

EXHIBIT A TO THE MANAGEMENT CONTRACT

VISIT SAN ANTONIO FY2017 BUSINESS PLAN

Mission Statement

Promote and market San Antonio as a premier leisure visitor and convention/meeting destination for the purpose of positively affecting the City's economy and enhancing citizens' quality of life.

Overall Performance Measures

Performance Measure	FY 2017 Goal
Convention Room Nights Booked	912,000
Media/Editorial Value for San Antonio (\$ in millions)	\$33.60
Online Engagement (in millions)	7.20
Service Delivery Ranking (scale of 1-4)	3.9

NOTE: These are approved metrics through the 2017 City budget process.

Overall Organizational Strategies for 2017

- Maximize opportunities associated to the Henry B. Gonzalez Convention Center transformation.
- Enhance and broaden San Antonio's awareness through Mix It Up advertising and marketing strategies.
- Maximize short-term business opportunities through sales strategies and Tourism Sales.
- Execute the CVB's structural transition to a public/private 501c6 organization positioning the organization for future success and growth.
- Develop a Revenue Enhancement Plan for the purpose of growing and diversifying revenue sources for VSA.

Marketing

MISSION

The Marketing Division promotes San Antonio as a premier visitor and convention destination by positioning the brand through multiple and innovative media channels, reaching national and international audiences.

GOALS & STRATEGIES

GOAL 1: Enhance Brand Awareness.

Strategy A: Continue to Promote San Antonio's Diverse Offerings.

- Potential visitors' perceptions affect their selection of San Antonio over other destinations, and Visit San Antonio (VSA) market research confirmed consumers' positive perception of the city once exposed to its multiple assets. It also revealed San Antonio's distinctive competitive position as a relaxing and safe place with history and charm, and confirmed San Antonio as a good value in consumers' minds. Areas that increase the likelihood to visit include appealing attractions, festivals, lively nightlife, shopping and a romantic atmosphere.
- The Mix-it-Up strategic framework and the Unforgettable campaign, which resulted from the research, create demand for San Antonio as a unique, experiential city you can visit again and again. To strengthen San Antonio's competitive positioning and help drive travel, Marketing will continue to promote San Antonio's authenticity, culture and opportunities for adventure.
- Content will span the pillars of family fun (theme parks, attractions, museums, landmarks, natural parks, events, etc.); arts/culture/history (museums, galleries, World Heritage site, landmarks, events, etc.); culinary (chefs, events, Tex-Next, craft beer, wineries, etc.); and active lifestyle (outdoor activities, natural parks, kayaking, cycling, etc.).

Strategy B: Measure brand awareness.

- In 2017, Marketing will conduct an Awareness & Image Study to measure changes in consumers' perceptions of the San Antonio brand since the 2015 A & I Study.
- This type of research provides quantitative data that gives insight into the success of marketing and communications in positively capturing the attention of consumers.
- The 2015 San Antonio A & I Study reported significant growth in familiarity and appeal of San Antonio since the previous study (2011): unaided awareness 5 percent from 4 percent, familiarity 63 percent from 53 percent and appeal 57 percent from 40 percent.

Strategy C: Immerse consumers in the destination through Video.

- Video is the next mega-trend because it naturally pulls consumers into the content. In 2015, the number of people viewing digital video in the United States was more than 200 million. Mobile video has already increased 11 times in the last 3 ½ years, and the number of people watching

video on mobile phones is expected to grow to 137 million by 2019. Nearly 50 percent of travelers look at online travel video when deciding to take a trip.

- VSA Marketing actions that integrate video into social media campaigns, digital ads and website content have generated strong results, including views as high as 1.5 million on Facebook and click-through rates above industry benchmarks.
- In 2017, the team will continue to produce and showcase video footage that highlights San Antonio's uniqueness and authenticity. The team will also consider innovative media and technology that lends itself to telling the San Antonio story through video (e.g., Facebook Live, Periscope, SnapChat).

Strategy D: Engage Consumers through Native Content.

- With consumers exposed to a plethora of messages, effective marketing communications is increasingly a challenge. A proven way to convey a compelling destination story that consumers respond to is through native content advertising. This more "authentic" marketing approach seamlessly weaves the brand message into consumer communication.
- In addition, working with travel influencers to create destination content ensures not only a third-party perspective but also a built-in distribution channel through their followers. Consumers are just as likely to trust native content written by travel influencers as information from their friends, and 32 percent would share native content with friends and family.
- Native content marketing in 2016, working with MatadorNetwork travel influencers, resulted in more than 20,000 social shares of articles and video and more than 196,000 engagements with images posted on Instagram. New content articles shared San Antonio experiences from "Fun Activities Your Children Will Love" to "Where to Find Craft Beer," and images portrayed architecture, food and landmarks across the city.
- For 2017, Marketing will expand efforts to provide relevant, valuable native content that engages consumers with behind-the-scene views of San Antonio.

Strategy E: Span Multiple Media Channels.

- With the accessibility of technology, consumers today decide their own paths to decision-making, rather than follow a traditional marketing journey from inspiration to action. Because multiple factors influence decision-making, the Marketing team will plan across media channels for maximum reach and impact, while giving weight to those channels that have demonstrated high engagement.
- The media mix will include TV, radio, print, digital, e-mail, out-of-home, collateral and social media. Mobile marketing will be a major focus with 62.6 percent of consumers researching travel options via mobile.
- In 2015, \$50 billion was spent on mobile advertising, and the advertising industry predicts \$114 billion in 2018, accounting for 50.2 percent of all online advertising. Mobile traffic to VisitSanAntonio.com increased from 53 percent in 2015 to 60 percent in 2016, and with the launch of a responsive VisitSanAntonio.com early in FY 2017, San Antonio's mobile experience will connect more significantly with consumers.
- Working with Proof Advertising, the Marketing team will select media partners and develop an integrated media plan that maximizes the budget and reaches target audiences in innovative ways throughout the year. Messaging will create interest and trigger action with San Antonio across content pillars.

- In addition, Marketing will consider timing media flights to adapt the increasing trend of shorter time periods from booking to arrival.
- Key periods for media are February-March and June-July. The plan will also include dialing up leisure efforts to compensate for group travel need time in summer.

Strategy F: Support Air Service.

- Air lift is increasingly important to extend San Antonio's market share outside of the regional drive markets. In 2016, the Marketing team initiated targeted efforts in Philadelphia and Fort Lauderdale to promote new direct flights to San Antonio.
- In 2017, Marketing efforts will continue to support air service priorities through digital advertising, web site, e-mail and social media.
- In addition, the Marketing team will collaborate with Tourism and Communications on event and out-of-home efforts to build air traffic to San Antonio from target markets.

Strategy G: Create Excitement for Tricentennial Celebration.

- As 2018 is the year of San Antonio's 300th anniversary, plans are in progress for special events in early May of 2018 as well as over the year. Messaging to Texas and out-of-state markets will begin in fall 2017 in order to create awareness and excitement and stimulate travel to San Antonio to be part of the celebration.

