

ASHEVILLE

Bureau Book

The Marketing & Communications Plan of the
Buncombe County Tourism Development Authority

2010 - 2011

Message to the Industry

Fiscal year 2009-2010 will be remembered as a period marked by rock slides along I-40 and the Blue Ridge Parkway, one cold winter (brrr!), the H1N1 flu scare, plummeting consumer confidence, the Great Recession and the Gulf oil spill. One crisis after another seemed to land on the national and local scenes. Some wondered, what crisis would next slam into our fragile economic recovery and negatively impact visitation and related tourism spending throughout the Asheville area?



Kelly Miller

Author and poet James Dillet Freeman wrote, “We have the power, knowledge and equipment to build a world beyond our wonder. Only loss of nerve can defeat us. That is all. A loss of nerve.” It’s safe to say that you, our trusted tourism partners and community members, did not lose your nerve. Doing whatever it takes, we collectively persevered. Area accommodations worked hard to sell inventory while maintaining rate in an increasingly competitive atmosphere. In part, due to a variety of new accommodations coming on line, the 2009 Average Daily Rate (ADR) for Buncombe County surpassed Charleston for the first time in recent years. Pack Square Park finally opened. Countywide wayfinding signs were installed. President Obama and the First Lady chose Asheville for their spring holiday. We were voted “BeerCity USA” and “America’s Best Art City” for small cities, and the Southern Conference picked Asheville as the host city for their 2012-2014 basketball tournaments. So what’s next?

The Asheville area brand is strong in key drive and fly markets and continues offering visitors enriching and authentic experiences. The Buncombe County Tourism Development Authority (BCTDA), along with your CVB, is hard at work to ensure the Asheville area tourism sector is well positioned to catch the next big economic wave once the recession subsides. We are poised to capitalize on this positive brand buzz by continuing to remain laser focused throughout the 2010-2011 fiscal year. We are ramping up many programs in the coming year to help achieve the goal of a 5 percent increase in accommodation sales. Highlights this year include:

- Producing new creative advertising for all media platforms
- Overhauling ExploreAsheville.com
- Awarding over \$1.5 million Tourism Product Development Fund dollars to worthy capital projects
- Launching info-packed webinars targeting decision makers in key markets like AAA and motorcoach
- Creating more themed FAM itineraries that are successfully attracting customers
- Forming the new Asheville-Buncombe Regional Sports Commission
- Rolling out a new cross marketing partnership with the Hilton Head Island CVB
- Working closely with the Economic Development Coalition (EDC) of Asheville-Buncombe on positioning the area as a great place to not only visit, but to do business
- Continuing to be customer-centric and transparent in everything the CVB team does with clients and community stakeholders
- Receiving the highest professional accreditation possible: Destination Marketing Accreditation Program from Destination Marketing Association International

Tourism is economic development, and thankfully, the hospitality industry during the recent economic downturn has performed fairly well. We are not out of the woods yet, but the light at the end of the tunnel grows brighter. The BCTDA and Asheville CVB are committed to spending occupancy tax dollars wisely to achieve the highest possible return for your investment. By simultaneously marketing and managing the destination, we are more likely to achieve the ultimate goal of making the Asheville area a better place to visit and live. If you have an idea or feedback, call us at the Asheville CVB. Have an awesome year!

A handwritten signature in black ink that reads "Kelly".

Kelly Miller, CDME
Executive Vice President, CVB Executive Director
A proud member of the Asheville CVB team

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www.ExploreAsheville.com

www.AshevilleCVB.com

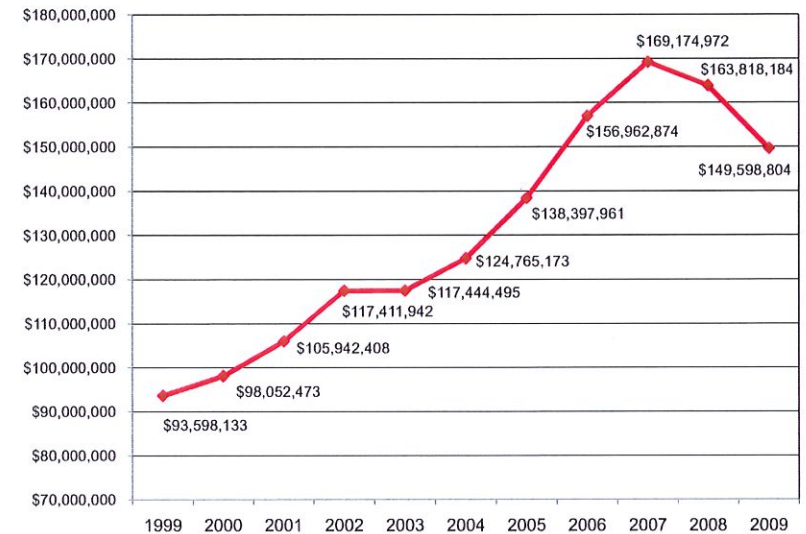
Industry Snapshot

Asheville is not unlike other destinations affected by the national, regional and local economic downturns over the past couple of years, although the latter months of fiscal year (FY) 2009-10 showed encouraging signs for our area. Listed below are key industry measurements which show the ups and downs when compared to the prior year. With five of the first six months of 2010 showing increases in hotel sales, we hope to see the upward trend continue as the region and nation slowly make strides to get back on our economic feet. Note that five new properties opened in the Asheville area between April and November 2009, representing 522 rooms and 7.4% of the total room count in Buncombe County.

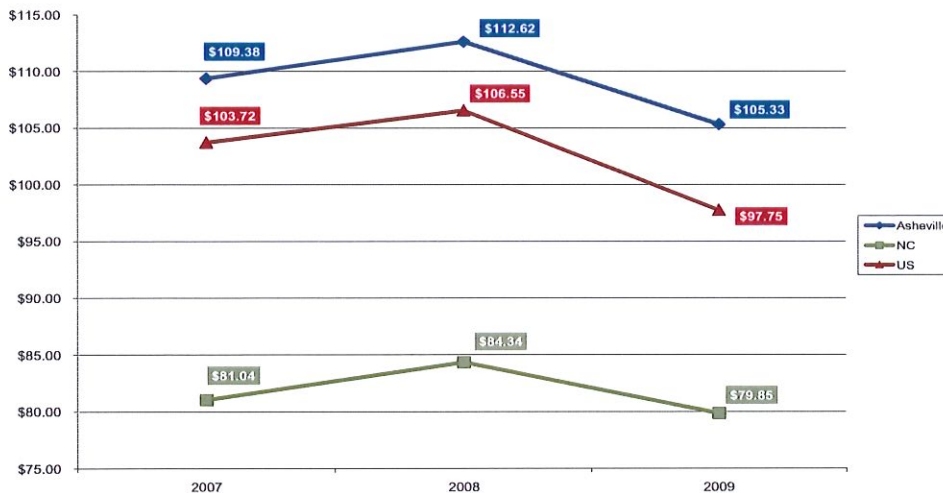
- Hotel Sales in FY 2009-10 were flat when compared to FY 2008-09
- Revenue Per Available Room (RevPAR) decreased 5.5% in FY 2009-10
- Average Daily Rate (ADR) decreased 6.5% in calendar year 2009, but ADR is flat in calendar year 2010 (January-June)
- Occupancy decreased 7.2% in calendar year 2009, but occupancy is slightly up 1.7% in calendar year 2010 (January-June)
- Asheville Visitor Center patronage totaled 188,694 in FY 2009-10, an increase of 5.8%
- User sessions on ExploreAsheville.com totaled 1,985,689 in FY 2009-10, an increase of 18.7%

Up-to-date tourism statistics may be found on AshevilleCVB.com.

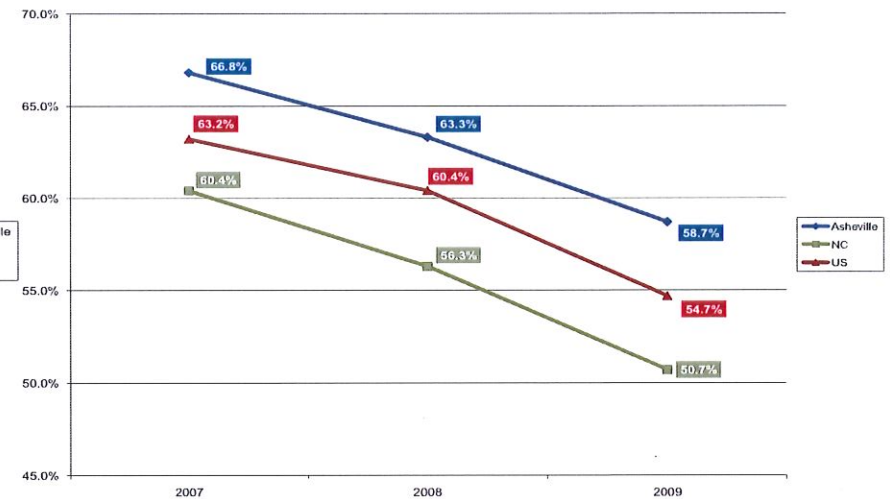
Buncombe County Hotel Sales (Calendar Year)



Average Daily Rate



Occupancy



The Asheville Area Brand

Brand Strategy

The Asheville area brand is the representation of the sum total of our reputation and image as a tourism destination. The underlying brand proposition, "Enrich Your Life," speaks to the emotional benefits of an Asheville area getaway versus the physical attributes (mountain scenery, attractions and vacation offerings) that were so prevalent in past advertising efforts and, in many ways, common among many destinations.

