



**DOOR COUNTY VISITOR BUREAU
2009-2011 STRATEGIC CONVERSATION**

2009 INDEX

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DCVB MISSION:

The Door County Visitor Bureau is the official tourism marketing organization for Door County whose mission is to generate incremental economic impact for the community by attracting visitors with strategies that ensure sustainable tourism.

DCVB VISION:

Having established a national brand image for Door County, the Door County Visitor Bureau is a leader in community and member partnerships. The DCVB is the region's premiere destination marketing organization, known for its organizational excellence, sustainable tourism initiatives and recognized county-wide as the catalyst for economic growth in the area.

BRAND PROMISE:

Relaxing, Restorative, Maritime Experience

Wisconsin's Door County peninsula and Washington Island are a collection of quaint and charming maritime towns and villages on the Great Lakes that give the visitor a relaxed and nostalgic feeling. Highlighted by the legendary fish boils, the area's natural rural and waterfront beauty is framed by the romance of historic lighthouses, an abundance of outdoor recreation, intimate lodging and shopping opportunities, renowned performing and visual arts and orchards and wineries. The wholesome, enriching destination focuses on providing a serene and restorative visitor experience supported by friendly Midwest hospitality.

EXECUTIVE SUMMARY

THE STRATEGIC CONVERSATION

Since the start of the current millennium, the concept of strategic planning, as a highly structured annualized process, has been steadily losing favor with the experts in the academic and business worlds alike. The practice of preparing a formal plan once a year and sticking to it for the duration has become less and less workable. As business conditions become ever more fluid, the future becomes less confidently predictable and the strategic options opening up to enterprises of all kinds continue to proliferate.

Long range planning highly touted by academic experts a few decades ago, has also lost most of its fans and followers. A large majority of Destination Marketing Organizations (DMOs) responding to an online survey reported using planning horizons of three years or less. Virtually none of them planned on a ten-year basis or longer.

Indeed, academic experts and business school professors in increasing numbers have been announcing the official “death” of strategic planning. The emerging doctrine suggests that a continuous process of evolution must be adopted – and encouraged.

The emerging term for this evolutionary approach is the *strategic conversation*. This is the ongoing “multilogue” around key issues, developments, trends and events and possible options for coping with the rapidly changing business environment. In today’s world, the strategic conversation must be virtually continuous rather than annual; it must involve all functional areas and many levels of the organization; and it must incorporate the thinking of many contributors, not just the most senior leaders.

This strategic conversation looks three years into the future, sets goals and develops one year goals to build towards those three year goals. We must remain fluid enough to understand that if we need to change a three year goal in year two, we can and should make that change to keep up with the changing business climate.

THE EIGHT SUPER-TRENDS*

A research team from Destination Marketing Association International (DMAI) harvested more than 250 specific trends deemed to be relevant to DMOs in varying degrees. These 250 trends were synthesized under eight “Super-Trends.” The following are the eight Super-Trends shaping the destination marketing business in the next few years.

**Futures Study: The Future of Destination Marketing, Report of the 2008 Study Conducted for the Destination Marketing Association International Foundation, by Karl Albrecht International*

Executive Summary

- Customer Sector: *“Proliferating Preferences.”* Travel customers, both consumers and commercial demand aggregators, are seeking and responding to an ever growing range of choices in the travel products and experiences they buy. DMOs and their stakeholders will have to develop ever more targeted and responsive value packages to capture and retain business.
- Competitor Sector: *“The Battle for Attention.”* DMOs will have to work even harder to be heard through the noise of an increasingly crowded and complex market place, particularly as the travel-buying experience continues its migration to the Internet.
- Economic Sector: *“Dodging Asteroids.”* The travel, tourism, hospitality, and meetings sector is increasingly vulnerable to various economic shocks such as energy prices, political unrest, terrorism, and threats of cataclysmic effects such as health pandemics. DMOs now have to account for potential “economic asteroids” in their plans – major events or changes that can suddenly reorder the competitive arena.
- Technological Sector: *“Smart & Friendly Websites.”* The website is now an absolute necessity for doing business in the travel sector, and website design is becoming ever more sophisticated. In knowledge-intensive business environments such as travel, the most successful competitors tend to be those that continue to exploit the latest technologies and information strategies. DMOs must stay abreast of many potential competitors that offer information and advice.
- Social Sector: *“The Electronic Society.”* Traditional localized, physically based human communities are increasingly being extended – and in some cases replaced – by virtual, electronically mediated relationships. The combination of ubiquitous cheap information and relationships that are shallower and more numerous is changing our traditional definition of the concept of community. Social networking and user-generated web content will be increasingly important as competitive strengths.
- Political Sector: *“The Quest for Relevance.”* Tax revenues and other sources of marketing funds traditionally allocated for destination marketing are increasingly subject to claims by non-industry stakeholders and advocacy groups. Many DMOs continue to have difficulty persuading stakeholders of the value of their contributions and their entitlement to participate in the leadership of their destination’s development.
- Legal Sector: *“Mixed Signals from Government.”* The travel industry is ever more strongly affected by the policies, practices, legislative agendas, and economic strategies of governments across the globe, many of which are contradictory or conflicting, and which sometimes pit regions, destinations, and interest groups against one another.
- Geophysical Sector (Place and Space): *“Going Green.”* As public consciousness and political activism make the issue of ecological sustainability ever more real, business entities of all kinds – including DMOs and the stakeholders they serve – will experience increasing pressure to be “seen as green.” They will find it necessary to develop realistic strategies and plans for sustainable development and management of their travel products.

THE PLAN

Webster defines the word conversation as: **n.** familiar talk; verbal exchange of ideas, opinions, *etc.*

As we developed this strategic conversation, we analyzed the super trends; where are we on these and what can we do to move Door County to the forefront of these curves. We considered the information that was collected from the branding surveys and spent time calculating the extent of brand awareness of Door County. Looking at the profile of our customer, we believe this has not had a significant shift, so we should stay the course on the markets we have been penetrating.

We dissected the programs of 2008 to determine what worked, what didn't and what new methods of information transfer is available to us. We recognize the impact that electronic media and social networking will have on all destination marketing over the next few years. With all of this data in mind we created a comprehensive plan that merges print, radio, television, and electronic media blended into a cohesive campaign. The campaign we developed touches the heart of Door County and its visitors. We have used the strengths of our marketing, public relations & communications, membership and administration departments to integrate a plan that focuses on visitors, members, and partnerships in the community.

We look forward to building this platform to take Door County to the next level and increase our brand awareness statewide, regionally, and nationally and in some cases internationally. This in turn will deliver our market share of visitor spending.

STRATEGIC MARKETING PLAN GOALS

THREE YEAR GOALS:

- 1. National Brand Marketing/Economic Impact:** Position Door County and its unique brand to be recognized as a national and international tourism destination in order to increase economic impact of traveler expenditures to \$437,500,000 (2011 spending reported in 2012).
- 2. Unification and Total Integration:** With the actualization of 100% participation by the nineteen County municipalities, realize total integration of the County-wide partnerships with a visitor information network and unified branding throughout the County.
- 3. Product Development:** Be recognized for the leadership role of DCVB in the development of the Door County product as it impacts increased room nights.
- 4. Revenue:** Increase the DCVB's operating revenue by 10% by the end of 2011 for the 2012 budget.
- 5. Organizational Excellence:** Achieve a high level of organizational excellence with social and fiscal responsibility.

