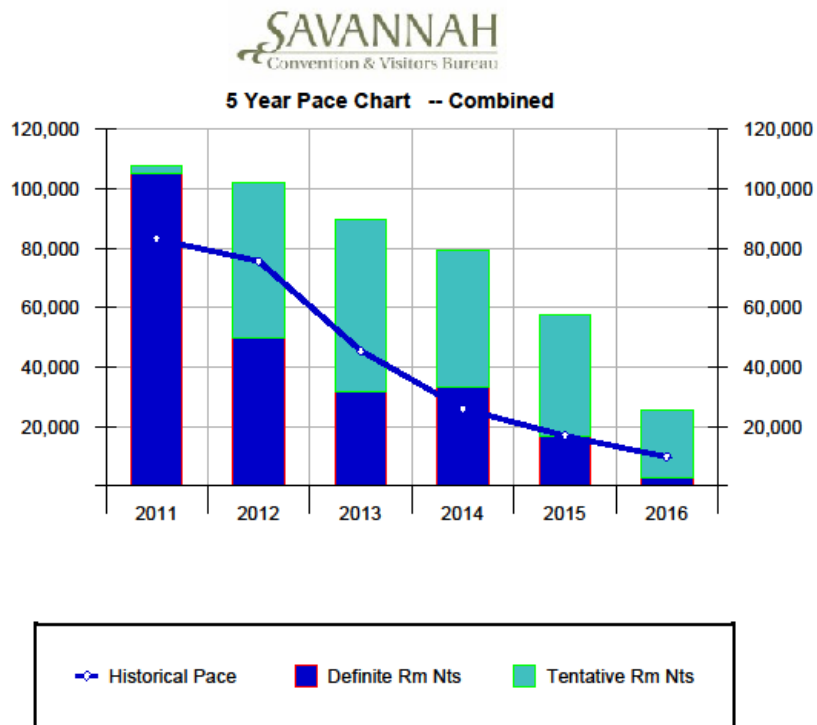
Business Travel

After growing at a rate of 5.5% in the previous year, the growth in business travel is expected to slow to a rate of 3.3%. There is a great deal of anxiety and caution as we head into another election cycle. There are also calls to severely restrict government travel. Should these measures become a reality, projected gains could evaporate.

Booking Pace

Booking pace is a reflection of where we stand today, looking to the future as compared to outlooks in previous years. The chart below shows that in spite of our recent success, captured business opportunities that would be realized in 2012 and 2013, lag behind our historic averages. These shortfalls were the result of economic conditions in 2008 and 2009 that caused meeting planners to postpone future bookings or reduce the size of their event.

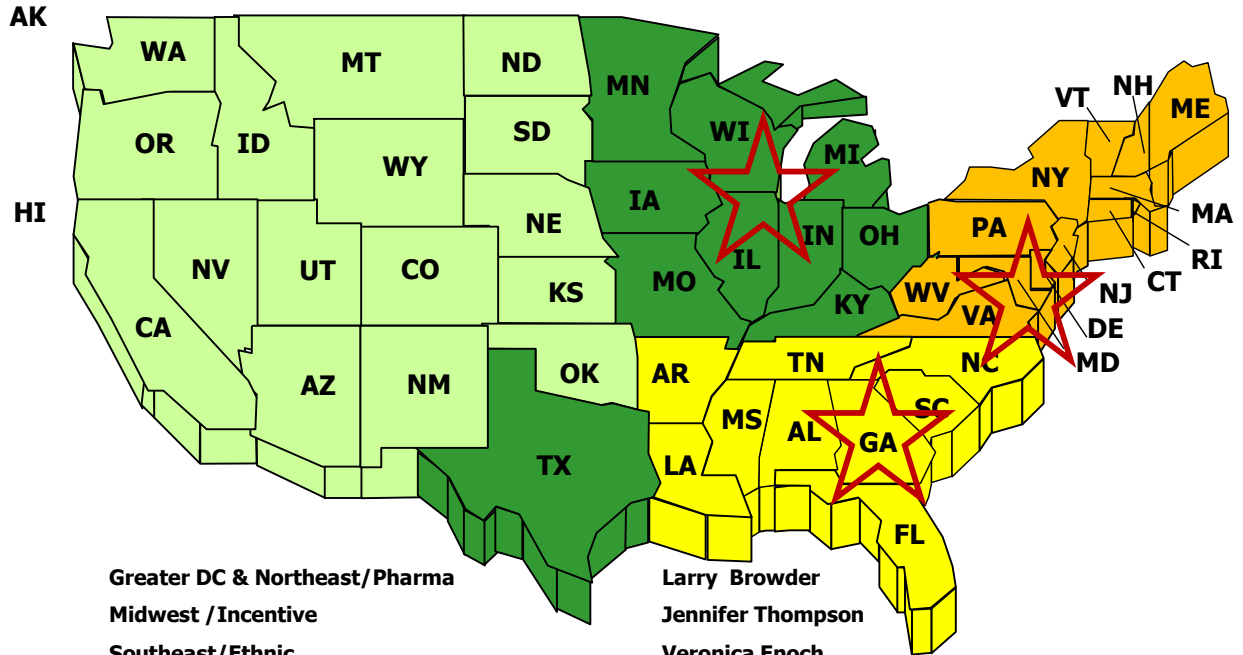
These decisions that were made 24 to 48 months ago, are now manifesting themselves in 2012 and 2013 shortfalls.



