



STAFF REPORT

Meeting Date: June 16, 2015

To: Honorable Mayor & City Council

From: Cheryl Friedling, Deputy City Manager for Public Affairs
Megan Roach, Marketing and Economic Sustainability Manager 

Subject: Recommendation from the CVB/Marketing Committee Regarding the Fiscal Year 2015-2016 Scope of Work and Funding Request from the Beverly Hills Conference and Visitors Bureau

Attachments:

1. FY 2015-16 Tourism and Marketing Budget and Programs
2. BHCVB Program Presentation
3. BHCVB Strategic Plan 2015-2017

INTRODUCTION

This item provides a recommendation from the CVB/Marketing Committee for the Fiscal Year 2015-2016 scope of work and funding request from the Beverly Hills Conference and Visitors Bureau.

DISCUSSION

The Beverly Hills Conference and Visitors Bureau ("BHCVB") is contracted by the City to conduct tourism and marketing programs promoting Beverly Hills. Its mission is to promote Beverly Hills worldwide as a stay/shop/dine destination through marketing programs that build awareness and drive consumer traffic and revenue to the city.

On April 29, 2015, the CVB/Marketing Committee (Mayor Gold and Councilmember Bosse) met with BHCVB representatives to review their proposed Fiscal Year 2015-16 scope of work and corresponding funding request of \$3,929,202. Of this amount, \$893,050 (23%) is for new programming, \$1,183,832 (30%) is for operational costs and \$1,852,320 (47%) is for recurring programming that has proven successful in prior years.

The BHCVB recently adopted a Strategic Plan that will guide the organization's efforts for the next three years (2015-2017). The Plan, which is included as Attachment No. 3 to the report, includes four primary areas of focus, along with several goals and initiatives. The areas of focus are: grow demand for the destination, leverage strategic partnerships, enhance the Beverly Hills brand, and ensure a vital CVB. The Plan will be used to guide the organization's annual work plan and corresponding funding request.

The CVB/Marketing Committee has recommended approval of the BHCVB's work plan and corresponding funding request of \$3,929,202. BHCVB's work plan is included as Attachment No. 2 to the report and includes the following portfolio of services:

- 1) **Local** – Stay, Shop, Dine advertising campaign and holiday activities.
- 2) **Events** – Chinese New Year Celebration and support of partner and City events including the Rodeo Drive Concours d'Elegance, Greystone Concours d'Elegance, and Concerts on Canon.
- 3) **Domestic** – branding initiative, domestic advertising, meetings and incentive planners marketing, New York Sales Mission, and domestic public relations activities.
- 4) **International and Trade** – international trade sales missions, trade shows, incentive programs, global summit, and tour bus support.
- 5) **Interactive** – domestic and international websites and content, social media, pay per click and website search engine optimization, and eNews distribution.
- 6) **Collateral** – marketing tool kit and revamped visitor guide.
- 7) **Metrics/Research** – subscriptions to American Express, Smith Travel Research, and Cision for visitor metrics and spend data.
- 8) **Contingency Programs** – special programs requested by City and BHCVB Board.

FISCAL IMPACT

The City's Finance Department projects \$39,140,000 in TOT revenue for the 2015-2016 Fiscal Year, which results in a Tourism and Marketing budget of \$6,282,737. This amount includes \$691,308 in budgetary carryover from Fiscal Year 2014-2015. The funding is budgeted in the Tourism and Marketing Program account 0101311. BHCVB is requesting \$3,929,202 for tourism and marketing programs and operational expenses. Please refer to Attachment No. 2 for the BHCVB work program and budget breakdown.

RECOMMENDATION

Staff recommends that the City Council review the CVB/Marketing Committee's recommendation for the Fiscal Year 2015-2016 scope of work and funding request from the Beverly Hills Conference and Visitors Bureau. The funding agreement will be included on the June 30th formal agenda for City Council consideration.

Cheryl Friedling
Approved By



Attachment 1

Tourism and Marketing Budget and Programs 2015-2016 Projected Budget & Funding Requests

TOT Base Budget (1/7 of \$39,140,000 TOT estimate)	\$5,591,429
FY 13/14 revenue overage amount	\$476,308
FY 14/15 carryover funds*	\$215,000
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Available to spend in FY15/16	\$6,282,737
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Funding Requests

Annual Buffer/Reserve to Cover TOT Revenue Reductions	200,000
Contingency Programs	150,000
Concerts on Canon Expansion	50,000
Intellectual Property Legal Services	100,000
Holiday Décor (excluding Rodeo Drive)	700,000
Conference & Visitors Bureau (amount requested)	3,929,202
Rodeo Drive Committee (amount requested)	1,000,000
Funds remaining to be allocated	153,535
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Total Funding Requests	\$6,282,737
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*Potential funding source for tour bus stop improvements or proposed ambassador program

Attachment 2



Fiscal Year 2015/16 Budget Presentation

June 16, 2015



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New for Fiscal Year 2014/2015

Holiday Market

- More than 20 vendors including local artisans and Beverly Hills businesses
- 1000 attendees
- Appearances by Mayor Gold and Larry King as *Santa*



New for Fiscal Year 2014/2015

Chinese New Year Expansion

- 1.4 billion media impressions
- Sold out public and VIP events
- Partnership with the Chinese Government with entertainment from Beijing
- More than \$75,000 in sponsorship dollars (including hard dollars and in-kind)



New for 2014/15

EXPANDED GLOBAL SALES STRATEGY



New Markets

- Participating in Arabian Travel Market in Dubai
- New representation in Brazil with HIP Marketing in Q4



Expanded New York Sales Mission

- This year's program created a virtual Beverly Hills in the newly renovated Tavern on the Green with 150 attendees



Secondary Domestic Market Sales Initiatives

- Sales mission to San Francisco with event targeting key travel trade at Foreign Cinema
- Sales mission to Chicago with event targeting key travel trade at Grace Restaurant



Group Sales Focus

- Dedicated sales team which generated 3 bookings totaling more than 2,200 room nights for approximately \$700K in hotel revenue alone (more than \$1.4mm with compression)

New for 2014/15

RESEARCH AND DEVELOPMENT



Visitor Profile/Economic Impact Study

- Completed this study and presented information:
 - 6,000,000 Visitors
 - \$2 billion including indirect spend
 - \$46.6 million generated by tourism for the city in tax revenue
 - 5% are hotel visitors generating 46% of revenue

3-year Strategic Plan

- Completed work with Coraggio Group outlining the go-forward for the next three years.
- Plan was created with key input from Board, City Staff and City Council.

Around the World with the CVB

BHCVB flew around the world expanding awareness and developing more than **1,000 new relationships** by participating in Brand USA and Visit California Sales Missions and by expanded presence at Luxury Travel Trade Shows.

Relationships are strengthened and information is passed on to the hotels in effort to build additional group business into the city.

CVB visited:

India
China
South Korea
Japan
Mexico
Taiwan
Europe
UK
Brazil
Australia
Dubai



New for Fiscal Year 2015/16

One of the CVB's most important core values is to keep a fresh perspective on all programming. This allows for new flourishes on existing programs as well as the execution of completely new ideas.

New Programs by category:

- Domestic Marketing
 - Branding initiative including development of graphics and a branded advertising campaign
 - Domestic PR influencer events
 - Partnership marketing corporate co-op programs
 - Meeting planner advisory board
- International Marketing
 - New events and social media in established markets
 - France sales event
 - India Meeting Planner Mission
 - India PR
 - Brazil PR and Trade relations
 - Russia and/or Gulf Initiatives
 - Global summit with representatives from all international agencies
 - Tour bus support



New for Fiscal Year 2015/16 cont'd

New Programs by category:

- Interactive
 - Website storytelling acquisition
 - Search Engine Optimization
- Collateral
 - Partner Marketing Tool Kit
 - Expanded Visitor Guide with new branding
- Visitor Center
 - Visitor Center events to showcase partners
 - Expanded merchandise program



Domestic Market Growth

Domestic Tourism represents 37% of visitors into Beverly Hills (a complete reverse from 2007 per the 2013/14 Visitor Profile Study).

Total American Express Domestic Spend Growth 2014 over 2013 = 40%

American Express Top Feeder Markets and Growth

New York	=	20%
San Francisco	=	60%
Chicago	=	83%
DC	=	20%
San Diego	=	16%
Local/Los Angeles	=	28%

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International Market Growth

International Tourism represents 60% of visitors into Beverly Hills (a complete reverse from 2007 per the 2013/14 Visitor Profile Study commissioned by BHCVB).

Total American Express International Spend Growth 2014 over 2013 = 70%

Top International Market by Spend Per Visa Credit Card Data and Spend Growth 2014 over 2013:

China+	=	20%
Canada	=	10%
Saudi Arabia*	=	(3%)
UK	=	13.8%
Russia	=	(16%)
UAE	=	62%
Australia	=	9%
Japan	=	8%

*Most Saudis do not use Visa so decrease is not worrisome.

