



PO Box 5459 - Tahoe City, CA 96145 Ph - (530) 581-8700 Fx - (530) 581-8762j

**GROUP SALES SUB COMMITTEE MEETING MINUTES**  
**August 23, 2011 - 10 am**

**NLTRA Conference Room**  
**PRELIMINARY MINUTES**

**COMMITTEE MEMBERS IN ATTENDANCE:** Becky Moore, Kay Williams, Rob McCormick, Brendon Sirstins, Stephanie Hoffman, Max Roth, Brad Barth, Adam Wilson, Melody Rebbeck, Tammie Anstedt and Kirsten Starmer-Web

**RESORT ASSOCIATION STAFF:** Andy Chapman, Jason Neary, Sandy Evans-Hall and Emily Sullivan

**OTHERS IN ATTENDANCE:** Cathy Davis, Jennifer, Kirsten Plemel

**I. MEETING OF THE GROUP SALES SUB COMMITTEE**

**1.0 REVIEW OF MEETING MINUTES**

- 1.1 Andy reported that the Group Sales Sub-Committee will be adopted as a formal NLTRA Committee. At that time a Group Sales Sub-Committee Chair will be elected and meeting minutes will be distributed to the Committee and be distributed to NLTRA Board for approval. Sandy welcomed any input from the Committee.

**2.0 REVIEW OF PLAN**

- 2.1 Jason stated that at the last meeting, staff presented the recommended Conference Advertising plan. At that meeting the Committee discussed changing the plan. Andy and Jason presented to the Committee a proposal explaining how they came up with the plan recommendations. Jason reviewed the breakdown of leads by state, the total leads generated by market segment from July 1, 2010-June 30, 2011 and Tammy asked if the leads were long or short term leads. Jason replied that he does not currently have a report that designates leads from short-term to long-term but most of the corporate leads generated were under a year. They Committee questioned if corporate business was picking up. Jason stated that corporate business has picked up.
- 2.2 Jason reviewed the breakdown of the market segment of revenue that arrived in-market from July 1, 2010 to June 30, 2011 and groups booked during that period. The Committee asked if he had a report on where business was booked (what resort/lodging property). He replied that at this time he focuses on what will book the most revenue/rooms. Andy stated the new sales persons focus can be different than Jason's depending on the Committee recommendations.
- 2.3 Jason reviewed the breakdown of California leads into market segments, revenue arrived broken into market segments and California groups books by market segments. This showed that out of the 44% percent of corporate leads only 6% arrived in market. Max stated that the new sales person could go after the corporate market. Jason agreed and stated that he would like to have the new sales person focused on the Corporate Bay Area
- 2.4 Kay asked if the NLTRA's data could be combined with individual property's data. Jason has recently distributed a survey to all of the lodging properties to find out

what percent of total business is from conferences/meetings. The combined data, showing that Conference groups increase TOT during the off-seasons, could be used to leverage greater funding from NLTRA Marketing focused on conference sales efforts. Jason and Andy have been discussing how to utilize the data gathered from the different resorts. Andy asked the Committee to fill out the survey and return it to Jason if they haven't already so Jason can move forward with the plan.

- 2.5 Jason reviewed the Northern vs. Southern California leads by Market Segment. He stated that the reports moving forward will incorporate all of the elements into SMERF so that percentage will increase.
- 2.6 Jason reviewed the leads by state for the past 3 fiscal years. The breakdown is from the Conference Sales Plan recommendation presented to the Committee at the last meeting. Moving forward he will be present this type of data to the Committee and look to them for suggestions.

### **3.0 COMMITTEE COMMENTS SUGGESTIONS**

- 3.1 Jason stated that there is a Conference Statistics report created monthly that goes to the NLTRA's Board for review. That report will be included in future Marketing Sales Sub Committee packets. The Committee agreed that it looks like next year's pace is improving. Jason stated that future bookings have more revenue in the month of July 2011 than in the past fiscal year.