GOAL 2: Reach Multiple Audiences.

Strategy A: Cultivate the Millennial Traveler.

- Millennials (adults 18-38) represent an audience of growing importance in the travel space. They are avid travelers, with 60 percent of Millennials planning travel from a bucket list, and are always connected. They consider themselves to be explorers, not tourists, and are interested in adventure travel, theme parks, nightlife and urban destinations. Millennials represented in the VSA's 2015 Awareness & Image research (25-34 years) are familiar with San Antonio (66 percent) and have a positive image of San Antonio attributes. The research confirmed that their travel planning resources, however, differ from Generation X (35-50 years) and Baby Boomers (51-65 years), as they are more likely to use YouTube and other social media channels than these other generations.
- In 2016, Marketing efforts reached Millennials through new social media (e.g., Snapchat, Tumblr, Periscope) and targeted digital advertising. The 2017 plan will include more opportunities to expand engagement with this audience through content, innovative creative such as San Antonio emojis, and new channels.

Strategy B: Own the Texas Family Destination Audience.

- Multiple indicators show San Antonio to be an appealing family destination. A significant percentage of travelers to San Antonio visit as a family (45 percent), and research confirms a high rating of San Antonio as a great place for the family.

- The Family Traveler audience, especially in Texas, remains a primary target market for San Antonio. In 2017, messaging to this audience will continue to reinforce how alive the destination is with opportunities for family interaction and fun.

Strategy C: Entice the Non-Family Audience.

- Non-family travelers comprise the largest party type for San Antonio, and they are primarily from outside of Texas, tend to be older and report higher household incomes.
- Messaging to this audience will broaden the awareness and appeal of San Antonio's cultural, culinary and active lifestyle assets, as well as reinforce the unique atmosphere and experience.

Strategy D: Tap into Geographic Potential

- Since 75 percent of overnight leisure travel is from Texas, Marketing efforts will protect this core market and work to increase appeal and visits from key Texas drive markets. At the same time, marketing will also focus on increasing awareness and market share outside of Texas. Factors guiding geographic targeting include website traffic; requests, views and downloads of Visitor's Guides; Facebook Likes; ARes hotel bookings; direct flights, and weekly airline seats.

GOAL 3: Extend Marketing Reach and Budget

Strategy A: Implement Co-Op Opportunities.

- Strategic efforts with partners provide a means to reach targeted audiences with greater impact. Co-op efforts can also provide a means to efficiently reach niche audiences.
- In 2016, cooperative efforts with SeaWorld, Six Flags Fiesta Texas and Hill Country partners Fredericksburg, Boerne and San Marcos resulted in a consumer event that increased engagement from consumers in Dallas; a multi-channel outreach in Houston, Corpus Christi and the Rio Grande Valley; radio and billboard advertising in Monterrey, Mexico; and increased marketing in Mexico and Canada of San Antonio and the Hill Country region.
- The 2017 plan will include opportunities that enhance the marketing plan and bring value to partners.

GOAL 4: Grow Awareness in International Markets

Strategy A: Stimulate Travel from Mexico during Strategic Long Weekends.

- In Mexico, there are eight designated long weekends throughout the year for which the Mexican consumer plans in advance, unlike spontaneous weekend getaways: Jan. 6-8, Feb. 4-6, March 18-20, April 13-16, May 5-7, May 13-15, September 15-17 and November 18-20. Marketing will leverage these prime travel times to reinforce that San Antonio is a desirable and convenient destination for the Mexican traveler, with easy accessibility by car or plane and with many entertainment, dining and shopping options.

- A mix of marketing mediums, running 1-2 months in advance of each strategic weekend, will also message key events (major concerts, festivals, exhibits, etc.) happening during that time period. Top-flight entertainment is a travel driver for the Mexican audience.
- Due to the devaluation of the Mexican peso, travel to the United States from Mexico is more expensive, so this strategy is especially important to encourage travel from the drive markets.
- Additionally, Marketing will promote travel during the school holiday weekends occurring the last Friday of every month, from September-May. Travel over these weekends is more likely to be driven by special offers.

Strategy B: Re-Align Mexico Target Audience.

- With economic challenges in Mexico and increasing competition and luxury destination options for the Mexico upper class (A/B), Marketing will focus on the Upper middle class (C+) segment as the primary target of potential travelers to San Antonio.
- This segment represents consumers with income, educational level and lifestyle higher than the middle class, yet who are value-driven.
- Geographic target markets are Mexico City, which presents the greatest growth opportunity; Guadalajara; Monterrey, considered as a drive market; and the addition of Queretaro, a new direct flight market to San Antonio.

Strategy C: Measure Mexico Brand Awareness.

- In 2017, Marketing will repeat the Mexico Awareness & Image study to measure change in consumer perception since the 2015 study.
- Although the 2015 study confirmed that San Antonio ranks high in terms of unaided awareness (24 percent), aided awareness (92 percent), appeal (50 percent) and likelihood to visit (77 percent), there were opportunities to increase awareness beyond San Antonio's traditionally known assets such as shopping, which is the main reason for visiting San Antonio.
- Working with Proof advertising, Marketing launched a new series of print and digital ads — Delicioso, Vivido, Curioso — that strengthened messaging about different attributes of San Antonio, including attractions and culinary, in addition to shopping. Actions will continue to diversify messaging and adapt based on the 2017 research results.

Strategy D: Expand International Presence through World Heritage Site Designation.

- The UNESCO World Heritage Site status of the San Antonio Missions has opened up the potential for increased awareness globally not only of the missions, but also of all of San Antonio as an international destination. An increase in international visitors to VisitSanAntonio.com aligned with timing and countries targeted for 2016 Marketing promoting the World Heritage Site. For example, website traffic from Germany in March increased to 8.9 percent (even higher than traffic from Mexico for that month), due to World Heritage advertising.
- World Heritage Site marketing actions generated more than 24 million impressions and 400,000 clicks and an increase of 245 percent in views of Missions content on VisitSanAntonio.com.
- In 2017, Marketing will implement actions that continue to create awareness of San Antonio's World Heritage Site, as well as look for opportunities to tell a broader story about the destination to drive travel interest.

- Marketing will be targeted to cultural travelers in Canada, the United Kingdom, Germany, Japan, China and Spain based on input from UNESCO, Texas Tourism, US Department of Commerce, Tourism Economics and VSA website results.

Strategy E: Promote San Antonio & the Texas Hill Country.

- The San Antonio & the Texas Hill Country initiative promotes the region internationally as a reason for an extended stay. This co-op program for San Antonio, Fredericksburg and San Marcos has a specific marketing plan as well as PR Communications and Tourism efforts.
- Paid media will continue to align with VSA target markets in Mexico and Canada, and also include a target market in Germany (a strong visitor origin market for the Hill Country partners).

Strategy F: Increase Marketing in Canada.