By playing on the very personal, often unscripted, but transformational nature of the Asheville area, the destination carves out a category that is distinctive and strengthens its competitive advantage. While the mountains, beautiful scenery and attractions are important, it is the combination of these physical attributes, along with interesting people and diverse interests, that evolve into a distinctive experience that empowers visitors. It is the resulting emotional connections visitors have with the Asheville area that come to the forefront in advertising, marketing and sales efforts.

Asheville's brand promise serves as a guarantee to each guest who visits the area. Delivering on the promise, while ensuring that the core destination values of welcoming, natural and vibrant are met, is paramount. It is the responsibility of the tourism industry and the community to continue to create the warm, embracing and creative environment that makes this area distinctive and empowers guests to find their own unscripted, memorable experience.

Want to learn more? To learn how to incorporate elements of the Asheville area brand at your organization, contact the marketing/PR department at the Asheville CVB by calling 828.258.6135.

Asheville Visitor Profile

- Age: 50s
- Married
- Household Income: Approximately \$100,000
- No children in the home (i.e. empty nesters)
- More than half employed full-time, more than 1/3 retired
- Traveling as a couple
- Have internet access
- Average Party Size: 2.6 people
- Average Length of Stay: 2.3 days
- Average Spend: \$171.45 per person, per day
- 3.3 million households plan to visit Asheville within one year, and of those, 1.8 million live within four key markets -- Charlotte, Atlanta, Raleigh/ Durham and Greensboro.

The Asheville Area Brand Promise

We guarantee you a life enriching experience each and every time you visit Asheville. It's personal, personal to you. And it is personal to us. We live this same genuine experience and want to share it with you. We empower you to discover a collection of experiences that is as unique and varied as each individual who visits and allow you to do so in a warm, embracing and creative environment.

ASHEVILLE
any way you like it®

Marketing & Public Relations Department

The CVB's mission through marketing & public relations is to promote the Asheville area as a premier travel destination. The department oversees the relationship with the Bucombe County Tourism Development Authority's (BCTDA) online and traditional advertising agencies as well as its Web vendor; works with national and regional media outlets to generate substantial editorial and broadcast coverage; executes viral and social media efforts; conducts ongoing research and statistical examination of the industry; maintains ExploreAsheville.com, AshevilleCVB.com and BCTDA.org; and proactively manages and markets the Asheville area brand. Educating the community and serving as liaison to partners is of prime importance as part of the ongoing effort to develop the area as a sustainable destination. Staff also assists in fostering new product by overseeing the tourism product development funding process.

As with all marketers, the importance of digital in the marketing mix is a focus. Recently, a new mobile platform of the ExploreAsheville.com site was launched and the new fiscal year will bring an overhaul of the main site to make it more Web 3.0 friendly. Adding a digital strategist to the staff will help us monitor our analytics and develop programs that will create strong ROI, high visibility and allow for more integration of the traditional and digital. Two significant guerilla marketing campaigns that will incorporate both areas are planned for this spring in Atlanta and will provide plenty of opportunity for partner participation.

Advertising will be concentrated in print, TV and online opportunities, including rich media ads, pay-per-click and sponsored search. Re-targeting visitors to the website with additional advertising will aim to move the customer forward in the purchasing funnel.

The Foodtopian Society effort touting our region's rich culinary offerings continues to be a focus. Both online and traditional advertising featuring the epicurean scene will be enhanced by promotional efforts and media relations, with an emphasis on driving consumers to FoodtopianSociety.com.

Marketing / Public Relations Calendar

Date	Event	Location
Sept. 10, 2010	PR/ Marketing Committee Meeting	Asheville, NC
September 2010	Fall Media Tour	Washington, D.C.
Oct. 8-13, 2010	Society of American Travel Writers Annual Convention	Dresden/ Leipzig, Germany
Dec. 10, 2010	PR/ Marketing Committee Meeting	Asheville, NC
January 2011	Winter Media Tour	New York City, NY
March 4, 2011	PR/ Marketing Committee Meeting	Asheville, NC
Spring 2011	PRSA Travel & Tourism Conference	San Antonio, TX
May 13, 2011	PR/ Marketing Committee Meeting/ National Tourism Week RiverLink Event	Asheville, NC



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Strategist

TBA
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Public Relations
Coordinator

Advertising

The 2010-2011 marketing plan funds two key advertising initiatives, both of which mix traditional advertising with digital, social and non-traditional media elements in order to enhance travelers' opportunities to engage and interact with the Asheville brand message. These initiatives are designed to bring to life elements of the Asheville experience for travelers and tourists who are considering Asheville as a destination.

Target Audiences – In the past, the target audience for Asheville has been described in demographic and geographic terms. A short summary of that description is a woman, 45 or older, with above average household income, generally from a market within a half-day drive of Asheville. Beginning this fiscal year, an additional layer of insight and segmentation has been added to that demographic and geographic description, rooted in the different ways that consumers view travel. Two target audiences have been identified for the Asheville plan – Travelers and Tourists.

Travelers – people to whom travel is essential, who view travel as an investment in their development, who look to travel as more about enrichment than entertainment, who have a fearless curiosity about new experiences.

Tourists – people to whom travel is entertainment, an opportunity to rest their body and relax their mind, who tend to be more about sightseeing than experiences, who view the expenses associated with travel as a cost, not an investment, who value convenience over authenticity.

The Experience Campaign – General economic conditions have improved to the point that considerations of price and discounts, while still important, are not the only consideration in travel decision making. However, destinations still have to offer more than an out-of-town bed and a hot meal in order to demonstrate that there is a value for the traveler. The *Experience* campaign aims to communicate to travelers all of the elements that make up the Asheville experience, and how that experience can benefit and enrich their lives. New television, print and online creative will be developed for a spring 2011 launch in the key markets of Atlanta, Charlotte, Raleigh and Greensboro. An additional campaign, focused specifically on the experience of a romantic getaway, will run online in early 2011.

The Foodtopian Society Campaign – This initiative will continue to gain momentum in the 2010-2011 fiscal year in both traditional and non-traditional media. The *Foodtopian Society* initiative provides a broad platform for communicating the culinary culture of Asheville to travelers for whom good food is a key travel consideration. The traditional media portion of the campaign will be executed through print ads in major culinary magazines.

Guerilla Marketing Initiatives – In addition to traditional advertising efforts, two non-traditional event, PR and social media focused campaigns will be executed in the key drive market of Atlanta.

Experience Guerilla Campaign – This campaign will provide 30 days of opportunities for Atlanta area travelers to sample and experience the Asheville culture – from food to music to the Asheville attitude – while also providing special incentives for Atlanta residents to visit Asheville.

Foodtopian Society Guerilla Campaign – A non-traditional campaign using event marketing, PR and social media to build awareness of the Foodtopian Society is planned for the Atlanta market. The goal of the non-traditional portion of the campaign is to give foodies in Atlanta a chance to experience the culinary culture of Asheville first-hand.

In addition to these major initiatives, three other campaigns are planned for the 2010-2011 fiscal year:

- A harvest/ shoulder-season campaign will run Aug.-Sept. 2010, using existing value creative messages.
- A small destination weddings effort will run throughout the fiscal year in print and online.
- A focused advertising effort toward meeting planners is planned throughout the fiscal year.

Visitor Inquiries

	2008-2009	2009-2010
July	8,197	7,842
August	8,366	7,771
September	6,523	8,104
October	6,448	6,403
November	3,086	2,879
December	3,352	4,043
January	8,620	5,200
February	5,393	5,605
March	8,376	9,615
April	11,508	9,227
May	13,242	5,584
June	10,222	7,119
TOTAL	93,333*	79,392

* Total 2008-2009 visitor inquiries include more than 10,000 bonus leads.

Online Visitor Guide Requests

	2008-2009	2009-2010
July	3,981	4,293
August	3,803	3,947
September	3,313	4,365
October	2,851	2,877
November	1,679	1,764
December	2,365	2,226
January	7,119	3,867
February	3,892	3,355
March	3,948	4,677
April	4,005	4,088
May	4,441	3,574
June	3,827	4,950
TOTAL	45,224	43,983

Strategies and Tactics

Drive awareness of Asheville as a travel destination within key markets:

- Concentrate message delivery against a core audience of women 35-64 with a household income of \$100K+.
- Focus the majority of media exposure during peak decision-making times to affect business during the top three seasons (spring, summer and fall), which in turn commands the most return on investment opportunity due to higher average daily rates.
- Target branding in the Southeast, with special focus on the following key markets:
 - Tier 1: Atlanta, Charlotte, Greensboro and Raleigh
 - Tier 2: Other markets within a half-day drive of Asheville
 - Tier 3: Southeastern U.S.
 - Tier 4: East of the Mississippi River

Maximize the impact of the strategic initiative campaigns:

- Support a non-traditional event, social media and PR campaign in Atlanta to add to the impact of the campaign.
- Utilize rich media ads online to better engage consumers and maximize click-through.
- Use creative customized to the campaign topic, media environment, and, in the case of pay-per-click, keywords.

Continue to support the Foodtopian Society campaign launched in the 2007-2008 fiscal year:

- Use full-page print units to support the campaign.
- Support a non-traditional experiential campaign in Atlanta to add to the impact of the campaign.

Improve the effectiveness of the spot television portion of the campaign:

- Use shorter, more targeted prime schedules.
- Increase the level of spot cable targeted to affluent neighborhoods.
- Use *Value* broadcast creative in the third quarter shoulder season.
- Coordinate the Asheville CVB TV schedule with the TV schedules of Asheville tourism partners, such as Biltmore.
- Introduce new *Experience* broadcast creative in first quarter 2011.

