



Travel Portland  
2008-2010 Business Plan

Travel Portland  
1000 S.W. Broadway  
Suite 2300  
Portland, OR 97205  
503.275.9750  
[www.travelportland.com](http://www.travelportland.com)

**TRAVEL PORTLAND  
2008-2010 BUSINESS PLAN  
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**MESSAGE FROM THE PRESIDENT AND CEO  
JEFF MILLER**

Travel Portland has been the city's official destination marketing organization for nearly 30 years. Its goal is to attract visitors – as well as the economic enhancements they bring to our community– by showcasing the Portland area's authentic travel experiences and outstanding amenities. Travel Portland's divisions – Convention and Tourism Sales, Marketing and Public Relations, and Client and Partner Services – follow a focused program of work designed to draw those consumers whose visits will generate the greatest economic benefit.

We at Travel Portland believe that our area's appeal as a destination will continue to grow as we focus our efforts on sustainable travel; conventions and meetings; food, wine and culinary travel; geo-tourism; outdoor adventure; and family travel. The following program of work, which outlines these efforts, has been created with an emphasis on partnerships from the business community, local governments and key stakeholders. Travel Portland will continue to look for growth markets, as well as for ways to extend our reach and financing streams to support these strategies.



## VISION, MISSION AND VALUES STATEMENTS

### *Vision*

Through partnership, make the Portland region the best destination possible.

### **Mission Statement**

*The mission of the Travel Portland is to strengthen the region's economy by marketing the metropolitan Portland region as a preferred destination for meetings, conventions and leisure travel.*

To accomplish this mission, Travel Portland commits to the following core objectives.

- to promote and market the region in a way that maximizes the visitor's experience while respecting both the environment and the exceptional quality of life enjoyed by local residents.
- to compete aggressively with destinations throughout the world to win high-yield first-time and repeat business through exceptional customer service and person-to-person client contact.
- to achieve superior customer satisfaction levels with clients, stakeholders and members.
- to be inclusive of the diverse elements of the Portland community.
- to be a regional umbrella destination marketing and sales organization that stresses partnership, productivity, and maximum return on investment.
- to share expertise on industry issues, trends and product development with customers and stakeholders.

### *Values*

Travel Portland believes in:

- welcoming all potential visitors, regardless of race, color, religion, national origin, sex, age, marital status, sexual orientation, veteran status, or disability.
- providing customer satisfaction levels superior to those of its market competitors.
- functioning in a fiscally responsible manner that maximizes return on investment and allows the association to focus its energies on its broader mission of economic development.
- attracting and retaining highly skilled, motivated employees and providing them with professional development opportunities designed to maintain Travel Portland's competitive advantage.
- operating with the highest levels of personal and organizational honesty and integrity.
- fostering a work environment that values individual contributions, positive attitudes and diversity while respecting and learning from cultural and individual differences.
- promoting excellence in job performance while fostering a fertile environment for creativity and teamwork.

## CONVENTION SALES

### MISSION

The mission of the Convention Sales Department is to contribute to the overall economic health of the Portland region by increasing revenues to the OCC and the hospitality industry and, subsequently, tax dollars to the region through booking conventions and meetings. The department uses direct sales efforts, co-promotional efforts, editorial outreach and various marketing techniques (with assistance from the Communications and Marketing departments) to book business and to position Portland, including all of the various elements of the Portland hospitality community, as a desirable convention/meeting destination.

**Goal #1:** Annually book state, regional, and national association and corporate meetings that will utilize the Oregon Convention Center (OCC) and metro-Portland hotels, and produce an agreed-upon (with Travel Portland board of directors) number of future hotel room nights. Annually book OCC revenue at an agreed-upon (with MERC) ratio of OCC contract based on FY 07/08 results.

*Strategy A:* **Direct sales.**  
**Outcome:** Annually develop qualified leads for single hotel business; annually develop qualified leads resulting in an agreed-upon (with MERC) conversion ratio based on FY 07/08 results; retain annual repeat OCC and single-hotel business; enhance business relationships with meeting planners, industry peers and Travel Portland members. Add additional 1,750 hours of sales staff support to concentrate on small market business, freeing other sales managers to concentrate solely on OCC-sized business. Develop a research program designed to identify potential new business and contacts.