### **4.0 REVIEW OF CONFERENCE ADVERTISING PLAN OUTLINE**

- 4.1 Cathy reviewed the Conference Advertising Plan Outline with the Committee. Andy stated that there are one or two properties involved in Co-operative buys at this time and they are looking for recommendations from the Committee to increase the effectiveness of the Co-operative buys.
- 4.2 The following geographic target markets are being considered for advertising efforts; Northern California Corporate and Association, Chicago Corporate planners and Associations, Washing DC Associations, Denver Associations and Dallas.
  - The Committee defined as Northern California, Southern California and Chicago as the three target markets need to be defined
- 4.3 Campaign flights for each market should fall around trade show or special promotion dates. Jason encouraged the Committee to attend shows.
  - Who will be attending what show? Jason will be sending out emails asking properties to be a part of the shows listed.
- 4.4 Create a cooperative marketing plan for the CVB and its members in the main geographic target market that includes an integrated marketing program with inclusion in media, direct mail, e-mail marketing and trade show participation.
  - Partner participation in the integrated campaign needs to be defined. The Committee suggested focusing on direct response e-mail marketing instead of print advertising. They would like Smith and Jones to compile a report with the costs involved with co-operative print advertising and report back to the Committee.
- 4.5 Cathy encouraged the Committee to get involved with the Co-operative advertising buys. She showed two examples of advertising buys. One, just including the NLTRA and one with a Co-operative buy. She stated that the properties could do a group offer ex. In the month of April North Lake Tahoe is offering (?). Use offers to create a buzz. There could be offer specific e-blasts sent out. She also encouraged the Committee to review gotahoenorth.com to ensure that the message is correct.

- 4.6 The Committee asked about Social Media advertising directed at Conference Sales. The Committee's opinion is that Social Media is not the best way to market Conference Sales at this time.
- 4.7 The opinion of the Committee is that the general public does not know the kind of meeting facilities that are offered in North Lake Tahoe. They need to be educated on what there is to offer as far as meetings are concerned. Kay suggested the Committee designate funds towards a co-operative buy, stating, "North Lake Tahoe has 17 conference facilities" and include a list of property names. Email blasts could then tell a story instead of just a generic message of the amount of meeting space. The story could state the different types of lodging from Board meeting with 10-people to National retreats, and list all the activities in North Lake Tahoe. Max suggested selling the destination as a whole instead of the meeting space. Kay believes the ads should list property names because there are quality properties in Tahoe. Jason stated that there is a lack of understanding that North Lake Tahoe has serious meeting space. The Committee stated that there needs to be a stronger call to action on these ads. Cathy suggested everyone agree on a call to action, such as 'Free Coffee Breaks.'
- 4.8 Cathy suggested creating a couple of different ads and coming back to the Committee to see which one works the best.

## **5.0 COMMITTEE COMMENTS**

- 5.1 The Committee thanked staff for the plan.

## **6.0 ADJOURNMENT**

- 6.1 The Sales Sub-Committee meeting adjourned at 12:16 pm.

Submitted By:

Emily Sullivan, Programs Assistant  
North Lake Tahoe Resort Association

**NLT Conference  
2011-12 Overview & New Media**

**Overview**

	2011 Proposed	2010 Actual
Media	\$78,330	\$79,912
Bi-Annual Newsletter/Email	\$20,200	\$17,533
Production/Maintenance/Client Service/Misc	\$38,675	\$50,534
RT Coop	\$25,000	\$25,000
Total	\$162,205	\$172,979

Print: 51%  
Internet: 49%

Association: 32 %  
Corporate: 35%  
Other or could not distinguish: 33%

California (this could be location of planner or sections featuring CA or Tahoe): 42%  
Northern CA specific: 10%  
Chicago specific: 14%  
National: 34% (this will reach into our target markets as well)

**New Media**

Note - We reached out to the sites to geo-target all emails to our key markets. Most sites did not offer this option and if they did it was cost prohibitive. Also, we really want people who live in those markets but also plan in California which is very hard to target.

**Coop Opportunities**

**Smart Meetings**

Database: 40,000  
Creative: html  
CPM: \$137.50  
Cost: \$5,500

**MeetingsFocus.com Email (Meetings West)**

Although this we have emailed to small portions of this list as added value we have never emailed to their entire list.

Database: 48,000  
Creative: html  
CPM: \$125  
Cost: \$6,000

**USAE Email Blast**

USAE is the only nationally circulated weekly trade newspaper covering associations, hotel companies and convention and visitor bureaus. USAE has been in continual weekly publication and distribution since 1982..