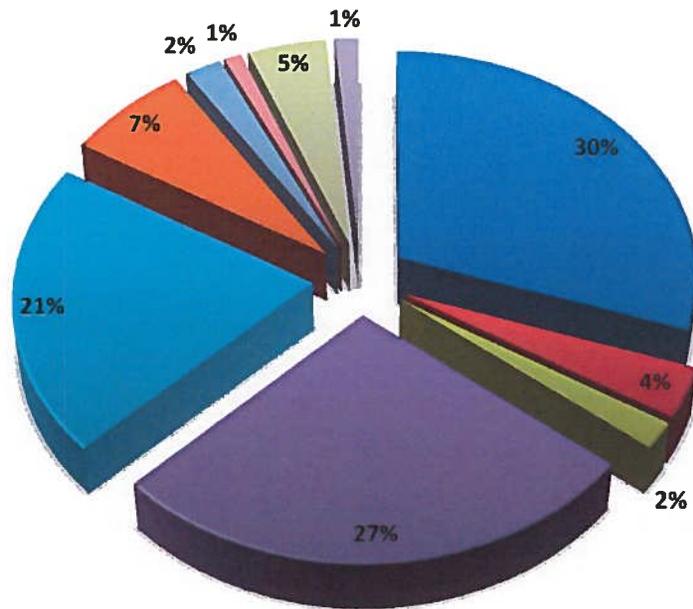
+ Most Chinese use Union Pay yet Visa still lists China as the top spending market.

TOT and Sales Tax Growth

Fiscal Year	TOT Actuals/ Projections	City Sales Tax Actual/ Forecast	Combined Revenue Includes new forecast	Combined New Forecast Increase	CVB Contract	2% of TOT*
2009/10	\$23,447,458	\$19,671,000	\$43,118,458		\$2,158,160	\$3,349,637
2010/11	\$24,283,657	\$22,052,861	\$46,336,518	7.50%	\$2,050,000	\$3,469,094
2011/12	\$26,594,808	\$23,093,800	\$49,688,608	7.20%	\$2,120,000	\$3,799,258
2012/13	\$30,600,000	\$25,200,000	\$55,800,000	12.3%	\$2,665,000	\$4,371,429
2013/14	\$34,050,750	\$27,605,448	\$61,656,198	10.5%	\$3,283,204	\$4,864,393
2014/15	\$37,100,000	\$31,000,000	\$68,100,000	10.5%	\$3,300,000	\$5,300,000
2015/16*	\$39,140,000	\$32,500,000	\$71,640,000	5.20%	\$3,929,202	\$5,591,429

*An additional \$525k will be available as carry over from the Centennial and previous year TOT.

CVB FY 2015/16 Budget Overview



■ Fixed	30%
\$1,183,832	
■ Events	4%
\$140,400	
■ Local	2%
\$75,000	
■ Domestic	27%
\$1,666,640	
■ International	21%
\$817,758	
■ Interactive	7%
\$284,832	
■ Collateral	2%
\$84,300	
■ Research	1%
\$40,440	
■ Visitor Center	5%
\$181,000	
■ Special Programs	1%
\$55,000	

2015/16 Budget Summary

Description	2014/15 Original Budget	2014/15 Revised Forecast*	Cost of Discontinued Programs	Cost of New Programs 2015/16	Carryover Funds**	2015/16 Proposed Budget April 2015+
Marketing						
Local/Holidays	\$240,000	\$173,818				\$75,000
Events	\$135,000	\$133,955			\$13,500	\$140,400
Domestic Marketing	\$658,000	\$674,506				\$1,066,640
International Marketing	\$571,700	\$571,712			\$40,000	\$817,758
Interactive	\$330,000	\$311,649			\$60,000	\$284,832
Collateral	\$45,000	\$42,000				\$84,300
Special Programs	\$55,000	\$55,000				\$55,000
Metrics/Research	\$36,000	\$36,000				\$40,440
Operations including Salaries, Taxes & Benefits	\$1,079,300	\$943,949				\$1,183,832
Visitor Center	\$150,000	\$120,660				\$181,000
TOTAL	\$3,300,000	\$3,063,249	\$365,000	\$893,050	\$235,000	\$3,929,202

*Revised forecast is as of April 2015.

**Carryover funds are only estimated as of April 2015. Final numbers to be determined June, 2015.

+Figures represent a 4% or slightly higher than \$100,000 cost of doing business increase.

2015/16 Budget Detail

Description	2014/15 Original Budget	2014/15 Revised Forecast*	Discontinued Programs	Cost of Discontinued Programs	New Programs	Cost of New Programs 2015/16	Planned use of Carryover Funds	2015/16 Proposed Budget April 2015+
Local/Holidays			Holiday Market and Stay Shop					
	\$240,000	\$173,818	Dine Advertising	\$165,000				\$75,000
Events	\$135,000	\$133,955					\$135,000	\$140,400
Domestic Marketing								
New York	\$150,000	\$170,042						\$156,000
Destination Marketing	\$200,000	\$200,000	Fall and Spring Hotel Offer Campaigns	\$200,000	Branding/communications initiative to reinforce appeal to younger market and build awareness	\$390,000		\$390,000
Domestic PR	\$14,000	\$10,464			Media events in conjunction with sales missions and new product launches	\$60,000		\$75,560
MICE Marketing	\$79,000	\$79,000	Group Sales Manager which was in this category 14/15 has been moved to separate line item.		Meeting Planner Advertising	\$40,000		\$50,360
Partnership Marketing	\$25,000	\$25,000			Co-op dollars for initiatives with Fortune 500 Companies	\$25,000		\$51,000
Branding Guidelines & Creative					Graphics and Identity Guidelines that can be used by all who market the city	\$45,000		\$45,000
Secondary Market Sales Missions	\$190,000	\$190,000						\$197,600
Advisory Board					Committee made up of well known meeting planners to get input on how to better market the city and close business.	\$20,000		\$20,000
Group Sales	In MICE	In MICE						\$81,120

2015/16 Budget Detail

International Marketing								
	Sales Missions	\$56,600	\$51,567			Sales event/party in France for Travel Trade	\$10,000	\$68,864
	Trade Shows	\$191,350	\$186,507					\$199,004
	PR	\$13,500	\$13,388					\$14,040
	Representation	\$100,000	\$110,000			Additional event and social media in UK and Australia	\$44,000	\$144,000
	Incentive Programs	\$39,000	\$39,000					\$40,000
	Emerging Markets	\$171,250	\$171,250	China Sales Mission which was in this category 14/15 has been moved to separate line item		PR in India, Meeting Planner event in India, Trade and PR outreach in Arab Nations (GCC) and/or Russia	\$63,750	\$40,000
	China Sales Mission	Included in EM	Included in EM					\$114,400
	Tour Bus Support					Promotion and support for additional costs to set up a long term bus stop for tourists	\$100,000	\$100,000
	Global Summit					Meeting of all int'l representation agencies contracted with BHCVB in Beverly Hills	\$10,000	\$10,000
Interactive								
	Content	\$75,000	\$75,000					\$30,000
	Database/eMail	\$34,200	\$5,964					\$5,200
	SEM/SEO	\$85,000	\$100,000			Ongoing Search Engine Optimization efforts to drive traffic.	\$50,000	\$30,000
	International	\$77,400	\$79,102					\$80,496
	Acquisition	\$38,200	\$31,383					\$39,728
	Domestic Site	\$20,200	\$20,200					\$21,050

2015/16 Budget Detail

Collateral									
	Fulfillment	\$5,000	\$7,000					\$5,200	
	Visitor Guide	\$20,000	\$20,000					\$50,800	
	Premiums	\$20,000	\$15,000					\$20,800	
	Marketing Tool Kit					Printed piece and usbs for all local businesses educating them on how to maximize opportunities with the CVB	\$7,500	\$7,500	
Special Programs		\$55,000	\$55,000					\$55,000	
Metrics/Research		\$36,000	\$36,000			Smith Travel Research Forecasting Report	\$2,800	\$40,440	
Operations including Salaries, Taxes & Benefits		\$1,079,300	\$943,949					\$1,183,832	
Visitor Center									
	Staff	\$75,000	\$60,000					\$78,000	
	Merchandise/Display	\$25,000	\$15,000					\$26,000	
	Communications	\$25,000	\$15,000					\$26,000	
	Events					Events to build awareness of the Visitor Center and drive traffic.	\$25,000	\$25,000	
	Collateral	\$25,000	\$30,660					\$26,000	
TOTAL		\$3,300,000	\$3,063,249		\$365,000		\$893,050	\$235,000	\$3,929,202

*Forecast is as of May 1. At this time it looks like the CVB will be underspent by approximately \$235,000. This is due to reprioritization of activities from lack of resources (maternity leave, staff turnover) or new priorities which came up as the year progressed. Reduced operations costs are because of staff turnover and maternity leave.

