



CONVENTION + VISITORS BUREAU



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STRATEGIC PLAN

..... 2016 - 2021



Greater Portland Convention + Visitors Bureau

Who We are

The Greater Portland Convention + Visitors Bureau (CVB) is a not-for-profit destination marketing organization charged with representing the Greater Portland region and enhancing the long-term development of our communities through a travel and tourism strategy. The Greater Portland CVB is a membership-based organization, bringing together businesses that rely on tourism and meetings for revenue.

Our Mission

The mission of the Greater Portland Convention + Visitors Bureau is to stimulate the economic vitality of Greater Portland by soliciting and servicing conventions, meetings, groups, and visitors, and by promoting Greater Portland as a preferred destination.

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Greetings from the President + CEO



LYNN TILLOTSON
PRESIDENT + CEO
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Greater Portland, Maine is a dynamic place, and promoting it is exciting and rewarding. The Greater Portland region is known far beyond its borders as a first-class domestic and international destination. Our region is renowned for its high-quality hotels and restaurants, broad range of attractions, shopping, and unique people who own and manage area businesses and organizations.

We are often reminded how critical Maine's tourism industry is to our economy and quality of life. We are at the brink of an exciting new phase: new hotel inventory, restaurants, and developments throughout all of our communities represent new opportunities. The hospitality industry is a leading force in our economic development; working together is the only way to leverage our growth and elevate our region to its full potential.

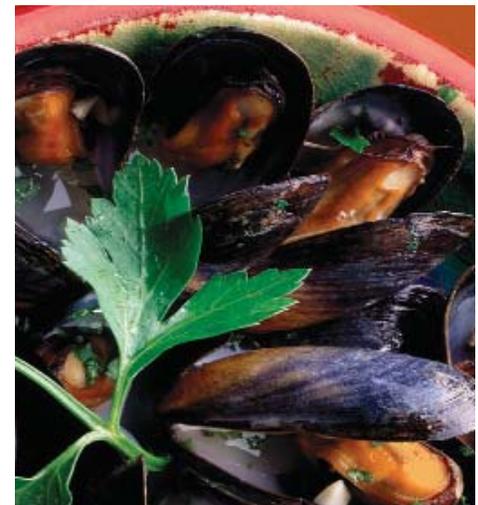
Despite sustained growth in Maine's tourism industry, members are seeking more business in the shoulder and winter seasons. Increased marketing to draw more year-round visitors to the region can be realized with a strong, financially sound and effective CVB. To this end, we must focus attention on: improving member retention, connecting visitors with members, enhancing the visitor experience, raising local awareness, and shaping the future CVB.

This is not a marketing plan. Rather, it is a road map to identify and take action on the critical travel and tourism industry opportunities that will drive the CVB forward for the next five years. Partnerships, along with a broader, collaborative approach, will be central to the delivery and success of this strategy. To lay the foundation for our future successes, we'll continue to work with local leaders, community partners, and industry associations to surpass our goals and objectives.

Tourism is everybody's business!

Lynn Tillotson

Lynn Tillotson
President + CEO





The Process

As a membership organization, the Convention + Visitors Bureau sought direct input and collaboration from its members to aid in the development of this five-year strategic plan. We looked inward at the strategies and tactics applied to date, and outward at the successes of other destination marketing organizations, as well as trends, travel patterns, and changes in consumer decision-making – all of which shape tourism locally, nationally and internationally.

Competitive Analysis

- Long-term strategic plans from leading-edge destination marketing organizations (DMOs) were reviewed
- Industry trends, forecasts, and outlooks were scoured
- Consumer travel trends were analyzed