ONE YEAR GOALS:

1. Continue to position Door County and its unique product offerings to the regional and national travel consumer in order to increase economic impact of traveler expenditures to \$420,500,000 (2009 spending reported in 2010).
2. Reach 100% Tourism Zone participation in 2009.
3. Develop an integrated visitor information network.
4. Provide community leadership for product development and packaging in order to increase overnight stays in Door County.
5. Increase DCVB operating revenues by 4% by the end of 2009 for the 2010 budget year.
6. Achieve organizational excellence through internal and external leadership.

Goal #1: Continue to position Door County and its unique product offerings to the regional and national travel consumer in order to increase economic impact of traveler expenditures to \$420,500,000 (2009 spending reported in 2010).

MARKETING & SALES STRATEGY 1: Conduct a comprehensive regional brand advertising campaign with an emphasis on Door County Brand and unique differentiating attributes in order to increase visitor inquiries and incremental room nights.

MEASUREMENTS:

- Increase number of web site visits on DoorCounty.com by 15% from a projected 2008 year-end total of 2,740,000 visits to 3,151,000 in 2009.
- Increase number of visitor guide requests by 5% from a projected 2008 year-end total of 36,500 to 38,325.
- Realize guaranteed visitor spending from eBrains on-line e-marketing program of \$16,800,000.

Action Step 1: Develop Phase Two of the Door County insert featuring county-wide intro copy, testimonials from well-known Door County residents and visitors and special features for all communities within the Tourism Zone.

1. Design, print and place inserts in select publications i.e., Chicago Tribune, Pioneer Press, Appleton Post-Crescent, Milwaukee Journal Sentinel, Eastern Iowa Sunday Traveler.
2. Mail 10,000 inserts to selected zip codes in target markets.
3. Use overruns of insert as fulfillment for phone and web inquiries.

Action Step 2: Design and place Door County image ads in AAA Living; WI/IL/N. Indiana, Chicago (IL/N. Indiana), Wisconsin only and AAA Home & Away Minneapolis editions, Midwest Living, O Magazine, North Shore Magazine and Fun In Wisconsin. Total of over 4,000,000 in circulation.

Action Step 3: In order to maximize exposure to AAA demographics, staff to meet with AAA agents in Chicago, Minneapolis and Milwaukee to assist in development of Door County packages and supply sales tools e.g., images, inserts, niche guides, maps etc.

Action Step 4: Design and place ads in newspapers through Wisconsin Department of Tourism co-op advertising plan to include; Chicago Tribune, Milwaukee Journal Sentinel, Minneapolis Star Tribune and Wisconsin State Journal.

Action Step 5: Create TV ads for distribution through Time Warner Cable in key markets of Milwaukee and Fox Valley.

Action Step 6: Using Door County Brand of “Relaxing, Restorative, Maritime Experience,” develop online campaign based on video and audio niche vignettes.

Action Step 7: Under banner of Wisconsin Department of Tourism state branding campaign, develop series of online portals “Door County – Where Originality Rules” featuring community selected original people, places and possibilities.

Action Step 8: Research opportunities to generate brand awareness and increase visitor inquiries through on-air contests using regional radio stations with possibility of product partnerships i.e. bike, snowshoe or outdoor clothing company.

Action Step 9: Use Wisconsin Department of Tourism co-op advertising program to place Door County banner ads in Travel sections of Chicago Tribune, Milwaukee Journal Sentinel and Minneapolis Star Tribune with opportunity for members to place their individual ads under these banners.

Action Step 10: Continue to partner with eBrains to develop and implement comprehensive on-line marketing solutions to include Internet leads, email marketing program, Search Engine Optimization (SEO), conversion study and Website visitor tracking tool.

Action Step 11: Continue presence in regional niche markets in guides i.e., Wisconsin Arts, Woodall’s Camping Directory and state lodging directories.

Action Step 12: Continue partnership with Lake Michigan Car Ferry for niche media buys in Michigan.

Action Step 13: Explore opportunities for member co-op ad in motorcycle publication.

Action Step 14: Continue sponsorship on Wisconsin Public Radio for a spring and fall campaign.

MARKETING & SALES STRATEGY 2: Benchmark 2009 telephone inquiries to identify existing customers and assess potential new markets for 2010 and beyond.

MEASUREMENT: Provide automated communication/reporting of calls to area code statistics.

Action Step 1: Investigate new phone system capabilities for data capture.

Action Step 2: Develop project plan (design, code, test, and implement).

Action Step 3: Develop reporting design and distribution methods for internal and external distribution of area code data.

MARKETING & SALES STRATEGY 3: Facilitate brand identity for County communities.

MEASUREMENT: Full integration of brand image in all Tourism Zone community marketing materials by end of 2009.

Action Step 1: Identify and meet with local facilitator.

Action Step 2: Develop template, timeline and implementation strategy for all communities.

Action Step 3: Facilitate local implementation of brand identity in all advertising materials.

Action Step 4: Brand the Visitor Center buildings.

MARKETING & SALES STRATEGY 4: Continue to populate DoorCounty.com website with rich content in keeping with brand and enhanced search capacities.

MEASUREMENTS:

- Increase user time spent on Door County.com web site from a projected 2008 average of 4 minutes and 45 seconds to 5 minutes in 2009.
- Increase visits to top five niche pages within DoorCounty.com by 5% from a 2008 projected year-end total of 385,000 to 404,250 in 2009.

Action Step 1: Review, rewrite and add itineraries based on niche and brand.

Action Step 2: Continue to offer Visitor Guide through the website.

Action Step 3: Post niche guides and maps in downloadable version on site.

Action Step 4: Explore search capabilities for niche interests, e.g., biking, lighthouses etc.

Action Step 5: Reach out to community partners and offer proven online cooperative opportunities to leverage their investments and to increase their knowledge of emarketing.

MARKETING & SALES STRATEGY 5: Refresh, upgrade or redesign current website.

MEASUREMENTS:

- Project team identified and team meeting held by end of first quarter of 2009.

Brand Position

- Information gathering is completed by end of first quarter of 2009.
- Current website redesign is completed by end of second quarter of 2009.
- Update portal for local communities' websites.

Action Step 1: Write RFP for company search for redesign, send to identified candidates and select firm.

Action Step 2: Identify key issues and cost of re-development.

Action Step 3: Include feedback from new users in determining ways to make the site more user-friendly.

Action Step 4: Ensure that complete integration of InnLine features is achieved as part of the refresh, upgrade or redesign.

Action Step 5: Develop a web ring for InnLine to keep visitors on our website longer.

Action Step 6: Design the "Doors of Door County" portal for each Tourism Zone community to have a home page "door" to their own websites.

Action Step 7: Research feasibility of mobile web site to be implemented in 2010 either in-house or with vendor.

MARKETING & SALES STRATEGY 6: Continue to develop awareness of Door County as a domestic and international packaged travel destination in order to gain incremental new room nights and day trips.