Use advertising to increase lead generation and website visitation that will drive growth of bookings:

- All creative units to include a dual call-to-action, driving potential visitors to ExploreAsheville.com (or CoolAshevilleSavings.com, FoodtopianSociety.com) and 877.GO.TO.AVL.
- Use geo-targeted buying for online advertising.
- Evaluate various advertising media and creative units for their effectiveness in driving Web traffic and/or phone calls.

Build strategic partnerships that leverage the brand, expand buying power and create media efficiencies:

- Explore viable partnerships with like brands to enhance and

augment the Asheville area destination brand while maximizing media efficiencies.

- Use the *Asheville Cooperative Ad Program* to continue offering cooperative advertising opportunities for local partners while expanding media budget and reach.
- Participate in cooperative opportunities offered through industry organizations such as NCDTFSD, AdvantageWest and Blue Ridge Mountain Host.

Leverage synergies between print, broadcast, online components and media relations to maximize financial efficiency and increase reach:

- Seek added value opportunities for media buys that focus on online initiatives.
- Create integrated campaigns that weave traditional print and broadcast media with online initiatives and media relations efforts to create broader, deeper reach and increase brand engagement.



Remember that church where your friend got married five years ago? Exactly. Think about all the weddings you've been to. One blending into the next. A sea of sameness. But this is your big day – your big chance to do something different. To be remembered for getting married in a castle, on top of a mountain or even on a sprawling farm. It's your chance to make real, lasting memories for you as well as your guests. It's your chance to be different. In Asheville.

ASHEVILLE
any way you like it.

MyWeddingInAsheville.com

Research

Strategies and Tactics

Understand the profile and pulse of the traveling consumer and Asheville visitor in order to make effective marketing decisions:

- Partner with Biltmore on an expansive segmentation study to better understand the traveling consumer, their perceptions of the Asheville area and their level of interest and engagement.
- Use research as part of the creative messaging process to ensure wide appeal to targeted audience.
- Implement consumer product research as needed to determine interest and viability of potential new tourism product opportunities that evolved from the charrette process.
- Use Internet research shareware on an as-needed basis to conduct input research utilizing the e-newsletter database.

Follow an integrated research approach to ensure information-driven decision making on marketing, advertising and sales messages, as well as destination management issues:

- Provide research updates to staff and tourism community through the AshevilleCVB.com website.
- Stay abreast of cultural and industry trends.

Tourism Creates Jobs

In the Asheville area, tourism generates a payroll of more than \$683 million and directly impacts more than 25,000 jobs.

Conduct economic impact calculations in order to outline the contributions of the tourism industry:

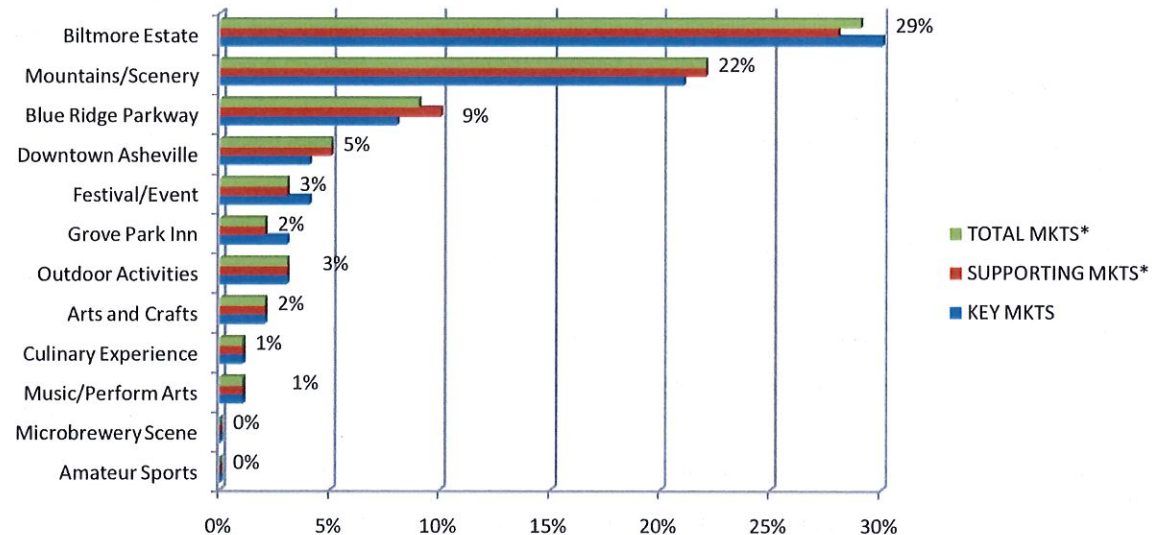
- Contract with Smith Travel Research for historical overview of hotel statistics including occupancy, average daily rate (ADR) and competitive standing.
- Maintain relationships with county officials who assist in providing key tax data that is used in various tourism economic impact reports.
- Use Internet research shareware to survey industry partners and community on an as-needed basis.

Utilize public and private research resources and partnerships to maximize resources:

- Partner with regional organizations to expand knowledge of the Asheville visitor (i.e., shared zip code research from Biltmore and research information through NCDTFSD).

Primary Reasons for Visiting Asheville

(Source: 2010 TNS Segmentation Study)



Public Relations

Strategies and Tactics

Continue a proactive media outreach program to generate earned media with an emphasis on relationship-building, customization and targeting to ensure the brand message is conveyed in editorial, broadcast and online placements:

- Continue to create customized pitches aimed at journalists, bloggers, cable network producers and online editors who produce for specific media outlets.
- Encourage journalists on assignment to expand and infuse stories with brand messages as well as seasonal and niche story ideas. Promote inclusion of call-to-action, conversion-oriented elements including online resources, campaign-specific URLs, travel packages and events.
- Conduct media trips: Washington D.C. fall media tour; winter NYC media mission (in conjunction with NCTFSD), Atlanta (in conjunction with Luckie's *Experience* guerilla marketing campaign) and opportunity quick trips as needed. Continue to target broadcast and online media as part of media trip efforts.
- Continue to create and disseminate multimedia news releases that are optimized for a variety of news mediums with digital imagery, video and background materials via embedded links.
- Identify and respond to pitch opportunities generated through outside sources such as SATW, HARO, NCDTFSD, U.S. Travel Association and social media leads.
- Target key media for individual site visits.
- Leverage current destination news and accolades to inspire coverage and validate Asheville's position as a thriving travel hot spot: President Obama's vacation, title of "BeerCity USA" and current ranking as #1 Arts Destination for small cities in the U.S. from *AmericanStyle*.

Work in tandem with online relations manager to broaden use of social media as an integrated tool for media outreach, relationship development and targeted pitching:

- Promote and facilitate development of dynamic digital content—engaging photography, video, live RSS feeds and interactive online features—to inspire journalists, engage bloggers and generate awareness to drive visitation.
- Continue to integrate communications messages across CVB media platforms, including the online news room, to ensure outreach initiatives are echoed and optimized across multiple touch points.
- Encourage online coverage of the destination by promoting and facilitating site visits for key online media and influential social media personalities.
- Utilize emerging tracking tools to better understand, evaluate and leverage PR opportunities with online media, influential advocates and potential outreach targets.
- Integrate targeted keywords into traditional and online PR efforts to align with SEO efforts.

Enhance seasonal and niche advertising campaigns with an added emphasis on drive markets and online relations:

- Identify packages, programs or innovative ideas for creating buzz through integrated marketing efforts.

2010 - 2011 Objective

Generate more than \$2.5 million in advertising value and 20 significant online placements.

- Leverage popular fall foliage season to generate maximum media exposure, particularly in broadcast and online.
- Identify placement opportunities in niche publications, seasonal features, themed issues and special sections.

Continue to target emerging and existing niche markets, especially culinary, budget travel, weddings and the arts:

- Cultivate relationships with culinary media and continue to expand opportunities with existing niche media contacts.
- Update and develop media materials and pitch ideas for specific content areas to generate media placement.
- Work with agencies to identify and capitalize on promotional tie-ins to advertising initiatives.

Educate the region about the benefits of tourism in order to maintain support of marketing efforts:

- Continue to tell the story of the local value of tourism through awareness campaigns and media relations that include: continued media outreach surrounding National Tourism Week, cultivation of local media relationships and continued development of AshevilleCVB.com to ensure communication.
- Utilize BCTDA.org as a forum for background and positioning statements on key issues.
- Continue to develop the PR/Marketing Committee as a forum to educate, update and share key messages with tourism partners and fellow communicators.

Complement sales efforts through media relations efforts:

- Target trade publications for possible editorial.
- Maintain focus for general coverage on key markets also targeted by the CVB's sales team.
- Respond to media leads from select trade publications seeking input and story ideas.
- Build relationships with trade magazine editors during media trips.

Utilize measurement tools to gauge effectiveness of existing and new projects:

- Continue to track effectiveness of media relations efforts and examine the value of specific projects by utilizing a clip service, tracking contacts, fulfilling e-mail requests and assessing online and broadcast placements.
- Identify and evaluate emerging tools to measure the value and reach of online media relations efforts and social media placements.
- Use Google Analytics to monitor effectiveness of driving traffic to the website through public relations campaigns and adjust tactics accordingly.

Online Relations

Strategies and Tactics

Build relationships with influential bloggers that result in publicity for Asheville:

- Interact with bloggers visiting or passing through Asheville.
- Start nurturing relationships and planning a blogger FAM to launch late in 2010/ 2011.
- Explore the implementation of Live Stream technology to create opportunities to interface with large groups of bloggers on a seasonal basis while sharing news about Asheville.

Implement the strategic use of Google Analytics to monitor social media campaigns' effectiveness and to adjust tactics accordingly:

- Refer fans and users of social media sites to key landing pages on ExploreAsheville.com to gauge effectiveness of campaigns.
- Monitor peaks in visitation on Google Analytics and correlate successes to specific tactics for future learning opportunities.
- Use monthly trends to create an effective year-round campaign that drives visitation to ExploreAsheville.com and awareness of Asheville on social media sites.