Information Gathering

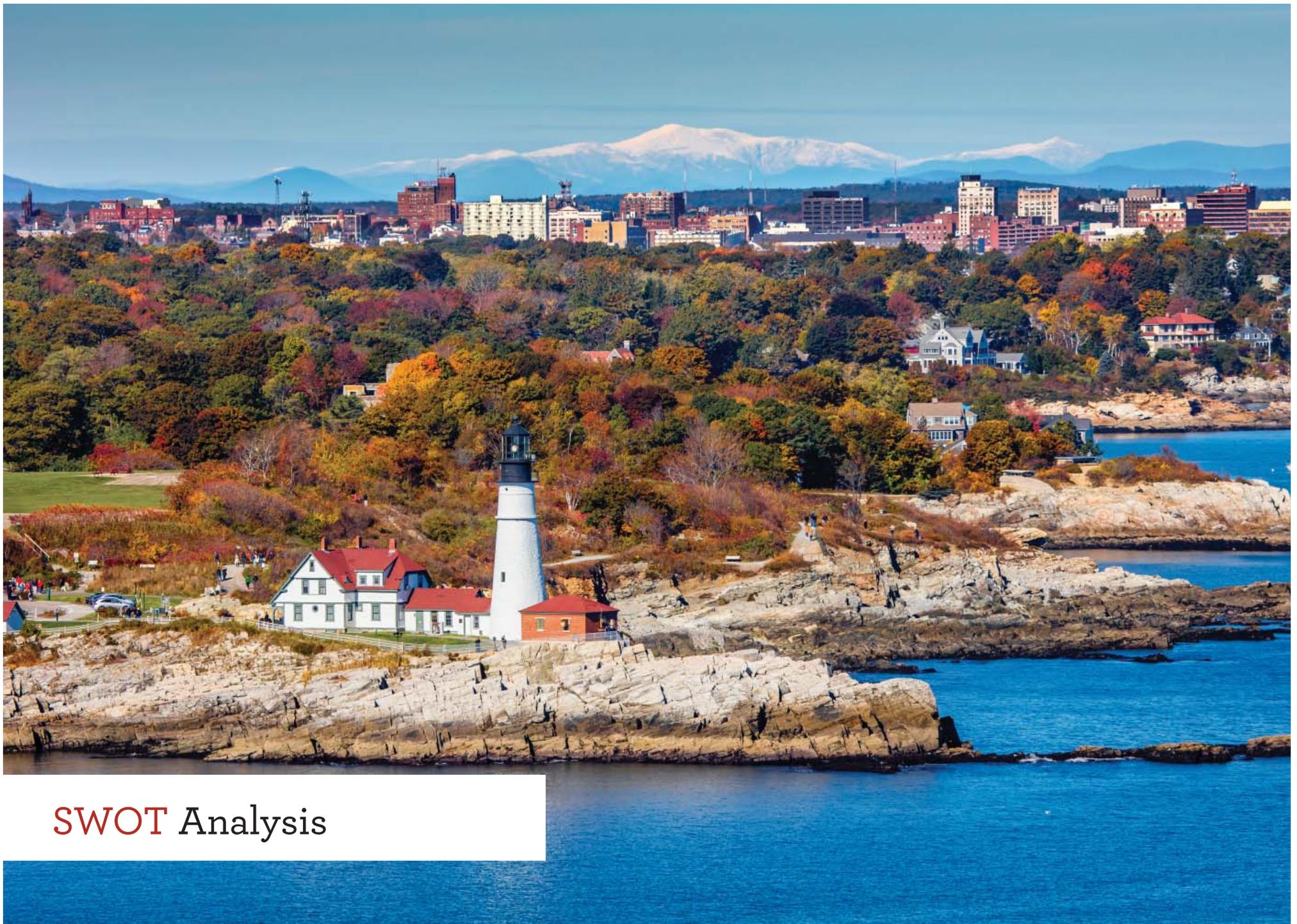
- CVB staff completed its own internal strengths, weaknesses, opportunities, and threats (SWOT) analysis
- Board of Directors completed a SWOT analysis
- Conducted a member survey sent on August 27, September 3, and September 10, 2014
- Held a blind focus group with past or non-member businesses in Greater Portland on January 21, 2015

The Plan

- First Draft Plan: shared for preliminary commentary at the February 2015 Board of Directors' Meeting
- Second Draft Plan: discussion and direction of plan content, strategies, and recommendations with Strategic Planning Committee on March 25, 2015
- Completion of Final Strategic Plan May 2016

*Perspective and Guidance was received throughout the process from:
The Executive Committee and 19 Oaks Strategic Sales & Marketing*





SWOT Analysis

Results + Findings

Strengths

Marketing: Promotion of the region through destination brand marketing, travel writer promotion, and the ability to visualize and accomplish goals for all members through collective resources.

Service: Great resource for visitors through the Information Centers, strong advocate for properties and venues, promotes local businesses and events, provides comprehensive resource materials for visitors through web and print.

Networking: Keeps in touch with members - networking mixers, Sales + Marketing meetings, Frontline Orientation, and Annual Meeting. Keeps local businesses/members connected, and staff is friendly, highly professional, accessible, and passionate with many years of institutional knowledge.

Opportunities

Funding: Opportunities revolved around the possibility of marketing at a higher level or a focus on niche markets and shoulder seasons with additional funding sources.

Brand: Preserving our authentic nature of Greater Portland. Regularly survey visitors to align brand promise with actual expectations.

Partnerships: With other industries such as agricultural, city and regional organizations, and our education systems.

Marketing: Work on growing social media, niche markets, prepare for international travelers with multi-language materials.

Show Value to Members: Measurement of ROI (quantify and communicate more frequently). Quantify the value of business development, and encourage member cross-marketing. Continuously improve lead generation systems.

Weaknesses

Funding: The over-reliance on print advertising revenues, lack of municipal/state funding, à-la-carte fee structure for members, and relatively high dues structures.