Database: 27,000  
Creative: html  
CPM: \$161.81  
Cost: \$4,369

*Total Coop Options: \$15,869 (does not include partner production costs)  
Estimated Partner Contribution: \$7,935 (does not include partner production costs)*

NLT Only - New Media

California Meetings Monthly E-newsletter Featured Vendor

Database: 8,000  
Creative: 50 words of copy, photo and url  
Location: Below fold of email  
# of advertisers: Up to 8  
CPM: \$31.25  
Cost: \$250

HSMAI (Hospitality Sales and Marketing Association International – formerly Affordable Meetings) Monthly E-newsletter

Database: 100,000 (6,000 HSMAI list, 94,000 entire MeetingsFocus.com list)  
Creative: 75 words of copy, photo, logo and url  
Location: tbd  
# of advertisers: Up to 5  
CPM: \$33.36  
Cost: \$3,336

Forum Weekly E-newsletter

Database: 5,000  
Creative: 30 words of copy, logo and url  
Location: above fold center of page  
# of advertisers: Up to 4  
CPM: \$312.60  
Cost: \$1,563

Northstar Travel Media

Database: 50,000 (part SM & part M&C)  
Creative: html  
CPM: \$100  
Cost: \$5,000

Note: If we book 2 print ads we will receive a discount, exact discount tbd

MeetingsMag.com Bi-weekly E-newsletter Featured Vendor

This is the parent site of California Meetings, Colorado Meetings, Arizona Meetings, etc.

Database: 35,000 (includes the 8,000 from CA)  
Creative: 300x250  
Location: Top right of email  
CPM: \$17.86  
Cost: \$625

Paid Search

Dates: October- June  
Keywords: tbd  
Cost: \$750 per month  
Total Cost: \$6,750

**Smart Meetings Featured Destination**

Dates: One Month – Recommend February as that is the month Lake Tahoe is featured  
 Creative: 120 characters with logo and link  
 Cost: \$1,875  
 See sample below

The image shows a screenshot of a website home page with several callouts pointing to specific advertising areas:

- TOP BANNER AD:** 468 x 60 pixels. Maximum file size: 50K (links to your website). This points to the top navigation bar area.
- FEATURED DESTINATION:** Your logo and link (120 characters) to your property profile featured prominently on our Home Page (only 4 available). This points to the 'FEATURED DESTINATIONS' section.
- SMART SHOWCASES:** Sponsorship link with company name and graphic. This points to the 'SMART SHOWCASES' section.
- FEATURED SMART DEALS:** Feature your Hot Dates/Hot Rates on our Home Page (30 words) with logo and a link to your website. This points to the 'SMART DEALS' section.
- SKYSCRAPER:** 120 x 600 pixels. Maximum file size: 50K (links to your website). This points to a vertical advertisement on the right side of the page.



North Shore Co-op 2011-2012 CONFERENCE ADVERTISING PLAN

10/26/2011

July 2011-June 2012	July	August	September	October	November	December	January	February	March	April	May	June	Variance	BUDGET
<b>DATABASE BUILDING/RELATIONSHIP MANAGEMENT</b>														
<b>EXISTING DATABASE CORRESPONDENCE</b>														
Bi-annual DB Direct Mail Nwlr (\$12,600 w/partners)	\$8,600						\$8,600							\$0
Newsletter Email Blast to Database	\$1,500						\$1,500							\$3,000
<b>CONTESTING/DATABASE BUILDING</b>														
Northstar Travel Media (database 50,000)						\$5,000								\$5,000
MeetingsMags.com National E-newsletter Banner (database 35,000)						\$625								\$625
<b>Hot Dates Email Blasts to database &amp; 3rd party lists (coop opportunities)</b>														
<b>Blast #1</b>														
Smart Meetings Email (database 40,000)					\$5,500									\$5,500
<b>Blast #2</b>														
Meetings Focus Email (database 48,000)						\$6,000								\$6,000
<b>Blast #3</b>														
USAE Email Blast (database 27,000)											\$4,369			\$4,369
<b>Database Building/Relationship Mgt Subtotal</b>	<b>\$10,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,500</b>	<b>\$5,625</b>	<b>\$10,100</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,369</b>	<b>\$0</b>		<b>\$41,694</b>
<b>INTERNET PROGRAMS</b>														
Smart Meetings Featured Destination								\$1,875						\$1,875
Paid Search				\$250	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750		\$6,250
Internet Programs Subtotal	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$750</b>	<b>\$750</b>	<b>\$750</b>	<b>\$2,625</b>	<b>\$750</b>	<b>\$750</b>	<b>\$750</b>	<b>\$750</b>		<b>\$8,125</b>
<b>PRODUCTION/MAINTENANCE</b>														
Website Maintenance				\$1,000			\$1,000			\$1,000		\$1,000		\$4,000
Design/Resizes/Special Services	\$1,000	\$500	\$500	\$1,000	\$1,000	\$1,000	\$500	\$500	\$500	\$1,000	\$1,000	\$500		\$9,000
Email Production for contesting & hot dates					\$2,500	\$2,500	\$2,500	\$2,500		\$2,500	\$2,500	\$2,500		\$10,000
Internet Banners/Buttons/Email Copy	\$0	\$0	\$300	\$525	\$300	\$525	\$300	\$300	\$300	\$525	\$300	\$300		\$3,675
Production Subtotal	<b>\$1,000</b>	<b>\$500</b>	<b>\$800</b>	<b>\$2,525</b>	<b>\$3,800</b>	<b>\$4,025</b>	<b>\$1,800</b>	<b>\$3,300</b>	<b>\$800</b>	<b>\$2,525</b>	<b>\$3,800</b>	<b>\$1,800</b>		<b>\$26,675</b>