Support Luckie's planned guerilla marketing efforts in Atlanta with social media:

- Drive awareness and participation of Luckie's guerilla marketing tactics via segmented e-mails, Twitter updates and Facebook posts.
- Track popularity and viral opportunities based on re-tweets and Facebook comments.
- Post video of efforts, if available, on the Explore Asheville YouTube channel.

Use the Asheville blog (a top feeder of new visitors to ExploreAsheville.com) to increase website visits and SEO:

- Update blog at least three times weekly with posts that contain strategic keywords.
- Link back to various pages on ExploreAsheville.com multiple times within the blog post to encourage website visitation.
- Distribute blog posts via social media tools for further engagement and greater visitation to ExploreAsheville.com.

Continue to implement online outreach to maximize traffic to website and interest in e-mail newsletters:

- Target e-zines, bloggers and travel-oriented websites for editorial placement and links.
- Look for viral marketing opportunities and other triggers to increase traffic to the website and generate awareness of Asheville.
- Look for opportunities to use social media applications to spread word of mouth for Asheville and generate brand awareness.
- Use online efforts to drive growth of the *Asheville Traveler* and *Foodtopian Society* e-mail databases.

Create brand awareness, boost website visitation and build community using Asheville video:

- Create seasonal video content that results in timely reasons to visit Asheville.
- Upload video content to YouTube's Explore Asheville video channel.

2010 - 2011 Objective

Increase Twitter followers and Facebook fans by 25%, generate more than 20 blog mentions and increase YouTube channel views by 30%.

- Explore other key video sites for distribution of Asheville videos.
- Promote new Asheville video on website and in *Asheville Traveler* and *Foodtopian Society* e-newsletters.
- Measure and report on key video metrics using TubeMogul.

Use Asheville Twitter accounts to support the Asheville destination brand:

- Develop relationships with media and key bloggers on Twitter in key areas: travel, culinary travel, mommy bloggers, outdoors.
- Build awareness of Asheville as a travel destination through regular tweets and a steady increase of followers.
- Look for opportunities to increase Asheville awareness through re-tweets.
- Measure and report on effectiveness of tweets using HootSuite or another comparable Twitter program.

Create buzz through social media sites and tools:

- Leverage Asheville's presence on key social media sites such as Facebook, Twitter, YouTube and Flickr.
- Measure social media buzz and impact with a variety of measurement tools such as HootSuite, TubeMogul and Radian 6.

Continue to grow Asheville's pages on Facebook and define pages as the official resource for content on Asheville:

- Update content on pages at least once daily with timely and useful information.
- Respond to fans' comments and queries in a timely manner.
- Encourage industry partners to post relevant announcements on page.
- Grow fan base using the *Asheville Traveler* and *Foodtopian Society* e-newsletters, Twitter, and Asheville blog.



Welcome to the Foodtopian Society March 16, 2010

Get a Rise out of Asheville's Bread Scene

Love filling into a hot slice of crusty bread topped with fresh-churned butter or a slice of artisan cheese? Then you can't miss Asheville's [Urban Bread Bakers' Festival](#) on March 20.

Held at Asheville's Greentile Grocery Store and AB-Tech's culinary school, this day-long event whets your appetite with hands-on workshops, lectures and demonstrations on the art of bread baking. Learn how to bake in a backyard brick oven, work with whole-wheat flour and sample breads from 15 local, artisan bakeries paired with cheeses from local dairies.

Can't get enough of foodie-themed events? Check out our [food event calendar](#) for upcoming opportunities to nosh and learn.

Recipe of the Month

The #1 builder with this recipe for [Turkey Chili](#) is a hearty, filling meal that's easy to make and can be served in a variety of ways.

Meet the Foodtopians

Local chef, [Chris Jones](#), of The Market House Restaurant, firmly believes that fresh food is always better. Find out how building dishes from more than an after-school job.

Foodtopian Society E-Newsletter

Web Development

Strategies and Tactics

Upgrade ExploreAsheville.com and its ancillary micro-sites to a more contemporary site that features video, social media tools and updates functionality for partners to manage data:

- Hire Web developer to assist with upgrade.
- Build new back-end database to power site.
- Ensure site encompasses intuitive navigation and quick accessibility to key site features and content areas.
- Upgrade events calendar.
- Showcase social media tools and video on new site.

Maintain and expand content on current dynamic website (ExploreAsheville.com) that can be migrated to new site that will maximize visitor conversions:

- Promote and encourage more user-generated content, including video and photo submissions from visitors and industry partners.
- Expand Google map mashup, which allows users to build itineraries through maps, view itineraries on a map and search for category specific listings by map location.
- Create webpages to complement seasonal and marketing promotions.
- Develop and enhance content pages on the site, including:
 - Create a listening room in the music section to showcase a variety of local talent.
 - Develop a birding section.
 - Develop a central location with links to all vignettes.
 - Enhance pages highlighting small towns in Buncombe County.
 - Create new itineraries.
- Maintain ongoing, comprehensive calendar of events listings.
- Evaluate navigation changes and homepage updates as necessary.



ExploreAsheville.com Homepage

2010 - 2011 Objective

Increase traffic to ExploreAsheville.com to more than 2,300,000 annual site visits as measured by Google Analytics.

Utilize micro-sites to appeal to specific target audiences and build awareness among travelers less familiar with Asheville as well as repeat visitors:

- Add new content to FoodtopianSociety.com and MyWeddingInAsheville.com.
- Maintain CoolAshevilleSavings.com in order to motivate consumers who are driven by deals and value.
- Leverage media and consumer interest in the fall foliage season by posting weekly fall color reports and other information on the website and funneling it through FallintheMountains.com.

Continue an online outreach program that incorporates e-mail newsletters and viral marketing opportunities, utilizing a more customer-focused approach:

- Continue to explore opportunities aimed at building the e-newsletter subscriber database.
- Experiment with development of niche content for e-newsletters aimed at segmented audiences.
- Maintain a year-round effort to promote package deals and opportunities through the website.
- Look for viral marketing opportunities and other visitation-generators to increase traffic to the website and awareness of Asheville.

Maximize traffic to the website through online efforts including search engine optimization and links strategy that complement other marketing efforts aimed at driving Web traffic:

- Employ search optimization tactics and findings from Google Analytics when developing new content pages and in seasonal updates.
- Continue to monitor organic search engine placement and maintain positioning.
- Implement partner link strategy to promote search engine optimized niche content pages to help boost traffic to ExploreAsheville.com for general travel-related phrases, e.g. romantic getaways, romantic vacations, mountain vacations, family vacations, hiking vacations, mountain biking vacations, etc.
- Incorporate keyword strategy in all messaging to assist in driving traffic to websites.

Monitor and analyze Web metrics to more effectively review marketing efforts and Web programs to ensure the strongest ROI:

- Create a quarterly digital index to evaluate efforts.
- Use robust reports generated via Google Analytics and online ad reports to examine trends and impact.

Utilize the Web to increase communication with industry partners and provide general tourism business information:

- Maintain and update AshevilleCVB.com with relevant information.
- Further develop BCTDA.org for information about the BCTDA, its efforts and local impact.

Tourism Department

The program of work of the CVB's tourism department focuses on promoting the Asheville area as a premier travel destination in the leisure, group and international travel markets. Of these markets, leisure travel represents the largest area of concentration.

A variety of initiatives are undertaken by the department to target leisure travel business, including working with local tourism partners to develop interesting and distinct packaging opportunities, managing the relationship with the CVB's publishing vendor to produce the *Official Asheville Travel Guide*, and building strong relationships with AAA and other key travel influencers. The department hosts both on-site and web-based training programs to ensure travel influencers stay educated about Asheville's tourism product and informed about what's new.

Participation in strategic motorcoach marketplaces will continue throughout the 2010-2011 fiscal year. The department is excited to partner with the Hilton Head Island-Bluffton Chamber of Commerce to host a joint tour operator FAM in spring 2011. The department will also attend the Travel South Marketplace post FAM in February.

The successes of using web-based product orientations as a means to acquaint North American tour operators with the Asheville area will continue to be implemented. Tour operators will also be reached through e-newsletters and social media channels, such as Facebook.

Strong regional partnerships remain a critical element in all international sales efforts. Attendance at key international marketplaces and hosting international buyers remain a priority in the program of work in the 2010-2011 fiscal year.

Community Overview (Motorcoach)			
	2008 - 2009	2009 - 2010	Variance
Groups	444	472	6%
Room Nights	12,443	14,221	14%
Economic Impact	\$2,277,069	\$2,602,443	14%
*The numbers shown reflect a sample of motorcoach groups for 31 reporting accommodation properties.			