Awareness: Over arching this issue is the lack of public awareness of how the CVB is funded which results in the above. In addition, the public is unaware of tourism's overall economic impact on our region.

Communication: Lack of technology tracking software to allow sufficient communication to members about results of our marketing efforts.

Advocacy and Development: The lack of a convention center in the region, CVB not taking a stand yes or no on issues, and too much overall emphasis on Portland.

Threats

Political: Political changes threatening the brand authenticity of the region were of high concern as well as the lack of urgency to work on problem behaviors such as panhandling.

Future Travelers and Members: Generational changes such as the Millennials, and how they will affect the relevance of CVBs in the future and resources, such as TripAdvisor are cause for concern.

Awareness: The lack of knowledge among locals of the importance of the tourism industry must change in order for us to make a difference in the economy. Confusion about the role and value of related agencies - too many member organizations, and they don't understand our differences.

Development & Competition: Lack of tourism attraction development, competition for real estate, regional competition (Bangor, Portsmouth).



Identified Key Issues + Opportunities

As a membership organization, we sought direct input from our members, board, and staff as well as a group of potential members. Based on surveys from our members, a board and staff SWOT analysis, and a blind focus group, we were able to compile results that guided us through our process of determining our top strategic priorities. The results were as follows:

PUBLIC AWARENESS

Our greatest opportunity over the next five years is raising public awareness. Through our process we found that members and the Greater Portland community don't completely understand what we do and how we differ from other organizations. This limits the number of businesses that seek out the CVB for tourism marketing programs and additional business resources.



FUNDING

Focus should be on a funding model for the CVB that increases the budget outside of membership dollars in order to be competitive with other destinations and allows us a greater opportunity to promote and enhance the shoulder season visitation.

PUBLIC RELATIONS

Continue engaging traditional travel writers and press, and expand the focus of influencers and bloggers with social media.



EDUCATION

There was a clear need and request for education and training for all levels of staff and management within their organizations. The membership is looking for continuing education and workshops that focus on the hospitality industry and future trends.



MEETINGS + EVENTS

With the undeniable economic impact that meetings and events bring to the Greater Portland area, it is no surprise that the members want more.

- More leads
- More local meetings
- More city-wides
- More FAM Tours

In addition, they would like to see the CVB actively working with the community for the development of a Convention Center.



VISITOR EXPERIENCE

It is imperative that frontline personnel and Information Center staff and volunteers are trained and educated to provide the highest level of customer service and information to visitors.

Members also want feedback from visitors about their experience while in Greater Portland as a verification of our strengths or weaknesses.

MARKETING

Greater focus on shoulder season marketing continues to be of high importance to area businesses.



MEMBERSHIP

Members are looking for greater communication about our ongoing marketing projects as they relate to our core mission and the best way to participate in them or leverage our efforts.

Greater focus on member business recognition through social media, web, e-marketing, print, and locally through our member newsletter.

COMMUNITY RELATIONS

In the current economic climate businesses realize that nobody can go it alone...even the CVB. Continued collaboration with cities, chambers, and other local and state associations is a requirement moving forward, allowing us to leverage our specialties and constituents to collectively advocate for tourism.



Top Five Strategic Priorities

Strategic Priority

Improve Member Retention + Recruitment

- GOAL - **Explore** New Technologies
- GOAL - **Develop** Member Communication Plan
- GOAL - **Quantify** Membership Value
- GOAL - **Become a Resource** for Industry Education

Strategic Priority

Connect Visitors With Members

- GOAL - **Measure** Visitor Data and Feedback
- GOAL - **Establish** Marketing Profiles
- GOAL - **Develop** an Editorial Marketing Calendar
- GOAL - **Increase Focus** on Digital Platforms

Strategic Priority

Enhance the Visitor Experience

- GOAL - **Promote** a Welcoming Environment
- GOAL - **Foster & Maintain** a Culture of Hospitality
- GOAL - **Retain, Train & Recruit** Qualified Associates
- GOAL - **Consider** an Inclusionary Model

Strategic Priority

Raise Local Awareness

- GOAL - **Develop** an “Importance of Tourism” Message
- GOAL - **Create** a “Who’s Who” Campaign
- GOAL - **Build** Media Relationships
- GOAL - **Generate** Community Support for a Convention Center

Strategic Priority

Shape the Future CVB

- GOAL - **Evaluate** the Organization’s Name
- GOAL - **Rethink** Membership Structure
- GOAL - **Research** Tourism Improvement District
- GOAL - **Engage** Future Business Leaders



Priorities = Goals + Tactics



Strategic Priority - Improve Member Retention + Recruitment

The lifeblood of our organization is the members who support the Convention + Visitors Bureau's marketing of Greater Portland. In recent years, the CVB has seen an 8-11% attrition rate and has identified member loyalty and retention as an area for continuous improvement. **It is critical that we focus our efforts equally on member retention and new member recruitment** while providing value on their investment. The goals put forth will be designed to provide the best possible return on membership investment through more effective communication programs that keep the CVB top-of-mind as the tourism leader **positioning the CVB as an imperative, cost-effective resource** through collective marketing.