North Shore Co-op 2011-2012 CONFERENCE ADVERTISING PLAN

10/26/2011

July 2011-June 2012	July	August	September	October	November	December	January	February	March	April	May	June	Variance	BUDGET
MISCELLANEOUS														
Client Service/Special Projects/Reporting	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000		\$12,000
Miscellaneous Subtotal	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000		\$12,000
ANTICIPATED PARTNER PRODUCTION CONTRIBUTION														
Grand Total Advertising	\$37,100	\$1,500	\$1,800	\$7,473	\$21,506	\$18,050	\$16,150	\$17,234	\$7,551	\$17,829	\$14,561	\$9,386	\$0	\$162,205



smith & jones



Conference Sales  
12 Month Travel Schedule

Date	City	Events	Exhibit Space	Booth decoration/Set-Up/Events	Trade Show/Registration	Historic Participation	Total Estimated Cost	Travel, Meals & Incidentals	Total NLTRA Cost
July 2011									
28	Denver	Smart Mart / sales calls	\$0.00	\$0.00	\$2,100.00	1	0	\$1,500.00	\$3,600.00
August 2011									
5-8	St. Louis	ASAE Annual Meeting & Expo	\$4,900.00	\$500.00	\$0.00	2	\$2,700	\$1,500.00	\$4,200.00
18	Chicago	Smart Mart / sales calls	\$0.00	\$0.00	\$2,100.00	1	\$0	\$1,500.00	\$3,600.00
24-25	SF/San Ramon	Lake Tahoe Cooperative Trade show	\$5,000.00	\$0.00	\$0.00	1	\$5,000		\$5,000.00
September 2011									
October 2011									
11-13	Las Vegas	IMEX Worldwide Incentive Show	\$11,000.00	\$500.00	\$0.00	2	\$5,750	\$1,000.00	\$6,750.00
November 2011									
16	Davis	UC Davis Vendor Fair	\$0.00		\$175.00	1	\$175	\$350.00	\$525.00
December 2011									
7	Sacramento	CalSAE - Seasonal Spectacular	\$2,550.00	\$1,355.00	\$300.00	8	\$526	\$1,000.00	\$1,525.63
14	Chicago	Holiday Showcase	\$2,895.00	\$580.00	\$340.00	6	\$636	\$1,000.00	\$1,635.83
April									
30-May 2	Monterey	Successful Meetings/M&C Destination CA	\$0.00	\$0.00	\$0.00	1	\$0	\$1,000.00	\$1,000.00
May 2012									
TBD	Reno	MILO	\$2,000.00	\$2,000.00		1	\$4,000	\$500.00	\$4,500.00
June 2012									
TBD	San Jose	HSMAL - Affordable Meetings West	\$2,650.00	\$500.00		2	\$1,575	\$1,000.00	\$1,000.00
Site Inspections									
Special Projects	TBD								\$4,000.00
									\$19,275.00