- As the second-leading source of international travel to Texas after Mexico, Canada presents opportunities for marketing to encourage travel to San Antonio. Geographic targeting will continue to focus on Toronto and Calgary, which aligns with VisitSanAntonio.com website traffic and is supported by Texas Tourism information regarding multiple daily flights to Texas from Toronto and Calgary.
- Priority timing of marketing actions will be fall and early winter to affect Winter Texan and summer vacation travel.

Strategy G: Collaborate with Tourism and PR International Efforts.

- The Marketing Team will collaborate with Tourism and Communications on international initiatives such as consumer events, OTA campaigns, FAMs, media missions, etc., for successful completion of strategic, integrated programs.

GOAL 5: Generate Convention Room Nights

Strategy A: Promote San Antonio's Meeting Package.

- The Henry B. Gonzalez Convention Center, adjacent to flagship hotels, the Alamodome, Hemisfair Park, the River Walk and other San Antonio assets, offers a unique opportunity to distinguish San Antonio in the meetings market. With the opening of the transformed center, Marketing launched Meet Learn Play as the messaging platform to position San Antonio as a premier meetings destination.
- Through a varied media mix, the Marketing team will broaden exposure of Meet Learn Play to provide a glimpse of what meeting professionals and attendees can expect in San Antonio.

Strategy B: Drive Short-Term Business.

- The Marketing team will work with Sales to secure short-term bookings, especially for the need time of Summer 2017.

- Since short-term bookings are typically smaller meetings (less than 1,000 rooms per night), the team will target corporate meetings and vertical market associations, including education, medical/bioscience (excluding pharma) and tech/cyber security.
- A mix of primarily digital media, coordinated with Sales efforts, will educate decision-makers about San Antonio's meeting package and assist them in taking action.

Strategy C: Develop Long-Term Bookings.

- With the opening of the transformed Henry B. Gonzalez Convention Center, San Antonio has an amazing facility with innovative design, flexible space and advanced technology that not only allows the city to host larger meetings, but also offers the ability to stack multiple mid-sized meetings at one time.
- To ensure use of this facility to its capacity in coming years, the Sales and Marketing teams are looking ahead to 2019 and 2020 to secure groups that make decisions three or more years in advance.
- Marketing efforts will focus on communication to association meeting planners with a mix of digital, e-mail, video, print and social media.

Strategy D: Build Relationships through Education.

- Marketing will continue to support the Transforming Leaders series in Dallas, Austin and Chicago by securing quality speakers, providing Continuing Education and promoting the events.
- These events provide an opportunity to engage with key customers in a meaningful context and open the door for further communication about San Antonio's meeting package.

Strategy E: Build Attendance for IAEE 2017.

- In November 2017, San Antonio will host a major industry event—the International Association of Exhibitions and Events Expo! IAEE is the trade association for individuals who manage trade shows, trade show owners and affiliated industries.
- The event will bring to San Antonio an estimated 2,500 meeting and hospitality professionals. Since 92 percent of IAEE members utilize convention centers, this meeting is a tremendous opportunity to showcase the transformed convention center and highlight the destination overall.
- The Marketing team will work with IAEE and Sales and Services to develop and execute a marketing and communications plan to excite members to attend the 2017 conference and to ensure they have a positive and welcoming experience here.

Strategy F: Drive Business through Synchronicities.

- The Synchronicities partnership increases citywide bookings by positioning Anaheim, San Antonio and Baltimore as a multiyear, unique and innovative meeting solution.

- After two successful years of this partnership, the Synchronicities Marketing team, with representatives from each partner city, will create a new Sales toolkit that incorporates success stories and client testimonials through video, print, website and social media.
- Synchronicities agreements with IAEE, Association Forum and PCMA provide additional marketing opportunities, which the team will execute throughout the year.

Strategy G: Stimulate Future Business from Local Connections.

- The Connect SA initiative leverages the influence of locals to open doors for future group meetings in San Antonio, focusing on Bioscience/Healthcare, Education and Technology/Cybersecurity.
- The Marketing team will continue to support the efforts of the VSA's Community Business Development Director to create awareness and community buy-in of this initiative through website, testimonial videos, etc.

GOAL 6: Increase Tourism and Positive Visitor Experiences

Strategy A: Inspire Front-Line Staff through CTA Program.

- A positive visitor experience is critical for a destination to be competitive. The Certified Tourism Ambassadors Program, a national certification program, helps to increase tourism by inspiring front-line employees, volunteers and anyone who serves the visitor to turn every encounter into a positive experience.
- The San Antonio-chapter CTAs enjoy professional development, exclusive networking events, priority exposure to new attractions and opportunities to volunteer at major events. In return, they gain knowledge about San Antonio in order to communicate consistent, helpful and accurate information to visitors.
- Membership in the program is an ongoing commitment requiring participation throughout the year and annual renewal. The Marketing & Communications team continues to outreach to increase the number of CTAs, or ambassadors, for our city. In addition, the team encourages participant retention through regular communication, including the San Antonio CTA Facebook group, e-newsletter, and exclusive quarterly networking events.

GOAL 7: Support Experience Dedicated Destination Program

Strategy A: Gain insight by gathering crucial information.

- In 2016, the VSA launched the Experience Dedicated Destination Program. This program applies the industry's only consumer-driven experience standards to measure the destination's total visitor experience across lodging, restaurants, facilities/venues, transportation, government/civic organization, attractions/activities.

- Utilizing ongoing visitor surveys and continuous feedback, the program requires community-wide support in order to gain insight regarding consumers' connections with San Antonio's products and services.
- The Marketing Team will continue to assist in the promotion and implementation of this program through branding tools, information and marketing support in order to achieve the monthly survey goal of 1,800 and provide the desired data pool.

PARTNERSHIP OPPORTUNITIES

- List events on VisitSanAntonio.com via "Submit Event" link on Partners.VisitSanAntonio.com.
- Review details of business listings on VisitSanAntonio.com and Meetings.VisitSanAntonio.com and notify the VSA of any changes needed.
- Sign up for the monthly consumer e-newsletter via the link on VisitSanAntonio.com.
- Become a CTA and support employees' participation in the program.
- Participate in the new Experience Dedicated Destination program and encourage visitors to complete the survey at MySanAntonioExperience.com.
- Advertise in Visit San Antonio: The Official Visitor's Guide — the primary fulfillment piece for San Antonio information requests; print, e-version and iPad versions. Contact Jason Schefferstein, Texas Monthly Custom Publishing, at jschefferstein@texasmonthly.com.
- A number of co-op opportunities will be available for partners, from single menu items to integrated efforts.
- Partners can consider how they can now, or in the future, provide unique experiences that will compel travelers to visit San Antonio and then communicate this through their channels, as well as to the VSA.
- Through understanding the San Antonio visitor profile and VSA leisure target audiences, partners can determine appropriate strategies for target audiences that are relevant to their business objectives.
- Partners can engage with VSA social media (follow, like, share, retweet, etc.), in order to expand destination social media ambassadors.
- Partners can incorporate links to VisitSanAntonio.com and the VSA's Unforgettable destination video on their own websites to extend the reach of destination information.