Tourism Department Calendar		
Date	Event	Location
July 25-30, 2010	STS Marketing College	Dahlonega, GA
Sept. 9-10, 2010	Blue Ridge Parkway Association Fall Meeting	Jefferson, NC
Sept. 21-25, 2010	AAA Explore Asheville! Destination Training	Ohio & Pennsylvania
Sept. 23, 2010	Tour & Travel Development Committee Meeting	Asheville, NC
Sept. 27, 2010	AAA Carolina Training	Cashiers, NC
Nov. 19-21, 2010	AAA Superbowl of Knowledge	Charlotte, NC
Dec. 16, 2010	Tour & Travel Development Committee Meeting	Asheville, NC
Jan. 5-6, 2011	Blue Ridge Parkway Association Winter Meeting	TBA
Jan. 9-13, 2011	American Bus Association	Philadelphia, PA
Feb. 22-24, 2011	Travel South Showcase	Atlanta, GA
Spring 2011	Joint Hilton Head Island/ Asheville Tour Operator FAM	Hilton Head Island, SC & Asheville, NC
March 17, 2011	Tour & Travel Development Committee Meeting	Asheville, NC
March 26 - April 3, 2011	AAA Blue Ridge Parkway FAM	Asheville, NC
May 21-25, 2011	POW WOW International Marketplace	San Francisco, CA
May 13, 2011	Tour & Travel Development Committee/ National Tourism Week Event	Asheville, NC
June 2011	North American Journeys East Coast Summit	New York, NY



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Tourism Promotions

Strategies and Tactics

Raise awareness and knowledge of the area among AAA branch offices and call centers in the Southeast:

- Expand web-based product orientation and training programs to complement niche and seasonal marketing promotions.
- Conduct in-office AAA Explore Asheville! Destination Training visits to AAA Central Pennsylvania, AAA Allied Group (Ohio) and AAA Carolinas (NC/SC).
- Participate in the Blue Ridge Parkway Association's AAA FAM trip.
- Distribute the *Official Asheville Travel Guide* and other leisure market materials to AAA locations across the country.
- Participate in AAA Carolinas Super Bowl of Knowledge.

Complement media relations efforts targeting emerging and existing niche markets (weddings, budget travel, niche and seasonal packages, etc.) through tourism efforts:

- Hold a packaging 101 laboratory, bringing together traditional and non-traditional area partners for the purpose of developing experiential overnight packages for placement on ExploreAsheville.com and on partner sites.

- Implement wedding 2.0 pages on ExploreAsheville.com, capitalizing on the area's distinction as a wedding destination.
- Post and promote special value offers supplied by industry partners on ExploreAsheville.com.

Utilize measurement tools to gauge the effectiveness of existing and new projects.

Provide information and materials to consumers and travel influencers in an effort to build awareness of the destination and encourage visitation:

- Work closely with selected vendor to redesign and publish the *2012 Official Asheville Travel Guide*.
- Continue to expand distribution of the digital travel guide through use of a widget and utilize other new technologies for placement on social media and non-traditional partners' websites.
- Host a virtual consumer trade show.
- Work with BRPA, DMANC, NCDTFSD and other groups on joint marketing efforts for added exposure in leisure markets.
- Coordinate Asheville's participation in consumer travel shows.

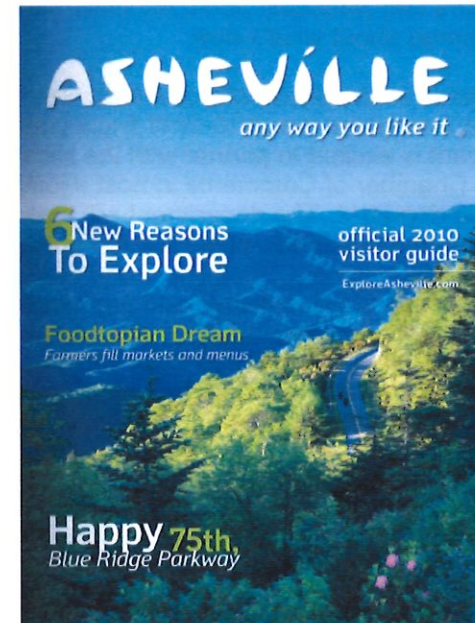
Package Page Views

Overall package page views on ExploreAsheville.com

Date Range	Page Views
July 2008 - June 2009	868,177
July 2009 - June 2010	910,228
Variance 5%	

2010 - 2011 Objectives

Increase package page views on ExploreAsheville.com to 1,228,000.
 Increase wedding page views on ExploreAsheville.com by 35%
 (74,949 page views).



The Asheville CVB's tourism department produces the annual *Official Asheville Travel Guide*.

Group Tour

Strategies and Tactics

Attend key industry events to locate new sources of business and maintain current tour operator relationships:

- Partner with local, regional and state organizations on joint marketing programs, sales missions and association events, including the Inaugural Hilton Head Island-Bluffton Chamber of Commerce joint tour operator FAM (Spring 2011) and the Travel South post FAM (February 2011).
- Attend American Bus Association (ABA) and Travel South Showcase marketplaces.

Enhance the motorcoach section of ExploreAsheville.com for group tour operators:

- Update and add seasonal content to the motorcoach section.
- Promote partner specials and added value programs, targeting shoulder seasons with slow demand.
- Produce a quarterly e-newsletter, linking to the motorcoach section of ExploreAsheville.com for more information.
- Add new product profiles and expand itinerary samples.
- Continue to explore opportunities aimed at building Asheville's motorcoach fan page on Facebook.

International

Strategies and Tactics

Partner with NCDTFSD and regional tourism bureaus in international marketing efforts:

- Maintain a close relationship with North Carolina's international sales representatives responsible for promoting travel to the Asheville area from Canada, Germany and the United Kingdom.

2010 - 2011 Objective

Increase the Asheville area's market share of international visitors traveling through the region's gateway cities.

2010 - 2011 Objective

Produce 2,000 group tour room nights.

Collaborate with industry partners to increase motorcoach travel to the Asheville area:

- Track motorcoach tours, number of motorcoach travelers and economic impact of motorcoach travel to the area.
- Explore and evaluate trends, programs and innovative ideas for possible implementation.
- Host quarterly Tour & Travel Development Committee meetings.
- Offer web-based training to acquaint new local sales personnel to Asheville's motorcoach market.

Provide retail and FIT operators with the tools needed to package and sell tours to the Asheville area:

- Host seasonal and niche web-based product trainings, targeting North American tour operators.
- Distribute the *Group Tour Profile* and other promotional materials.
- Maintain Asheville's presence on TheTourOperator.com, targeting domestic and international tour operators.
- Provide support services to tour operators after the sale.

- Work with NCDTFSD to accurately gauge current market share of international visitors to North Carolina in general, and to Western North Carolina specifically.

- Participate in NCDTFSD's sales mission to Canada, targeting group tour and CAA clients.
- Host international FAMs whenever possible.

Raise awareness of the area among international tour operators and domestic-based receptive service operators:

- Attend North American Journeys East Coast Summit and U.S. Travel Association's POW WOW.
- Partner with NCDTFSD in sales missions targeting domestic-based receptive operators.
- Post suggested multi-day itineraries on key industry sites, encouraging buyers to include overnight stays in the Asheville area as part of larger regional visits.

Convention Sales & Servicing Department

Strengthened by the announcement of the return of the Southern Conference men's and women's basketball tournaments to Asheville for the 2012-2014 seasons, the sales and service team completed a positive year with key indicators pointing to continued growth over the next 12 months. In addition to winning the Southern Conference bid, highlights from the past year include coordinating a progressive 5K familiarization tour (FAM), conducting successful outreach luncheons in key feeder markets and hosting the South Carolina Society of Association Executives (SCSAE) in Asheville.

In the 2010-2011 fiscal year, the sales and service team's program of work will focus on targeted and consistent sales outreach efforts in order to generate increased group business. The department will network with meeting planners and share personalized Asheville experiences through small group luncheons, planning unique FAMs as well as through the development of an *Asheville Advocates* program. In addition, both traditional and social media tools will continue to be leveraged.

Two major technological improvements will take place this year. First, the current lead distribution process will be updated via an extranet site that will increase efficiency and customer service. Additionally, in cooperation with the marketing and communications team, the department will restructure and redesign the meetings and conventions section of ExploreAsheville.com. This redesign will streamline methods for planners to obtain the information required for planning a meeting in Asheville. Multimedia tools will also be made available to media planners, including video downloads that will enhance communication of the Asheville meeting brand. Overall, the information and tools provided via enhanced Web opportunities will improve the buying experience for planners.

Convention Sales			
	2008 - 2009	2009 - 2010	Variance
Leads Distributed	194	253	30.4%
Room Nights in Leads	82,937	99,975	20.5%
Booked Room Nights	27,087	42,808	58%
Conversion	32.7%	42.8%	10.1%
Economic Impact of Booked Business	\$14,878,479	\$48,141,696	223.6%



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Convention Sales

2010 - 2011 Objective
Produce 45,000 group room nights.

Strategies and Tactics

Increase and broaden awareness of Asheville as a meetings and conventions destination in untapped markets:

- Conduct three virtual blitzes in new regions – central Florida, northern Midwest and the Gulf Coast – to make contacts and determine potential new business opportunities.
- Attend the Small Markets Meetings Conference in October to re-establish relationships.
- Conduct four *Chitchat and Chow* luncheons to cultivate and develop relationships with new meeting planners.

Capitalize on using the Asheville experience to sell the area to planners and continue to seek new opportunities to relay the Asheville destination message to influential meeting planners:

- Develop and execute an *Asheville Advocates* program aimed at leveraging community partners' memberships with professional organizations to bring future meetings to Asheville.
- Conduct three unique FAMs to continue to build awareness of Asheville among meeting planners and initiate new business relationships.
- Continue to develop the destination wedding market by hosting a networking event for local wedding partners and educating vendors about services offered through the CVB.
- Create and implement a quarterly video campaign promoting meetings in Asheville.

Make improvements in technology that will aid in acquiring, managing and maintaining relationships with meeting planners, meeting attendees and industry partners:

- Install and utilize a D3000 extranet to streamline the lead process and increase customer service.
- Overhaul the meetings and conventions section of ExploreAsheville.com, incorporating feedback and recommendations from meeting planners and emphasizing the Asheville meetings brand.