\$53,011.46

**Monthly Report September 2011**  
**CONFERENCE REVENUE STATISTICS**

**North Shore Properties**

**Year to Date Bookings/Monthly Production Detail FY 11/12**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 11/12</u>	<u>FY 10/11</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/11:	\$1,622,133	\$1,525,802	6%
Forecasted Commission for this Revenue:	\$134,583	\$119,538	13%
Number of Room Nights:	9368	9002	4%
Number of Delegates:	4549	4718	-4%
Annual Revenue Goal:	\$1,700,000	\$2,200,000	
Annual Commission Goal:	\$125,000	\$140,000	
Number of Tentative Bookings:	39	42	-7%

<u>Monthly Detail/Activity</u>	<u>September-11</u>	<u>September-10</u>	
<u>Number of Groups Booked:</u>	5	1	
Revenue Booked:	\$581,803	\$26,865	2066%
Projected Commission:	\$32,350	\$0	
Room Nights:	2797	150	1765%
Number of Delegates:	1041	50	1982%
Booked Group Types:	2 Assoc., 1 Corp, 1 TA, 1 Govt.	1 Corp.	
Lost Business, # of Groups:	4	5	
 <u>Arrived in the month</u>	 <u>September-11 * Est.</u>	 <u>September-10</u>	
Number of Groups:	5	4	
Revenue Arrived:	\$41,957	\$145,651	-71%
Projected Commission:	\$2,581	\$14,565	-82%
Room Nights:	357	980	-64%
Number of Delegates:	262	302	-13%
Arrived Group Types:	1 Corp, 3 Assoc. 1 Smerf	4 Corp.	

<u>Monthly Detail/Activity</u>	<u>August-11</u>	<u>August-10</u>	
<u>Number of Groups Booked:</u>	5	4	
Revenue Booked:	\$464,992	\$52,758	
Projected Commission:	\$46,076	\$5,275	1458%
Room Nights:	1758	430	679%
Number of Delegates:	823	575	494%
Booked Group Types:	3 Corp, 1 Smf., 1 Govt.	1 Corp, 1 Assoc. 1 TA, 1 Foundation	139%
Lost Business, # of Groups:	2	9	

<u>Arrived in the month</u>	<u>August-11</u>	<u>August-10</u>	
Number of Groups:	4	7	
Revenue Arrived:	\$371,268	\$219,566	69%
Projected Commission:	\$36,583	\$14,117	159%
Room Nights:	1759	1294	36%
Number of Delegates:	695	830	-16%
Arrived Group Types:	2 Corp, 1 Assoc. 1 Smf	1 Corp, 5 Assoc., 1 Society	

<u>Monthly Detail/Activity</u>	<u>July-11</u>	<u>July-10</u>	
<u>Number of Groups Booked:</u>	<b>5</b>	<b>5</b>	
Revenue Booked:	\$737,507	\$47,336	1458%
Projected Commission:	\$36,875	\$4,733	679%
Room Nights:	2873	484	494%
Number of Delegates:	890	373	139%
Booked Group Types:	1 Corp., 4 Assoc.	1 Corp., 3 Assoc.	
Lost Business, # of Groups:	0	8	

<u>Arrived in the month</u>	<u>July-11</u>	<u>July-10</u>	
Number of Groups:	2	8	
Revenue Arrived:	\$61,096	\$579,888	-89%
Projected Commission:	\$4,855	\$44,258	-89%
Room Nights:	541	2813	-81%
Number of Delegates:	220	1479	-85%
Arrived Group Types:	1 Corp., 1 Assoc.	1 Corp., 6 Assoc., 1 Smerf	

**Future Year Bookings, booked in this fiscal year:**

For 2012/13:	<b>\$500,027</b>	(Goal) <b>\$750,000</b>
For 2014/15:	<b>\$1,286,368</b>	<b>\$500,000</b>

**NUMBER OF LEADS Generated as of 9/30/11: 25**

**Total Number of Leads Generated in Previous Years:**

2010/2011: 92  
2009/2010: 107  
2008/2009: 151  
2007/2008: 209  
2006/2007: 205

**Monthly Report September 2011**  
**CONFERENCE REVENUE STATISTICS**

**South Lake Tahoe**

**Year to Date Bookings/Monthly Production Detail FY 11/12**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 11/12</u>	<u>FY 10/11</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/11:	\$151,400	\$201,472	-25%
Forecasted Commission for this Revenue:	\$8,298	\$22,995	-64%
Number of Room Nights:	1873	1836	2%
Number of Delegates:	1255	1133	11%
Annual Revenue Goal:	\$200,000	\$300,000	
Annual Commission Goal:	\$15,000	\$15,000	
Number of Tentative Bookings:	25	46	-46%