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Sales

MISSION

Group meetings and industry trade shows contribute significantly to the San Antonio economy. These events generate revenue for the hotels and Henry B. Gonzalez Convention Center and also are a major source of revenue for the City from the sales tax and hotel occupancy tax. Additionally, many industry-affiliated companies contribute substantially to our economy. The Group Sales Division for Visit San Antonio has a major role in helping to secure these larger meetings for San Antonio. Sales managers generate leads for meetings and assist meeting organizers by packaging the convention center, hotels and other venues into a comprehensive bid package. Additionally the Sales Division is responsible for

helping San Antonio maintain a high level of visibility within the meetings industry and maintaining an ongoing communications strategy with key customers.

GOALS & STRATEGIES

GOAL 1: Increase base of group business utilizing the newly transformed Henry B. Gonzalez Convention Center.

Strategy A: Redefine meeting space parameters and booking windows at the Henry B. Gonzalez Convention Center to reflect new opportunities made available with the addition of larger meeting space and changes in our competitive environment.

- Develop separate strategies and sales deployment structure for key group booking windows: 0-24 months, 24-60 months and 60 months and out.
- Restructure our current "meeting room packages" to better capture our most profitable meetings.
- Work with Henry B. Gonzalez Convention Center leadership to redefine guidelines in which to better capture offseason and other need time groups.
- Look at existing multiyear agreements to make necessary modifications in order to maximize with new opportunities.
- Develop package strategies to allow for more efficient use of exhibit halls in order to capture more groups and avoid "downtime with setup and dismantle."

Strategy B: Focus on capturing group business for 2018, 2019 and 2020.

- Partner with hotel community to get their assistance in contracting major opportunities.
- Streamline processes and reduce barriers to facilitate faster speed to market with response time.
- Realign sales team to place more attention on filler groups from 1,000 to 2,000 rooms on peak.
- Target group segments that are traditionally stronger for San Antonio.
- Expand partnerships with high-performing third partners, specifically Smith Bucklin and IMN Solutions.

Strategy C: Strengthen core of long-term group business (five years or more) by utilizing data from recent group analysis project.

- Change deployment to focus more on groups with 2,000 or more rooms on peak.
- Revise Convention Center booking guidelines to capture our most profitable groups and better utilize our new meeting space.
- Target groups from our strongest segments: medical, educational, technology, manufacturing and engineering.
- Increase our presence and visibility in our major association market areas: Washington, D.C.; Austin, and Chicago.

- Explore partnerships with the most influential group third parties: Experient and Conference Direct.
- Realign our Top 200 Account strategy to target more profitable opportunities.

Strategy D: Increase our base of repeat group business and protect our existing accounts.

- Develop price incentives for our most valuable repeat group.
- Visit San Antonio leadership will be more involved with top customers. This will include managing an executive call program, and helping to set up hospitality events for the group leadership during their event.

Strategy E: Maintain high level exposure to major customers.

- Host International Association of Exhibitions and Events 2017.
- Host four major customer familiarization trips.
- Increased visibility in Washington and D.C. market area with key citywide accounts.
- Host Client Advisory Board.
- Add three industry events to trade show schedule.

GOAL 2: Generate new business opportunities from a coordinated outreach program.

Strategy A: Create an internal position dedicated to identifying new customers, and establishing a long-term communication strategy.

- Re-engage with existing inactive accounts and previous lost business opportunities.
- Utilize competitor intelligence to target their key accounts.
- Work closely with Connect San Antonio to engage local members of organizations.
- Incorporate account development training and goals for all sales managers.
- Attend major and secondary trade shows to gain exposure to new accounts.

GOAL 3: Create a greater competitive advantage by differentiating the San Antonio meeting experience from key competitors.

Strategy A: Enhance our group site inspection experience to be more inclusive with key industry leaders, partners and venues.

- Capitalize on our strong working relationships with major hotels, and the overall sense of teamwork between hotel partners.
- Refocus on educating the community to more effectively sell the entertainment and networking opportunities afforded by the River Walk.

Strategy B: Enhance Group Services Experience.

- Develop communication tools to better promote unique heritage and cultural offerings that distinguish San Antonio.
- Enhance our Destination Sales Services to become an engaged business partner. Customers will receive added value with programs to create attendance, and enhance the individual attendee's experience.
- Group Sales managers will stay engaged through the turnover of accounts to services, and provide greater assistance with helping manage group room blocks.

GOAL 4: Maintain top-of-mind awareness for San Antonio as a group meeting destination.

Strategy A: Host major customer engagement events in each of our major group markets.

- Maximize exposure opportunities afforded by hosting the International Association of Exhibitions and Events, and the ASAE Five Star Weekend in 2017.
- Continue to promote the convention center transformation with high-level customer familiarization trips.
- Create partnerships with key third party meeting companies to gain exposure to their agents through their events.
- Maintain a presence at all major industry trade events.

GOAL 5: Position San Antonio as a strategic partner with major meeting industry organizations.

Strategy A: Leverage alliances developed through our Synchronicities partnership to enhance our relationships with key industry partners. This includes:

- International Association of Exhibitions and Events
- Professional Convention Management Association
- * Association of Management Companies
- * Association Forum
- * Conference Direct

Strategy B: Continue to utilize high-level professional education sponsorships as a major component of our customer outreach events. This includes in:

- Chicago
- Dallas
- Austin

PARTNERSHIP OPPORTUNITIES

- Attend trade shows and participate with our booth. There is a charge assessed per show, based on the overall costs of the event. Please see the attached trade show schedule, and the types of business opportunities these shows represent. You can access this information on our website at: <http://partners.visitsanantonio.com/english/Resources/Co-Op-Opportunities.aspx>
- Participate in our market-based sales events. These events again are free-based and are open to all level of partners. They are also located at: <http://partners.visitsanantonio.com/english/Resources/Co-Op-Opportunities.aspx>
- Participate in group familiarization trips. You can do this by either providing sleeping room accommodations or hosting an event for the group.
- Ask for assistance with setting up appointments with customers with our Washington, D.C.-; Texas-, and Chicago-based teams.
- The VSA database manager may also provide you with quarterly updates and reports. These include calendar updates, progress reports and compression charts to help understand demand.

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Communications

MISSION

The Communications team works to position San Antonio as a destination, for leisure and convention visitors, by driving positive and substantial coverage through various comprehensive media channels. These channels include print, broadcast, online and social media. Targets include both national and international audiences.

GOALS & STRATEGIES

GOAL 1: Drive Visitation through Continued Media Coverage.

Strategy A: Broaden Scope of Media Outreach.