+2015/16 budget represents a 4% cost of doing business increase for repeated programs and operations which equals approximately \$100,000.



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Attachment 3

BEVERLY HILLS
Conference & Visitors Bureau

Strategic Plan
2015 - 2017



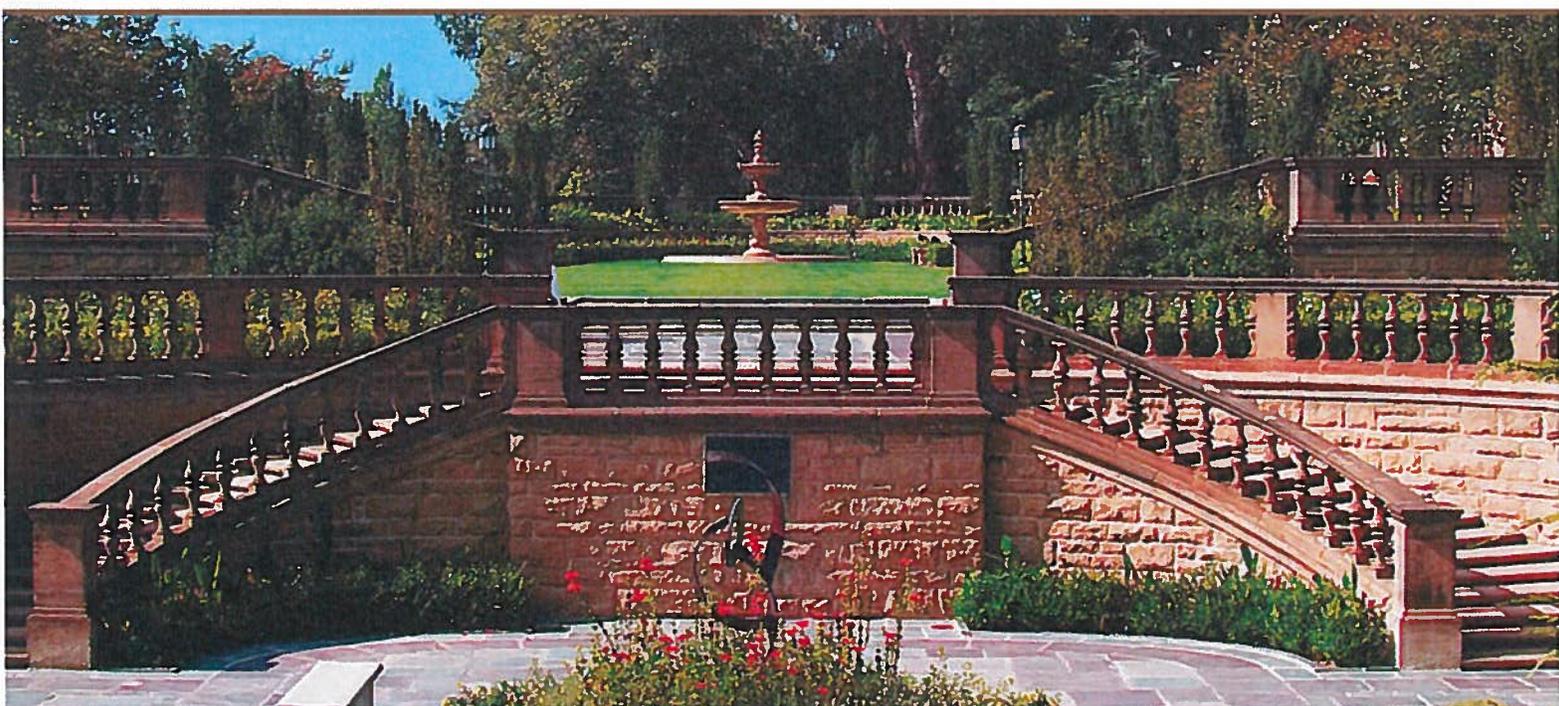
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THE ALLURE OF BEVERLY HILLS

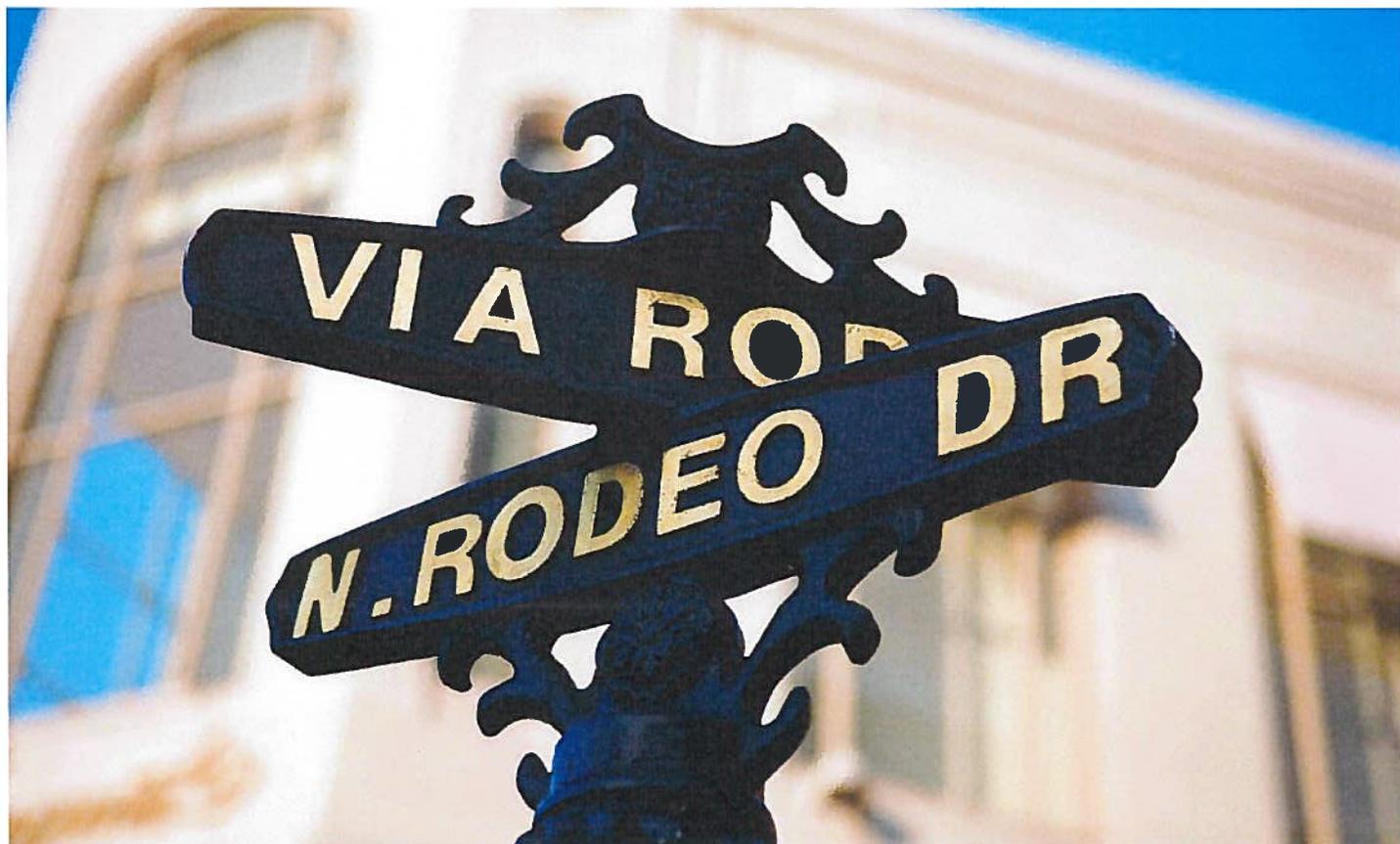
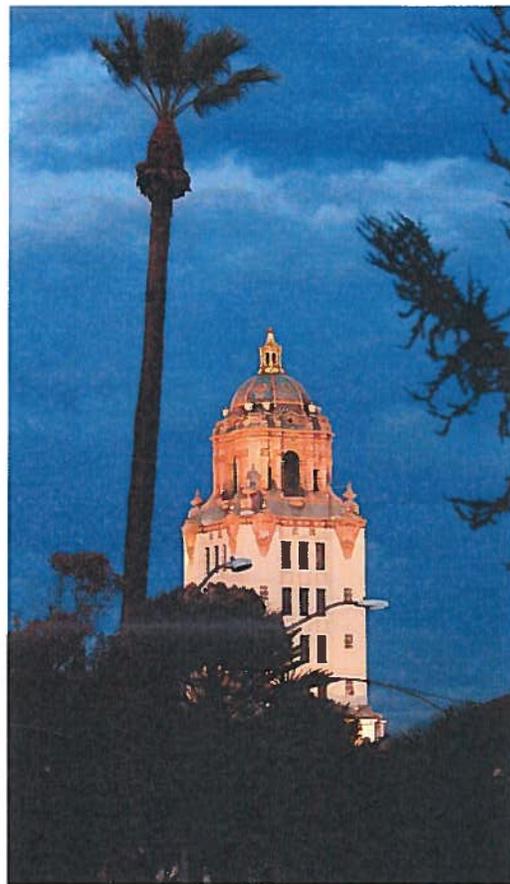
Few cities are so uniquely remarkable that you can't help falling in love with them. Places filled with experiences so exceptional you leave inspired, rejuvenated and wanting more—where every detail is seamless and everything you could possibly want is at your fingertips. Sure. A few cities might come to mind. But only one stands apart from the rest, easily setting the standard by which all other luxury destinations are measured.

