

VISITOR SERVICES



AT A GLANCE

Our Visitor Services team staffs the popular Travel Portland Visitor Information Center (VIC), located in Pioneer Courthouse Square. There, the team interacts directly with visitors, answering their questions and providing an insider's perspective on points of interest, attractions, tours, hotels and restaurants, and local neighborhoods and businesses. The Visitor Services team coordinates Travel Portland's brochure program at the VIC, where visitors can select from a wide variety of maps, visitor magazines, recreational information and promotional brochures from our business partners.

KEY AREAS OF WORK

- Operate a year-round **downtown visitor information center** that serves over 600,000 guests per year.
- Provide visitors with excellent **customer service and pertinent information** to ensure a great visitor experience and maximum economic impact for the city and our partners.
- Attend approximately 20 familiarization (fam) tours per year, so that the team **stays abreast of regional events, activities and businesses** and can provide visitors with the best insight into the local scene.
- **Recruit, train and retain a staff of 80 volunteers** to provide recommendations, directions, assistance and other visitor services.

NEW INITIATIVES THIS BIENNIUM

- Expand our Travel Portland Partner brochure coordination/distribution efforts to include the **Oregon Convention Center**.
- **Explore options to add another VIC location** in the city.
- Undergo a **remodel of the VIC** in FY 16-17.
- Train all volunteers in the Oregon Restaurant & Lodging Association's new accredited guest service training program, **Guest Service Gold**.

TRAVEL PORTLAND BUSINESS PLAN

July 1, 2016 – June 30, 2018



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travel
PORTLAND

THE BIG PICTURE



OUR VISION	OUR MISSION	OUR UNIQUE VALUE PROPOSITION
Portland is recognized as one of the most desired destination experiences in the world.	Through our valuable partnerships and a consistent focus on collaboration, our mission is to strengthen the region's economy by marketing the metro region as a preferred destination for meetings, conventions and corporate and leisure travel.	We create long-term demand for the destination through collaborative relationships, deep industry expertise and unsurpassed product knowledge.

OUR FIVE KEY OBJECTIVES

- ▶ 1. **Our most important initiative: Increase visitor-related economic impact for the Portland region**
- 2. **Influence the long-term development of the destination and its brand.**
- 3. **Deliver a consistently remarkable customer experience.**
- 4. **Foster high-value relationships with our stakeholders.**
- 5. **Lead an efficient, high-performing organization.**

In the following pages, you'll see how our programs of work – and contractual goals – align with these key objectives.

CONVENTION SALES

▶ AT A GLANCE

Travel Portland's Convention Sales team markets Portland to state, regional and international corporations and associations, with a focus on groups that will utilize the Oregon Convention Center. Their activities fill hotel room nights, bring in tax dollars and contribute to the overall economic health of the region.



OCC and Travel Portland staff (left), with clients at a 2016 PCMA event in Vancouver, B.C.

KEY AREAS OF WORK

- Develop highly qualified **convention leads for both citywide and single-hotel business** which result in the successful completion of agreed-upon annual measurements (room nights, conversion ratios, need periods, etc.).
- Complete a minimum of 14 **sales trips** each year – including at least two multi-city “road show” programs – to meet with approximately 200 qualified meeting planners and organizations in order to solicit new business and/or confirm meeting arrangements in Portland.
- Arrange and conduct a minimum of 75 **site tours** in Portland for highly qualified meeting planners who are in the process of considering Portland; a minimum of two **familiarization tours** per year with highly qualified clients; and one **Customer Advisory Board** meeting.
- Work in conjunction with Travel Portland's Multicultural Advisory Council to enhance Portland's visibility and business appeal in the **multicultural convention market.**
- Ensure a professional, **cohesive citywide sales effort** by developing and maintaining a high level of trust and camaraderie within the hospitality community.
- Work with Travel Portland partners to identify new **high-value tradeshows in key markets**, and to develop enhanced sales activities at tradeshows and in key feeder cities.
- Enhance ongoing **research programs to identify new convention business**, both domestic and international.