- Introduce more proactive approaches to spreading the message about San Antonio to a broader landscape, including media missions to Canada, Mexico, the West Coast, Kansas City and New York City. Include secondary markets such as Oklahoma City, Okla.; Des Moines, Iowa; and Birmingham, Ala., that include large editorial offices for national publishing houses. Targets will include spotlight media possibilities, such as morning shows or high-impact publications.
- Continue and grow the focus on international efforts, including media missions to Canada, England, Germany, Mexico, perhaps Australia and other sites TBD. This includes accompanying the State of Texas on its campaigns in addition to more targeted outreaches by the Communications team. When necessary, the team will enlist on-site agencies to help us set up individual appointments with media influencers.
- Utilize the strength of Visit San Antonio assets to be a part of media coverage, providing a more proactive voice where appropriate in print, broadcast or online. This includes producing op-ed

pieces, appearing on television or radio shows and submitting articles or posts on impactful social-media and online sites.

Strategy B: Further Evolve Online Efforts.

- Identify and pursue opportunities with media that offer multi-platform capabilities, including print or broadcast, online and social-media channels. By doing so, we can continue to dramatically increase our media impressions (i.e., the number of readers or viewers reached). This includes outlets such as *USA Today*, *Huffington Post*, *Televisa* and various impactful culinary outlets.

GOAL 2: Showcase San Antonio's Diverse Destination Assets, including its World Heritage Site, Through Media Hosting.

Strategy A: Continue to Target Headline Media to Spotlight San Antonio Attractions and Events.

- Work one-on-one with visiting media on itineraries that inform multiple story angles. Ultimately, this will generate positive media coverage of the city.
- Continue to partner with San Antonio's top attractions, including leisure, arts, culture and history sites, in an effort to showcase the city's strengths for visiting media. This includes the preeminent story lines surrounding the designation of the city's Spanish colonial missions as World Heritage sites and the coming Tricentennial celebration.
- Utilize information provided by Culinary and Cultural taskforces to help craft the San Antonio story.

GOAL 3: Mine for New Stories That Will Draw Positive Attention for San Antonio.

Strategy A: Think Like Journalists.

- Implement unique media relations strategies to entice top-tier journalists and programming to San Antonio. The Communications team will continually mine for those story angles that will prove compelling to assignment editors, notable talent and powerful media.
- Develop and execute a game plan for compelling, unique angles associated with the city's Tricentennial celebration. This plan must be proactively pursued in 2017 for headline coverage in the following months, when the 300-year anniversary occurs.
- Monitor developments surrounding the World Heritage Site designation, completion of \$100 million-plus upgrade of the Witte Museum, plans for the 2018 Final Four and consideration of San Antonio for other headline athletic events, top conventions, the evolution of the culinary landscape, expansion of San Antonio's arts and culture scene and other fertile areas for story cultivation.
- Always stay abreast of developments within VSA-assigned areas such as family fun, arts and culture, history, romance and culinary.

- Explore ways to leverage some of the top events in San Antonio – such as the Valero Alamo Bowl, Culinaria, Fiesta, Valero Texas Open, Big League Weekend and significant conventions – to spur media coverage regionally, nationally and internationally, with increasing San Antonio’s profile as a destination in mind.

GOAL 4: Be proactive partners with key organizations and meetings that serve to educate, further and evolve the industry.

Strategy A: Be plugged in as part of a strategy for improvement.

- Director of Communications will continue to serve on U.S. Travel Association Communications Committee, attending annual meetings at Washington, D.C., and IPW, wherever it is held.
- Communications representative(s) will be on hand for impactful industry meetings, including where opportunities exist to leverage relationships with key media, with regional and national PRSA, TTIA, Central States Chapter of American Travel Writers, DMAI, ESTO and other conferences.
- Communications Department will leverage long-standing international media relationships and expertise at IPW and World Travel Market, targeting key countries and increasing international editorial coverage via these leading trade/travel shows.
- Further, staff will help Visit San Antonio prepare for IPW 2023 by participating in IPW 2017 and beyond with targeted attention to: media relations; press tours, media conferences and the critical media brunch, a key component of IPW.
- Always seek out continuing education opportunities, whether offered by the City of San Antonio or regional or national organizations.

GOAL 5: Strengthen San Antonio Awareness in Key Regional Markets.

Strategy A: Seek out and enhance brand partnerships.

- Identify, along with management, key target brand partners that align with Visit San Antonio goals, audiences, messaging, etc.
- Pursue outreach, meetings, leverage relationships and build foundations upon which brand partnerships can be developed to: leverage the reach and assets of brand partners and bring additional value to the destination.
- Execute the identified brand partnership opportunities to include tapping into the multi-disciplinary functions of VSA as appropriate toward the goal of optimal success for the destination.

Strategy B: Continue to Strengthen Communications Programming.

- VSA’s Regional Communications Office will target Dallas, Fort Worth, Houston, Oklahoma City and other markets as defined by overall VSA programming as needed.

- Ongoing regional media pitching and mining for new media opportunities in the key markets — both overall destination and in support of key initiatives and programs.
- Work to execute regional media missions in target markets specific to market immersion programs, air service development programming and other efforts as needed.
- Continue to mine regional markets for partnerships, cross-promotional and editorial opportunities to strengthen destination awareness.

Strategy C: Keep crisis communications a major focus.

- Director of Regional Communications will serve as VSA's lead Crisis Communications coordinator. Take the lead role on developing taskforce on issues that could evolve or present themselves with damaging impact to our destination to include such things as weather, natural and man-made disasters, health issues, security issues and similar.
- Monitor and advise staff, partners, and other key players on issues with potential negative impact on our destination to include travelers' perceptions.
- Assemble and mobilize key teams based on issues and develop issue-driven communications and action plans to protect the image of the destination.
- Liaise with local, state, national and other entities as driven by individual issues to include Texas Tourism, U.S. Travel Association, local police and others.
- Continue to maintain the Crisis Communications Plan for Visit San Antonio. Conduct an annual review to include all internal departmental key partners and local key partners as well to include City of San Antonio departments (Communications and Government Affairs, SAPD, etc.).
- Take the lead in developing materials as needed for Crisis Communications situations — assembling teams specific to an issue for information share and sourcing; developing and sharing strategies, written materials to include briefings, talking points, etc.
- Conduct an annual spokesperson training program with key members of Visit San Antonio to not only support Crisis Communications, but overall media relations, issues-driven, and presentation skills development and maintenance.

PARTNERSHIP OPPORTUNITIES

- Media Hosting: The Communications team is always looking for great opportunities to join partners in providing influential media with great experiences.
- Images & B-Roll: VSA continues to work on strengthening its photo and video libraries, and always appreciates contributions from partners in this regard.
- Passport to San Antonio: Provide free access to visiting media through the Passport program.
- Treasure Chest: Submit free hotel stays, meals, attraction attendance, etc., to the VSA to use for on-air or social promotional media giveaways.
- Share Information: The Communications team is continually working to update calendars, event listings, releases and other vehicles to spread the good word about what's happening with San Antonio partners. Media often work with long lead times, so getting this information as soon as possible is optimum.
- Participate in direct-to-consumer tradeshow and events with collateral, on-site presence at select shows and prize packages.