Goal: Explore New Technologies

Research a single effective solution for managing members, events, media metrics and value, communications, and automating work flows that may replace Filemaker Pro, InfoTrac, and our internal lead system, providing us with a more integrated tool. This will allow us to engage members and simplify work flows, while providing members access to information desired specifically about them. With streamlined and accessible information, the CVB can make fast, smart, data driven decisions. These programs exist and are readily used by most other CVBs but have been prohibitive due to funding. We will seek less expensive yet comparable solutions.

The CVB will also launch a new “member only” website that allows us to better serve our members, keep them informed and engaged, and help us to achieve a stronger retention rate.

- TACTIC: Create a checklist of necessities and wants for efficient operating system
- TACTIC: Review several operating system options
- TACTIC: Continue to build and improve the member only website

Goal: Develop a Member Communication Plan

Effective communication is a powerful tool in retaining members. It is imperative that members understand what we are doing as an organization on their behalf. The CVB will conduct a comprehensive analysis of the communication needs and wants of our membership in order to determine what works best for them to accomplish the highest level of member engagement.

We will assess what we communicate (value of membership, what we do, events, news, leads, etc.), when and to whom we communicate with, and what methods we use (new website, surveys, newsletters, social media, etc.). The CVB will utilize results of surveys to measure and gauge our success.

- TACTIC: Survey members and collect data on how and when they prefer to be communicated with
- TACTIC: Collect information on how other DMO’s communicate with their constituents
- TACTIC: Create a plan of what, when and how (could involve member-only website, staff blog, CVB membership specific social media pages)

Goal: Quantify Membership Value

Members want to see a return on investment on their membership dues. The CVB will increase communication about its marketing strategies as well as track and inform the members when they are specifically featured or mentioned. This will involve a strategy to share individual results with the membership of social media posts, blog posts, articles from travel writers, features within our Visitor's Guide, radio interview mentions, trade show mentions, and more.

We will also work with several existing members to create a testimonial campaign that will allow us to quantify the value of membership with the CVB to new and potential members. The campaign will involve testimonials of business successes as a result of our marketing efforts.

TACTIC: Identify all ways we promote our destination and place hard values on marketing elements

TACTIC: Track member referrals at a higher level and notify businesses of exposure

TACTIC: Review benefits and place values on additional services

Goal: Become a Resource for Industry Education

Members have shared the need for continued education — insight on updates and industry trends, forecasting, workshops on marketing and social media, etc. The CVB will develop a new program titled “CVBU” — a “CVB University” — focusing attention on the needs of our members and their employees at all levels.

TACTIC: Conduct surveys to establish training needs for different sectors of the industry

TACTIC: Continue to enhance CVBU, Meeting Planner Education Day, Sales & Marketing Meetings, and develop Tourism Marketing Meetings

TACTIC: Filter and share pertinent industry news, insights, and trends with membership



Strategic Priority - Connect Visitors With Members

Social media and OTAs' influence on vacation planning is fundamentally changing visitor decision making. Visitors are increasingly able to source destination and experiential travel targeted to their specific interests. **Visitors are looking for vacations that can offer them experiences that specifically speak to their interests.**

Targeting visitor segment preferences identified by the Maine Office of Tourism for the Greater Portland region provides us with insight on what motivates the type of traveler we want to attract. We will use this information to **guide our marketing strategies to connect more of the right type of visitors to the right members.**

Goal: Measure Visitor Data and Feedback

To measure our success, and ensure that we are consistently providing visitors with information they are seeking, we will gather data and feedback in our Visitor Information Centers, online, and through in-market interception. This information will guide us towards future digital content as well as shape our marketing efforts nationally.

- TACTIC: Establish what Members want to know about visitors (or visitor demographics)
- TACTIC: Gather visitor data - digitally at VIC and on-line and live surveys (on street and in VIC)
- TACTIC: Analyze feedback - put visitors into categories of Genuine Original, Social Sophisticate, or Balanced Achiever

Goal: Establish Marketing Profiles

Based on the visitor market segmentation study by the Maine Office of Tourism, we will determine which member businesses align with Maine's primary traveler profiles identified: Social Sophisticate, Balanced Achiever, and Genuine Originals*. Detailed and comprehensive member profiles are an essential step to building a solid marketing and sales strategy. A detailed member persona will help us determine what kind of marketing a member needs. We will be able to attract the most valuable visitors, leads, and customers to CVB members.