<u>Monthly Detail/Activity</u>	<u>September-11</u>	<u>September-10</u>	
<u>Number of Groups Booked:</u>	1	0	
Revenue Booked:	\$4,455	\$0	
Projected Commission:	\$668	\$0	
Room Nights:	50	0	
Number of Delegates:	50	0	
Booked Group Types:	1 Smf	0	
Lost Business, # of Groups:	2	0	

<u>Arrived in the month</u>	<u>September-11</u> Est.	<u>September-10</u>	
Number of Groups:	1	4	
Revenue Arrived:	\$4,455	\$67,983	-93%
Projected Commission:	\$668	\$6,042	-89%
Room Nights:	50	616	-92%
Number of Delegates:	50	291	-83%
Arrived Group Types:	1 Smf	2 Corp, 1 Assoc, 1 TA	

<u>Monthly Detail/Activity</u>	<u>August-11</u>	<u>August-10</u>	
<u>Number of Groups Booked:</u>	0	3	
Revenue Booked:	\$0	\$37,580	
Projected Commission:	\$0	\$3,724	
Room Nights:	0	484	
Number of Delegates:	0	296	
Booked Group Types:		1 Corp, 1 Assoc.	
Lost Business, # of Groups:	2	8	

<u>Arrived in the month</u>	<u>August-11</u>	<u>August-10</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$33,959	\$3,730	810%
Projected Commission:	\$5,093	\$0	
Room Nights:	372	10	3620%
Number of Delegates:	75	37	103%
Arrived Group Types:	1 Govt.	1 Smf.	

<b>Monthly Detail/Activity</b>	<b><u>July-11</u></b>	<b><u>July-10</u></b>
<b><u>Number of Groups Booked:</u></b>	<b>0</b>	<b>2</b>
Revenue Booked:	\$0	\$5,148
Projected Commission:	\$0	\$558
Room Nights:	0	80
Number of Delegates:	0	30
Booked Group Types:		1 Corp, 1 TA
Lost Business, # of Groups:	0	8
<b><u>Arrived in the month</u></b>	<b><u>July-11</u></b>	<b><u>July-10</u></b>
Number of Groups:	0	4
Revenue Arrived:	\$0	\$98,226
Projected Commission:	\$0	\$12,964
Room Nights:	0	832
Number of Delegates:	0	495
Arrived Group Types:		1 Corp, 2 Smerf 1 Non-Profit

**Future Year Bookings, booked in this fiscal year:**

<b>For 2012/13:</b>	<b>\$0</b>	<b>(Goal)</b> <b>\$100,000</b>
<b>For 2014/15:</b>	<b>\$0</b>	<b>\$50,000</b>

**NUMBER OF LEADS Generated as of 9/30/11: 16**

**Total Number of Leads Generated in Previous Years:**

2010/2011: 92  
2009/2010: 107  
2008/2009: 151  
2007/2008: 209  
2006/2007: 205

Performance Measurement Document														
	July '11	Aug '11	Sep '11	Oct '11	Nov '11	Dec '12	Jan '12	Feb '12	Mar '12	Apr '12	May '12	Jun '12	Goal	Current
<b>NORTH SHORE</b>														
Leads:														
Number of leads:	10	6	9										110	25
Lead room nights:	2095	2060	3262											
<b>By market segment:</b>														
Assoc.	1	3	2											
Ca Assoc.	2	0	1											
Smef	2	0	2											
Corp.	3	3	2											
Film Crew	1	0	0											
Govt.	1	0	1											
Seminar/Education	0	0	1											
<b>Booked Business:</b>														
Number of bookings:	5	5	5											
Booked room nights:	2873	1758	2797											
Booked attendance:	890	823	1041											
Booked attendee spending:	\$737,507	\$464,992	\$581,803										\$909,600	\$1,784,302
<b>Lost Business:</b>														
Number of lost bookings:	0	2	4											
Lost room nights:	0	105	1925											
Lost attendance:	0	86	950											
<b>Arrived Business:</b>														
Number of bookings:	2	4	5											
Number of booked room nights:	541	1759	357											
Number of booked attendees:	220	695	262											
Booked attendees spending:	\$61,096	\$371,268	\$41,957											
<b>Personell productivity metrics:</b>														
Number of leads:	11	7	9											
Number of bookings:	5	5	5											
Number of booked room nights:	2873	1758	2797											