NEW INITIATIVES THIS BIENNIUM

- Hire an **in-house researcher/revenue manager** who will gather market data and collaborate with hotel partners, helping the community to better evaluate convention leads and win more convention business for the city.
- Further penetrate Portland's **opportunity markets**, including corporate, international, LGBTQ, multicultural and sports. Identify and leverage key individuals and partners, including hotel brands, local executives and thought-leaders, and elected officials.
- Cut through the clutter with **expanded direct-mail programs** (annual and event-specific) to key convention clients.
- Develop and implement sales and marketing strategies addressed to the **convention center hotel**, as well as the **additional hotel supply** coming to the Portland market.

CONVENTION SALES, CONT'D

CONTRACTUAL GOALS

OBJECTIVE: INCREASE VISITOR-RELATED ECONOMIC IMPACT		
Convention Sales Steering Committee	Definite room night performance	270,000
Metropolitan Exposition-Recreation Commission (MERC) contract	OCC revenue target for current FY	\$14 million
	ROI on future OCC business	3.8
	Lead conversion	35%
City of Portland contract	ROI on community economic impact	42.0
	ROI on Travel Portland convention sales and marketing programs	25.0



CONVENTION SERVICES & HOUSING

AT A GLANCE

Once a meeting has been booked in Portland, the Convention Services and Housing team works with the meeting planner to coordinate meeting details and services before, during and after the meeting. The team quantifies its success by measuring planner satisfaction, as well as tracking the number of promotional pieces distributed, services leads shared with the community, site tours conducted and room nights booked.

KEY AREAS OF WORK

- **Support the sales team's efforts throughout the selling process**, and build relationships with meeting planners to enhance their likelihood of booking and maximize future servicing opportunities.
- Provide a high level of service and **support to Portland-bound meeting planners**. Services include, but are not limited to, planning assistance, site visit coordination, pre-convention attendance-builders and promotional material, and referrals to local businesses.
- Provide a comprehensive array of services programs at a reasonable cost that **connects local businesses with meeting planners**, convention delegates and leisure travelers.
- Coordinate with the hotel community, Oregon Convention Center and other industry partners to **ensure a positive experience** for convention planners and attendees.
- Provide, upon request, **housing services** to any Portland-bound convention or meeting that utilizes a MERC facility and two or more hotel properties.
- Solicit and **capture customer feedback**, both formally and informally, and share the results with key industry stakeholders.

NEW INITIATIVES THIS BIENNIUM

- Conduct a **community-wide hospitality training program** (the Oregon Restaurant & Lodging Association's accredited program, Guest Service Gold) for our partners and local businesses, thus ensuring a positive experience for planners and attendees.
- Provide greater support, deeper connections and more referral options for Portland-bound planners by **expanding our roster of businesses and community partners**, with a key focus on **multicultural organizations and MWESB firms**.
- Develop a new "**Welcome to Portland**" **social media program** that utilizes the channels of Travel Portland and Portland-bound conventions, allowing attendees to highlight and share their experiences.
- Create an enhanced menu of pre-promotional offerings to further assist Portland-bound meetings (particularly those utilizing a MERC facility) by **maximizing delegates' interest and attendance**.

CONTRACTUAL GOALS

OBJECTIVE: DELIVER A CONSISTENTLY REMARKABLE CUSTOMER EXPERIENCE		
City of Portland contract	Conduct surveys of meeting planners and convention delegates to gauge customer satisfaction.	Minimum 6/year
Metropolitan Exposition-Recreation Commission (MERC) contract	Achieve a high level of customer satisfaction.	Survey results: 3.85 average (out of 4)

DIVERSITY & COMMUNITY RELATIONS

▶ AT A GLANCE

On issues that impact Portland's desirability as a tourism destination, the Community Relations Department represents Travel Portland's and the visitor industry's interests to governmental and community decision-makers. The department advances Travel Portland's work in building and strengthening relationships with diverse groups, organizations and communities. The director also coordinates internal efforts in the areas of diversity, inclusion and cultural competence.