- TACTIC: Segment customers (See tactic 3 of goal 1)
- TACTIC: Segment members to match consumer profiles
- TACTIC: Develop messages to match interests

* See Maine Office of Tourism's Market Segmentation Study 2015

Goal: Develop an Editorial Marketing Calendar

Based on the profiles identified we will create an annual strategic marketing and editorial content calendar. This will be our marketing “playbook,” and will tell us how and when to communicate with potential visitors and on what platforms. This playbook will guide us as we build our marketing strategy, implement it, and measure success as we move toward our goals. Our editorial calendar will provide content that will be used on several platforms: print, web, social media, e-marketing, and blogs — all designed to promote the region and our members with the appropriate message at the appropriate time, allowing us to compile metrics for value-added information.

- TACTIC:** Gather member profiles and consumer profiles
- TACTIC:** Create a list of entire CVB scope of work, plug dates and deadlines into calendar
- TACTIC:** Create integrated marketing calendar - make public and communicate

Goal: Increase Focus on Digital Platforms

With the guidance of the Member Profiles and the Editorial Marketing Calendar, the CVB will be able to target specific types of travelers and provide them with exactly what they want through digital channels. Utilizing the research provided by the Maine Office of Tourism, we can direct our content marketing towards the Social Sophisticate, Balanced Achiever, and Genuine Originals* markets. A targeted emphasis on their interests and preferences will afford the CVB a competitive edge to influence their decision to visit Greater Portland.

In addition, we will encourage feedback digitally by encouraging visitors to share their “Maine” experiences with us on our social media channels.

- TACTIC:** Use visitor feedback to create digital strategies
- TACTIC:** Create a interest-based, targeted e-newsletter campaign to consumers
- TACTIC:** Promote “Friend in ME” campaign to engage visitors on social media

* See Maine Office of Tourism’s Market Segmentation Study 2015



Strategic Priority - Enhance the Visitor Experience

Visitor satisfaction is considered one of the prime variables to sustain competitive business in the tourism industry. Customers must have good satisfaction rates related to atmosphere, safety, comfort and culture in order to create a positive experience. Service, products, and other resources provided by tourism destinations can produce customer retention as well as positive word-of-mouth for prospective visitors.

Tourism destinations and CVBs are facing competition on a global level. The CVB **must focus its attention on providing a positive experience for its customers** in order to edge above our competitors and remain one of the leading destinations to visit.

Goal: Promote a Welcoming Environment

The Visitor Information Center is the first impression a visitor has of the Greater Portland region. It must be staffed by friendly and helpful volunteers and provide an array of information emphasizing the unique qualities of the Greater Portland area. It should provide a comfortable place to relax, clean restrooms, relevant information, and free WiFi. Working with the City of Portland and Portland International Jetport, we will expand directional signage to the centers and ensure facilities are ready for visitors' arrival. Installing digital technology will provide full and accurate information for visitors to access on their own or with an associate.

The city's environment leaves a lasting impression. The CVB will continue to advocate on issues that directly affect the visitor's experience such as parking, public restrooms, clean streets, panhandling, and visitor safety.

TACTIC: Work with the city to implement clear directions and signage to Visitor Information Centers. Create a comfortable internal environment, clean restrooms, place to sit to relax and use Wifi

TACTIC: Work with the city regarding public interests such as encouraging live music, discouraging panhandling, clean and accessible public restrooms, street vendor and artist guidelines, etc.

TACTIC: Examine Signage in and around the city and the region

Goal: Foster & Maintain a Culture of Hospitality

Studies show that positive personal interactions affect how a visitor perceives a destination. Instilling a welcoming and inclusionary mind-set for all visitor interactions will increase the likelihood of repeat visitations. We will strive to create "ambassadors" throughout the region to create lasting, favorable impressions.

We will encourage hospitality leaders to expand customer service programs to generate more "GEMs" (employees "Going the Extra Mile") within the region. An indicator of success will be more GEMs nominated directly by visitors.

TACTIC: Continue to promote the "Going the Extra Mile" (GEM) program

TACTIC: Examine Tourist for a Day program for locals

TACTIC: Encourage front-line personnel to enroll and complete the "Welcome ME" training program

Goal: Retain, Train & Recruit Qualified Associates

Welcoming and approachable volunteer docents staff the Visitor Information Centers throughout the year, offering directions, event information, historical and anecdotal insights, patiently answering the most challenging of questions. We will expand our training efforts with the volunteers to include site visits and regular meet-and-greet sessions with volunteers and members. This will allow the members a chance to speak about their businesses and the volunteers a chance to have first-hand experience to convey to visitors.

We will partner with higher education hospitality programs to recruit student volunteers . They will assist with staffing while honing their interpersonal skills and proving a fundamental experience for their careers.