Convention Sales & Servicing Department		
Date	Event	Location
July 21-23, 2010	DMAI Annual Convention	Ft. Lauderdale, FL
Aug. 12-15, 2010	Connect Marketplace	Louisville, KY
September 2010	Group Business Development Team Meeting	Asheville, NC
September 2010	GaMPI Monthly Educational Program	Atlanta, GA
Sept. 10, 2010	AENC Luncheon	Raleigh, NC
Sept. 15-17, 2010	MPI Carolinas Meeting	Concord, NC
Sept. 22, 2010	GSAE Quarterly Luncheon	Atlanta, GA
Sept. 23, 2010	SCSAE Luncheon	Columbia, SC
Oct. 4-6, 2010	Small Market Meetings Conference	Shreveport, LA
Nov. 10, 2010	AENC Luncheon	Charlotte, NC
Nov. 17, 2010	GSAE Quarterly Luncheon, Awards & Annual Business Meeting	Atlanta, GA
Nov. 18-19, 2010	MPI Carolinas Meeting	Greenville, SC
Dec. 8, 2010	GSAE Holiday Luncheon/ Silent Auction	Atlanta, GA
Dec. 9, 2010	AENC Tradeshow/ Meeting	Raleigh, NC
January 2011	Group Business Development Team Meeting	Asheville, NC
Jan. 20-21, 2011	MPI Carolinas Meeting	Durham, NC
Jan. 27, 2011	SCSAE Tradeshow	Columbia, SC
February 2011	GSAE Luncheon	Atlanta, GA
Feb. 24, 2011	Destination Showcase	Washington, D.C.
March 2011	Group Business Development Team Meeting	Asheville, NC
March 17-18, 2011	MPI Carolinas Meeting	Greensboro, NC
April 2011	GSAE Luncheon	Atlanta, GA
May 13, 2011	Group Business Development Team Meeting/ National Tourism Week Event	Asheville, NC
May 22-23, 2011	MPI-CC Annual Meeting	Hilton Head Island, SC
June 2011	SCSAE Annual Conference	TBA
June 1-3, 2011	GSAE Annual Meeting & Tradeshow	Panama City Beach, FL
June 12-14, 2011	AENC Annual Meeting	Wilmington, NC

Convention Services

The convention services team continues to recognize the importance of building attendance at meetings and conventions held in the Asheville area. Throughout the 2010-2011 fiscal year, efforts will focus on assisting meeting planners with opportunities to boost attendance through creating customized webpages for groups, offering incentives for early registration, developing an online toolkit, and communicating the Asheville experience through Facebook and traditional media channels.

Last fiscal year saw significant growth in the number of groups serviced and the 2010-2011 year will build on this success through consistent and continued outreach to meeting planners.

Strategies and Tactics

Strengthen relationships with meeting planners through promoting events and offering services that increase meeting attendance while integrating the Asheville brand:

- Develop e-newsletter templates to be customized and distributed by meeting planners with the goal of increasing attendance and encouraging longer stays.

2010 - 2011 Objective

Increase groups impacted by services by 5%.



Convention Services			
	2008 - 2009	2009 - 2010	Variance
Groups Serviced	232	250	7.8%
Motorcoaches Serviced	34	31	(8.8%)
Hospitality Tables	35	21	(60%)

- Work in tandem with the CVB's ad agency and marketing department to create destination branded meeting/conference themes and logos to be used by planners.
- Develop an *Asheville Meetings, Conventions & Group Events* fan page on Facebook. This social media platform will provide a forum for communicating pertinent news, testimonials, accolades and other information, while sharing the Asheville meeting experience and encouraging future bookings.
- Coordinate and facilitate luncheons with regional meeting professionals to build relationships with planners and glean insight on trends and how to offer superior service.

Enhance the Asheville meeting attendee's experience and destination immersion:

- Develop a customizable coupon program for distribution to Asheville area meeting attendees. Launch a user-friendly program for community partners who are interested in offering year-round discounts and special offers to groups.
- Create a new voluntourism webpage within the meetings and conventions section of ExploreAsheville.com, which will include service project ideas for individual attendees and groups.
- Increase the use of micro-sites specific to individual groups that offer personalized activity, itinerary and voluntourism suggestions.
- Develop a *Family Reunion Planning Toolkit* to be made available for download on ExploreAsheville.com.

Increase and develop motorcoach group services offerings:

- Meet with limited service hotel sales staff on a regular basis to share services available through the Asheville CVB for motorcoach groups.
- Partner with the CVB's tourism/motorcoach department to showcase available services in their quarterly e-newsletter.
- Create a motorcoach services page on ExploreAsheville.com to educate tour operators about the availability of services.
- Greet motorcoach travelers upon arrival at the Asheville Visitor Center by welcoming visitors on the bus and conducting an Asheville prize giveaway.

Visitor Services

Often the first stop for visitors, the Asheville Visitor Center (housed within the Asheville Area Chamber of Commerce) is a 4,000 square foot state-of-the-art facility, offering a wide array of services to the approximately 200,000 visitors welcomed throughout the year. Knowledgeable volunteers staff the Asheville Visitor Center information desk to offer insider advice and ensure that each visitor begins living the brand as soon as he or she walks through the door. The center offers opportunities for members of the Asheville Area Chamber of Commerce to showcase offerings with the goal of educating visitors and extending their stay.

The Visitor Center is also home to the Asheville Shop. As a premier destination for Asheville area memorabilia, the Asheville Shop is the only place to purchase merchandise donning the destination logo. In addition, the shop carries gifts that are authentic to the Western North Carolina region, including pottery, music, food items and books by local authors and of local interest.

Recognizing that some travelers to the area wish to make the transition to residents, the Asheville Visitor Center offers an assortment of relocation information and assistance.

A unique feature of the Asheville Visitor Center is the on-site concierge services program, providing visitors personalized assistance with booking local accommodations that fit individual preferences and tastes.

The majority of positions in the visitor services department are paid by the Chamber. Therefore, each employee not only works to assist each visitor, but also to ensure that members of the Asheville Area Chamber of Commerce reap the benefits of membership and maximize exposure to visitors.

By delivering enriching experiences and educating area visitors, the department helps to further the Asheville area brand and mission of the BCTDA.



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Visitor Services

Asheville Visitor Center

Located in the historic Montford district and within walking distance to downtown Asheville, the Asheville Visitor Center is the prime location for visitors to get directions, tickets to area attractions and book rooms at local accommodations.

Knowing that the center is frequently a first stop for visitors and offers an initial impression of Asheville, every detail was carefully considered in the building's design -- from brochure racks that open for extra storage and quick stocking, to an event kiosk that's centrally located and updated daily with community events and information. Visitors also find free Wi-Fi Internet access and parking availability that is capable of holding 150 cars as well as motorcoaches and RVs.

For guests looking for the tastiest restaurants, most comfortable rooms and exhilarating attractions, trained volunteers and an on-site concierge serve as a primary touchpoint. In addition, a light-board allows for visual representation of accommodations, tours, attractions and restaurants in the area. Phones are available at these stations to encourage visitors to call immediately to book reservations.

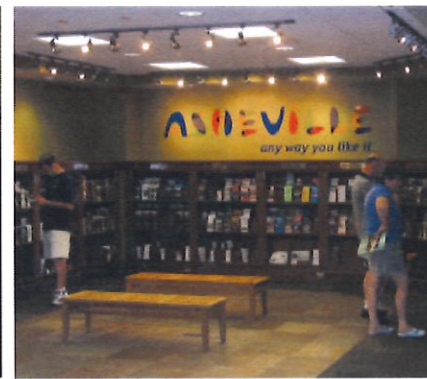
Moving Sidewalk Tours operates out of the Asheville Visitor Center, taking visitors through Montford and downtown Asheville on Segways. The center is also the prime operations headquarters for the Asheville Historic Trolley and Gray Line Trolley Tours of Asheville. A Biltmore representative staffs the information desk each day, selling tickets for tours of America's largest home and most visited winery.

Sponsorship opportunities for Chamber members are located throughout the Asheville Visitor Center to ensure that members' businesses are prominently showcased for the approximately 200,000 visitors expected to walk through the center's doors in the 2010-2011 fiscal year.

Chamber Concierge Services

The Chamber's concierge services program, managed by Concierge Elaine Rich, provides visitors with convenient trip planning and personalized service. Chamber member accommodations are welcome to register for the program. All Chamber member properties are visited by the concierge, regardless of whether or not they choose to participate in the program, to learn the amenities available at each property to promote to inquiring visitors.

The concierge works to personalize each guest's experience by ensuring that accommodation recommendations match the style and preference of what is desired by the visitor. Extended vacations lasting as long as eight days have been booked through the program.



The Asheville Shop

The Asheville Shop is the only gift shop that sells merchandise sporting the Chamber logo and the Asheville destination brand logo. It's also home to a wide assortment of items authentic to the Western North Carolina region, including pottery, culinary delights, soap, postcards, jewelry, books, music and more.

Tickets to many Asheville attractions and tours are also sold through the Asheville Shop. Some include Go Blue Ridge cards, Haunted Asheville Ghost Tours, Asheville Tourists baseball games, the WNC Dining Guide, Asheville Independent Restaurant (AIR) Dining Guide, among other seasonal event tickets, attraction tickets and tours.

Number of Travelers to the Asheville Visitor Center		
	2008-2009	2009-2010
July	21,029	23,072
August	20,258	19,921
September	16,460	17,602
October	24,024	25,397
November	13,321	14,021
December	11,081	9,872
January	6,065	4,858
February	4,950	5,005
March	9,676	11,679
April	14,812	17,405
May	16,921	18,094
June	19,686	21,768
TOTAL	178,283	188,694

2010 - 2011 Objective

To improve the quality of the Asheville area experience by providing trained staff and volunteers to assist visitors with Chamber member collateral.