This has caused us to reexamine our sales team deployment, the objectives we have chosen to pursue and strategies we will employ to determine how we can better serve the near term needs of our hospitality partners.

Sales Team Deployment

Sales Territories & Vertical Markets



Greater DC & Northeast/Pharma
 Midwest /Incentive
 Southeast/Ethnic
 Western States
 Sports
 Single Hotel (10-100) & Service Support
 Single Hotel (10-100) & Service Support
 Destination Services
 Group Tour, International
 Select Accounts

Larry Browder
 Jennifer Thompson
 Veronica Enoch
 On Rotation
 Ben Wilder
 Brianne Baggett w/ JH, VE & KK
 Laura Angell w/ LB, JT, BW & KK
 Karen Kelly
 Mindy Shea & Meghan Johnson
 Jeff Hewitt

Visit Savannah Meetings, Conventions & Group Tour Account Coverage 2012

SALES PERSON	SUPPORT	MARKET	GEOGRAPHIC	VERTICAL
Jeff Hewitt 912-644-6416 Jhewitt@visitsavannah.com	Brianne Baggett 912-644-6410	Select & Local Accounts		Special Projects
Veronica Enoch 912-644-6438 Venoch@visitsavannah.com	Brianne Baggett 912-644-6410	State & Regional Assn, National Corp 101+ on Peak	Southeast GA, SC, NC, FL, TN, AL, MS, LA, AR Western states on rotation	Ethnic & Religious
Larry Browder 912-644-6461 Lbrowder@visitsavannah.com	Laura Angell 912-644-6456	National Assn, National Corp 101+ on Peak	Northeast DC, VA, WV, MD, NJ, NY, CT, PA, VT, NH, ME, MA, RI Western states on rotation	Pharmaceutical
Jennifer Thompson 912-644-6424 Jthompson@visitsavannah.com	Laura Angell 912-644-6456	National Assn, National Corp 101+ on Peak	Midwest IL, IN, OH, MI, KY, WI, MN, IA, MO, TX Western states on rotation	Incentive
Ben Wilder All Sports Groups 912-644-6414 Bwilder@visitsavannah.com	Laura Angell 912-644-6456	Sports	ALL	Sports
Brianne Baggett 912-644-6410 Bbaggett@visitsavannah.com		Single Hotel Groups 10-100 Peak	GA, SC, NC, FL, TN, AL, MS, LA, AR Western states on rotation	Service small groups
Laura Angell 912-644-6456 Langell@visitsavannah.com		Single Hotel Groups 10-100 Peak	DC, VA, WV, MD, NJ, NY, CT, PA, VT, NH, ME, MA, RI, IL, IN, OH, MI, KY, WI, MN, IA, MO, Western states on rotation	Service small groups
Mindy Shea 912-644-6419 Mshea@visitsavannah.com	Brianne Baggett 912-644-6410	Group Tour	DC, VA, WV, MD, NJ, NY, CT, PA, VT, NH, ME, MA, RI, TX, FL, Western states	International Bank Travel Tour Series & FIT
Meghan Johnson 912-644-6423 Mjohnson@visitsavannah.com	Brianne Baggett 912-644-6410	Group Tour	GA, SC, NC, TN, AL, MS, LA, AR, IL, IN, OH, MI, KY, WI, MN, IA, MO	Girl Scouts Student Group Canada
Karen Kelly 912-644-6426 Kkelly@visitsavannah.com	Brianne Baggett 912-644-6410 Laura Angel 912-644-6456	Destination Services		Citywide Groups Special Projects