Conference Performance Measurement Document

	July '11	August '11	Sept '11	Oct '11	Nov '11	Dec '11	Jan '12	Feb '12	Mar '12	April '12	May '12	Jun '12	Goal	Current
<b>South Shore</b>														
Leads:														
Number of leads:	5	3	8											16
Lead room nights:	542	982	1677											3201
<b>By market segment:</b>														
Association	0	1	2											3
CA Assoc.	1	0	1											2
Smerf	1	0	3											4
Corporation	2	2	1											5
Film Crew	0	0	0											0
Govt.	1	0	0											1
Seminar/Education	0	0	1											1
<b>Booked Business:</b>														
Number of bookings:	0	0	1											1
Booked room nights:	0	0	50											50
Booked attendance:	0	0	50											50
Booked attendee spending:	\$0	\$0	\$4,455										\$150,000	\$4,455
<b>Lost Business:</b>														
Number of lost bookings:	0	2	2											
Lost room nights:	0	114	1220											
Lost attendance:	0	68	550											
<b>Arrived Business:</b>														
Number of bookings:	0	1	2											
Number of booked room nights:	0	372	70											
Number of booked attendees:	0	75	80											
Booked attendees spending:	\$0	\$33,959	\$2,322											
<b>Personell productivity metrics:</b>														
Number of leads:	5	3	8											
Number of bookings:	0	0	1											
Number of booked room nights:	0	0	50											



**Conference/Group Sales**

April - Sept. 2011

April - Sept. 2010

**Conference Coop Budget Amount**

Direct Paid Media Dollars  
 Added Value Media Dollars  
 Coop Programs Investment (NLT Coop)  
 Partner Leveraged Dollars

	\$	13,392
	\$	9,109
	\$	21,264

**Leads**

Number of leads  
 Lead room nights  
 Web page visits

69		107
26,888		19,465
		6,255

**Booked Business**

Number of bookings  
 Booked room nights  
 Booked attendance  
 Booked Room Revenue

22		26
8,877		3,560
3,575		2,150
\$1,936,799		\$468,776

**Lost Business**

Number of lost opportunities  
 Lost room nights  
 Lost attendance

April - Sept. 2011		April - Sept. 2010
27		75
5,399		16,707
1,776		10,158

**Arrived Business**

Number of bookings  
 Number of booked room nights  
 Number of booked attendees  
 Booked attendees spending

19		43
4,330		10,415
1,776		5,032
\$631,599		\$1,551,936

**Personnel productivity metrics**

Number of leads-sales person A  
 Number of bookings-sales person A  
 Number of booked room nights- sales person A

69		107
22		26
8,877		3,560



**Global Marketing Services, Inc. (GMS) is a marketing company whose mission is to help organizations develop stronger relationships with their customers through ongoing communication. GMS's core business is the formation and facilitation of advisory boards and focus groups.**

**The company's story is as interesting as its partners and the diverse clients they serve. GMS was founded by Nancy Morrell Swanson in 1993 as she saw a growing interest from industry organizations that wanted to develop ongoing forums for face-to-face communications with their key clients. Since then, GMS has evolved into a full group of Managing Directors who, in addition to Morrell Swanson, include industry leaders Terri Breining, Barb Taylor Carpender, Linda McKinney, and Kay Heder. This group brings specific expertise in hospitality, convention and visitor bureaus, expositions, multi-management meeting and event firms, and industry supplier firms.**

**In an industry that has recently seen unprecedented business challenges and cutbacks, Morrell Swanson has noted that demand for GMS's services continues to grow. They currently work with global hotel and resort companies, convention and visitor bureaus, industry suppliers, and meeting, exposition and event companies. She attributes this to the recognition that many organizations continue to look for meaningful methods to stay close to their clients in order to be able to react to their rapidly-changing priorities. "Smart organizations realize they need to listen to their key constituents now more than ever, and adapt their business plans to remain relevant and successful in the long-term," said Morrell Swanson. "Because of the proven successes we have in the industry, we are able to maintain effective client contact that provides immediate and specific benefits to their clients' individual businesses. Additionally, no other company has the bench strength of GMS, with the depth of experience and collaboration that we offer."**