BEVERLY HILLS

With only 5.71 square miles of sun-drenched sidewalks and impeccable landscapes, Beverly Hills isn't big. Let's face it, it doesn't have to be. When you have a bigger-than-life presence and a megawatt vibe, that's all that really matters. When you've earned a legendary reputation as one of the world's most desired destinations, it's not about competing because there are no rivals. It's about doing what you do best—making people feel special.

Beverly Hills is a one-of-a-kind village experience that offers the perfect mix of culture, luxury and fun. Where else can you walk in the footsteps of Hollywood's elite, shop the world's finest stores, indulge in exceptional cuisine, and then come home to relax in the splendor of an iconic hotel? Yes—there's a lot to do in Beverly Hills. That's why just one day is never enough.

The legendary allure of Beverly Hills has endured for decades. It's why people who live here are so proud to call this city home and why our visitors fall in love with it the minute they step foot onto its famed streets.



MESSAGE FROM THE BOARD CHAIR



Dear Friends,

It is my honor to serve as the 2014/2015 Board Chair for the Beverly Hills Conference & Visitors Bureau (BHCVB). Tourism is one of the key economic drivers for our city; our hotels, restaurants and attractions employ more than 11,500 workers and tourists represent more than \$2 billion in direct and indirect spend in our city. Our city's tourism continues to thrive thanks in part to the efforts of BHCVB and the work of our hospitality partners, even as our surrounding cities improve infrastructure and expand their promotional budgets.

The theme for the next three years is to be bold—both in the development of ideas, as well as the manner in which they are executed. We want to be fearless and always be willing to try something new if we believe it will have a positive impact. That being said we will also stay the course on many of the initiatives which we know are tried and true.

The coming years will see continued focus on geo-targeted efforts in proven markets, refinement of interactive offerings with a concentration on audience growth as well as growing the value proposition of our Visitor Center. New areas of development include proactive expansion of activities in emerging markets including events, initiatives and partnerships that create excitement and tell our brand story. A focus on positioning Beverly Hills as a viable group and incentive destination is a key goal.

“The theme for the next three years is to be bold—both in the development of ideas, as well as the manner in which they are executed.”

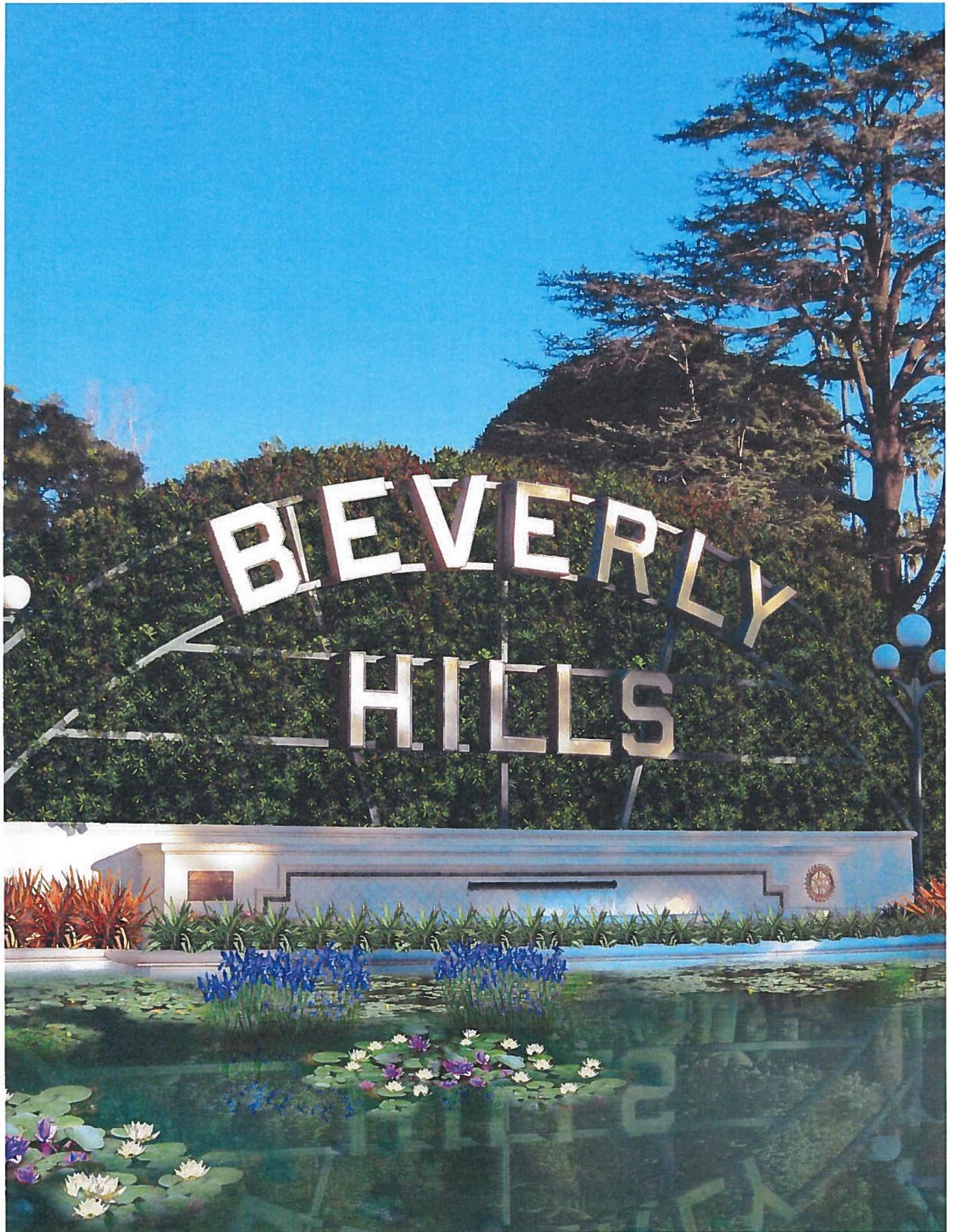
On the behalf of the Board of Directors, I look forward to continuing our work with the talented BHCVB team and, with the support of our city, fulfilling our strategic objectives through innovative marketing and branding activities that showcase our storied destination.

Thank you!

A handwritten signature in dark ink that reads "Ben Trodd". The signature is fluid and cursive.

Ben Trodd, Board Chair
General Manager, Beverly Wilshire, A Four Seasons Hotel





MESSAGE FROM THE CEO



Hello,

Beverly Hills, one of the world's most coveted destinations, is synonymous with refined luxury and unrivaled service. Our strategic initiatives are designed to maintain that brand integrity and reinforce the attention to detail paid by our hotels, merchants and restaurants. The past several years have been a time of great growth for Beverly Hills and for the tourism industry as a whole. Last year we welcomed 6,000,000 visitors to our city, representing a 23% growth in volume and a 33% growth in spend over the last six years. Projections by leading travel industry analysts indicate this trend will continue over the coming years.

Marketing our storied city is both a privilege and an honor for all of us at Beverly Hills Conference & Visitors

Bureau. We travel all over the world representing our incredible city and no matter where we go, not only do people know about Beverly Hills, they have either been here or want to visit. However, we cannot rest on our laurels! We need to continue working to make our destination top-of-mind so that we are the first choice when people think about luxury travel.

"In the coming years we will be focused on keeping existing programs fresh and developing new programs to expand our reach into new markets, new demographics and new channels."