MEASUREMENTS:

- Benchmark group tour room nights in 2009 to better assess the potential for increase over the next three to five years.
- Increase group tour inquiries by 25% from a projected 2008 year-end total of 38 to 48.
- Increase group tour contacts through travel shows, memberships and sponsorships by 50% from a projected 2008 year-end total of 140 to 210.
- Increase leads sent to hotels by 200% from a projected 2008 year-end total of three to nine.
- Track the number of motorcoaches coming to the County through a Meet & Greet program at the Welcome Center.

Action Step 1: Work closely with hotels to get accurate reporting of group room nights.

Action Item 2: Continue to refine collateral for use at shows and to respond to inquiries.

Action Item 3: Continue to develop small group market e.g., car clubs, HOG groups etc.

Action Item 4: Sponsor Bank Travel dinner in '09 and develop FAM trip for 2010 when Bank Travel meets in Milwaukee.

Action Item 5: Attend a minimum of three group travel shows to proactively market Door County to group tour leaders and operators.

Action Item 6: Develop Meet & Greet step-on program with a giveaway at DCVB Welcome Center in order to track motorcoaches coming into the County.

Action Item 7: Increase number of itineraries from one to three.

Action Item 8: Develop a network of attractions and hotels that are interested in increasing packaged travel to cross-sell the County and encourage quarterly meetings for dialogue to discuss opportunities.

Action Item 9: Offer FAM (familiarization tour) either through Circle Wisconsin or independently to host a minimum of ten group tour operators.

Action Item 10: Develop a DVD to give to operators to play en route to Door County through editing of already existing podcasts.

Action Item 11: Develop a "Tour the Door" newsletter to be sent quarterly to a database of tour operators and group tour leaders.

Action Item 12: Continue membership and involvement in Circle Wisconsin and VISIT Milwaukee in order to maximize exposure to group tour leads.

Action Item 13: Research potential personnel requirements to adequately handle growth of group tour market.

MARKETING & SALES STRATEGY 7: Continue to develop awareness of Door County to meeting planners, third party management companies and reunion and wedding planners of the potential of Door County as a site for small meetings, incentive travel and weddings.

MEASUREMENTS:

- Benchmark room nights used for meetings in 2009 to better assess the potential for increase over the next three to five years.
- Increase meeting planner inquiries by 100% from a projected 2008 year-end total of 22 to 44.
- Increase meeting planner contacts through memberships, travel shows and desk side visits by 100% from a projected 2008 year-end total of 300 to 600.
- Benchmark leads sent to hotels in order to project numbers for 2010.

Brand Position

- Benchmark number of room nights being used for weddings in 2009 to assess potential for 2010 and beyond.

Action Item #1: Work closely with hotels to get accurate reporting of meeting room nights.

Action Item #2: Continue to refine collateral for use at shows, desk side visits and inquiries.

Action Item #3: Attend at least three trade shows to proactively market Door County to meeting planners and key influencers for small meetings and incentive travel market.

Action Item #4: Develop itineraries for small meetings market.

Action Item #5: Offer FAM (familiarization tour) to host at least five meeting planners and continue to offer individual site inspections.

Action Item # 6: Continue membership in MPI and WSAE.

Action Item #7: Refine wedding portion of website and develop list of member services to attract more wedding planners.

Action Item #8: Research wedding shows in order to exhibit at one or two in 2010 with most exposure to identified markets.

Action Item #9: Research potential personnel requirements to adequately handle growth of meetings and weddings markets.

MARKETING & SALES STRATEGY 8: Benchmark occupancy goals.

MEASUREMENTS: Define the 2008 year end occupancy, which is the first full year of tax collections and occupancy records. If national and state occupancy trends are down, and we are maintaining or increasing occupancy in Door County, we can determine if our marketing efforts are headed in the right direction.

Action Step 1: Use this benchmark number to evaluate month-to-month occupancy as a barometer of the marketing initiatives. We will also track Average Daily Rate (ADR), even though we do not specifically have an impact on ADR. In theory, higher occupancy will lead to higher ADR.

Action Step 2: Make sure that over-all emphasis on marketing initiatives is focused on overnight stays.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 1: Continue the Media Marketing Program with Geiger & Associates Public Relations in 2009 to generate brand awareness and product offerings.

MEASUREMENTS:

- Host 50 - 60 travel journalists on four themed press tours to Door County in 2009.
- Generate an additional 10% in ad value equivalency (AVE) through articles and stories as a result of Geiger press tours from a projected 2008 AVE total of \$750,000 to an AVE total of \$825,000 in 2009.
- Generate an additional 10% of impressions through articles and stories as a result of Geiger press tours from a projected 2008 number of 7,800,000 total impressions to 8,580,000 total impressions in 2009.

Action Step 1: Work with Geiger & Associates to organize, plan and host press tours.

Action Step 2: Continue to provide collateral materials, photo CDs and other supporting materials to travel journalists to assist them in producing articles and stories.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 2: Generate regional, national and international brand awareness for Door County through ongoing communication with targeted media outlets and trade associations.

MEASUREMENTS: Continue to monitor Door County media coverage through a contracted vendor with a goal of generating an additional 25% in ad value equivalency (AVE) through media coverage from a projected AVE of \$3,200,000 in 2008 to \$4,000,000 in 2009.

Action Step 1: Design and create Door County media kits for distribution electronically and via hard copy.

Action Step 2: Submit membership applications to the Society of American Travel Writers (SATW) and the Midwest Travel Writers Association (MTWA) and attend meetings and conferences of each association to generate brand awareness and build relationships with the each association's membership.

Action Step 3: Develop themed media releases and send to targeted travel media contacts to generate awareness for seasonally appropriate travel topics.

Action Step 4: Work with a contracted vendor to provide continuously updated media contact lists.

Brand Position

Action Step 5: Work with a contracted vendor to continue monitoring Door County media coverage and to provide data on ad value equivalency, number of impressions and other pertinent media monitoring information to track success of communication efforts.

Action Step 6: Continue to partner with the Wisconsin Department of Tourism to feature Door County in the Great Lakes of North America's Wisconsin itinerary and any other International marketing opportunities as they arise.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 3: Develop high quality, accessible image/photo gallery.

MEASUREMENTS: Develop high quality photo gallery for convenient online access by members of the media with a goal of having at least 300 images available through the gallery by the end of 2009.

Action Step 1: Work with marketing to implement and maintain secured on-line photo gallery.

Action Step 2: Coordinate with marketing on two different professional photo shoots during the course of the year for use in future Visitor Guides and to add images to photo gallery.

Action Step 3: Purchase necessary digital photo storage and photo equipment for staff to manage and continue to add images to the DCVB digital photo gallery.

Action Step 4: Schedule dedicated staff time to allow for on-going image collection of Door County scenery, activities and events and to work with travel media to provide images for publicity purposes.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 4: Continue to develop and refine Explore The Door video podcasts to enhance awareness of destination attributes.

MEASUREMENTS:

- Increase number of Explore The Door views on DoorCounty.com by 10% from a projected 2008 year-end total of 53,000 to 58,300 in 2009.
- Increase number of Explore The Door episode downloads from DoorCounty.com by 10% from a projected 2008 year-end total of 15,600 to 17,160 in 2009.
- Increase number of Explore The Door YouTube video views by 10% from a projected 2008 year-end total of 29,000 to 31,900 in 2009.