KEY AREAS OF WORK

- Maintain visibility in the community; **represent Travel Portland's interests** on decision-making committees, task forces and work groups; and provide input, as needed.
- Develop an annual advocacy agenda, in collaboration with Travel Portland's Community Action Committee, **to identify and proactively engage in top issues** impacting Portland's ability to provide the best destination experience possible.
- Raise stakeholders' awareness of the **value of tourism** to the local economy.
- Convene the **Multicultural Advisory Committee** to help enhance Portland's visibility and appeal in the multicultural convention market as well as increase economic impact opportunities for minority businesses.
- Ensure Travel Portland's **corporate giving and sponsorship investments** reflect, at minimum, a 50 percent commitment to communities of color while also mapping to Travel Portland's business goals.
- In partnership with the Travel Portland Education Foundation, local nonprofits and industry, develop a recognized **pathway for future tourism leaders**, reflective of an increasingly diverse Portland.
- Develop strategic relationships with local businesses and **organizations that are shaping and communicating the Portland brand.**

NEW INITIATIVES THIS BIENNIUM

- Begin a master-planning process for the local visitor industry, and align these efforts with the work of broader planning and economic-development agencies that **help ensure Portland's long-term viability as a place for locals and visitors alike.**
- Invest in social **service projects that will improve the visitor experience.** Enhance Travel Portland's relationships with nonprofits and community stakeholders who are addressing Portland's **homelessness crisis.**

CONTRACTUAL GOALS

OBJECTIVE: FOSTER HIGH-VALUE RELATIONSHIPS WITH OUR STAKEHOLDERS	
City of Portland contract	Ensure broad ethnic diversity within the membership. Support educational and training activities that help minority enterprises and organizations to leverage tourism opportunities.
Metropolitan Exposition-Recreation Commission (MERC) contract	Report on First Opportunity Target Area (FOTA) hiring, purchasing and partnership levels; the number of minority and women-owned businesses partners; and MBE/DBE/WBE purchasing.

FINANCE & ADMINISTRATION

▶ AT A GLANCE

Each department at Travel Portland is supported by the Administration and Finance teams, which oversee Travel Portland's daily operational and office needs, execute the organization's larger financial strategy and administer the Travel Portland Education Foundation and Visitor Development Fund.

KEY AREAS OF WORK

- Achieve **revenue and operating expense goals** for program of work.
- Continuously **evaluate and update internal IT systems** to remain competitive and cost-efficient.
- Review **employee evaluation procedures** and **update classification/compensation material** every two years.
- Implement an **employee satisfaction survey** every three years.
- Ensure **diversity hiring practices and strong outreach programs.**

NEW INITIATIVES THIS BIENNIUM

- **Relocate corporate offices** (vacating current premises occupied since 2000).
- Upgrade and **refresh all computer equipment and mobile devices** for all employees (first global refresh since 2012).
- Modernize the **procurement and accounts-payable processes**, including check processing.
- Migrate file-storage **access to the cloud** to improve accessibility and reliability.



CONTRACTUAL GOALS

OBJECTIVE: LEAD AN EFFICIENT, HIGH-PERFORMING ORGANIZATION	
City of Portland contract	Submit to City Council members quarterly reports summarizing implementation of program activities and performance measures. Report to City Council, at least once each year, on work program implementation and performance measures; contracting with minority, women, and emerging small businesses (M/W/ESB); equal employment status; and fiscal matters.
Metropolitan Exposition-Recreation Commission (MERC) contract	Submit quarterly written and oral reports to MERC detailing Travel Portland's progress in meeting the objectives and goals set forth in the annual approved program of work. Provide MERC with a copy of Travel Portland's annual audited financial statement; submit to MERC a quarterly comprehensive financial statement.

INTERNATIONAL TOURISM

▶ AT A GLANCE

Our International Tourism team promotes travel to Portland and the surrounding region from countries around the world at all levels of the buying chain, targeting vacation-buying consumers, in-country and online travel agents, international tour operators, receptive tour operators and Portland-based travel suppliers. This work is performed and/or leveraged in partnership with Travel Oregon, Brand USA and the Greater Portland regional partners, depending on the project.



Meeting with a client at Travel Portland's booth at IPW, our most important annual tradeshow.