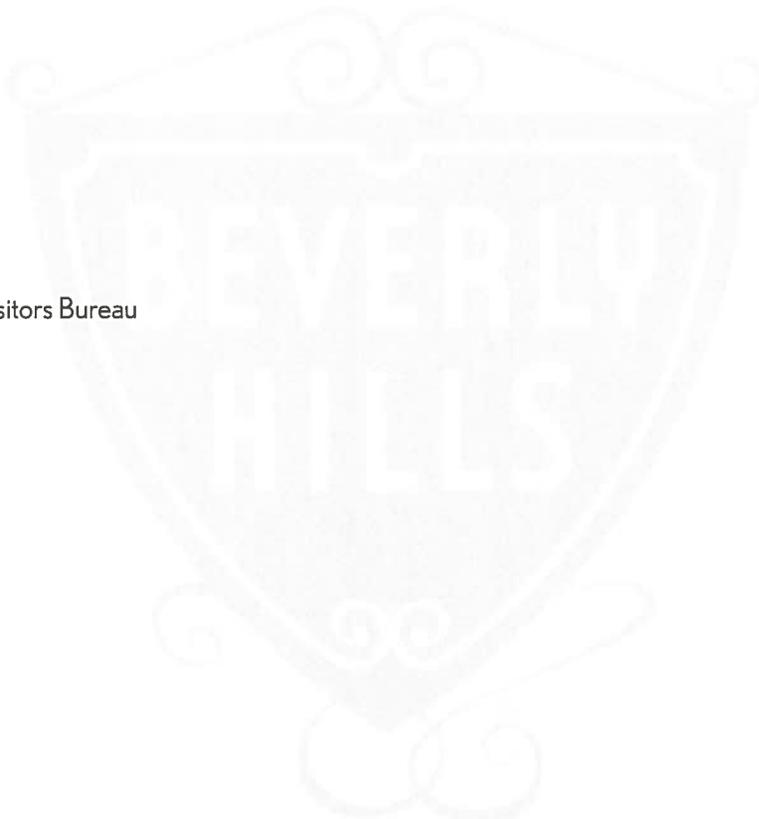
In the coming years we will be focused on keeping existing programs fresh and developing new programs to expand our reach into new markets, new demographics and new channels. We will continue to enhance our brand awareness with sophisticated and smart initiatives that reinforce our key message points. Lastly we will work to make sure that our community understands the value we bring to the city and that they will seek us out as subject matter experts in all things tourism.

These are exciting times for Beverly Hills and for tourism as a whole. I, along with my talented team, look forward to the coming years and the opportunity to continue representing this incredible destination and our many stakeholders who work so hard to make it so unique.

Sincerely,

A handwritten signature in black ink, appearing to read "Julie Wagner". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Julie Wagner
Chief Executive Officer
Beverly Hills Conference & Visitors Bureau



IMPORTANCE OF TOURISM TO A VIBRANT BEVERLY HILLS

OVERVIEW

The Beverly Hills Conference & Visitors Bureau (BHCVB) is the tourism marketing arm of the city. Our organization is funded by the City of Beverly Hills from Transient Occupancy Tax, otherwise known as “bed tax.”

Every guest who stays at one of the city’s hotels, pays a 14% tax on the room rate for every night they are here. The majority of that tax revenue is used to fund city services with a portion given back to fund marketing initiatives which help build awareness and drive revenue to the local businesses. BHCVB is a non-profit 501(c)(6) and is governed by a Board of Directors comprised of leading business owners and managers in our community. The organization itself is guided by the Chief Executive Officer and initiatives are developed and implemented by a talented team of eight full time team members.

ECONOMIC IMPACT

It is important to understand why many destinations like ours place so much importance on tourism. Aside from the obvious benefit of driving revenue to local business and tax revenue to the city, tourists create an environment of social vibrancy. It supports more than 11,500 jobs, and generates a total of 6,000,000 visits per year in our city. This vibrancy impacts economic development—businesses want to be here—and impacts consumer demand. Our tourists want to see what all the excitement is about! It also helps the city to give back to the community, funding slightly more than \$3,100 in services per household per year.

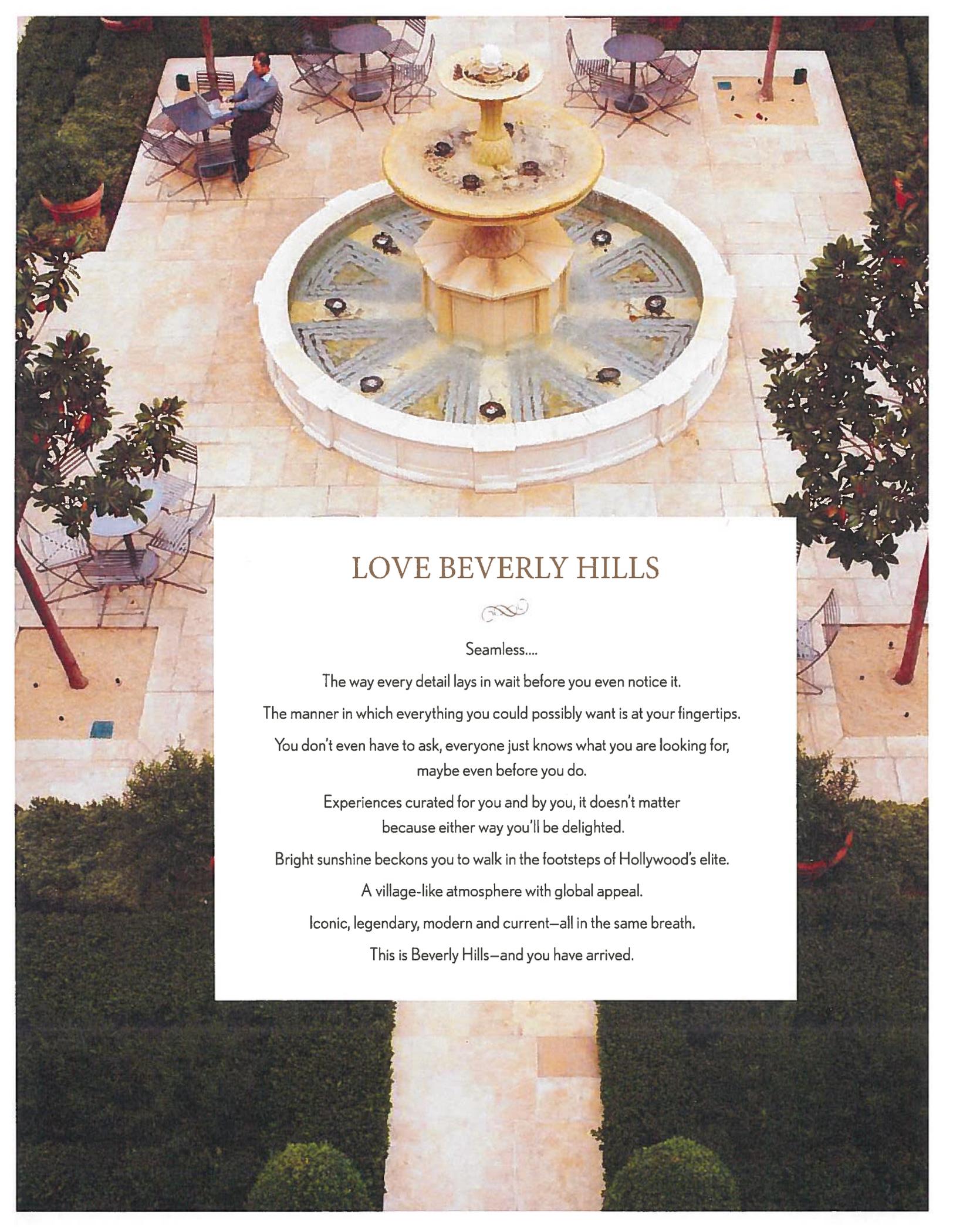
A SNAPSHOT ON THE VALUE TOURISM TO BEVERLY HILLS

Tourism adds value to Beverly Hills by:

- Bringing more than 6,000,000 visitors per year;
- Supporting more than 11,500 jobs; and
- Generating \$3,100 annually in services per resident household.

HOW BHCVB IS FUNDED

BHCVB is 100% funded by Transient Occupancy Tax revenue to the city. In 1994, the city adopted a measure which raised TOT tax in the city from 12% to 14% which stated that the 2% increase would be used to fund tourism and other like marketing initiatives. BHCVB is funded out of that pool of money and for 2014/15, BHCVB received slightly more than 60% of the total funds available.



LOVE BEVERLY HILLS



Seamless....

The way every detail lays in wait before you even notice it.
The manner in which everything you could possibly want is at your fingertips.
You don't even have to ask, everyone just knows what you are looking for,
maybe even before you do.

Experiences curated for you and by you, it doesn't matter
because either way you'll be delighted.

Bright sunshine beckons you to walk in the footsteps of Hollywood's elite.

A village-like atmosphere with global appeal.

Iconic, legendary, modern and current—all in the same breath.

This is Beverly Hills—and you have arrived.

OUR STRATEGIC ANCHORS

VISION

To be the most traveled luxury destination in the world.

Why is our Vision important?

As the saying goes, "If you don't know where you're going, any road will take you there." As one of the first steps in creating our strategic plan, we took a collective step back and asked ourselves what we believe is possible for Beverly Hills as a destination because of the work we do.