**Starwood executive Christie Hicks has used GMS for over 10 years, and commented, "Customer advisory boards are a key factor in Starwood's B2B strategy. The feedback and input provided by our customer advisory boards shapes our focus and initiatives. Our advisory boards are critical to our success, as they allow us to remain close to our customers - something that is important in all economic climates."**

**Rachel Benedick, vice president of convention sales and services for Visit Denver, states, "Our customer advisory board is an invaluable resource for Visit Denver, particularly in a constantly changing environment. (They) are great strategic partners in helping us maximize the effectiveness of our board." According to Richard Scharf, president and CEO, Visit Denver, "Our customers serve on many other advisory boards, and they tell us that GMS has an exceptional team and format that sets the standard for the industry."**

**Jack P. Ferguson, Executive Vice President of the Philadelphia Convention and Visitors Bureau also noted, "Philadelphia has always placed a high value on our customer advisory board. In today's environment, their counsel and advice is critical. Using GMS to facilitate and manage the process allows me to concentrate on our customers, and has eliminated the stress of doing it on our own. Time is a currency, and our investment with GMS has been very effective."**

**Another customer offered these comments to his board members: "We learn so much from each of these opportunities that you provide for us. We have redesigned almost everything we do and every way that we communicate to our customer base because of the input we have received from you over the past couple of years. We have changed the way we do business because of you. You've been just terrific and we thank you."**

# **Scope of Work**

The following outlines a Scope of Work for the development and ongoing support of a proposed *North Lake Tahoe Convention & Visitors Bureau Advisory Board*. Global Marketing Services, Inc. (GMS) will perform all functions listed according to mutually agreed upon schedules, and will monitor and adhere to these schedules utilizing detailed project timelines.

## **Board Formation and Communication**

- GMS will work with North Lake Tahoe CVB to define and clarify the process of developing and maintaining an ongoing customer advisory board.
- GMS will work with executives of North Lake Tahoe CVB to identify potential board members.
- After North Lake Tahoe CVB has issued formal invitations to prospective board members (the invitation letter should contain an introduction to GMS), GMS will follow-up with personal phone calls to explain the board process, answer questions, and encourage acceptance of the invitation to serve on the board.
- Once the board has been established, GMS will be responsible for ongoing communication including upcoming meetings, minutes from the previous meeting, and updates regarding the implementation status of board recommendations.

## **Program**

- Design program agenda content based on North Lake Tahoe CVB's objectives.
- Develop pre-work as required by agenda sessions and distribute to attendees in advance of the meeting.
- Design, compile, and print program book.

## **Facilitation**

- Keep meeting running on time and on track allowing North Lake Tahoe CVB executives to focus their time and attention on participants.
- Facilitate all sessions. Some sessions may be facilitated by a specialist or authority on the session topic. As an objective third party, GMS's role is to "facilitate the facilitator" and the session in general to make sure the session stays on track, on time, and adheres to the objectives.
- Capture and consolidate all board recommendations.
- Publish timely proceedings (minutes) of meeting.

## **Logistics**

- Prepare and disseminate all registration materials.
- Coordinate hotel reservations and rooming list.
- Design and communicate room set-ups and AV/multimedia requirements.
- Work with the host hotel to ensure that social functions meet objectives of the meeting.
- Develop, monitor, and control project timeline for each meeting.

# Advisory Board

Date

## Timeline

	Month 1				Month 2				Month 3				Month 4				Meeting		
	1	2	3	4	1	2	3	4	1	2	2	2	1	2	3	4	1	2	3
<b>New Board Members</b>	X	X																	
Identify prospective members																			
Send invitation letter																			
Follow-up calls			X	X															
New Member Kit								X											
<b>Meeting Content</b>																			
Identify Issues/Topics									X	X									
Complete First Draft of Agenda										X									
Develop Homework										X									
Complete Final Draft of Agenda												X							
Develop Sessions												X							
Send Prel. Agenda & Homewor																X			
Design and Print Program Book																X			
Eval Form/Summary																X			
Create & Distribute Minutes																			
<b>Logistics</b>																			
Notify AB of dates/location																			
Transportation Arrangements																			
Confirm Accommodations																			
Email Reg. Form/Bd mem											X								
Finalize Meeting Room Specific												X							
Finalize Audio Visual Specificat												X							
F/B Specs												X							
Rooming List																			
Gifts/Welcome Letters																X			
Signs																X			
Badges/Placards																			
Determine Next Meeting Date																			
Thank you notes																			
Billing																			
																			X
																			X