Visit Savannah 2012 Travel Calendar

DATE	EVENT	City	MARKET	DESCRIPTION	PARTNER OPPORTUNITY	PARTNER COST (ESTIMATE)	STAFF
January, 2012							
Aug-11	PCMA	San Diego	Association	Annual Meeting	No		Larry Browder Jennifer Thompson Jeff Hewitt
	Atlanta Sales Calls	Atlanta	Mixed		Yes		Veronica Enoch
	ABA		Group Tour	Appointment Show	No		Mindy Shea
	ACOM		Service		No		Karen Kelly
February, 2012							
28	Destinations Showcase, DC	Wash DC	Association	Tradeshaw	Yes	\$600	Larry Browder
	Bank Travel		Group Tour		No		Mindy Shea
	Site Educational Conference		Incentive		No		Jennifer Thompson
	Tennessee Motorcoach		Group Tour		No		Meghan Johnson
	Chicago Sales Calls	Chicago	Mixed		Yes		Jennifer Thompson
	SE Education Conf		Group Tour		No		Meghan Johnson
27	DMAI Foundation Dinner	Wash DC	DMO		No		Joseph Marinelli Jeff Hewitt
	RSANA		International	Appointment Show	No		Mindy Shea
March, 2012							
8	Pharmaceutical Meeting Planners Forum	Orlando	Corporate		Yes		Larry Browder
	Atlanta Sales Calls	Atlanta	Mixed		Yes		Veronica Enoch
	Spring Sales Mission		Group Tour		Yes	\$150	Mindy Shea
	Travel South		Group Tour		No		Meghan Johnson
	ITB		International		No		Mindy Shea
	Washington, DC Sales Calls - Industry Events	Wash DC	Association	Sales Calls	Yes		Larry Browder
April, 2012							
	MPI Georgia Chapter Meetings Exploration Conference	Atlanta	Corporate	Tradeshaw & Meeting	Yes		Veronica Enoch
	Legends FAM	Savannah	Mixed		Yes		Jeff Hewitt
21-25	Pow Wow	Los Angeles	International		No		Mindy Shea
	NASC		Sports		No		Ben Wilder
	Travel South		Group Tour		No		Meghan Johnson
May, 2012							
3	Springtime Tradeshaw, DC	Wash DC	Association	Tradeshaw	Yes	\$1,250	Larry Browder Jeff Hewitt
2	PCMA Education Foundation Dinner, DC	Wash DC	Association		Yes		Jeff Hewitt
	Georgia Society of Association Executives Tradeshaw	Atlanta	Association	Tradeshaw	Yes	\$600	Veronica Enoch
	Tall Ships FAM	Savannah	Mixed		Yes		Jeff Hewitt
	Chicago Sales Calls	Chicago	Mixed		Yes		Jennifer Thompson
	GLAMER Show		Group Tour		No		Mindy Shea
	Receptive operators Sale Calls		International	Appointment Show	No		Mindy Shea
June, 2012							
10-13	PCMA Education Conference		Association	Annual conference, approximately 350-400	No		
	Italy or France Sales Mission		International	State sets appointments	No		
	Destinations Showcase, Chicago	Chicago	Association	Tradeshaw	Yes	\$600	Jennifer Thompson
	Potomic MPI & AMPS, DC		Mixed	Sales calls	Yes		Larry Browder
July, 2012							
28-31	MPI - WEC	St. Louis	Mixed	Appointment Show	Yes	\$1,250	Jennifer Thompson Jeff Hewitt

	Italy or France Sales Mission		International	State sets appointments	No		
	Destinations Showcase, Chicago	Chicago	Association	Tradeshaw	Yes	\$600	Jennifer Thompson
	Potomic MPI & AMPS, DC		Mixed	Sales calls	Yes		Larry Browder
July, 2012							
28-31	MPI - WEC	St. Louis	Mixed	Appointment Show	Yes	\$1,250	Jennifer Thompson Jeff Hewitt
	Atlanta Sales Calls	Atlanta	Mixed		Yes		Veronica Enoch
	GA/AL Motorcoach		Group Tour	Appointment Show	No		Meghan Johnson Joseph Marinelli Jeff Hewitt
16-18	DMAI	Seattle	DMO		No		
August, 2012							
25-27	Connect Marketplace	Chicago	Association	Appointment Show	No		Jennifer Thompson
	Chicago Sales Calls	Chicago	Mixed		Yes		Jennifer Thompson
	Site Summer Supper		Incentive		No		Mindy Shea
	SYTA		Group Tour		No		Mindy Shea
	SC/FL Motorcoach		Group Tour	Appointment Show	No		Mindy Shea Meghan Johnson Larry Browder Jennifer Thompson Jeff Hewitt
11-14	American Society of Association Executives	Dallas	Association	Tradeshaw	Yes	\$1,250	
September, 2012							
	AENC Meetings & Sales Calls, Raleigh	Raleigh	Association	Meeting	Yes	\$600	Veronica Enoch
	NE Sales Calls		Mixed	Sales Calls	Yes		Larry Browder
	Atlanta Sales Calls	Atlanta	Mixed		Yes		Veronica Enoch
	Fall Sales Mission		Group Tour		Yes		Mindy Shea
	South Central Motorcoach		Group Tour		No		Meghan Johnson
	Washington, DC Sales Calls - Industry Events		Association	Sales Calls	Yes		Larry Browder
October, 2012							
	Fall FAM		Mixed		Yes		Jeff Hewitt Jennifer Thompson Jeff Hewitt
	Chicago Road Show	Chicago	Mixed		Yes	\$1,250	
	Atlanta Sales Calls	Atlanta	Mixed		Yes		Veronica Enoch
	OMCA		Group Tour	Appointment Show	No		Mindy Shea
	TEAMS		Sports		Yes		Ben Wilder
November, 2012							
	PCMA Heartland Chapter	Chicago	Association	Chapter event	No		Jennifer Thompson
	SITE		Incentive		No		Jennifer Thompson
	GSAE	Atlanta	Association		Yes	\$600	Veronica Enoch Veronica Enoch Jeff Hewitt
	Atlanta Customer Lunch	Atlanta	Mixed		Yes	\$500	
	Washington, DC Sales Calls	Wash DC	Association		Yes		Larry Browder
	World Travel Market		International	State sets appointments	No		Mindy Shea
	NTA		Group Tour		No		Mindy Shea
	PCMA Hosted Buyer	TBD	Association	Appointment Show, 27 Gteed	Yes		Jennifer Thompson
December, 2012							
	US Sports Congress		Sports		No		Ben Wilder
	AENC Tradeshaw	Raleigh	Association	Tradeshaw	Yes		Veronica Enoch
	DMAI Sales Sirtsleeves	Chicago	DMO		No		Jeff Hewitt
	SITE Summit		International		No		Jennifer Thompson
	Holiday Showcase Tradeshaw	Chicago	Association	Tradeshaw	Yes	\$600	Jennifer Thompson