Having a clear vision not only provides a source of inspiration and meaning for all that we do to promote our destination, it also serves as a galvanizing point of strategic alignment for our many stakeholders and strategic partners. With all of us taking steps to realize our vision, we believe wonderful things are in store for our destination. It's a great time for our city and we look forward to furthering the momentum we have created over the years.

MISSION

As the designated marketing organization for Beverly Hills, we enhance the economic and social vitality of our community by driving incremental business to hotels, retailers, restaurants, and attractions.

Why is our Mission important?

Many people ask, "What's the difference between a vision and mission?" It's a good question—the line between the two is often easily blurred. We took time to make sure the distinction was clear early on in the strategic planning process. We all agreed that having both is important. A vision without a mission to get there is simply wishful thinking.

Our vision statement defines the ideal future we're committed to creating for Beverly Hills as one of the world's most desirable destinations. Our mission statement grounds us in more practical terms by clearly articulating what we do each day in order to realize our vision. In many ways, our mission statement bridges the present and the future.

VALUES

Beverly Hills Conference & Visitors Bureau is an open-door workplace where fresh ideas are nurtured to thrive as we work together to promote Beverly Hills as a preeminent luxury destination.

Ours is an environment where everyone's opinions matter—with no idea being too big or too small. We're responsible individuals, each willing to lend a helping hand and empower one another to perform at their best. We're a bold team that strives for excellence just like the destination we represent.

All for one and one for all

Fresh Perspectives | All for one, one for all | Forest and the trees | Environment of growth

Why are our Values important?

We believe our organizational culture plays a critical role in our ability to serve our stakeholders, support one another internally, be a great collaborator with our partners and consistently implement all aspects of our strategic plan.

We worked as a team to develop our values. Our values are a unifying expression of how we work together and what we stand for as an organization. For us, they are not words on a piece of paper—but rather the bedrock for our actions and behaviors.

UNIQUE VALUE PROPOSITION

As a nationally recognized DMO, we are the dedicated marketing organization responsible for promoting Beverly Hills both domestically and internationally.

Why is our Unique Value Proposition important?

Providing clear value in all that we do is paramount. Our Unique Value Proposition helps to keep us focused on what's most important to the stakeholders we serve. Within the context of our vision and mission, having a relevant Unique Value Proposition that stands the test of time requires us to proactively seek out and understand what's most important to our stakeholders and to ensure we have the resources necessary to deliver on their expectations. It also requires us to have the flexibility and foresight to evolve as the destination evolves.

BRAND INTENTION

Leader | Savvy | Bold | Responsive

Why is our Brand Intention important?

Every organization has a brand. The best organizations are those that recognize that their brand is among their most important assets and, as a result, take time to nurture and strengthen it. As a global representative for Beverly Hills, we take our organization's brand as seriously as the brand of our city. We believe doing so is part of what will enable us to deliver meaningful results for our stakeholders, widen the pool of global brands with which we partner and execute an innovative program of work.

As part of our planning process, we came together as a team to identify the key attributes that describe the ideal experience we intend to create at every touch point our stakeholders, partners and community have with our organization.

AREAS OF FOCUS

Grow demand for the destination | Leverage strategic partnerships
Enhance the Beverly Hills brand | Ensure a vital CVB

Why are our Areas of Focus important?

As the designated marketing organization for Beverly Hills we serve many needs for a wide range of stakeholders. We love what we do—but make no mistake—the pace is fast and exhilarating and every day is different.

In order to deliver the results we are accountable to deliver, having specific areas of focus are critical. Working in partnership with our Board of Directors, we have identified four areas that we believe will help us move closer to realizing our vision of becoming the most traveled luxury destination in the world. Our areas of focus provide a clear framework for what we must accomplish over the next three years (2015-2017) and they are anchored by our key objectives and strategic initiatives.

Our strategic areas of focus make it clear what we're focused on, and by omission, what we have determined are not priorities.

OUR 2015-2017 GOALS AND INITIATIVES

AREAS OF FOCUS

GOALS

INITIATIVES

Grow demand for the destination

- TOT/sales tax growth on par with City projections
- Number of sales leads
- Demonstrated market growth in targeted markets

- Utilize third party agencies in key markets.
- Tradeshows, sales missions and trade events.
- Establish outreach that supports our group sales efforts.
- Bolster shoulder season activity.
- Identify and execute franchise events.

Leverage strategic partnerships

- Sponsorships
 - In-kind dollars
 - Hard dollars
- Audience impressions

- Leverage franchise events to obtain key sponsorship/partnership opportunities.
- Provide quality exposure in exchange for in-kind contributions from partners.
- Align efforts as appropriate with other city organizations, i.e., Beverly Hills Chamber of Commerce, city and the Rodeo Drive Committee.

Enhance the Beverly Hills brand

- Digital Engagement
 - Website traffic
 - Social following
 - Email
- Increased media exposure (use 2014/15 as the baseline)
- Favorable visitor perception via intercept studies

- Attract more people to Beverly Hills digital channels.
- Achieve coverage in key/targeted media outlets—tell the right story in the right places.
- Optimize and align all brand touch points.

Ensure a vital CVB

- Achieve DMAI accreditation by January 2016.
- Increase year over year CVB funding level using 2014 as the baseline—at a minimum, keep pace with TOT growth.
- Achieve and maintain a minimum of 85% staff engagement/satisfaction on key measures.

- Enhance organizational credibility by achieving DMAI accreditation.
- Further engage the Board in supporting the CVB mission.
- Explore funding opportunities to fulfill “Bold Box” initiatives.

STRATEGIES

- Utilize CRM technology to develop and maintain relationships.
- Engage third-party agencies to sell the destination and drive business.
- Engage in activities that provide opportunities to develop new business contacts and strengthen business already booked.
- Explore potential for coverage in emerging/new markets that have growth potential.
- Continue to nurture and grow existing relationships with agencies currently under contract.
- Participate in and grow relationships with luxury travel shows and their producers.
- Conduct independent sales missions in domestic and international markets.
- Partner with organizations like Visit California and Brand USA to gain exposure during international sales missions.
- Develop and execute communications strategy that features hotels during spring and fall.
- Refresh branding to utilize for marketing the destination during these periods.
- Develop specials and offers for local businesses that drive traffic to the market.
- Continue popular "franchise events" that have a proven track record of delivering results.
- Develop new event concepts targeting key message points that can be executed in the future.
- Create regular events that are featured around the visitor center to reinforce positioning as a resource for locals and travelers both.
- Develop international events that can be repeated to drive awareness and create desire targeted to trade and press.

- Develop sponsorship strategy document for existing events – to include benefits, businesses to target and financial and audience goals to meet objectives.
- Educate and continue conversations with existing and new partners regarding benefits of partnering with BHCVB events.
- Define targets for future event ideas once strategy is developed by Grow Demand Team.
- Leverage Ferrari weekend and other brands having milestone anniversaries.
- Build on or extend current city events such as the Art Show or Summer Concerts and better utilize city venues.
- Enhance visitor center events, display merchandise and retail sales focus.
- Design and implement co-branded products and services with local businesses.
- Grow media exposure.
- Grow travel trade exposure.
- Clarify and align roles and responsibilities throughout the year to maximize all respective efforts.
- Identify opportunities to partner together on initiatives.
- Work together with other city organizations so budget asks complement instead of compete with each other.

- Maximize exposure to the destination by increasing website traffic.
- Increase social followers and engagement.
- Increase size of email database and engagement.
- Create a compelling Beverly Hills message and consistently spread the word.
- Define opportunities and channels which support key message points.
- Nurture and maintain existing relationships.
- Develop newsworthy events and activities.
- Enhance branded visitor center merchandise.
- Refresh the Beverly Hills brand with specific guidelines that can consistently be used throughout all channels.
- Develop evergreen content that can be used throughout communication channels year-round.

- Complete DMAI accreditation.
- Conduct at least one retreat/team building exercise for the Board of Directors and BHCVB management team.
- Create more active roles and responsibilities for each Board committee.
- Communicate BHCVB wins.
- Enlist BHCVB Board of Directors to determine opportunities and champion them in the city.
- Work with partner organizations to identify areas of overlap to reduce required funding.

OVERVIEW OF IMPLEMENTATION

IMPLEMENTING OUR PLAN

Having a great strategic plan is worthless without a roadmap for implementing it.

As an organization, we have a proven track record of getting the right things done—on-time and on budget. Our results-oriented reputation is due in part to the way we plan. For example, rather than a “top-down” approach, we developed this strategic plan based on in-depth strategic guidance from our Board of Directors and community stakeholders, followed by a structured series of internal plan development work sessions that included our entire staff.

Following the development of our strategic plan, our team created a user-friendly plan management tool that enables all of our team members, as well as our Board of Directors, stakeholders and partners to quickly and accurately see our progress at any given time.

Our implementation tool is organized in a way that allows us to pull reports and, just as important, course correct if a particular strategy or action step isn't positively contributing to the results we intend.