- TACTIC:** Continue to build upon VIC training programs
- TACTIC:** Establish volunteer requirements to maintain consistency
- TACTIC:** Seek out new people to get involved as volunteers (hospitals, other volunteer heavy organizations)

Goal: Consider an Inclusionary Model

The Greater Portland Convention + Visitors Bureau is dependent on membership dollars. Thus, listings in our print publication and our website are restricted to only those businesses that are members. However, this model does not provide visitors with a complete picture of the destination's offerings. An "inclusionary model," an industry strategy being adopted in CVBs throughout the nation, may be a more effective strategy for Greater Portland as well.

This model offers the ability to list all relevant related businesses on the destination's website, with a hierarchy designed to provide the greatest focus on members. Non-members would be provided a basic listing only. This model would also result in potential new members for the CVB.

- TACTIC:** Retention Analysis
- TACTIC:** Take inventory of available non-member businesses in region and ascertain criteria to be included
- TACTIC:** Develop implementation plan



Strategic Priority - Raise Local Awareness

Although there is an increasing community understanding of the benefits tourism brings to communities, **there are still many who are yet to appreciate the significance of tourism**, including policy makers and the general public. Because community support, or lack of it, can have a significant effect on the success or failure of a tourist destination, awareness-raising activities about the significance of tourism play a crucial role in the future development of the industry.

In addition, we must educate the public regarding our role as the leader of tourism marketing but **also how we work collaboratively with our cities, associations, and chambers.**

Goal: Develop a Message About the Importance of Tourism

Maine has been identified as “vacationland” since 1937, but Maine residents still display a general lack of appreciation of the value of tourism, and don’t seem to understand the economic impact tourism has on our economy.

Tourism is Maine’s number one industry, and we will work on messaging in order to raise awareness of its significance to Maine residents in order to create more advocates of the industry and supporters for our marketing efforts.

TACTIC: Collect statistical data and determine what top statistics to communicate

TACTIC: Ascertain WHO will promote the message (CVB staff, PD, Cities, Officials, Partners, etc.)

TACTIC: Where to communicate (Mainebiz, videos, etc.)

Goal: Create a “Who’s Who” Campaign

“We do what most people think just happens.”

When queried specifically about the Convention + Visitor’s Bureau during the blind focus study, there was some confusion among the group regarding its relationship with the City of Portland, the Portland Regional Chamber of Commerce, Portland Downtown, Creative Portland and its source of funding as well as very little awareness or differentiation of its role or specific services and benefits compared to the other organizations.

The CVB will work with the Portland Regional Chamber of Commerce, Portland Downtown, and Creative Portland, to create a campaign that will be designed to communicate our role in the tourism market so our respective value is well understood by stakeholders. This new outreach campaign will be designed to acquire new members and inform the general community of our purpose and utility.

TACTIC: Identify organizations (PD, Chamber, MTA, MOT?)

TACTIC: Establish messaging outlets

TACTIC: Identify who and how to target

Goal: Build Media Relationships

We often receive calls from local media who don't seem to understand our mission or our role within the tourism industry. We will work to create stronger personal relationships with local media to establish the CVB as the primary resource for local tourism news.

We will continue to foster national media relationships as well as seek out new connections to ensure Greater Portland is featured in articles across the nation.

TACTIC: Identify local media

TACTIC: Host a get-to-know the CVB reception

TACTIC: Continue to foster relationships to become the go-to entity for local tourism related information

Goal: Generate Community Support for a Convention Center

The possibility of constructing a convention center in Portland is currently being explored with multiple organizations in the community. Feasibility studies indicate that the city warrants a convention center of up to 100,000 square feet to house hundreds of meetings and events that presently get turned away year after year. The CVB's role will be to provide consultation and input to the research committee and to help construct and deliver the message to the community about the relevance and the benefits a convention center will bring to the region.

TACTIC: Work with community entities to raise funds to conduct a feasibility study

TACTIC: Engage with membership and community to gather support

TACTIC: Continue to gather data leveraging the need for a convention center



Strategic Priority - Shape the Future CVB

The **Greater Portland Convention + Visitors Bureau** strives to evolve within its tourism community. We know that in order to grow and stay relevant we need to begin by strengthening existing relationships and connect with entities that have not taken advantage of our services.

In addition, **we must rethink our future...how we progress financially, how we connect with our membership, and how our name portrays what we do within the community.** Determining the answers to these elements will help develop a foundation for promoting the Greater Portland community more progressively and aggressively as we move forward with new goals in mind.

Goal: Evaluate the Organization's Name

Social media is driving the way people identify businesses, resulting in the need for more user-friendly branding (Wright Express is now WEX, United Parcel Service is known as UPS, and Convention & Visitors Bureaus across the nation are now Visit Jacksonville, Choose Chicago, Travel Portland, Destination Halifax, and Boston USA to name a few). Visit Portland is beginning to eclipse Greater Portland Convention + Visitors Bureau (CVB) as the organization's identity.