Sales Team Goals

Market or Territory	Definite Rooms	Tentative Rooms
Meetings & Conventions		
Greater DC Area 101+	22,800	91,200
Midwest, 101+	12,000	60,000
Southeast, 101+	21,600	43,200
Sports	38,200	76,400
Small groups 10-100	12,000	48,000
Select Accounts	12,000	18,000
	119,600	315,800
Group Tour		
Group tour, Northeast, West & FIT	21,000	21,000
Group tour, Midwest & Southeast	9,000	9,000
	30,000	30,000
Meetings, Conventions & Group Tour		
Total/total	149,600	345,800

Convention and Meeting Sales

Objective: Increase our definite room night quota by 5% over our 2011 actual production. This is also a 12% increase over the prior year's quota.

Strategies:

- Develop a qualified list of our top 100 Target Accounts for "Citywide" groups with 500 rooms or more on peak night. To attain this, our 3 National Sales Managers will each develop a list of 30 Target accounts. Sports will provide the remaining 10.
- We will focus on the 3 cities and their geographic regions that hold the most potential for Savannah. They are: DC, home of the largest number of trade and professional associations in the nation, Atlanta is the home of our important repeat state association market and Chicago the second largest home of national associations and key corporate accounts.

- Increase our new business development via tentative room night production. More quality leads and RFP's will generate increased definite production.
- Place the business where our partners want it most. Focus on filling need periods of January, February, August, September, November and December with additional focus on Sunday – Thursday patterns.
- Provide near term help to our hotel partners with stronger support to smaller, short term, single hotel bookings.
- Continue our need period incentive program.
- Monitor and measure our progress with all objectives that impact our ability to reach our room night goals.
- Work closely with SMG to capture groups that have used other SMG facilities.
- Continue to offer our customers a strong value proposition for Citywide groups.
 - Convention Center Rental Credits
 - Transportation Subsidies
 - Attractive need period and off pattern pricing
 - Multiyear incentives
 - Hotel rebates in need periods for non commissionable business
- Offer meeting planners with groups of all sizes, incentives for giving us a chance to compete
- Call on key target accounts in our primary target markets.
- Utilize local business leaders that can influence the meetings & conventions they attend to come to Savannah.

Objective: **Focus the Sales team on our three primary geographic markets and develop the vertical markets of Pharmaceutical, Incentive, Ethnic and Sports.**

Strategies: They are Atlanta, DC and Chicago. Each city and its surrounding area hold additional potential in with different vertical market opportunities. Greater focus will be place on the development of target account solicitation and sales calls to these accounts to secure RFP's.

- Deploy a National Sales Manager to DC and the Northeast. They will focus on:
 - National Trade Associations
 - National Professional Associations
 - National Corporate accounts
 - Pharmaceutical Companies
 - Association Management Firms
 - Key 3rd Party organizations
- Deploy a National Sales Manager to Atlanta and the Southeast. They will focus on:
 - State and Regional Association
 - National Corporate
 - Multiyear commitments with repeat customers
 - Continue our customer appreciation lunch for key accounts in Atlanta
 - Key 3rd Party organizations
- Deploy a National Sales Manager to Chicago and the Midwest. They will focus on:
 - National Associations
 - National Corporate
 - Incentive Market

- Association Management firms
- Key 3rd Party organizations
- Deploy a National Sales Manager to the vertical market of Sports with focus on:
 - Running events
 - Field events
 - Arena events
 - Motor sports events that can use the track on Hutchinson Island

Objective: Provide our hotel partners with greater assistance, booking near term single hotel groups that impact 2012 and 2013. Grow single hotel bookings by 5%.