*Strategy B:* **Sales trips and bid trips.**  
**Outcome:** Annually complete a minimum of 14 sales trips to meet with approximately 200 qualified meeting planners and organizations in order to solicit new business for and/or confirm meeting arrangements in Portland; participate in all available bid trips to compete for and enhance Portland's opportunity to book OCC business. Conduct one multi-city "Road Show" program to secondary markets.

*Strategy C:* **Site inspections.**  
**Outcome:** Annually arrange and conduct a minimum of 65 site tours of Portland for highly qualified meeting planners who are in the process of considering Portland for meetings, with emphasis on OCC business; encourage participation of Travel Portland members, thereby creating opportunities for them to sell their products, businesses and services.

*Strategy D:* **Familiarization tours.**  
**Outcome:** Arrange and conduct a minimum of three familiarization tours per year (including one Green Fam) with a minimum attendance of 4 highly qualified potential OCC clients per familiarization tour; showcase Portland’s meeting facilities and hospitality community for potential future conventions. Conduct one convention sales training session for Portland hospitality community.

*Strategy E:* **Industry trade shows.**  
**Outcome:** Annually meet with potential convention clients (including a minimum of 160 potential OCC clients) at various trade shows; track leads developed from trade shows and monitor conversion ratio so as to ensure ROI; enhance relationships with meeting executives and planners. Continue to implement and track Three-City Alliance cooperative and lead development programs, including shared booth space at new tradeshow in secondary cities.

*Strategy F:* **Minority Marketing.**  
**Outcome:** Enhance Portland’s visibility in the minority convention market via coordinated marketing and public relations activities to include advertising and editorial content in various minority publications; ensure appropriate web marketing efforts in place; utilize direct mail campaigns as designed; and take advantage of public speaking opportunities. Ensure organized and seamless sales and services programs to include ; strong minority planner representation on familiarization trips; attend eight minority market trade shows/events; when invited participate in bid trips soliciting OCC business from minority organizations; participate in minority organization site visits of Portland; and provide appropriate services assistance with minority groups that have booked Portland.

*Strategy G:* **Green/Sustainable meetings development.**  
**Outcome:** Work with the marketing department to incorporate green messages and tactics within overall marketing efforts (list development, public relations, lead-generation programs, hosting green events in Washington, D.C. and Chicago). Explore potential cooperative marketing programs with key environmental organizations. Develop a minimum of eight new environmental OCC leads, and book three new major citywide “green” conventions. Host a board meeting for the Green Meetings Industry Council (GMIC), showcasing Portland’s green and sustainable convention product.

**Goal #2:** **Travel Portland will satisfy contractual obligations with the Metropolitan Exposition-Recreation Commission (MERC).**  
**Outcome:** Negotiations with MERC will result in quantifiable goals (example: lead conversion, business occurring ROI, future business ROI) for FY 08/09 and then FY 09/10, the achievement of which will be attained through the aforementioned strategies.

# MARKETING, COMMUNICATIONS AND PUBLIC RELATIONS

## MISSION

Increase tax revenues and the total economic impact of the visitor industry on the Portland region by positioning the area as an attractive travel destination for convention and meeting groups, group tour planners, international tour packagers, and leisure travelers; support the work of the sales teams with targeted collateral material and marketing programs; serve as an in-house publishing center; and position the visitor industry and Travel Portland as essential ingredients to a healthy and diverse local economy.

## FOCUS

Without a concerted media relations effort, Travel Portland's advertising messages can reach only a limited number of potential clients and visitors. The hundreds of free media placements generated by the Communications & Public Relations Department allow Travel Portland to build significantly and positively upon the association's paid advertising schedule.

### **Goal #1: Communicate key messages and reinforce the Portland brand.**

#### Outcomes:

- Media Relations: Work with travel writers, editors, radio journalists and television producers to generate \$10 million per year in beneficial media placements.
- Publications: Produce targeted, professional, high-quality publications, including the *Travel Portland* visitor magazine, the *Portland, Oregon, Convention & Meeting Planner Guide* and the *Shop Portland* brochure.
- Advertising: Collaborate with Portland's cultural community and other partners to extend the reach of Travel Portland's baseline advertising efforts.