- Road show opportunities.
- Keep updated on the news releases in the Media Section of the VSA website, as well as the In the News section, to incorporate any news or articles in your presentations or initiatives.
- If you are hosting a media contact, VSA can help make that media contact's itinerary more robust, helping to further build their planned story, with a VIP passport to provide free access to many attractions, Visitors Guides, maps and other one-on-one meetings with important San Antonio tourism contacts.

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Destination Services

MISSION

The mission of Destination Services is to simplify the planning process for meeting professionals to create unforgettable meetings and events. Partnering with Destination Services gives the planner the opportunity to save time by allowing us to share knowledge of our destination; save time and money as our services are complimentary for lead referrals, site visit coordination and VSA collateral; connect planners with local resources, unique venues, dining and entertainment opportunities; and be an advocate as needs arise. This partnership extends to local partners as we present opportunities for business and share information that may benefit their growth and understanding of our clients and trends in the industry.

The combined success of these efforts creates an opportunity for returned bookings and successful stories for referrals for new business, which contributes to San Antonio's economy through sales tax and hotel occupancy tax.

GOALS & STRATEGIES

GOAL 1: Drive traffic to San Antonio Meetings website (meetings.visitsanantonio.com) for more efficient use of the various skills sets of the Destination Services staff.

Strategy A: Promote the efficient use of the San Antonio Meetings website "Planning Assistance" early in the sales process.

- Educate internal and external partners regarding the various tools available on the meetings website.
- Create competitive advantage by providing one-stop shopping for the meeting professional.
- Educate "cold callers" — such as meeting professionals, casual planners, reunion and wedding organizers — to Destination Services the benefits of the website and how they can customize their own folders for future reference.

Strategy B: Continue to evolve the meetings website as a viable resource for planners and partners.

- Create a process and schedule to update service providers information on the website.
- Work with the Marketing Department on updates to the website.
- Create a blog for disseminating important updates regarding the destination (e.g., what's new, major street closures, discounts, events, etc.).

GOAL 2: Identify opportunities to enhance the services provided to groups booked through the Synchronicities program. (These are groups that have booked a rotation between San Antonio, Baltimore and Anaheim.)

Strategy A: Create planning tools for success

- Establish and participate in quarterly calls or face-to-face meetings with Baltimore and Anaheim to explore future opportunities of enhancing the plan for meeting professionals and the attendee experience.
- Analyze the process and planning for the 2016 IAEE Conference in Anaheim – the second in a series of Synchronicities meetings. San Antonio hosts the 2017 event.

GOAL 3: Build opportunities to grow attendance and enhance the planning experience of the meeting professional.

Strategy A: Establish the process to connect Marketing with groups to promote attendance and enhance the visitor experience.

- Develop a plan with the Marketing Department to customize attendance building opportunities for groups 2,000 or more on peak.
- Develop a standard Marketing package for groups less than 2,000 on peak.
- Proactively promote Housing, Registration and Temporary Event Services offered by Destination Services.
- Utilize social media to communicate with attendees before and during conference. Also allow opportunities for attendees to participate in the Experience Dedicated Destination survey.

Strategy B: Know the group.

- Follow the history of the organization to determine changes in the pattern of hotel pick-up and/or attendance; flow and needs of the meeting.
- Share intelligence found with convention facilities, exclusive service providers and sales managers for future opportunities.
- Customize welcome packages based on the demographics of the groups and share with partners.

- For repeat business, work with planners to reach attendees with “what’s new” in San Antonio.

GOAL 3: Identify opportunities for media exposure to market San Antonio as a meetings destination to meeting professionals and locally, as far as the important impact on meetings to the community.

Strategy A: Identify clients that may be willing to provide testimonials via media requests, video or printed material for website and other Visit San Antonio communications.

- Track positive feedback and willingness to provide testimony via e-Autofeedback surveys.
- Follow-up with clients with post-meeting discussions with Sales and/or Services personnel.
- Refer written commendations from meeting professionals to Director.

Strategy B: Educate community on the value of meetings.

- Keep current list of opportunities for community outreach, updating it semi-annually.
- Record community outreach programs performed by groups in San Antonio through photography and testimonials and share with Marketing and Communications.

PARTNERSHIP OPPORTUNITIES

- Attend prior-year promotions with Destination Services Manager to showcase your business to attendees, sponsors and exhibitors. Information from prior-year promotions is available on our website: <http://partners.visitsanantonio.com/english/Resources/Co-Op-Opportunities.aspx> .
- When contacted regarding planning sites of definite business, provide amenity, refreshments or special welcome.
- Create a special welcome for conference attendees by creating signage, special drinks or food, incorporating conference logos during conference.
- Actively participate in planning site visits by offering transportation or hosting meal functions.
- Request training for meetings.visitsanantonio.com website and how it can benefit your business.

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Tourism

MISSION

The Tourism Division positions San Antonio as a premier destination to the domestic and international leisure travel market. The division’s objective is to increase the number of visitors traveling to San Antonio through cooperative marketing, familiarization trips, buyer education seminars, tradeshow meetings, sales missions and consumer initiatives. In addition, tourism staff acts as staff liaison for the City of San Antonio World Heritage work plan, Convention and Visitors Commission Cultural Tourism Committee and with the San Antonio Airport on airline recruitment and retention.

GOALS & STRATEGIES

GOAL 1: Implement strategic partnerships with key U.S. receptive operators and tour operators to increase the number of domestic and international room nights generated by these companies to San Antonio by 10 percent.

Strategy A: Outreach to receptive and tour operators.

- Work with U.S. receptive/tour operators to feature the San Antonio and Texas product and itineraries, investigate opportunities to add hotel and/or attraction product to their packages. Coordinate two familiarization trips (FAMs) and two sales missions. Primary targets will be tour operators from Mexico, Canada, the United Kingdom and Germany.

Strategy B: Build the product.

- Work to build out the destination product by facilitating contracting opportunities with area hotels and attractions.

Strategy C: Educate partners.

- Continue to educate attractions, hotels, restaurants and transportation companies on how they can do business internationally by working with reputable Tour Operators and U.S. receptives.

Strategy D: Pursue an online destination training program.

- Identify a vendor and develop an online destination training program that would be available in multiple languages. The online destination training program would teach tour operators, travel agents and other key travel trade about San Antonio, so that they can sell our destination to their clients.

GOAL 2: Execute a consumer event in a key source market that will generate demand during a key time frame. These promotions will include a carefully timed approach that incorporates marketing, communications and tourism sales initiatives to generate awareness as well as visitation.

Strategy A: Consumer Centric Initiatives and Partnerships.

- Based on the source market, develop a comprehensive consumer initiative for San Antonio. This initiative would include identifying key partnerships with local businesses. This will be a pre-spring or pre-summer initiative.

Strategy B: Work to create experiential hotel packaging.

- Develop at least three experiential packaging programs that will highlight authentic and interesting San Antonio experiences available only on visitsanantonio.com.
- Identify local experiences that are unique and not readily available to the public.
- Continue to investigate marketing, communications and tourism sales opportunities to promote these packages.