- Strategies:** Our Pace reports indicate that we have fewer Convention and Conference bookings in 2012 and 2013 than our historic averages would indicate to be “ideal”. This creates a short term need that must be addressed.
- Restructure our sales team deployment and add more “manpower”. The addition of a National Sales Manager and a Convention Sales and a Destination Service Coordinator positions will allow us to better define our target markets and focus on our areas of need. These areas include greater attention on our short term, single hotel booking and better coverage in our 3 geographic target markets.
 - Adjust our single hotel group deployment, increasing it from one to two sales people. Group size will be adjusted from 10-50 to 10-100.
 - Pair the small group sales people with National Sales Managers with shared geographic and vertical markets.
 - Offer meeting planners a Quarterly incentive program for RFPs of all size. Each RFP will receive an iTunes gift card and we will have a quarterly drawing for an iPad.

Objective: Utilize industry tools that can help us increase our new business opportunities.

- Strategies:**
- Fully utilize “empowerMINT” and Cvent to provide our partners with a showcase for need periods and the generation of new leads.
 - Use empowerMINT to generate 50 leads in 2012.
 - Improve our presence on the Cvent landing page and generate 75 new leads.
 - Use empowerMINT to help identify our Top Target account list.
 - Engage the hotels and have them populate and manage their empowerMINT content.
 - Monitor their progress and involvement with empowerMINT and Cvent.
 - Host training webinars throughout the year for hotel partners.
 - Track all leads and activity monthly.

Objective: Manage the destinations convention and meeting assets in a manner that will allow us to book 24 citywide groups in 2012. This represents an increase of 44% over our 3 year average.

Strategies:

- Generate the community “Buy in” that allows us the ability to maintain the “citywide” booking pace we experienced in 2011.
- Focus on need periods of January, February, July, August, November and December, as defined by our hotel partners.
- Additional focus on Sunday – Thursday patterns.
- Host exceptional site inspections, utilizing hotel GM’s at welcome receptions.
- Create procedures that will improve the destinations lead response times.
- Project a unified destination via bid books and tradeshow presence.

Objective: Increase Savannahs Convention Destination Message and standout among our peers.

Strategies:

- Send 4 “direct mail” promotion to 500 selected accounts offering incentives for sending us RFP’s.
- Work closely with the Marketing department to create a significant presence in key industry publications via our new ad campaign, email blasts and banner ad placements.
- Create an e-marketing campaign that generates and rewards planners that send us RFP’s of all size and send it out quarterly.
- Extend this campaign to our tradeshow pre event mailings.
- Utilize this campaign as we call on customers.
- Produce 2 day “Road Shows” in Atlanta and Chicago with multiple times, venues and locations for our customers to choose from.
- Project a strong presence when we attend tradeshow using our new booths.
 - Conventions
 - Meetings
 - Group Tour
 - Sports
- Maximize our presence in larger tradeshow booths by having the hotels and Trade Center join us and coop our efforts.
- Attend national shows to include ASAE Annual, ASAE Springtime DC, Destination Showcase, PCMA, MPI and Collaborate.
- Regional shows to include GSAE and GAMPI.
- Joe Marinelli and Jeff Hewitt will have a highly visible presence at national major market tradeshow and on select sales calls to key accounts.
- Create awareness about our new Meetings Website.
- Implement a custom e-blast follow-up for all tradeshow, sales trips and FAMs, highlighting key selling points of the Savannah Convention Package with a “Call to Action”.
- Develop video testimonials from customers during their convention in Savannah. Post them in our Meetings section of our new website.
- Explore sponsorship opportunities for the next FY with ASAE & PCMA.

- Send a Personalized letter from the CVB President, key hotel GMs and the new mayor for all groups who are considering Savannah for their conventions of 500 or more rooms on peak.

Objective: Host 77 Convention, Conference and Sports site inspections and FAM attendees, a 20% increase over the prior year.

Strategies:

- Promote site inspections. We know that when the customer experiences our product, our capture rate increases.
- Craft the “ah ha” moment.
- Host a small FAM at the Liberty Mutual-Legends of Golf Tournament bringing 4 top target accounts.
- Host a themed fall FAM that brings 12 target accounts to the city.
- Develop the FAM experience that customers will tell the industry about.
- Establish site inspections and FAM attendees as a goal that is monitored.
- Better document and monitor site inspections.

Objective: Book 4 new incentive groups as a result of sales efforts in this market.

Strategies:

- Book incentive groups as a direct result of attending Society of Incentive Travel Executive events including their annual spring and fall meetings.
- Create an incentive profile sheet outlining our top venues, hotels, and attractions that can be used as a quick “reference guide” for planners.
- Make targeted sales calls to key incentive house offices like Carlson and Maritz in St Louis, Minneapolis, Chicago and Atlanta.

Objective: Use the Meeting Planner Survey as a learning tool to improve our “Meeting Planner Satisfaction Index” and score 4.4 or higher on a 5 point scale.

Strategies:

- Save client’s responses in their D3 account profile
- Provide an increased level of service through our new deployment, delegating military and family reunion service needs to the two coordinators
- Concentrate director’s time on city-wide conventions, large meetings and sporting events to increase services given to those clients.