Research indicates that destination organizations change names in order to reinforce a brand that consistently identifies the organization across channels, to serve as a strong "call to action," to establish a name that travel enthusiasts and conventioners can easily find and understand, and to build preference for a destination.

TACTIC: Compile list of other DMO's who have facilitated a name change

TACTIC: Research their name change process

TACTIC: Gather consensus within our membership and community

Goal: Rethink Membership Structure

We will collect data including the lifetime value of members, cost per member acquisition, cost per member by year, and scope of the market. Armed with a better understanding of our current position, we can make better informed decisions about member marketing, retention, and membership rates.

The CVB will take a hard look at its dues structure and the benefits that each segment receives. We will examine comprehensive and customized programs in order to meet our members' marketing needs and fall within their budgets.

TACTIC: Determine total investment per member and cost of member acquisition

TACTIC: Gather other DMO membership structures

TACTIC: Compare and review alternative structures

Goal: Research Tourism Improvement District

In order to expand our marketing capabilities to keep pace with competing destinations with much larger budgets, we must seek additional funding mechanisms. Many CVBs, even those with tax generated revenue, are adopting Tourism Business Improvement Districts. This is a stable source of funding for marketing efforts designed to increase occupancy and room rates for lodging businesses. Funds are raised based on a small, agreed upon assessment of lodging stays. Revenue generated will go directly toward increasing marketing capabilities and implementing strategies such as growing shoulder season business, attracting national attention, and capturing more meetings and events — all of which will enhance the economic vitality of the Greater Portland region.

- TACTIC:** Determine geographic area and inventory and potential revenue differential
- TACTIC:** Develop a marketing plan with the potential revenue increase in mind in order to share with the community the marketing potential with additional funding
- TACTIC:** Contract with a professional to assist with legislation regulations, city council buy in and contract negotiations with hoteliers

Goal: Engage Future Business Leaders

The CVB has historically been comprised of traditional entrepreneurs who value the inclusion and camaraderie of a membership organization. As times and trends change, we need to look onward towards the up and coming future business leaders, engage them in our activities, and gather their feedback about what they want in a destination marketing organization. We must stay relevant.

- TACTIC:** Consider semantics (membership versus client)
- TACTIC:** Assess what new business leaders want from marketing organization
- TACTIC:** Create plan to engage leaders of various spectrums



Conclusion

The Greater Portland Convention + Visitors Bureau is a strong organization supported by a broad membership base, vested board members, a professional staff, and key community contributors. With these talents and an authentic, highly coveted destination to promote, we are well positioned to prosper into the next five years and beyond.

We must however remain proactive and continually stay abreast of industry and consumer trends. Improving organizational practices, raising funds, branding and creative marketing are integral to continued prosperity within the community. We look forward to working with our partners and implementing these strategies to continue bringing tourism and its economic benefit to the Greater Portland region.

Next Steps

Part of a successful strategic plan is determining the level of success and accomplishment for each element. The CVB will develop a supplemental document that will include:

- Deadlines for individual tactics
- Performance measurements
- Determine key staff or committees as needed to lead the project

These elements will let us know when we are on track, and when we need to adjust our strategy or implementation process.

Note: This plan will be a moving, breathing document that will evolve over the years as the industry and the economic climate change.

2016 Board of Directors

Executive Committee

Craig Gorris, Chair *

General Manager
The Maine Mall

John Schultzel, Vice Chair *

Vice President Marketing
The Clarion Hotel

Jason Briggs, Secretary *

VP Business Development
VIP Tour & Charter Bus Co.

Ed Palmer, Treasurer

General Manager
Marriott at Sable Oaks

Deb Collins *

President & Chief Happy Officer
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Angie Helton

Owner
Northeast Media Associates

Caroline Paras *

Economic + Community Development Planner
GPCOG

Peter Twachtman *

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Board of Directors

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Verrill Dana, LLP

William Baker

Assistant City Manager
City of Westbrook

Kathryn Burke Pratt

Sr. Manager Retail Marketing
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Public Relations/Marketing Director
Inn by the Sea

Annaliese Lafayette

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Holiday Inn By the Bay

Tom Largay

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Old Port Card Work

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Maine Foodie Tours

Tracy Michaud-Stutzman

Program in Tourism + Hospitality
University of Southern Maine

Caitlin Prentice

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Bruce H. Wennerstrom

Regional Vice President
Newcastle Hotels

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Greg Dugal

Executive Director
ME Innkeepers/Restaurant Assoc.

Kelly Edwards

Executive Director
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Chris Hall *

Chief Executive Officer
Portland Regional Chamber

Casey Gilbert

Executive Director
Portland Downtown

Zachary Sundquist

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Portland International Jetport

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Brigitta Jenner
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Ext. 221

Chris Riccardo
VISITOR CENTER MANAGER
criccardo@visitportland.com
Ocean Gateway
(207) 772-5800



VISITOR SERVICES

Located at the Visitor Information Center at Portland's Ocean Gateway and the Portland International Jetport, our visitor services team provides local, state, and regional information to visitors to enhance their stay.