Action Step 1: Work with marketing to advance the key messages of Door County that are consistent with the Brand by developing a themed production schedule for 2009 podcasts.

Action Step 2: Continue to generate interest in destination and encourage increased on-line views by producing new episodes featuring distinctive Door County activities, trip ideas and other related items as appropriate.

Action Step 3: Develop a strategy to encourage featured businesses to embed or link podcast segment videos on their own web sites to increase on-line views.

Action Step 4: Continue to promote video podcast in collateral materials through advertisements in Visitor Guide, Insider Tip e-newsletter, DoorCounty.com home page and as part of the media marketing campaign.

Action Step 5: Work with marketing to research additional on-line marketing opportunities to promote the show in order to create new awareness and increase on-line views.

Action Step 6: Research an Explore The Door audio podcast format that could complement the video podcast yet provide a different way to showcase all that Door County has to offer. An audio version of the show could be cross-promoted by the video show and vice-versa.

Action Step 7: Research additional off-line distribution options such as on-demand TV, local access TV, additional kiosk-based distribution methods or radio distribution (for audio podcast) in order to increase awareness of destination.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 5: Develop online scrapbook on DoorCounty.com website.

MEASUREMENT: Provide web visitors with online scrap booking capabilities with a goal of 250 visitors using the scrapbook by the end of 2009.

Action Step 1: Research and review similar on-line scrap booking services to get ideas.

Action Step 2: Collaborate with marketing to design and implement on-line scrap book.

Action Step 3: Coordinate with marketing to implement a campaign through existing and potential new efforts to encourage on-line scrap book participation.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 6: Create a message board on DoorCounty.com.

MEASUREMENT: Implement message board capabilities on internal and external websites with a goal of 250 people utilizing the services by the end of 2009.

Action Step 1: Research and review similar message board services to get ideas.

Action Step 2: Collaborate with both marketing and membership to design and implement message board functionalities on appropriate web sites and to establish rules/regulations for message board usage.

Action Step 3: Identify and cultivate local experts to help populate the message board.

Action Step 4: Coordinate with both marketing and membership to implement a campaign through existing and potential new efforts to encourage message board use.

ADMINISTRATION STRATEGY 1: Implement a County-wide visitor expenditure study.

MEASUREMENTS: Benchmark visitor spending by categories i.e. retail, food, attractions, arts and lodging.

Action Step 1: Contract with Davidson-Peterson for County report in the second quarter.

ADMINISTRATION STRATEGY 2: Employ Visitor Information Specialist expertise to up-sell the Door County product in order to generate additional room nights.

MEASUREMENTS: Survey those who stop at the Welcome Center to follow up to see if they stayed longer or returned at another time.

Action Step 1: Continue to recommend galleries, shopping and other venues.

Action Step 2: Continue to recommend fine dining experience, fish boil, etc.

Action Step 3: Continue to recommend three to four night stay based on suggested itineraries.

Action Step 4: Continue to encourage day trippers to return and/or stay over.

Action Step 5: Continue to find rooms for travelers without reservations to keep them in the County.

ADMINISTRATION STRATEGY 3: Reflect the brand in all aspects of the Welcome Center and administrative offices.

MEASUREMENTS: Complete physical changes in lobby and office layouts, room décor and other space planning modifications.

Action Step 1: Work with the Facilities Task Force.

Action Step 2: Develop and implement plan for Welcome Center lobby.

Action Step 3: Develop and implement space allotment plan for administrative offices.

Goal #2: Reach 100% Tourism Zone participation in 2009.

ADMINISTRATION STRATEGY 1: Continue to demonstrate the value of Tourism Zone membership to municipalities within the Zone and those outside the Zone.

MEASUREMENT: Add final four municipalities to the TZC by the end of 2009.

Action Step 1: Develop case statement for difference in Zone money vs. membership money; develop case statement for Zone partnership.

Action Step 2: Communicate effectiveness of marketing initiatives; benchmark against non-zone actual.

Action Step 3: Develop ever-increasing value advertising and marketing that excludes non-Zone communities; keep benchmarking the success against non-Zone actual.

Action Step 4: Collaborate with zone municipality business/civic associations to promote community events in seasonal media releases to targeted members of the media through Communications & Public Relations Dept.

ADMINISTRATION STRATEGY 2: Identify, cultivate and solidify strategic partnerships.

MEASUREMENTS: Benchmark number of meetings attended, number of communiqués sent and received.

Action Step 1: Identify and contact all County Board representatives.

Action Step 2: Attend and present at all County Board meetings.

Action Step 3: Develop and maintain clear and frequent communication with County community stakeholders.

ADMINISTRATION STRATEGY 3: Cultivate partnerships with Zone Member Municipalities who receive 30% of Zone money.

MEASUREMENTS: List development, number of meetings attended, number of communiqués sent and received.

Action Step 1: Continue to develop contacts on local government boards, meet individually and at town meetings to present benefits of Zone, difference in Zone and DCVB money.

Action Step 2: Develop and maintain clear and frequent communication with local town and village governments.

ADMINISTRATION STRATEGY 4: Continue to cultivate partnerships with Tourism Zone Commissioners.

Unification

MEASUREMENTS: Established schedule and number of outbound communiqués.

Action Step 1: Develop and implement between-meeting communication schedule.

Action Step 2: Continue to refine communication channels through feedback with Commissioners.

Goal #3: Develop an integrated visitor information network.

MARKETING & SALES STRATEGY 1: Build on current capability of hosting satellite visitor centers and civic/business associations' websites on DCVB server.

MEASUREMENT: Completion of hosting of all satellite Visitor Center and local civic/business association websites.

Action Step 1: Create functional design document.

Action Step 2: Develop implementation plan/project.

Action Step 3: Review project deliverables.

Action Step 4: Implement DCVB hosted web sites for all satellite sites.

MARKETING & SALES STRATEGY 2: Develop ongoing customer service/hospitality industry training.

MEASUREMENT: Completion of 125 Certified Tourism Ambassadors (CTAs) in Door County by end of 2009.

Action Step 1: Implement national Certified Tourism Ambassador (CTA) training program with stakeholder meeting, subject matter expert panel and focus group prior to launch.

Action Step 2: Identify local trainers and program implementer.

Action Step 3: Develop prospect list of training venues and companies wishing to have this training.

Action Step 4: Train all Information Center representatives in the Tourism Zone communities at no cost in order to have strong Ambassadors to cross-sell the County.

Action Step 5: Investigate feasibility of a training reimbursement program for small employers.

Action Step 6: Decide if the half day service kickoff workshop format should also be part of the customer service program

MEMBERSHIP STRATEGY 1: Develop affiliations with civic/business associations and joint use of membership lists with both organizations.

MEASUREMENTS: Exchange membership lists with local associations and complete co-op membership contracts for at least four associations by end of 2009.

Action Step 1: Meet with new membership contact for each local civic/business association to develop a combined membership contract and dues schedule that would enable a new member to sign up for both memberships at once.

Action Step 2: Establish quarterly membership information exchange program with local associations to identify prospective members and new businesses throughout the County.

ADMINISTRATION STRATEGY 1: Develop channels for community/DCVB information gathering and receiving.

MEASUREMENTS: Complete all action items by the end of 2009.