GOAL 3: Continue the work started with the Arts and Cultural taskforce in FY2016. Work with key partners in the community to develop and implement an Arts and Cultural initiative that will strengthen and enhance the visibility of arts and cultural related events in San Antonio.

Strategy A: Research.

- Conduct research and gather information on best practices of existing Arts & Culture programs in an effort to establish a program in San Antonio.

Strategy B: Development of Plan.

- Meet with local Arts & Cultural leaders to share research findings and make recommendations on the initial plan.
- Work as a liaison with the CVC Cultural Task Force to help develop San Antonio's Cultural Story and identify San Antonio's Cultural Tourism base of assets.

Strategy C: Promotional Opportunities.

- Identify key promotional opportunities on visitsanantonio.com, online selling channels as well as consumer-related activities.

GOAL 4: Continue to capitalize on the cooperative international marketing opportunities with the State of Texas Tourism. Tourism will continue efforts with the U.S. receptive operators as well as international tour operators to increase San Antonio's visitation from these countries. In addition, we will work to coordinate efforts with the Brand USA office when possible.

Strategy A: Continue proactive efforts in Mexico.

- Continue with in market representation to execute key sales, marketing and communication initiatives.
- Conduct Mexico FAM in San Antonio. Coordinate an itinerary that will highlight the key pillars of our destination.
- Focus on developing vacation package programs with the airlines vacation package providers.
- Attend four key travel trade/consumer trade shows.
- Coordinate one sales mission to Mexico in the spring that will be open to partner participation.
- Coordinate closely with Marketing and Communications on all events.
- Work with in country online travel agencies that book outbound international travel.

Strategy B: Continue proactive efforts in Canada.

- Continue to work with our Canadian representative firm, which will help develop and execute key consumer centric and travel trade initiatives to increase the number of Canadian Visitors to San Antonio.

- Continue to build on recent launch of the fall Canadian campaign that integrated Marketing, Communications and Tourism components for maximum impact in the market.
- Participate with the State of Texas Tourism in its annual Canadian sales mission that focuses on direct sales calls with key travel trade representatives. Execute pre- and post-meetings with clients.
- Continue outreach to online travel agencies in this market and coordinate promotions.

Strategy C: Continue proactive efforts in the United Kingdom.

- Leverage San Antonio's presence in this market through partnerships with the State of Texas Tourism, as well as other key Texas cities. Participate in State of Texas Tourism-organized fairs and sites.
- Participate in the State of Texas' Fall European Mission, which will include attending World Travel Market, a primary show for meetings with our European client base.
- Coordinate one sales mission that would incorporate the United Kingdom and Germany for a San Antonio specific mission.
- Continue focus with key U.S. receptive operators who are leaders in this market. Investigate programs and promotions to increase room nights
- Continue the co-operative partnership with Visit Houston to market our destination as the two must visit cities in Texas.

Strategy D: Continue proactive efforts in Germany.

- Leverage San Antonio's presence in this market through partnerships with State of Texas Tourism, as well as other key Texas cities. Participate in State of Texas Tourism-organized fairs and sites.
- Continue relationships with U.S. receptives who have strong relationships in this market.
- Coordinate one sales mission that would incorporate the United Kingdom and Germany for a San Antonio specific mission.
- Continue the co-operative partnership with Visit Houston to market our destination as the two must-visit cities in Texas.

Strategy E: Continue proactive efforts in China.

- Participate with the State of Texas Tourism's Mission to China by providing information for China International Travel Trade Marketplace.
- Leverage the destination's presence through partnerships with the State of Texas Tourism as well as other key Texas cities; participate in State of Texas Tourism-organized fairs and sites.
- Work with a Chinese representative firm on a per-project basis to provide direct sales efforts and representation at key events.
- Develop presentations and marketing pieces in Mandarin. Collaborate with Marketing to review VSA's Chinese website and update when necessary.
- Continue to work with important U.S. receptives to participate in promotions to key travel trade in the Chinese market.

Strategy F: Continue to pursue proactive efforts in Japan.

- Maintain relationships with existing clients and develop promotions.
- Continue to work with U.S. receptives to build San Antonio product and identify key operators and travel agents who are bringing business to San Antonio.
- Continue to leverage San Antonio's presence in this market through partnerships with the State of Texas Tourism as well as other key Texas cities.
- Target key Japanese tour operators/receptives at U.S. Travel Association IPW.
- Participate in State of Texas fairs and sites to assist in educating tour operators on the destination.
- Continue to develop technical tours for tour operators.

Strategy G: Continue proactive efforts in Brazil.

- Continue to leverage San Antonio's presence in this market through partnerships with the State of Texas Tourism as well as other key Texas cities.
- Continue to build on relationships that were built during previous missions.

GOAL 5: Continue to work on relationships with Online Travel Agencies, both in the United States and internationally. Through their strength and reach of their brand, we will increase awareness for the destination as well as provide cooperative marketing opportunities that will generate demand for partners who participate.

Strategy A: Work with Online Travel Agencies.

- Focus on both Domestic U.S. and international markets to include
- Mexico, Canada, United Kingdom and Germany.
- Identify key time periods that match travel dates for each and develop promotions to increase awareness and generate demand.
- Develop opportunities that allow for partner participation.

GOAL 6: When it comes to airline recruitment and retention, continue to develop a database of key station managers and personnel that can assist in establishing our relationship with key personnel within their organizations as well as work on any promotional ideas.

Strategy A: Continue to work closely with the San Antonio International Airport, Airport Advisory Committee and other key committees and boards to help improve San Antonio's position when being considered for domestic or international direct flights.

- Quarterly meetings with the San Antonio International Airport to discuss and share key information.
- Attend committee and board meetings.
- Assist with the development of presentations, events and or initiatives that will contribute to sharing information about tourism aspect of the destination.
- Coordinate marketing, communication and tourism efforts when developing strategic plans to assist with the promotion of the destination for new and existing flights.

Strategy B: Tourism staff will work to reach out to key airlines' staffs internationally and domestically. The objective of these visits is to develop relationships and get a better understanding of key staff within the organization.

- Identify trips for 2017 and research station manager contact information for key airlines.
- Develop an assessment sheet for key information to be gathered.
- Report out on any findings that can be used for the future.

PARTNERSHIP OPPORTUNITIES

To learn more about the markets that Tourism pursues, or participate in cooperative opportunities you may contact us at:

- Francisco Gallegos – Consumer Initiatives, Vacation Packaging, Mature and Student Motor Coach Tours: (210) 207-6834, franciscogallegos@visitsanantonio.com
- Sal Garza – Mexico, Canada, Brazil, Arts and Culture: (210) 207-6763, salgarza@visitsanantonio.com
- Dianne Sassenhagen – United Kingdom, Germany, China, Japan, U.S. receptives, Destination Online Training Program: (210) 207-6865, diannesassenhagen@visitsanantonio.com
- Dorah Putney – Domestic Online Travel Agencies, Booking Engine, Airport Initiatives, World Heritage City Work Plan: (210) 297-6791, dorahputney@visitsanantonio.com

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Connect San Antonio

MISSION

The Connect San Antonio team facilitates mutually beneficial partnerships within the local community to help raise San Antonio's profile as a meeting destination. It identifies board and committee members of national organizations, to gain support and influence to bring future meetings, conferences and conventions to San Antonio. It is also a resource to connect with local industry experts.