Group Tour & International Travel Sales

Objective: Increase our Group Tour & International definite room night production 26% over last year’s actual and 20% over last year’s quota, resulting in 30,000 room nights sold.

Strategies:

- Create new territory deployments: Mindy: Northeast US, Texas, Western US, International (minus Canada). Meghan: Southeastern US, Midwestern US.
- Create vertical deployment and target these areas through trade shows and research. Vertical deployments include: Mindy: Bank Travel, Tour Series, FIT. Meghan: Girl Scouts, Students, Canada.
- Review all current D3000 accounts within these set territories and determine future business potential.
- Establish geographical territories for each sales manager in order to better target and solicit tour & travel accounts
- Promote Savannah's Civil War tours and attractions as a way of creating new business for 2012-2014.
- Organize one Visit Savannah-sponsored tour operator FAM, and host two international FAMs in 2012. One from the UK and another from Germany.
- Attend trade shows with new client targets including SYTA (Student Youth Travel Association) and Bank Travel
- Organize two sales missions to primary markets for Visit Savannah hospitality partners, focusing on the drive-market as requested during the partner meetings in 2011
- Increase contact with prospects and customers through targeted marketing initiatives, including the regularly-published e-newsletter
- Assist tour operators in organizing individual visits and site inspections.
- Continue the successful "Treats and Trivia" program as a way to entice bookings and promote return visits
- Continue to hold monthly Tour and Travel Committee meetings. Providing our hospitality partners with updates on our initiatives, review the quarterly STAR reports, and provide new and exciting speakers who can educate them on upcoming events, and new attractions, tours, and restaurants.
- Work with the Girl Scouts Organization and the Juliette Gordon Low Birthplace throughout 2012 to promote the 100th Anniversary of the Girl Scouts.
- Create a new culinary itinerary by working with local chefs who can provide cooking demonstrations and education. This is a need with tour operators who provide food-related tours.
- Develop a comprehensive Civil War itinerary that includes our many historic sites and new activities being developed by our members.

Objective: Increase the number of International bookings by 15%

Strategies:

- Develop new initiatives to attract and track the international bookings that come to Savannah through the FIT and tour operators that we have relationships with.
- Track the distribution and usage of the new International Coupon Books and collect the data for future solicitation and marketing
- Increase Savannah's exposure to our key international markets by accompanying the state's tourism division to World Travel Market in the UK and ITB in Berlin.
- Start developing Italy as a viable market by attending the trade show TTG with the state.
- Attend Pow Wow, the US's largest international trade show.

- Create stronger relationships with the U.S.-based receptive operators in order to elevate awareness of Savannah and better track FIT production. Attend the RSAA conference (Receptive Services of America Association) to facilitate those relationships.
- Organize an educational seminar for our hospitality partners on working with the FIT/international market. Coordinate with the state tourism office, the state's regional representative, and fellow coastal CVBs to develop the program.

Sports Council

Objective: Increase Sports room night productions by 46% over last year's record and exceed the primary goal of producing 38,200 room nights.

Strategies:

- Manage the sales tracking process through D3000.
- Assist in the development of new events that generate guest room usage.
- Increase our ability to host more events by acquiring access to the venues needed.
- Continue to refine a formula to calculate the number of hotel rooms used at a given sports event.
- Search the empowerMINT data base for sports groups that fit our capabilities.
- Host key event planners for sites and FAM's.
- Organize a quarterly meeting with local event organizers to better understand the market and plan for future bids.
- Make the additional effort to visit with all sports venues and keep them informed about the sports council.
- Aggressively seek new championship level events in the first six months with a focus on Track & Field, Gymnastics, and other Olympic style sports.

Objective: Increase net profits from Sports Council Events by 40% over last year's target and exceed the \$91,000 mark.

Strategies:

- Increase revenues from our events
 - Bridge Run
 - 1. Increase exposure of the Bridge Run at regional events
 - 2. Increase sponsorships and sponsorship amounts
 - Hockey Classic
 - 1. Increase ticket sales on Thursday and Friday nights
 - 2. Increase sponsorships and sponsorship amounts
 - Sports Award Lunch
 - 1. Increase the number of tables sold
 - 2. Create additional sponsorship opportunities
- Control cost by confirming all contracts in advance.
- Negotiate long term sponsorship contract when possible.

Objective: Host 10 sports event planners in Savannah for a Site Inspection or FAM

Strategies:

- Create a list of 25 potential clients that could bring an event to Savannah
- Target event managers that organize championship events.

Objective: Develop 10 future Advisory Board prospects for the Sports Council

Strategies:

- Create a sub-committee for the Extreme Volleyball Professionals (EVP) Tour.
- Engage in one-on-one meetings with board members of the sports council to encourage them to take a leadership role.