Action Step 1: Develop listserv or blog in order to share timely information and organizational tips.

Action Step 2: Research messaging systems for other information centers to bring them to the DCVB level of customer service excellence, especially when the centers are closed.

Action Step 3: Develop tracking system to capture information dispensed at the DCVB for each community to show ongoing value.

Action Step 4: Develop and implement regular, timely and concise communication between DCVB and satellite information centers and vice versa.

Action Step 5: Create Frequently Asked Questions (FAQ) system and incorporated into new phone system.

ADMINISTRATION STRATEGY 2: Develop equitable and user-friendly solutions for seasonal Information Centers to ensure guests receive accurate and timely information.

MEASUREMENTS: Achieve seamless integration of off-season information gathering.

Action Step 1: Investigate call forwarding systems, costs and contact persons.

Action Step 2: Find year-round people for winter contacts.

Action Step 3: Facilitate hiring of year-round contact person for off-season information sharing for Information Centers that shut down November-May. Could be designated DCVB staff.

ADMINISTRATION STRATEGY 3: Develop standards for Visitor Guide listings, “truth in advertising” standards.

MEASUREMENT: Application of certification standards for member properties

Action Step 1: Identify ADA standards and develop certification for properties to qualify.

Action Step 2: Roll in shower icon for ADA certified properties to incorporate into 2009 Visitor Guide.

Action Step 3: Identify staff to develop, implement and maintain certification standards.

ADMINISTRATION STRATEGY 4: Investigate impact of high gas and printing costs on brochure distribution.

MEASUREMENTS: Completion of survey on current practice and evaluation of alternative/electronic information delivery system.

Action Step 1: Gather information from communities on the future of brochure production and distribution.

Action Step 2: Consider alternatives to lobby brochure racks, e.g., electronic brochures on demand at inside kiosks, print only what you want/need.

ADMINISTRATION STRATEGY 5: Investigate feasibility of “joint” memberships, e.g., one payment for membership in DCVB plus local business/civic association.

MEASUREMENTS: Completion of benefits survey and/or adoption of proposed plan.

Action Step 1: Gather information on community membership fees.

Action Step 2: Identify benefits and advantages to members/ civic associations.

Action Step 3: Develop proposal for implementation if action step 2 proves feasible.

Action Step 4: Develop financial administration procedures for program implementation.

ADMINISTRATION STRATEGY 6: Implement WiFi/hot spots at all kiosk locations, including at DCVB Welcome Center.

MEASUREMENTS: 100% WiFi installation at kiosks and Welcome Center by the end of 2009.

Action Step 1: Purchase equipment/transmitters for sites.

Action Step 2: Develop implementation plan/project to complete by the end of 2009.

Action Step 3: Configure access points with DCVB as base.

Action Step 4: Publicize the availability in Visitor Guide and on website in 2010 Guide.

ADMINISTRATION STRATEGY 7: Pursue easy identification of visitor information services.

MEASUREMENT: Adoption of county-wide standards as determined by the Visitor Center Task Force.

Action Step 1: Make Door County logowear available for all information staff in satellite visitor centers.

Action Step 2: Obtain approval for a sign on northbound Highway S (west at this point) to turn left for visitor information.

Goal #4: Provide community leadership for product development and packaging in order to increase overnight stays in Door County.

MARKETING & SALES STRATEGY 1: Continued development of four season marketing with emphasis on the shoulder seasons.

MEASUREMENT: Achieve realistic benchmark of bookings through on-line promotional packages and add-on value incentives.

Action Step 1: Expand/repackage successful programs i.e. Festival of Blossoms (May), Kingdom So Delicious (September) and Nature of Romance (December through March) to generate overnight stays during shoulder seasons.

Action Step 2: Expand on a “Holidays in Door County” package theme (mid-November to mid-December) to include shopping brochure and an incentive (e.g., DC wrapping paper) for hotels to offer gift wrapping.

Action Step 3: Create and add a “book it now” button to all on-line package listings with a tracking method to benchmark usage in 2009 and utilize data for future goal development.

Action Step 4: Develop and implement a strategic marketing campaign for each shoulder season promotion to create awareness and generate bookings.

Action Step 5: Develop an add-on value incentive as giveaway to customers for hotels to report numbers e.g., set of postcards or poster.

MARKETING & SALES STRATEGY 2: Develop expanded activity guides/maps to increase awareness of specific destination attributes.

MEASUREMENT: Development and creation of a minimum of three additional activity guides/maps.

Action Step 1: Based on 2008 interviews with Visitor Information Specialists for on-site information trends, analyze additional in-house guides/maps to complement existing lighthouse, wineries, antiques, orchards and dining brochures.

Action Step 2: Utilize electronic data mining to uncover new market opportunities.

Action Step 3: Using artwork developed in fourth quarter of 2008, design, research, write, print and distribute silent sports maps for warm and cold weather sports.

Action Step 4: Using artwork developed in fourth quarter of 2008, design, research, write, print and distribute a Golf Guide.

Action Step 5: Collaborate with Snowmobile Association to enhance their efforts and assist in promotion of trails.

MARKETING & SALES STRATEGY 3: Refine the Visitor Guide to be more user-friendly and easier to produce.

MEASUREMENTS:

- Feedback has been obtained from members, staff and visitors during first half of 2009 for incorporation into 2010 Visitor Guide.
- Current database methodology for tracking Visitor Guide participation, content and payments is fully replaced by WebLink prior to production of 2010 Visitor Guide.

Action Step 1: Use new WebLink capabilities for Visitor Guide production, ensuring reduced errors, improved production flow and better payment tracking.

Action Step 2: Solicit feedback about current Visitor Guide from members, staff and visitors and incorporate best suggestions in the 2010 Visitor Guide.

Action Step 3: Brainstorm cover shot with Communications and PR for 2010 guide and implement photo shoot.

MARKETING & SALES STRATEGY 4: Develop and facilitate partnerships with Tourism Zone communities.

MEASUREMENTS:

- Develop and/or redevelop new product packaging based on member-with-member partnerships.
- Successful local marketing campaigns in place by end of 2009.

Action Step 1: Manage community marketing for Tourism Zone communities to assist in building local marketing campaigns.

Action Step 2: Brainstorm ideas for packaging existing programs i.e. Nature of Romance, Festival of Blossoms and Kingdom So Delicious.

Action Step 3: Communicate on-site, share excitement and promote intra-member collaborations.

Action Step 4: Continue to expand partnerships through collaborations at community meetings.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 1: Work with Film Wisconsin to increase awareness of the destination as a great place for movie, TV or commercial production opportunities.

MEASUREMENTS:

- Host key staff members from Film Wisconsin on at least one familiarization tour.
- Develop media kit specifically designed for attracting movie, TV or commercial production companies to do work in Door County.
- Benchmark inquiries for Door County through Film Wisconsin in 2009.

Action Step 1: Develop strategic plan that includes a list of contacts and specific locations where traditional or non-traditional film related activities could take place.

Action Step 2: Develop media kit for distribution to Film Wisconsin, production houses and movie studios listing top reasons for filming in Door County.

Action Step 3: Develop, invite and host Film Wisconsin staff for Familiarization (FAM) Tours in the winter, summer and fall to generate awareness of Door County product offerings.