KEY ACCOMPLISHMENTS FOR FY2016

- Increased booking goal by 250 percent.
- Locals assisted in securing 10 short-term meetings with more than 4,000 room nights and more than 5,000 attendees in the 2016-2018 timeframe.
- Increased database development for San Antonio's top industries. This is a great resource for industry experts and speakers for conferences and meetings.
- Added Connect SA testimonials to the Connect SA page. This includes locals telling their story about the successful experience they had in bringing a meeting to San Antonio.

GOALS & STRATEGIES

GOAL 1: Identify and connect with people in the local community to assist in bringing future meetings, conferences and conventions to San Antonio.

Strategy A: Engage and educate locals within target industries.

- This can be accomplished through: research, prospecting, one-on-one meetings with key locals and attending industry events and meetings.

GOAL 2: Leverage local influence and industry to assist in bringing future meetings and conventions to San Antonio.

Strategy A: Find the connections within industries and the people to capture the story to bring more credibility to San Antonio and secure additional room nights.

- Work with local leaders to gain support and assistance in bringing group business to San Antonio.
- Engage and prepare locals to advocate for San Antonio.
- Identify San Antonio industries' strengths and weaknesses.
- Assist in developing and telling San Antonio industries' stories.
- Attend industry meetings and events to network and stay abreast of industry trends locally and nationally.

GOAL 3: Recognition for supporters.

Strategy A: Communicate the value of the Connect San Antonio program and give recognition to supporters of the program to the local community.

- Develop opportunities to host and recognize locals who have assisted in securing group business and provide opportunities for them to share their success stories with others in the community. This can be done by recognizing and thanking those individuals publically, hosting Connect SA locals at events, recognizing them at the Annual Meeting and through testimonials.

GOAL 4: Increase awareness of the San Antonio military visitor.

Strategy A: Identify opportunities and strategies to engage the military visitor.

- Connect San Antonio to the military visitors before, during and after their visit to San Antonio throughout military page, the EDD program and by working with military leadership, Air Force Wing Moms and hospitality partners.

GOAL 5: Develop a database.

Strategy A: Research and identify local experts in the medical and technology industries to create a list of local industry experts as a source for speaking and expertise opportunities.

- Work with industry experts to create list and develop speaker/expert forms and communication outreach.

PARTNERSHIP OPPORTUNITIES

- Military Appreciation Partner discount and deals.
- Military Familiarization Tour Partnership (pay to play).
- Booth Space opportunities at JBSA (free).

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Visitor Information Center

MISSION

The primary mission of the Visitor Information Center (VIC) is to maximize and enhance the San Antonio visitor experience by providing accurate and helpful information on attractions, tourism services, cultural sites and events. The VIC focuses on using the highest level of customer service for the purpose of extending visitor stays, increasing visitor spending and promoting return visitation.

The VIC will continue to maintain healthy partnerships with local attractions, hotels, restaurants and industry organizations. The goal is to become a leader amongst Visitor Information Centers across the country.

GOALS & STRATEGIES

GOAL 1: Expanded Visibility of Visitor Information Center. Boosting visitation numbers at the VIC is critical in this era when electronic devices are often used to gain information on a destination. The VIC must position itself to showcase the many services it offers to visitors and locals alike.

Strategy A: Implement a VIC marketing plan.

- The VIC will work with Visit San Antonio's Marketing Division to strategize and implement marketing opportunities including traditional and non-traditional methods. Methods include print ads, hotel TV ads space, and participation in local community events such as Sicolvia.
- Technology no doubt plays an important role in travel today and a strong, thorough marketing plan can help maintain the VIC's place in the tourism industry.

Strategy B: Manage social media opportunities.

- The VIC will manage social media channels to promote the services, retail items and happenings at the VIC.
- VIC management will respond to consumer feedback via social media in an effort to preserve the VIC's prominence.

Strategy C: The concierge connection.

- The VIC will reach out to educate the concierges and front desk staff on the services, activities and retail products the VIC provides to visitors and locals.

- We will create a referral incentive program for concierges and front desk staff to refer visitors to the VIC.

GOAL 2: Broaden visitor experience. The Visitor Information Center of today can no longer just be a place of bricks and mortar filled with brochures and friendly people. Visitor Information Centers need to look beyond their conventional way of serving visitors, bringing an out-of-the-ordinary, unexpected visitor experience. That's why it's critically important to make sure our customer service representatives are well-trained, versed and knowledgeable in what San Antonio has to offer the visitor.

Strategy A: Research VIC activities by tourism partners.

- The VIC will look for opportunities for San Antonio tourism partners to promote their shows, events and attractions in the visitor center to enhance the experience of the visitor when they come into the VIC.

Strategy B: Offer unexpected experiences.

- The VIC will work with local tourism partners to offer visitors unexpected experiences such as photos from a photo booth and tickets to local major events.

GOAL 3: Review administrative & revenue areas. The visitor information center management staff continues to explore ways to streamline its work operations and expedite visitor purchasing experience.

Strategy A: Implement new Point of Sale system.

- The VIC will be implementing a new Point of Sale system that will provide faster, more efficient service for visitors and the ability to collect visitor data.

Strategy B: Enhance revenue opportunities.

- The VIC will consider new non-conventional souvenirs, while maintaining standard ones for visitors. Also, it will grow the number of new consignment ticket agreements from tourism partners.

PARTNERSHIP OPPORTUNITIES

- **Tourism Collateral Distribution:** Provide tourism-related printed collateral for distribution at the Visitor Information Center (VIC). More than 330,000 pieces of collateral were distributed last year. Contact Brian Lang at 210-207-6890 or brianlang@visitsanantonio.com.

- Ticket Consignment Program: Partners are encouraged to team up with the VIC in the selling of their attraction tickets. Current program is limited to certain attraction categories; additional ticket categories are being considered for inclusion. Contact Brian Lang at 210-207-6890 or brianlang@visitsanantonio.com.
- Special Promotional Programming: Partners are encouraged to leverage the VIC on an ad-hoc basis during special-event programming on Alamo Plaza to promote and market tourism industry initiatives with a limited timeframe. Ideas may include, but are not limited to, hotel anniversaries, Alamo Plaza events, partner seasonal events, etc. Contact Brian Lang at 210-207-6890 or brianlang@visitsanantonio.com.
- Partner with the VIC staff by promoting your business at the VIC by hosting a special day or event at the VIC. Contact Brian Lang at 210-207-6890 or brianlang@visitsanantonio.com.