Objective: Redesign and update the Sports Event Guide

Strategies:

- Meet with the City and County about any future facility development
- Have the intern assist in reaching out to all current listing
- Visit all venues to verify the specs

Objective: Increase the organization and outreach out the Sports Council

Strategies:

- Set up hotel quarterly meetings with our hotels by region
- Set up community nights for local businesses / sports enthusiast
- Continue to speak to local organizations and clubs
- Create a special event geared towards local youth

Objective: Make our presence known in the Sports marketplace and standout among our peers. Send a “direct mail” promotion prior to TEAMS and US Sports Congress offering incentives for sending us RFP’s.

Strategies:

- Work closely with the Marketing department to create a significant presence in key industry publications via our new ad campaign.
- Create an e-marketing campaign that generates and rewards sports event organizers that send us RFP’s and send it out quarterly.
- Create a seasonal news letter that would go out to chamber members and industry partners about our upcoming events and bookings
- Project a strong presence when we attend sports industry tradeshow using our new booths.

Destination Services

Objective: Make the Client Survey more useful for future referencing and reporting, while generating a “Guest Satisfaction Index” score of 4.4 or higher on a 5 point scale.

Strategies:

- Work to separate each client’s responses and save in their D3 account
- Find a way to produce reports that more accurately report scores
- Provide an increased level of service by delegating military and family reunion service needs to the two coordinators
- Concentrate director’s time on city-wide conventions, large meetings and sporting events to increase services given to those clients

Objective: Create a volunteer program to welcome our largest conventions in 2012

Strategies:

- Work within communities of retired people in Savannah who might be looking to work with people
- Find hospitality students that need volunteer hours as credit and could gain experience sharing their own personal “must do” Savannah tips
- Meet with all volunteers regularly to have new attractions and restaurants introduced and answer any common questions

Objective: Increase communications with the Savannah Hilton Head International Airport regarding upcoming citywide events with monthly updates.

Strategies:

- Call or email contacts at the Savannah Information Table monthly to provide detailed information on upcoming groups expected arrival and departure dates
- Copy Information Table on any requests for airport welcome signs to make them aware of those groups
- Personally meet Information table staff and ask how we can better help them
- Provide them with welcome posters and make sure they are stocked with Savannah Visitor Guides

Objective: Introduce a quarterly “Savannah at your Service” meeting to unify services staff across the hospitality spectrum and share ideas for improving service.

Strategies:

- Invite partners to introduce new trends, mention updates in their own business
- Share, when applicable, e-survey results
- Build a better community of hospitality contacts to welcome conventions and help “wow” clients during site visits and FAM trips.

Objective: Sell Passkey and RegLink to groups during the booking process for future years.

Strategies:

- Participate in all national city-wide site visits to bring up housing during the decision making process and introduce the reporting features in the RegLink model
- Follow up after a decision is made, but preferably before hotel contracts are signed to get a firm answer on housing and RegLink
- Suggest pre-promote strategies such as the housing business card given out at the NAAA attendance builder to encourage early hotel booking

Objective: Set guidelines for A, B and C level groups detailing what services each receives

Strategies:

- Collect ideas from similar cities to see what services these groups are receiving elsewhere
- Lay out a plan that is fair and entices certain groups to better track their hotel guest room pick-up
- Inform front desk staff and sales staff of these guidelines so everyone is in agreement about services offered to reunion, meeting and convention groups

Objective: Increase usage of VisitSavannah.com on client websites

Strategies:

- Encourage meeting planners to post the link to VisitSavannah.com on their conference web site, explaining the usefulness of the tool for attendees
- Offer to send e-cards promoting their conference, while also including a link
- Send all passkey reservation emails the website prior to their stay

Objective: Further enhance Savannah Day to increase the event's potential visitor capture

Strategies:

- Set themes for each event, and inform all partners of the theme so they'll dress or provide give-outs accordingly and area attractions that fit in the theme will participate
- Switch to a Kingsland Savannah Day on a month when heavy traffic is expected out of Florida
- Include each date in the chamber blast emails so partners are aware of every event

Visitor Centers

Objective: Increase visitor traffic to the Savannah Visitor Center gift shop in MLK VIC.

Strategies:

- Distribute discount coupons for the MLK Visitor Center gift shop at the I-95 & River Street Visitor Centers.
- Create an on-line discount coupon on VisitSavannah.com.
- Explore the cost of posting a discount coupon on the TAP Machines.

Objective: Increase Gift Shop sales to the 2012 budgeted amount of \$191,000 through improved merchandising within the Visitor Center facility.

Strategies:

- Promote seasonal items and activities in the gift shop with special displays.
- Investigate display opportunities behind the counter & in other areas of the facility.
- Increase sensitivity to area events & celebrations by adding selected special items to the inventory mix.
- Identify ways to cross promote and help merchandise the 2012 Girl Scout Centennial.
- Encourage small business owners, such as local authors, to do book signings to promote the sale of their products.

Objective: Improve cosmetic appearance and overall effectiveness of all Visitor Centers.

Strategies:

- Replace the existing temporary banner on the exterior of the MLK Visitor Center with an attractive permanent banner.
- Touch up paint on brochure racks and gift shop displays.
- Add some additional visual stimulation with a new plasma screen at MLK.
- Enhance all locations with seasonal decorations and improved signage.