This team also consists of 60+ volunteers that donate their time helping travelers.

FINANCE + HR

Department responsible for accounts receivable and payable, state and federal reporting, Bureau Human Resources including: payroll, benefits, administrative processing and employee relations, Production oversight for the Visitor's Guide and Event Planner's Guide, as well as all Bureau operations including: office supplies, equipment, mailings, shipments, and deliveries. Liason to the Board of Directors.



Elissa English
DIRECTOR OF
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Holly Martzial
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Kirstie Venne
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Caleb Mason
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Ext. 235



ADVERTISING

Maintains relationships with members and fellow industry professionals to allow them the opportunity to leverage CVB marketing opportunities in publications and online.

MEETINGS. EVENTS. SPORTS.

Promotes Maine as a preferred destination to attract meetings, conventions, trade shows, and sporting events to our region. Serves as the liaison between planners and the hospitality industry in Maine. Responsible for marketing initiatives such as attendance at regional and national trade shows, sales missions, marketing meetings, and familiarization tours.

Staff + Departments

Robert Witkowski
DESIGN DIRECTOR +
MEDIA RELATIONS
robert@visitportland.com
Ext. 231



CREATIVE + MEDIA RELATIONS

Handles all design and production of marketing materials and advertisements that contribute to the overall branding and marketing campaigns of the CVB. In addition, works directly with media pitching story ideas and responding to inquiries to establish positive editorial coverage on Greater Portland. All social media is also handled through this department.



Vanessa Pike
MEMBERSHIP DIRECTOR
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Ext. 237



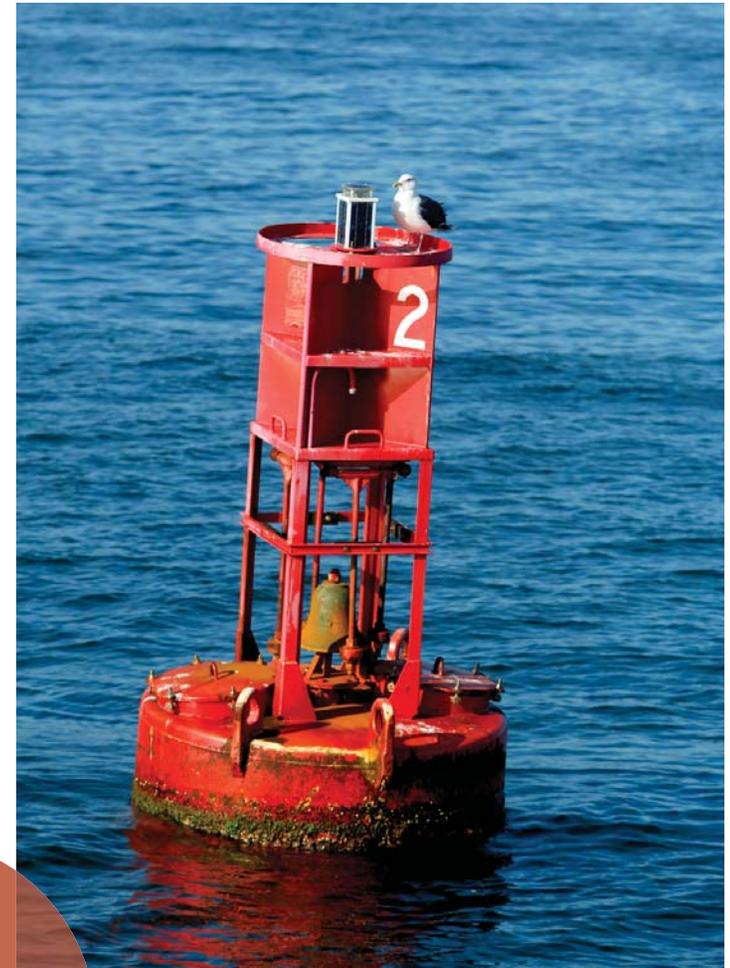
Michael Tarbox
MEMBERSHIP
SERVICE MANAGER
mtarbox@visitportland.com
Ext. 226

MEMBERSHIP

Works to establish the CVB's presence in the community, informing the public and local businesses of the importance of tourism and leveraging partnership dollars for marketing our destination.

Due to that mission, they are charged with attaining new members and servicing our existing members to ensure that everyone is maximizing their membership benefits.

WE ARE
WORKING
FOR YOU!





CONVENTION + VISITORS BUREAU

94 Commercial Street • Portland Maine 04101 • 207.772.4994 • VisitPortland.com