Action Step 4: Partner with other Wisconsin destinations on a Film Wisconsin fly-over project to add high-definition aerial video of Door County to our video library and to provide Film Wisconsin with footage to help sell Door County as a filming location to great location for commercial and film projects.

Action Step 5: Assess cooperative marketing and other opportunities through Film Wisconsin for potential inclusion in the 2010 budget.

Goal #5: Increase DCVB operating revenues by 4% by the end of 2009 for the 2010 budget year.

MARKETING & SALES STRATEGY 1: Create a revenue stream through sponsorship and partnership opportunities.

MEASUREMENTS: Develop sponsorship and partnership revenue.

Action Step 1: Explore partnership with major credit card company for sponsorship of website and advertising.

Action Step 2: Develop sponsorship offers for members and ancillary businesses to co-brand with Door County name.

Action Step 3: Look at InnLine to up-sell offers for potential new revenue streams i.e. banner on niche pages.

MEMBERSHIP STRATEGY 1: Increase membership by developing targeted membership campaigns with sales support materials designed to include detailed benefits for each segment of membership, i.e. restaurant, retail, service industries.

MEASUREMENTS: Bring 100 new members on board, including recapturing former members, by the end of 2009 while increasing the rate of retention to 90% for 2009.

Action Step 1: Define the growth potential for membership and a timeline for achieving that potential.

Action Step 2: Revise sales packet to include samples of two web listings of the most similar businesses to show prospective members a) the number of web visits they can expect when they become members and b) to show the impact of the number of web visits through the quality of their web page and the number of links and upgrades that exist on it.

Action Step 3: Collect third party testimonials covering a range of different types of business members stating the benefits they have experienced and then create a page of testimonials to be included in the sales packet.

Action Step 4: Develop an on-going communication between the marketing and membership departments to allow new media received regarding specific types of businesses, activities or areas in the county as they become available. The membership department will then include copies of that media in the sales packet for similar businesses as examples of other benefits of membership.

Action Step 5: Develop a “Who is the DCVB” printed piece to be included in the sales packet designed to tell prospective members who we are, what we do and the makeup of our membership.

MEMBERSHIP STRATEGY 2: Expand opportunities with new membership benefits and new classes of membership.

MEASUREMENTS:

- New pricing for InnLine items is complete in time for August 2009 annual renewal invoice cycle.
- Tracking report of InnLine subscribers is completed by the end of the first quarter.

Action Step 1: Develop a corporate membership program.

Action Step 2: Conduct a thorough review of dues structure, benefits and develop proposal for approval.

Action Step 3: Determine new pricing for current InnLine revenue producing features that will provide an increased profit for the DCVB.

Action Step 4: Investigate turning InnLine PDF/e-brochure postings into a revenue producing feature.

Action Step 5: Work with Baylakes Information Systems to determine if there are any new features that could be developed and turned into revenue producers, for example, video clips.

Action Step 6: Develop monthly tracking report of InnLine subscribers to inform them of the value of the services they receive to drive sales and renewals.

MEMBERSHIP STRATEGY 3: Increase revenue through ad sales and listings in the Visitor Guide and other collateral.

MEASUREMENT: Increase Visitor Guide ad sales revenue by 5% from a projected 2008 goal of \$500,000 to \$525,000 in 2009.

Action Step 1: Conduct a thorough review of ad costs, listings and percent participation in Visitor Guide advertising.

Action Step 2: Work with a Membership Task Force to thoroughly analyze cost to benefit of changing current dues structure.

Action Step 3: Compile findings and write a proposal with rationale for adoption and implementation.

Action Step 4: Investigate potential ad revenue in niche activity guides and/or calendars of events.

ADMINISTRATION STRATEGY 1: Use Welcome Center Lobby as retail area for products not found anywhere else in Door County.

MEASUREMENTS:

- Successful completion of action steps 3 and/or 4.
- Annual sales of \$10,000.

Action Step 1: Investigate appropriate product selection (logowear, DC daffodils).

Action Step 2: Develop cost analysis, product availability and impact on retail membership.

Action Step 3: Develop space needs, effect on current lobby space, fulfillment plan and alternative sales location(s).

Action Step 4: Research and develop an online store.

ADMINISTRATION STRATEGY 2: Review all policies and procedures for efficiency and seek opportunities for cost savings.

MEASUREMENT: Completion and implementation of all action steps with anticipated cost savings of 5% (with allowances for fuel prices.)

Action Step 1: Reduce debt collection and write off by developing internal list of dropped members and bad debt. Share with membership sales.

Action Step 2: Write formal policy on reinstatement terms and bad debt reconciliation.

ADMINISTRATION STRATEGY 3: Continue a system for checks and balances for financial oversight including but not limited to quarterly reviews, timely adjustments to the budget and ongoing cash flow projections.

MEASUREMENT: Create budgeting capabilities through integration with QuickBooks and WebLink.

Action Step 1: Create functional and design document with Accounting.

Action Step 2: Investigate development vs. package software solutions.

Action Step 3: Develop implementation plan/project.

Action Step 4: Implement DCVB budgeting systems and DCVB budget reporting.

Action Step 5: Train DCVB administration in use and management of budget system.

Goal # 6. Achieve organizational excellence through internal and external leadership.

MARKETING & SALES STRATEGY 1: Attend industry conventions/seminars in order to educate the staff on new trends in the tourism industry.

MEASUREMENT: Have staff representation at a minimum of four industry conventions/trade shows in 2009.

Action Step 1: Attend Governor's Conference on Tourism.

Action Step 2: Attend WACVB Fall/Winter Conference.

Action Step 3: Attend Bank Travel as sponsor of 2009 dinner for pre-promote for 2010 conference.

Action Step 4: Exhibit at Holiday Showcase by Association Forum.

MARKETING & SALES STRATEGY 2: Continue subscriptions and memberships to trade publications and organizations to increase knowledge of the tourism industry.

MEASUREMENT: Subscribe to a minimum of six publications and belong to at least five professional organizations.

Action Step 1: Subscribe to Sunday Milwaukee Journal Sentinel, Chicago Tribune, Minneapolis Star newspapers.

Action Step 2: Subscribe to Condé Nast and Travel & Leisure and explore other niche magazines.

Action Step 2: Belong to MPI, WSAE, Circle Wisconsin, VISIT Milwaukee and explore benefits of Society of Incentive & Travel Executives (SITE).

MARKETING & SALES STRATEGY 3: Serve on committee(s) and/or board(s) of local organizations which can increase room night activity in the County.

MEASUREMENT: Active participation in local committee with measurable room night results by 2010.

Action Step 1: Research local committee and/or board for involvement where presence will result in increased room night activity e.g., bike race, county-wide festival etc.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 1: Attend industry conventions/seminars in order to be educated on new trends in the tourism industry.

MEASUREMENT: Have staff representation at a minimum of two industry conventions/trade shows in 2009.

Action Step 1: Attend Wisconsin Governor's Conference on Tourism.

Action Step 2: Attend WACVB Fall Conference.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 2: Subscribe to trade publications and join trade organizations to increase knowledge of the communications and public relations industries as they relate to tourism.

MEASUREMENT: Subscribe to a minimum of one publication and belong to at least one professional organization.