Strategies and Tactics

Continually improve the types of services offered to Asheville Visitor Center guests:

- Manage all visitor-related activities in the Asheville Visitor Center, including the accommodations concierge service.
- Provide trained, knowledgeable volunteers and staff to relay information to visitors.
- Distribute relocation information to those who are considering moving to the Asheville area, a motivator for 25% of all visitors to the Asheville area.

Utilize the Asheville Area Chamber of Commerce Visitor Center services to increase the length of stay of visitors in the Asheville area:

- Utilize the concierge service to promote longer overnight stays in Asheville.

Create awareness of the Asheville area brand and improve the Asheville experience for visitors:

- Use Twitter, @AshevilleDeals, to spread news of the availability of deals in the Asheville area.
- Develop the volunteer program with training sessions, FAM trips and appreciation receptions.
- Increase involvement in community issues that ultimately affect visitors by participating in D.O.V.I.A., Citizen's Corporate and Police Academies.
- Provide enhanced Asheville destination branded logo items for the Asheville Shop.



Executive Office

Serving as the liaison to the Buncombe County Tourism Development Authority (BCTDA), the executive office maintains communication with board members to develop and implement long-range strategic and operational planning.

In an effort to ensure the voice of Asheville tourism echoes throughout the community and regional hospitality industry, the executive director serves as a board member of the NC Travel & Tourism Coalition, Asheville Art Museum, Pack Square Conservancy, National Council of Destination Organizations, Southeast Tourism Society, UNC Asheville Board of Trustees, Leadership Asheville and the NC Arboretum. The executive team also works closely with local, state and national elected officials on numerous issues.

The executive office oversees budget and financial issues and all departmental personnel and operations. Support is provided for BCTDA meetings as well as many Tourism Product Development Fund Committee functions (TPDF).

Statistical information on the tourism industry is compiled for monthly reports that are presented to the board and also available to the industry and general public.



Buncombe County Commissioner K. Ray Bailey, BCTDA Chairman Eric Scheffer, Mayor Terry Bellamy, and CVB Executive Director Kelly Miller share a laugh at the wayfinding ribbon cutting ceremony, held on May 25, 2010, at the informational kiosk in front of the Asheville Civic Center.

2010 - 2011 Tourism Marketing
Business Objective
5% increase in occupancy tax revenue.

Executive Office Calendar

Date	Event	Location
July 21-23, 2010	DMAI Annual Convention	Ft. Lauderdale, FL
Aug. 8-10, 2010	Educational Seminar for Tourism Organizations (ESTO)	Savannah, GA
Sept. 8-10, 2010	STS Fall/ Annual Meeting	Greenville, SC
Dec. 2, 2010	BCTDA/ CVB Holiday Open House	Asheville, NC
Dec. 13-14, 2010	STS Board of Directors Meeting	Atlanta, GA
Feb. 24, 2011	DMAI Destinations Showcase	Washington, D.C.
March 13-15, 2011	NC Governor's Conference	Asheville, NC
March 28-30, 2011	STS Spring Meeting	Sandestin, FL
May 7-15, 2011	National Tourism Week	Nationwide
June 17-18, 2011	STS Board of Directors Meeting	TBA

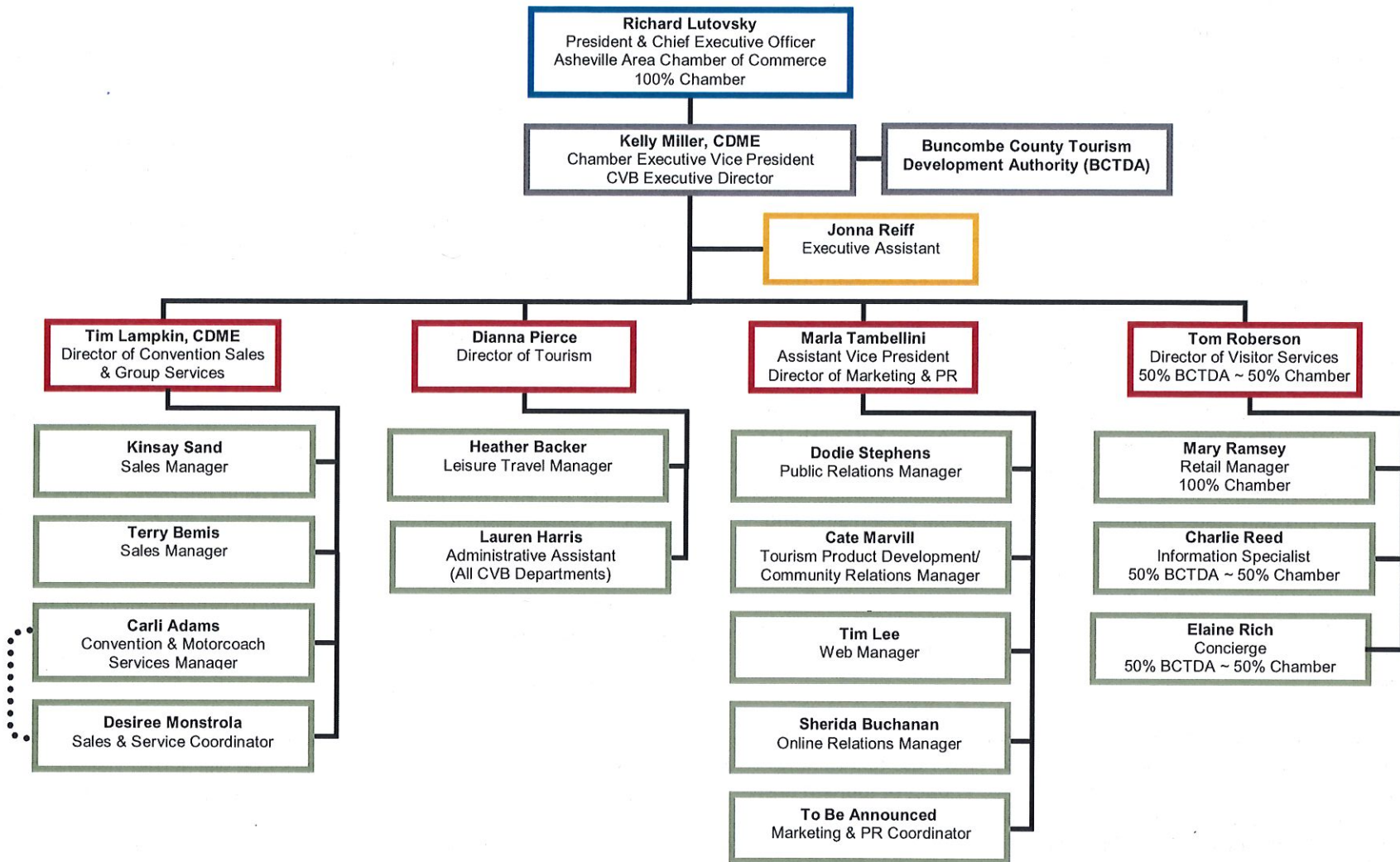


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The CVB Team



Tourism Promotion in Asheville

There are as many ways to organize and fund a marketing and promotional effort for tourism development as there are cities in America. Each community structures its work in a slightly different way. In Asheville, the implementation of a room tax in 1983 led to the current organizational structure. Before that, the Chamber of Commerce, through the efforts of its Convention & Visitors Bureau (CVB), served as the primary tourism promotion agent with the assistance of partnership dollars from area attractions and hotels.

Marketing Asheville

As other Southeast destinations became prominent, the tourism industry in this area recognized the need for a dedicated source of marketing funds if it was going to compete. In 1983, hoteliers in this community agreed to tax themselves and earmarked the proceeds toward tourism marketing. The enacted legislation created the authorization to levy a two percent room occupancy tax on the rental of rooms furnished by hotels, motels and inns with five or more units. The BCTDA was established to administer the proceeds of the tax with the caveat that they could expend funds only to further the development of travel, tourism, and conventions in the county through state, national and international advertising and promotion. To implement the marketing plan, the BCTDA turned to the Convention & Visitors Bureau at the Asheville Area Chamber of Commerce, which was already the tourism marketing agent for the Asheville area. The Chamber's mission, "to enrich the region's livability by advancing its economic vitality," is a natural fit with the efforts of the BCTDA.

With an additional one percent tax approved in 1985, the advertising campaign for Buncombe County began to pay off for the community. Within 20 years of the legislation, the economic impact of tourism grew 400 percent in Buncombe County and now accounts for more than \$1.8 billion in direct and non-direct spending from overnight visitors. More than 2.76 million leisure visitors stay overnight in our community, attracted by the enriching experiences they find here.

Managing the Destination

A critical shift occurred in 2001, when the industry went back to state legislators with a bill designed to create an innovative funding process for tourism product. The NC General Assembly passed the Tourism Product Development Fund (TPDF) bill which increased the room tax by one percent to total a four percent tax. The bill dedicates the proceeds from the one percent increase to the development of new tourism products that demonstrate the ability to generate substantial new room nights in Buncombe County. Rather than just a marketing organization, the BCTDA took a leap forward in becoming managers of the destination, ensuring its viability and sustainability.

Planning for Development

In 2006, the BCTDA became more proactive in its development efforts. It partnered with the City of Asheville and several community organizations to bring in a destination consultant who addressed the need for signage and wayfinding to better direct visitors throughout the community. Additionally, the BCTDA hosted a first-of-its-kind charrette, which brought in product experts from around the nation to Asheville for three days of dialogue with community leaders and citizens.

The tourism experts agreed that future product development efforts must build on the differentiating aspects that define the Asheville area brand. From this feedback, along with advisory reports from tourism experts and public survey intelligence, the *Strategic Destination Development Plan* was written. The plan serves as a directional and guideline document to ensure that future projects align with the Asheville brand platform, "enrich your life," and serve as destination drivers that will attract visitors to the Asheville area while maintaining the integrity of the community.