KEY AREAS OF WORK

- Position Portland as a **first-tier destination for international audiences** (consumer and travel trade), paying special attention to international markets served by non-stop flights to PDX, as well as emerging international markets for which Portland is a “city-break” or “fly-drive” destination.
- Position Portland as a first-tier “fly-drive” and “hub-and-spoke” destination to the **domestic travel trade**.
- Identify and pursue opportunities to **host targeted industry marketplaces/exchanges** for the travel trade (NTA Contact, Active America China Summit, Go West, etc.).
- Qualify, solicit and generate leads; maintain and service current travel trade accounts; make sales calls; **design itineraries**; schedule and conduct sales trips and presentations; coordinate and **host research trips and site inspections**; plan and **participate in targeted trade shows, sales missions and conventions**; and facilitate local travel suppliers’ entry into/success in international markets.
- Use research data from VisaVue/Travel Oregon, online travel agency (OTA) partners and Destination Analysts to **benchmark and track international visitation, spending and intent to travel**.

NEW INITIATIVES THIS BIENNIUM

- Host **Active America China Summit**, the only trade show/marketplace held in the United States focusing on the China market.
- Analyze Portland’s potential in **emerging and new markets**, including Brazil, India and others.
- Support new non-stop air service in **Toronto** and begin developing a plan for direct flight to **London** in 2017.
- Support new non-stop air service from **Toronto** and implement plan for non-stop flight from **London** in 2017.
- Continue to support current and high potential international **non-stop air service to PDX** in collaboration with the Port of Portland and Travel Oregon.
- Hire **in-country representation in UK and Oceania**; continue to lead financial collaborations for in-country representation in the Netherlands; and continue to support in Japan and China, with Travel Oregon leading.

CONTRACTUAL GOALS

OBJECTIVE: INCREASE VISITOR-RELATED ECONOMIC IMPACT FOR THE PORTLAND REGION		
City of Portland contract	Published itineraries that include the Portland region	350
	Generate region-wide estimated economic impact	\$19 million

MARKETING

▶ AT A GLANCE

The Marketing Department crafts and articulates the destination’s brand; executes marketing programs to support the sales and services teams; and leads the organization’s direct-to-consumer marketing efforts, which include social media channels, e-newsletters and Travel Portland’s award-winning annual visitors guide, website and advertising campaigns.



A Travel Portland television spot highlighted Portland’s culinary scene, including food cart star Nong Poonsukwattana.

KEY AREAS OF WORK

- Develop, implement, track and improve marketing plans and online and offline tools that **support the organization’s sales goals** and overall mission.
- Execute a multi-channel **content and digital strategy** that delivers relevant, inspirational and actionable information to visitors, effortlessly connecting them with Portland-area businesses and experiences.
- Produce targeted, high-quality **publications** addressed to specific audiences/customers, and ensure that the organization’s communications are consistent in **tone, image and messaging**.
- Engage with multicultural organizations, freelance writers and other subject-matter experts to develop **multicultural content**.
- Create **need-time advertising campaigns** designed to spur visitation.
- Partner with the Regional Arts and Culture Council to help fund out-of-town **marketing programs for cultural events and organizations**.

NEW INITIATIVES THIS BIENNIUM

- Craft and execute a marketing plan to position Portland as a preferred meeting destination, highlighting the city’s expanded hotel package — including the **Oregon Convention Center hotel** — and other enhancements to the visitor product.
- Expand the reach** of our domestic consumer advertising campaigns beyond our traditional, close-in markets.
- Collaborate with the PR and International Tourism teams to support the organization’s initiatives in **key international markets**, including Japan and the Netherlands.
- Continue to evolve our **digital marketing strategy**, focusing on usability and further tailoring experiences to meet individual needs. Launch an **all-new meetings.travelportland.com**.
- Enhance our content strategy by investing in **video content**. Apply **analytics and search engine optimization** learnings to improve existing content and develop high-performing new pieces.

CONTRACTUAL GOALS

OBJECTIVE: INCREASE VISITOR-RELATED ECONOMIC IMPACT	
City of Portland contract	Measure:
	<ul style="list-style-type: none"> Hotel demand, comparing Portland to competitive markets Consumer intent to travel to Portland (both regionally and nationally) Via an advertising accountability study, the incremental visitation and market spending generated by Travel Portland.

PARTNER SERVICES

▶ AT A GLANCE

The Partner Services team is the organization's face to the Portland community, and connects Travel Portland to local businesses that share the goal of strengthening the region's economy through tourism. Partner Services measures its success by the organization's number of partners, including minority- and women-owned businesses. Income from the Partner Services team provides discretionary income for other departments in the company.