Action Step 1: Research and subscribe to industry trade publication.

Action Step 2: Join the Public Relations Society of America (PRSA) and the Northeast Wisconsin Chapter of PRSA.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 3: Serve on committees and/or boards of local organizations which can increase room night activity in the County.

MEASUREMENT: Active participation in a local committee/organization with measurable room night results in 2009.

Action Step 1: Continue to have a staff member serve on the Door County Triathlon Board of Directors.

MEMBERSHIP STRATEGY 1: Attend industry conventions/seminars in order to educate the staff on new trends in the tourism industry.

MEASUREMENT: Have membership staff representation at a minimum of two industry conventions/trade shows in 2009.

Action Step 1: Attend Governor's Conference on Tourism.

Action Step 2: Attend WACVB Fall/Winter Conference.

MEMBERSHIP STRATEGY 2: Improve the level of service to the membership by conducting survey research, including focus groups, to better define the needs and wishes of the membership.

MEASUREMENTS:

- Have the membership list up-to-date with the most recent contact information/manner of contact for each member.
- Have a plan developed for targeting those areas brought to light as a result of membership survey/focus group data completed by June 2009.

Action Step 1: Develop membership list with businesses categorized according to type, such as lodging, restaurant, service provider, etc.

Action Step 2: Discover how individual members retrieve information.

Action Step 3: Create a field in the membership list by which to sort those members so as to best facilitate receipt of DCVB information when it is disbursed.

Action Step 4: Develop survey topics, schedule surveys, inviting a cross section of members to participate, assemble membership response data.

Action Step 5: Develop focus group topics, schedule focus groups, invite members to participate, record and assemble data.

MEMBERSHIP STRATEGY 3: Refine and redesign the “Make the Most of your Membership” (MMOYM) concept.

MEASUREMENT: Implementation of revised program with increased number of participants, especially with the development of specific user groups.

Action Step 1: Conduct focus groups and survey membership.

Action Step 2: Segment the MMOYM into smaller, more in-depth sessions.

Action Step 3: Develop business-specific sessions to target information and keep participants engaged with consideration of becoming user groups.

MEMBERSHIP STRATEGY 4: Re-examine membership website.

MEASUREMENT: Redesign website based on recommendations of focus groups.

Action Step 1: Conduct focus groups for user-friendly upgrades.

Action Step 2: Make recommendations on web developers.

Action Step 3: Develop proposal for redesign and oversee implementation.

MEMBERSHIP STRATEGY 5: Develop a comprehensive new member welcome and sustaining member PR program.

MEASUREMENT: Completion of action steps 1, 2 and 5.

Action Step 1: Organize a task force with Board of Directors to assist in focus groups and idea generation.

Action Step 2: Develop a “Thanks for Your Membership” phone call from CEO/President.

Action Step 3: Follow up with note, hand signed.

Action Step 4: Rotate thank you program amongst membership staff.

Action Step 5: Conduct “Thanks for Your Membership” program in non-peak selling seasons.

MEMBERSHIP STRATEGY 6: Analyze historical statistical information to find patterns in member join dates and use patterns to develop new member programs and new member cultivation.

MEASUREMENTS: Success is dependent on the patterns revealed, if any, and the subsequent development of annual new membership drives and recapture of high value dropped members.

Action Step 1: Chart join dates.

Action Step 2: Extrapolate information for calendar development.

Action Step 3: Develop plan for new membership product introduction.

ADMINISTRATION STRATEGY 1: Review, refine, define and communicate internal personnel policies and procedures.

MEASUREMENTS: Completion of all action steps.

Action Step 1: Research programs for organizing an on-going management training.

Action Step 2: Develop and implement performance review practices, procedures, expectations, goal setting and performance improvement tools.

Action Step 3: Review comparable wages and salaries for other Destination Marketing Organizations (DMOs) and make recommendations for compensation adjustments.

Action Step 4: Ensure frequent and timely information transfer to all employees through staff meetings and e-information.

Action Step 5: Investigate a dental plan and other benefits packages.

Action Step 6: Cross-train staff on all functions to ensure adequate human/information resources is available at all times.

Action Step 7: Ensure that staff meetings are conducted frequently with clear and concise information imparted to all.

Action Step 8: Develop standardized orientation plan for all new employees.

Action Step 9: Develop an internal culture for employee retention and promotion.

ADMINISTRATION STRATEGY 2: Develop plans for catastrophic circumstances.

MEASUREMENTS: Completion of all proposed plans.

Action Step 1: Install a Knox Box for fire and first responders.

Action Step 2: Continue to research, write and implement disaster recovery and crisis management plan including: phone tree, order of contact, speaking to the press, insurance information etc.

Action Step 3: Research, write and implement information management backup plans with system and personnel redundancy.

Action Step 4: Research, write and implement a crisis/disaster plan specifically for Baylakes Information Systems.

ADMINISTRATION STRATEGY 3: Obtain Travel Green certification.

MEASUREMENTS: Certification Accomplished.

Action Step 1: Research requirements for certification; implement to certify.

Action Step 2: Continue to assist membership in achieving green certification.

ADMINISTRATION STRATEGY 4: Conduct facilities investigation, review and recommendations.

MEASUREMENTS: Reconfiguration of Welcome Center lobby and office layout.

Action Step 1: Look at traffic flow in lobby, redesign if necessary.

Action Step 2: Review facilities study with Facilities Task Force.

Action Step 3: Plan to accommodate new staff in existing structure.

Action Step 4: Create a wish list for ideal facility.

ADMINISTRATION STRATEGY 5: Obtain DMAI and WACVB Certification.

MEASUREMENT: Certification Completed.

Action Step 1: Research requirements for DMAI Certification.

Action Step 2: Follow steps, compile the information, and achieve certification.

Action Step 3: Once DMAI certified, apply for WACVB certification.

ADMINISTRATION STRATEGY 6: Keep abreast of changing technology.

MEASUREMENT: Equipment replacement plan and implementation.

Action Step 1: Develop a plan for ongoing equipment replacement.

Action Step 2: Replace one third of staff computers and upgrade software each year.

ADMINISTRATION STRATEGY 7: Review all Welcome Center procedures.