Going forward, the implementation of our plan will be a full team effort. Internally, each of us within the Bureau has an important role in the process. Our Board of Directors will also play a key role.

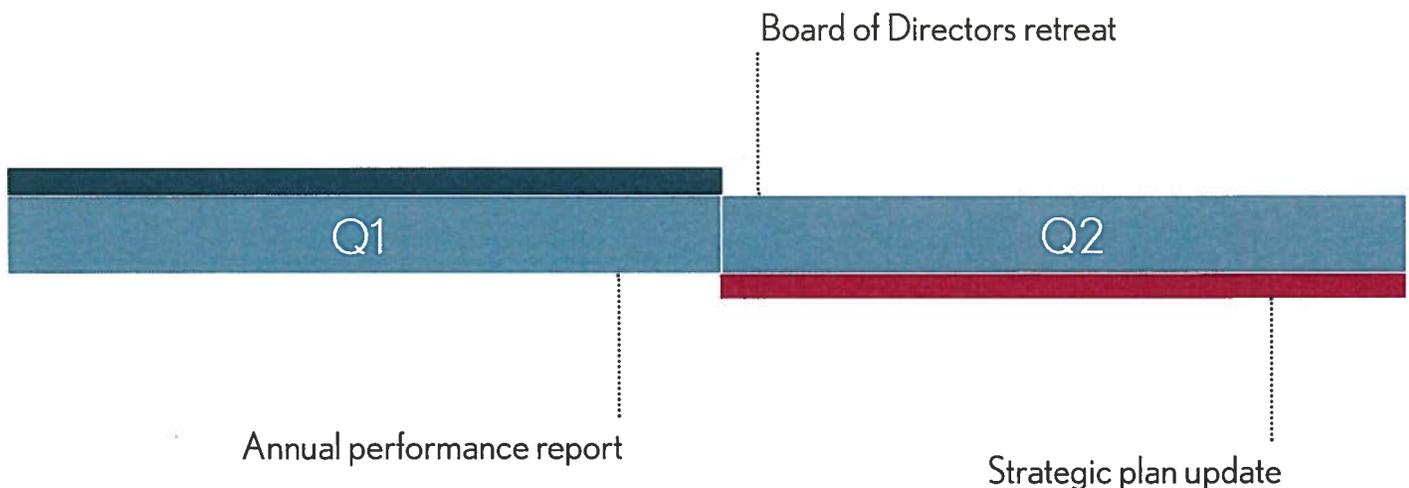
THE ROLE OF THE BOARD

We are fortunate—and grateful—to have such a supportive and involved Board of Directors. Each member plays an invaluable role as an advocate for our organization's mission, as well as for the strategic plan we created to guide our efforts over the next three years and beyond.

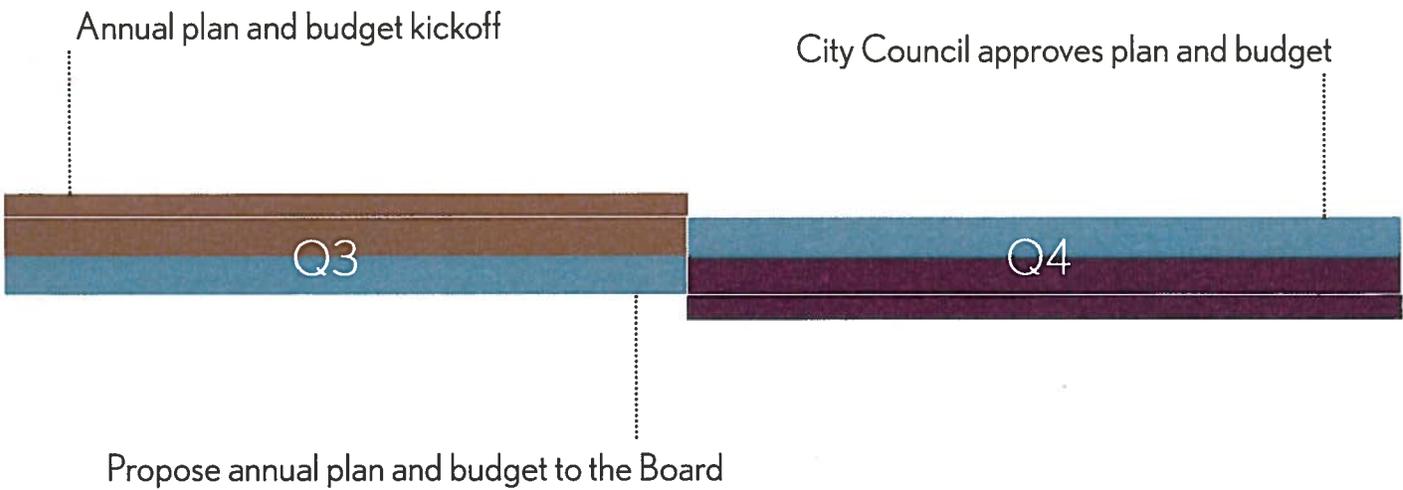
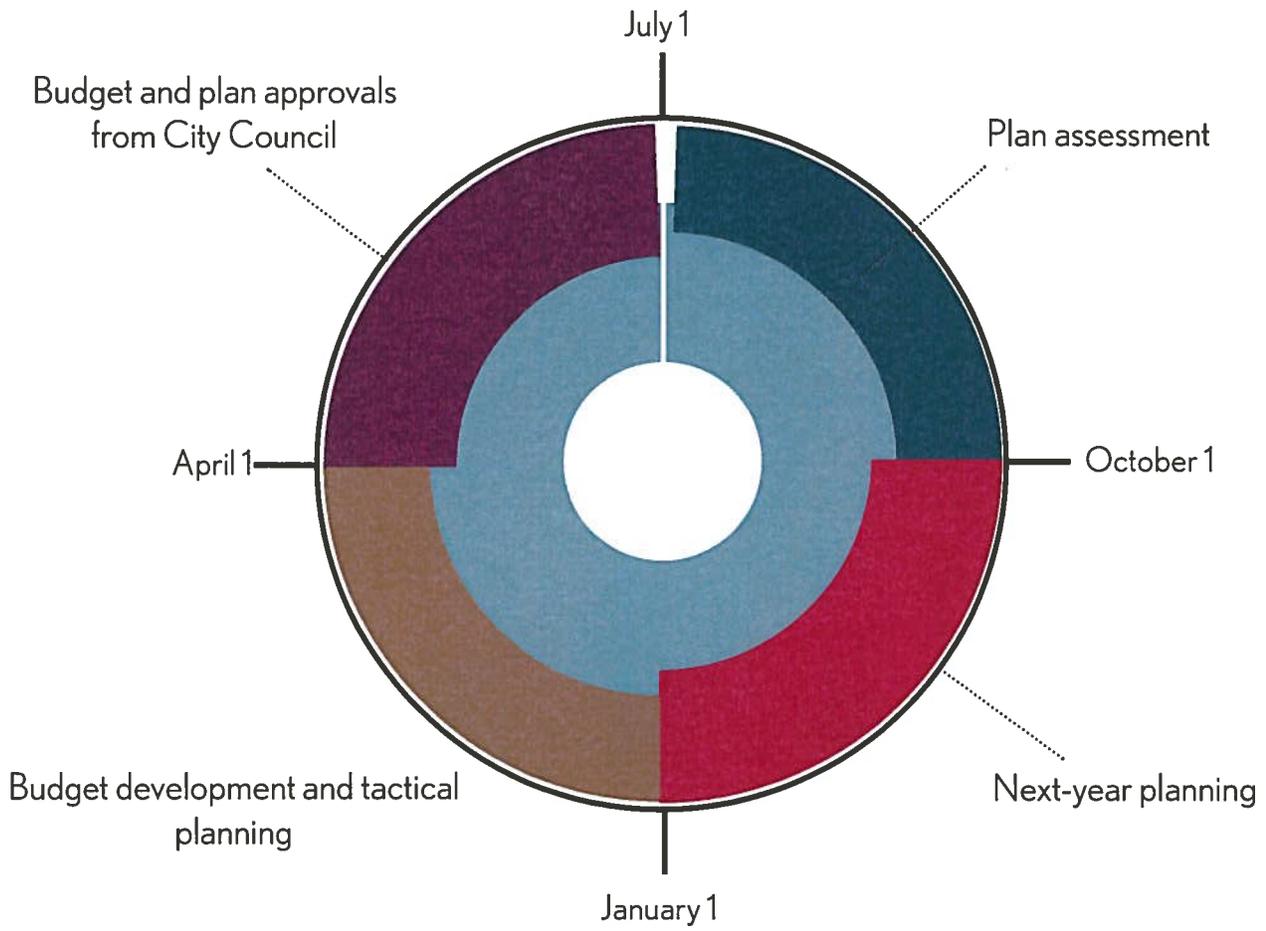
To ensure consistency and focus, a strategic plan subcommittee of the Board has been formed. The role of this committee is to provide ongoing strategic guidance and implementation support as we move through each year of our plan. Our leadership team meets with the subcommittee regularly to share progress, discuss challenges and troubleshoot as needed. In addition, each month we meet with the full Board of Directors. Time is set during each of these scheduled meetings to address specific aspects of the strategic plan. Quarterly, we provide formal reports to the Board of Directors that demonstrate our progress against each of our stated objectives and key initiatives tied to our annual operational plan.