KEY AREAS OF WORK

- Provide broad-based visitor services through the **recruitment of businesses** from Multnomah, Clackamas, Washington, Columbia and Clark counties.
- Provide **educational opportunities** for partners by hosting speakers, seminars and other events.
- Provide **meaningful, high-quality events, activities and meetings** that enhance Travel Portland's organizational goals and objectives.

NEW INITIATIVES THIS BIENNIUM

- Conduct a **community-wide hospitality training program** (the Oregon Restaurant & Lodging Association's accredited program, Guest Service Gold) for our partners and local businesses, thus ensuring a consistently high level of customer service throughout the destination.
- Develop and launch a **mentor program** that pairs emerging Portland businesses with long-tenured Travel Portland partners, who will share tips on how best to reach the visitor market and maximize their relationship with Travel Portland.
- Deepen the connections with Portland's neighborhoods and multicultural communities by providing a **grant program for a one-year Travel Portland membership**.



Travel Portland partners enjoy networking events at businesses around the city.

CONTRACTUAL GOALS

OBJECTIVE: FOSTER HIGH-VALUE RELATIONSHIPS WITH OUR STAKEHOLDERS	
City of Portland contract	Conduct a biennial survey of visitor industry businesses and leaders to gauge knowledge and enthusiasm for Travel Portland programs.
	Ensure broad representation from Multnomah, Clackamas and Washington counties in each of the following categories: accommodations, dining, transportation, attractions/activities, retail and services.
	Ensure broad ethnic diversity within the membership

PUBLIC RELATIONS

▶ AT A GLANCE

The Public Relations (PR) team works to secure media coverage of Portland, which in turn raises awareness of Portland regionally, nationally and in our key international markets. PR is measured on media placements, key message resonance in target markets and circulation.



At a PR event in Seattle, media members were introduced to our winter messaging, and the art that brought our advertising campaign to life.

KEY AREAS OF WORK

- Generate positive, inspirational and topical **media coverage of Portland as a desirable travel and meetings destination** by working with targeted travel writers, editors, television producers, bloggers, online media and other influencers.
- Conduct **international and domestic media tours** in key markets, securing media coverage in consumer-oriented media outlets.
- Attend tourism and public relations **trade shows** (WTM, IPW, ITB, SATW, ATTA and PRSA).
- Identify, benchmark and track **new PR measurements**, including key message resonance; number of media met with and/or hosted; and total circulation per dollar spent, which reflects the realities of the changing media landscape.

NEW INITIATIVES THIS BIENNIUM

- Increase the organization's efforts in **key national markets** such as New York City, Boston and Minneapolis, in addition to the well-known meeting planning hubs of Washington, D.C. and Chicago. A robust partnership with our NYC-based agency will continue to position Portland as a priority destination in these national media markets and will enable us to significantly expand on the scope of our in-market media events.
- Enlarge our **West Coast** scope of work. We'll continue to partner with our Portland-based agency to secure coverage in our important drive and short-flight markets, including Vancouver, B.C., Seattle, San Francisco, Phoenix and Los Angeles.
- Dedicate a full-time team member to **international media relations and strategy** and increase the team's commitment to the key markets of the Netherlands, Japan, China, the UK, Canada and Oceania. Working in tandem with the Marketing and International Tourism teams, we will prioritize markets and execute cross-functional plans to reach media and tour operators alike.
- Build on positive media relationships with **key meetings media**. In addition to ongoing story placements, the team will work with its local agency partners to secure several phases of coverage surrounding the groundbreaking opening of the Oregon Convention Center hotel.
- Expand our **outreach to the local media** by raising awareness of tourism's growth and powerful impact on the local economy; chiming in on local issues of note to the visitor industry; and sharing the business stories behind our largest domestic and international promotions.

CONTRACTUAL GOALS

OBJECTIVE: INFLUENCE THE LONG-TERM DEVELOPMENT OF THE DESTINATION AND ITS BRAND		
City of Portland contract	ROI on total earned media value of all editorial placements in national and international media	25:1
Metropolitan Exposition-Recreation Commission (MERC) contract	ROI on media placements about OCC and/or MERC facilities	25:1