Objective: Enhance training and education of all VIC staff to keep current with market and product changes.

Strategies:

- Continue to focus staff training on working more closely with visitors by coming out from behind the counter and interacting more personally with each visitor.
- Schedule speakers at monthly staff meetings to enhance staff knowledge of attractions, businesses & special events.
- Encourage staff to go beyond offering basic information and provide visitors with specifics tailored to their needs.

- Create stronger two-way communications with area businesses and attractions so that we can provide the most accurate & up-to-date information to our visitors.
- Rotate staff at our various sites as much as possible thereby adding to staffing flexibility.
- Encourage staff to make site and attraction visits to enhance their personal knowledge.

Objective: Create new e-commerce revenue streams by cross-selling between VisitSavannah.com and VIC Gift Shop inventory.

Strategies:

- Explore the possibility of selling selected souvenirs from our gift shop on line at VisitSavannah.com.

Objective: Continue efforts to develop a stronger working partnership with the Georgia Welcome Center staff and management.

Strategies:

- Work with the Georgia VIC to get demographic information collected on their Trip Trac and through their visitor sign in sheets.
- Encourage the use of more posters & displays that stimulate traffic to events and activities in Savannah.

Objective: Increase Visitor Center's visibility on all VisitSavannah.com websites and micro-sites.

Strategies:

- Work with the communications department to put more emphasis on the Visitor Center on the website. Our goal is to encourage visitors to make the Savannah Visitor Center their first stop.

Objective: Increase distribution of all Visit Savannah marketing materials with particular emphasis on Savannah Visitor Guides, Black Heritage Guides, Calendar of Events, and Maps

Strategies:

- Purchase and place new racks for Savannah Visitor Guide distribution at the following locations: I-95, the Fort at Forsyth Park, and Ellis Square(MLK, River Street, and the Savannah/Hilton Head International Airport Visitor Center have designated racks with lots of space devoted to Visit Savannah marketing materials).
- Increase visibility of all Visit Savannah marketing materials and encourage all Visit Savannah staff to give them to all our guests.

Objective: Develop new marketing opportunities and increase awareness among Savannah Chamber/Visit Savannah members available at the MLK Visitor Center.

Strategies:

- Develop marketing material that would be made available to new hospitality members identifying ways that they can market themselves at the Visitor Centers
- Occasionally send out reminders of marketing opportunities through e-blasts.

Special Events

Objective: Continue to research possible special events to incubate in Savannah such as additional Tall Ships Festivals, Black Arts Festival and other events that will bring overnight visitors into our city.

Strategies:

- Based on the Tall Ships Challenge in 2012, explore the possibility of bringing additional Tall Ships events to Savannah.
- Research and develop a plan to attend a Black Arts Festival to see the feasibility of doing a similar event in Savannah.
- Continue to work with Special Events Council to brainstorm ideas on what types of events to research and potentially bring into Savannah.

Administration

- Objective:** Play a leadership role for tourism state-wide helping to fill the void created by the new defunct TDAG. This includes increased presence in Atlanta for related meetings with the Georgia Chamber, GDEcD and GACVB.
- Objective:** Develop and execute strategies to begin building relationships and educating new Mayor and City Alderman about the impact of tourism in the city/county and the role of a destination marketing organization.
- Objective:** Continue working with GDEcD and GDOT officials on the rebuilding of the I-95 Welcome Center and the temporary relocation and marketing message in an interim facility.
- Objective:** Increase Savannah’s presence and message in the new “Destination USA” marketing campaign to drive more international tourism to the U.S.
- Objective:** Work with other area organizations (Savannah Waterfront Assn, Tourism Leadership Council, Savannah Harbor Assn, etc.) to continue to build a more collaborative and productive atmosphere locally regarding the future of new special events in Savannah.
- Objective:** Take advantage of high-profile events (Rock ‘n Roll Marathon, Tall Ships Festival, Concours de Elegance, etc.) to meet new prospects for sponsorships, future meetings, and the other new events for the future.
- Objective:** Serve in a leadership position in the following community-related organizations:
- Savannah International Trade and Convention Center
 - o Board of Directors
 - Savannah Music Festival
 - o Board of Directors
 - Mighty Eighth Air Force Museum – Board of Directors
 - United Way of the Coastal Empire – Board of Directors
 - Coastal Heritage Society – Marketing Committee
 - City of Savannah
 - o Tourism Advisory Committee
 - o New Arena Task Force
 - o Cruise Ship Task Force
 - Liberty Mutual “Legends of Golf” – Retention Committee
- Objective:** Serve in a leadership role in the following national and regional tourism industry-related organizations:

- Destination Marketing Association International – Board of Directors
- Georgia Association of Convention and Visitors Bureaus
 - o Board of Directors
 - o Executive Committee
 - o Chair, Public Policy and Advocacy Committee
- Sweet Tea Partners Marketing Alliance – Chair