Each year, we host a Board of Directors retreat that primarily focuses on both on short- and long-term strategic plan updates. The guidance we receive from Board members during the retreat is incorporated into our annual staff-driven operational plan, which includes our strategies, action steps and owners, as well as our budget and resource planning work.

Annual Planning Milestones



OUR PLANNING CYCLE



BOARD APPROVAL

The Board of Directors of the Beverly Hills Conference & Visitors Bureau proudly endorses and fully supports the 2015-2017 strategic plan. We believe the direction it sets forth will help us to realize our vision of becoming the most traveled luxury destination in the world. It will also enable us to support our mission of enhancing the social vitality of our community by driving incremental business to our hotels, retailers, restaurants and attractions.



Ben Trodd
Beverly Wilshire,
A Four Seasons Hotel
BHCVB Chair



Sal Abaunza
L'Ermitage Beverly Hills
BHCVB Vice Chair



Offer Nissenbaum
The Peninsula Beverly Hills
BHCVB Secretary



Eliot Finkel
City of Beverly Hills
BHCVB Treasurer



Linda Briskman
LJB Consulting
BHCVB City Liaison



Bill Wiley
Two Rodeo Drive
BHCVB City Liaison



Sandy Murphy
The Beverly Hilton
BHCVB Marketing Chair



Peter Garland
Porta Via



Noel Hernandez
AKA Beverly Hills



Vicky Mense
Xi'an



Jay Newman
The Athens Group



Todd Orlich
Montage Beverly Hills



Richard Rosenzweig
Playboy Enterprises, Inc.



PORSCHE DESIGN

PORSCHE DESIGN

♿️ PORSCHE DESIGN

PEOPLE INVOLVED

We would like to thank everyone who played a role in developing the Beverly Hills Conference & Visitors Bureau Strategic Plan. The shared vision and passion to make Beverly Hills the most traveled luxury destination in the world were key in creating the roadmap to our bright future.

Beverly Hills City Council

Name	Title	Title	Organization
Gold	Dr. Julian	Mayor	Beverly Hills City Council
Mirisch	John	Vice Mayor	Beverly Hills City Council
Brien	Dr. William	Council Member	Beverly Hills City Council
Krasne	Nancy	Council Member	Beverly Hills City Council
Bosse	Lili	Council Member	Beverly Hills City Council

Beverly Hills City Staff

Name	Title	Title	Organization
Aluzri	Mahdi	Interim City Manager	City of Beverly Hills
Friedling	Cheryl	Deputy Assistant Manager	City of Beverly Hills
Roach	Megan	Marketing/Economic Sustainability Manager	City of Beverly Hills

BHCVB Board of Directors

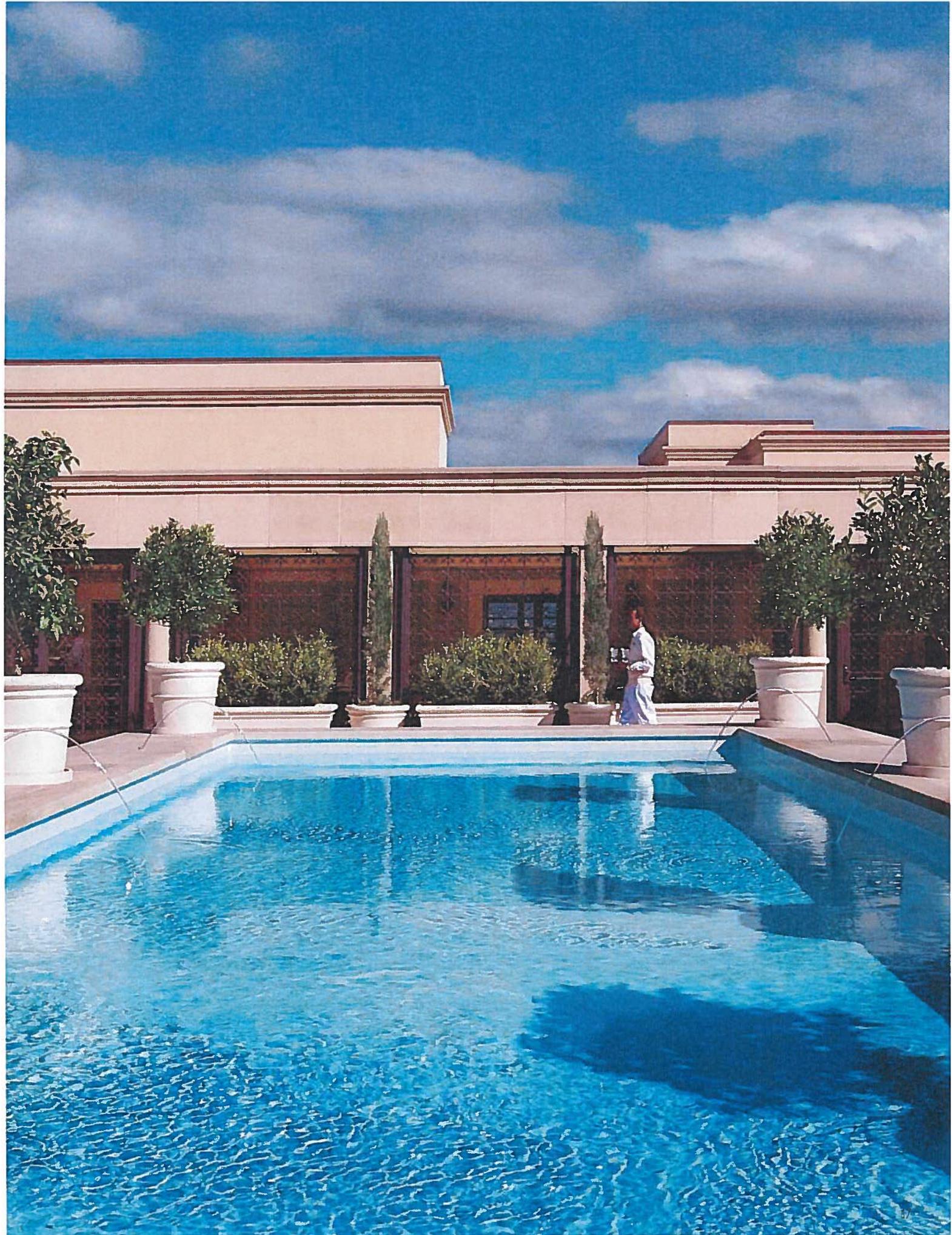
Name	Title	Title	Organization
Trodd	Ben	BHCVB Chair	Beverly Wilshire, A Four Seasons Hotel
Abaunza	Sal	BHCVB Vice Chair	L'Ermitage Beverly Hills
Finkel	Eliot	BHCVB Treasurer	City of Beverly Hills
Nissenbaum	Offer	BHCVB Secretary	The Peninsula Beverly Hills
Briskman	Linda	BHCVB City Liaison	LJB Consulting
Wiley	Bill	BHCVB City Liaison	Two Rodeo Drive
Murphy	Sandy	BHCVB Marketing Chair	The Beverly Hilton
Garland	Peter	BHCVB Board Member	Porta Via
Hernandez	Noel	BHCVB Board Member	AKA Beverly Hills
Mense	Vicky	BHCVB Board Member	Xi'an
Newman	Jay	BHCVB Board Member	The Athens Group
Orlich	Todd	BHCVB Board Member	Montage Beverly Hills
Rosenzweig	Richard	BHCVB Board Member	Playboy Enterprises, Inc.

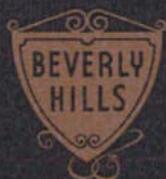
BHCVB Partner Organizations

Name	Title	Title	Organization
Stettinski	Alex	Executive Director	Chamber of Commerce
Tronstein	Mark	President of the Rodeo Drive Committee	Andell, Inc.

BHCVB Staff

Name	Title	Title	Organization
Wagner	Julie	CEO	BHCVB
De Hoyos	Mary	Sr. Director of Business Development	BHCVB
O'Brien	Jessica	Director of Marketing	BHCVB
Delacruz-Soe	Claire	Communications Manager	BHCVB
Strom	Chris	Sales and Marketing Services Manager	BHCVB
Gravanda	Malarie	Marketing Coordinator	BHCVB
German	Bethany	Visitor Center Concierge	BHCVB





CONFERENCE &
VISITORS BUREAU

Love Beverly Hills

Questions?

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