### **Goal #2: Leverage online technologies to promote Portland as a preferred destination.**

#### Outcomes:

- Travelportland.com: Generate 1.5 million user sessions per year. In major sections of the site, identify conversion points and establish baseline measurements.
- Portland Travel Update (flagship e-newsletter for leisure travelers): Generate a 9 percent click-through rate in FY 08-09 (i.e., 9 percent of the subscribers will click on a link within the e-newsletter) and a 13 percent click-through rate in FY 09-10.
- GoSeePortland and Travel Portland blog: Establish benchmark measurements.

### **Goal #3: Develop annual marketing plans that support the sales goals of the Convention Sales, Tourism Sales and Partnership Services departments.**

Outcome: See individual departments for specific goals.

**Goal #4: Collaborate with cultural, dining, retail, lodging and other partners to create and promote travel packages (e.g., Portland Big Deal), experiences and offers that motivate leisure travelers to visit Portland.**

Outcome: Each year, increase room nights at participating hotels by 3.5 percent over the previous year's total.

## TOURISM SALES

### **Mission:**

The tourism department will position Portland and the region as a preferred destination for both international and domestic visitors resulting in increased revenue to the hospitality industry, thereby contributing to the overall economy of Portland and the region. Through partnerships and alliances, the department implements direct sales, advertising and promotional efforts to book business and maintain the positive image of Portland and the region as a destination.

**Goal #1: Increase the number of tour operators, wholesalers and receptive operators packaging Portland and the region.**

**Strategy A: Direct Sales - Tradeshow, sales missions and fam tours**

**Outcome:** Establish a benchmark in 2008/09 and then in subsequent years increase the number of placements in domestic and international operators' collateral, itineraries or programs by 6%.

**Outcome:** Track 2000 room-nights in tour operator and receptive operator tariffs.

**Outcome:** Generate 100 leads to industry partners.

**Outcome:** Generate an economic impact of \$500,000 in group tour or packaged travel.

**Strategy B: Leadership**

**Outcome:** Fulfill leadership positions in two national tourism associations.

**Strategy C: Emerging markets**

**Outcome:** Attend a minimum of three tradeshow and explore opportunities in Korea, China, Amsterdam, France, Ontario and Toronto.

**Strategy D: Media**

**Outcome:** Generate \$750,000 in media coverage in Asia.

**Goal #2: Increase the number of individual travelers to Portland for events, festivals, special exhibitions, education, performances and general tourism activities.**

**Strategy A: Events, festivals and performances**

**Outcome:** Realize 500 room nights generated by cultural activities verified through research at events

**Strategy B: FIT (Fully Inclusive Travel – for individual travelers)**

**Outcome:** Work with wholesalers and receptive operators to develop a tracking system for FIT bookings in Portland and the region.

**Strategy C: Non-traditional sources**

**Outcome:** Generate \$225,000 in economic impact by Japanese students on educational programs.

**Strategy D: GLBT program**

**Outcome:** Target consumers by attending three GLBT tradeshows (Seattle, Vancouver and San Francisco).

**Outcome:** Work with marketing department to develop two pieces of collateral and improve the GLBT website in support of the market.

**Outcome:** Recruit three local partners to share the booth at tradeshows and participate in GLBT activities.

**Strategy E: New itineraries**

**Outcome:** Post three new itineraries on the Travel Portland website and distribute copies at travel trade events.

**Goal #3: Develop new tourism programs and product that meet the needs of the international and domestic markets.**

**Strategy A: New collaborations**

**Outcome:** Develop new and/or expand three niche markets such as sustainable, adventure or cultural tourism.

**Strategy B: Japanese language website.**

**Outcome:** Generate 50,000 page views of the Japanese section of the website.

**Strategy C: MWT Tours & Events**

**Outcome:** MWT will produce five new clients from Mexico and Asia.

## Community Relations

**Goal:** Working with Partners, make Portland the best destination possible.

**Outcome:** Whenever possible exert influence in community decision-making that impacts Portland's quality of life and viability as a travel destination.

**Tactics:**

- Strong Travel Portland Community Action Committee with engaged members.
- Travel Portland representation in the community and on input and decision-making committees, task forces & work groups.
- Regular interaction with elected officials and decision-making bodies on issues that impact Portland's socio-economic health and/or attractiveness as a visitor destination.
- Strong partnerships with related entities to leverage influence and resources.