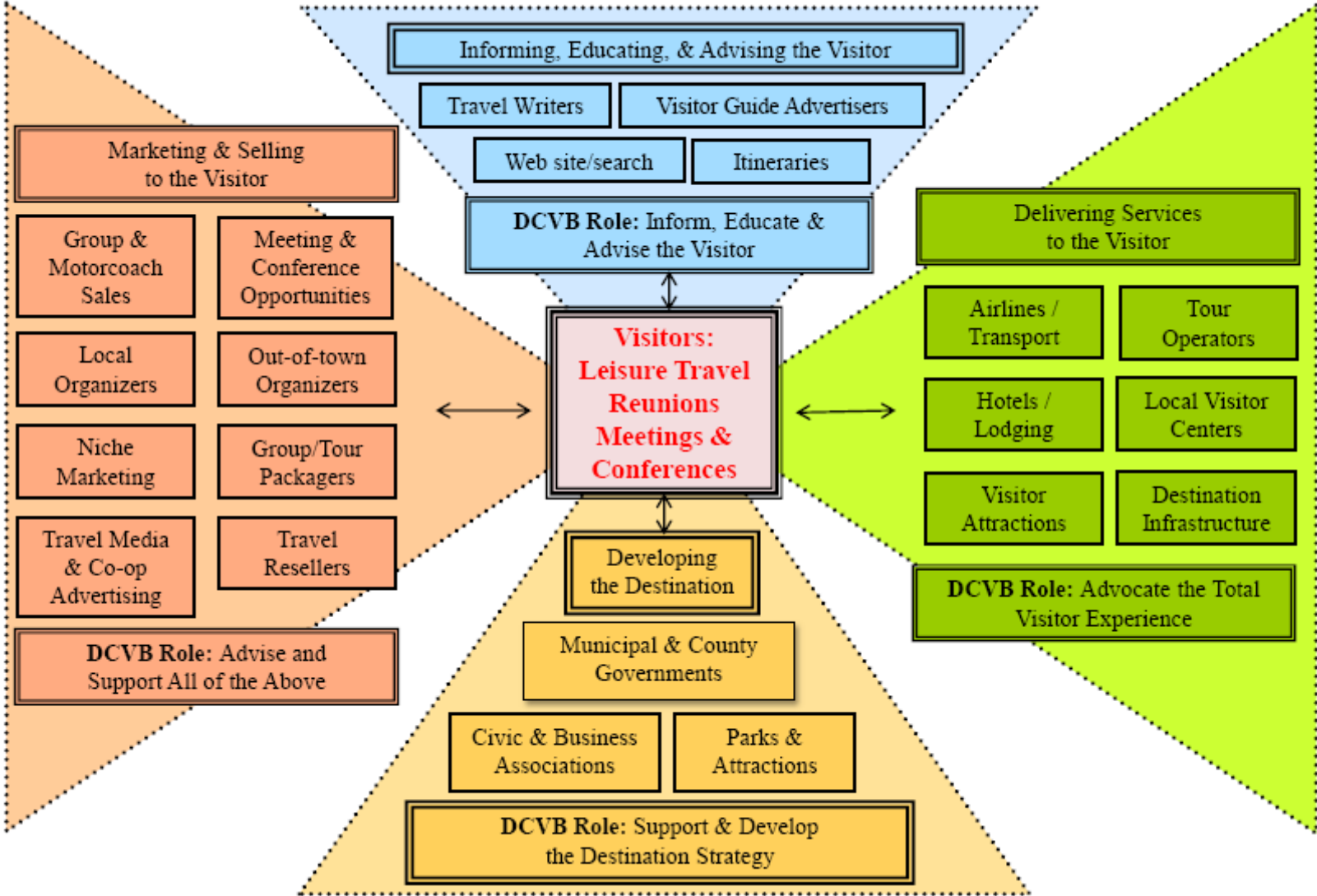
MEASUREMENTS: Update existing and implement new procedures to reflect industry expectations and Certified Tourism Ambassador standards.

Action Step 1: Implement industry standard of 24 hour turn around for information distribution and mailing.

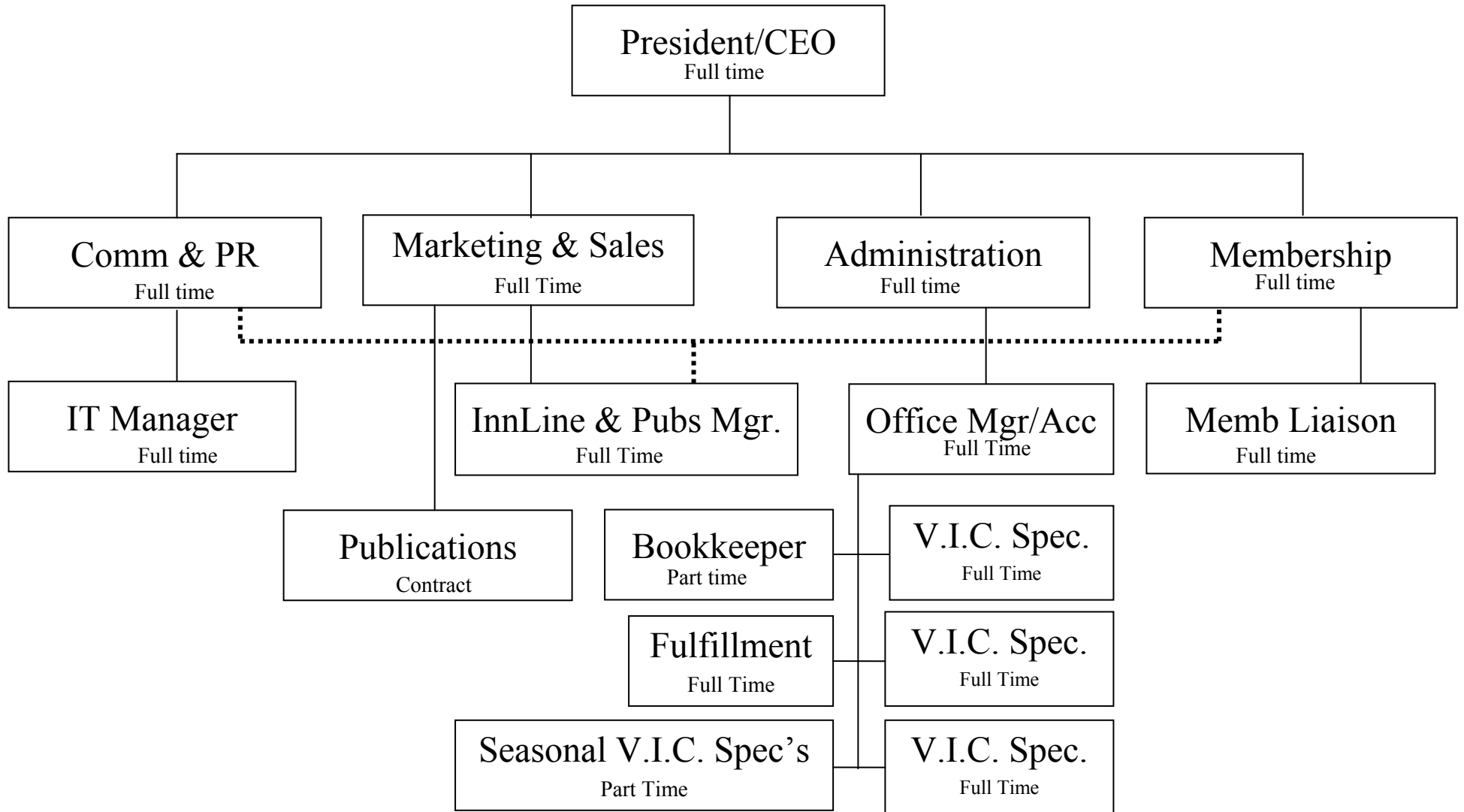
Actions Step 2: Compile an ongoing insider's guide to the Welcome Center.

Action Step 3: Ensure that required CTA training practices are in place and in use daily.

STRATEGIC MAP FOR DCVB MARKETING



ORGANIZATIONAL CHART



Plan Approved by the DCVB Executive Committee, October 21, 2008

Plan Approved by the DCVB Board of Directors, October 22, 2008

Plan Approved by the Tourism Zone Commission, November 6, 2008