Through dialogue with its partners and constituent groups throughout the community, the BCTDA continues to work toward a sustainable, vibrant destination that will generate revenue for all sectors of the community.

Tourism Builds Community

Tourism Product Development Fund

The one percent occupancy tax collected by the lodging industry dedicated to the Tourism Product Development Fund (TPDF) currently amounts to nearly \$1.5 million annually. The fund was established to provide financial assistance for tourism capital projects that will significantly increase patronage of lodging facilities in Buncombe County, creating a greater economic benefit for the entire community. Also of importance is that the funded projects support Asheville's brand identity of a welcoming, natural and vibrant destination.

The TPDF committee, a nine-member committee appointed by the BCTDA, is responsible for managing the fund, reviewing applications and making funding recommendations to the BCTDA.

Funding Process & Criteria

All projects must demonstrate feasibility and go through the formal funding process, which includes completion of the application, applicant interviews and possibly a site visit. As guided in the enabling legislation, requested funds must be used for capital costs (i.e., bricks and mortar) only. The TPDF committee may award funds to qualified projects as grants, guaranteed loans or pledges of debt service.

Nine criteria principles are used in evaluating submitted projects. All projects must meet the core criteria of destination brand alignment, economic impact on the region and return on investment based on estimated new room nights generated. If a project meets the core criteria, additional criteria principles are assessed including: community value, feasibility of the project, timeline of project completion, partnership funding structure, project costs and the ability of the project to leverage additional development for the community.

The BCTDA approves final funding following recommendations from the TPDF committee. In return for funding, projects provide annual updates to the BCTDA on their progress.

The next funding cycle will begin in January 2012. A copy of the TPDF application, timeline updates and more information about the fund can be found in the Product Development section of AshevilleCVB.com.

Tourism Product Development Fund Awarded Projects

Since its inception, fourteen projects have received funding through the TPDF. With over \$14 million awarded to area projects, the BCTDA has become one of the largest granting organizations in Western North Carolina. The BCTDA continues to shape the destination of tomorrow by being a catalyst for smart growth and development. These projects that benefit the residents and visitors of Buncombe County demonstrate that tourism truly does build community.

"The \$600,000 grant awarded to the Bob Moog Foundation from the TPDF has been crucial to the development and fundraising efforts to build a Moogseum in Asheville. This funding has given us significant leverage and strength with which to approach other donors and granting organizations. The support of Asheville's tourism industry will play a major role in bringing the Moogseum to life, and thus attracting a new class of visitors to the Asheville area."

- Michelle Moog-Koussa, Executive Director of the Bob Moog Foundation



The TPDF committee reviews project proposals during the 2010 funding cycle.

Tourism Product Development Fund Awards

Tourism Product Development Fund Projects		
Project Funded	Amount Funded	Funding Cycle
John B. Lewis Soccer Complex at Azalea Park	\$400,000	2002
	\$400,000	2004
	\$500,000	2009
The Grove Arcade Public Market	\$500,000	2002
Bonsai Garden at The NC Arboretum	\$750,000	2003
Asheville Visitor Center	\$750,000	2003
Pack Square Park	\$500,000	2004
	\$1,500,000	2007
	\$500,000	2009
The Health Adventure / Momentum: Science & Health Adventure Park	\$500,000	2004
	\$1,000,000	2007
	\$500,000	2009
Asheville Art Museum	\$1,000,000	2007
	\$500,000	2009
Western North Carolina Veteran's Memorial	\$67,000	2007
Buncombe County Civil War Trails	\$16,500	2007
Asheville Area Wayfinding Program	\$1,650,000	2007
	\$150,000	2010
Bob Moog Museum	\$600,000	2009
The Orange Peel	\$300,000 loan guaranty/ funding	2009
Asheville Civic Center	\$2,000,000	2010
Smoky Mountain Center	\$100,000	2010

"The Asheville Civic Center serves as a key economic anchor for bringing overnight guests to Asheville. The TPDF grant will allow our venue to capture more events and patrons. The funding also helps build partnerships between the City, County, TDA and the hospitality industry. Our project will result in a Civic Center that will draw a larger and more geographically significant audience who are also attracted to the Asheville brand."

- Sam Powers, Economic Development & Civic Center Director, City of Asheville

"The TPDF made possible the construction of the Bonsai Exposition Garden at The NC Arboretum, one of the finest of its kind in North America. In addition to creating a sustainable attraction that has boosted the Arboretum's visitation substantially, this funding has also increased the length of visitor stay and garnered extensive national media coverage, broadening the Arboretum's draw of out-of-market visitors."

- George Briggs, Executive Director of The North Carolina Arboretum

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Mission Statement

To be a leader in the economic development of Buncombe County by attracting and servicing visitors, generating income, jobs and tax revenues which make the community a better place to live and visit.

BCTDA Board Meeting Schedule

Date	Event	Location
July 28, 2010	BCTDA Meeting	Asheville, NC
Aug. 25, 2010	BCTDA Meeting	Asheville, NC
Sept. 22, 2010	BCTDA Meeting	Asheville, NC
Oct. 27, 2010	BCTDA Meeting	Asheville, NC
Nov. 23, 2010	BCTDA Meeting	Asheville, NC
Dec. 16, 2010	BCTDA Meeting	Asheville, NC
Jan. 26, 2011	BCTDA Meeting	Asheville, NC
Feb. 23, 2011	BCTDA Meeting	Asheville, NC
March 10-11, 2011	BCTDA Strategic Planning Retreat	Asheville, NC
March 11, 2011	BCTDA Meeting	Asheville, NC
April 27, 2011	BCTDA Meeting	Asheville, NC
May 25, 2011	BCTDA Meeting	Asheville, NC
June 29, 2011	Public Hearing	Asheville, NC
June 29, 2011	BCTDA Meeting	Asheville, NC

2010 Industry Calendar

Date	Event	Location
July 25-30, 2010	STS Marketing College	Dahlonoga, GA
July 21-23, 2010	DMAI Annual Convention	Ft. Lauderdale, FL
July 28, 2010	BCTDA Meeting	Asheville, NC
Aug. 5-6, 2010	DMANC Meeting	Durham, NC
Aug. 8-10, 2010	Educational Seminar for Tourism Organizations (ESTO)	Savannah, GA
Aug. 12-15, 2010	Connect Marketplace	Louisville, KY
Aug. 25, 2010	BCTDA Meeting	Asheville, NC
September 2010	Group Business Development Team Meeting	Asheville, NC
September 2010	Fall Media Tour	Washington, D.C.
September 2010	GaMPI Monthly Educational Program	Atlanta, GA
Sept. 8-10, 2010	STS Fall/ Annual Meeting	Greenville, SC
Sept. 9-10, 2010	Blue Ridge Parkway Association Fall Meeting	Jefferson, NC
Sept. 10, 2010	PR/ Marketing Committee Meeting	Asheville, NC
Sept. 10, 2010	AENC Luncheon	Raleigh, NC
Sept. 15-17, 2010	MPI Carolinas Meeting	Concord, NC
Sept. 21-25, 2010	AAA Explore Asheville! Destination Training	Ohio & Pennsylvania
Sept. 22, 2010	BCTDA Meeting	Asheville, NC
Sept. 22, 2010	GSAE Quarterly Luncheon	Atlanta, GA
Sept. 23, 2010	SCSAE Luncheon	Columbia, SC
Sept. 23, 2010	Tour & Travel Development Committee Meeting	Asheville, NC
Sept. 27, 2010	AAA Carolina Training	Cashiers, NC
Oct. 4-6, 2010	Small Market Meetings Conference	Shreveport, LA
Oct. 8-13, 2010	Society of American Travel Writers (SATW) Annual Conference	Dresden/ Leipzig, Germany
Oct. 26-27, 2010	TIA Marketing Outlook Forum	Las Vegas, NV
Oct. 27, 2010	BCTDA Meeting	Asheville, NC
Nov. 4-5, 2010	DMANC Meeting	Wilson, NC
Nov. 10, 2010	AENC Luncheon	Charlotte, NC
Nov. 17, 2010	GSAE Quarterly Luncheon, Awards & Annual Business Meeting	Atlanta, GA
Nov. 18-19, 2010	MPI Carolinas Meeting	Greenville, SC
Nov. 19-21, 2010	AAA Superbowl of Knowledge	Charlotte, NC
Nov. 23, 2010	BCTDA Meeting	Asheville, NC
Dec. 2, 2010	BCTDA/ CVB Holiday Open House	Asheville, NC
Dec. 8, 2010	GSAE Holiday Luncheon/ Silent Auction	Atlanta, GA
Dec. 9, 2010	AENC Tradeshow/ Meeting	Raleigh, NC
Dec. 10, 2010	PR/ Marketing Committee Meeting	Asheville, NC
Dec. 13-14, 2010	STS Board of Directors Meeting	Atlanta, GA
Dec. 16, 2010	BCTDA Meeting	Asheville, NC
Dec. 16, 2010	Tour & Travel Development Committee Meeting	Asheville, NC

2011 Industry Calendar

Date	Event	Location
January 2011	Group Business Development Team Meeting	Asheville, NC
January 2011	New York City Media Tour	New York, NY
Jan. 5-6, 2011	Blue Ridge Parkway Association Winter Meeting	TBA
Jan. 9-13, 2011	American Bus Association	Philadelphia, PA
Jan. 20-21, 2011	MPI Carolinas Meeting	Research Triangle Park, NC
Jan. 26, 2011	BCTDA Meeting	Asheville, NC
Jan. 27, 2011	SCSAE Tradeshow	Columbia, SC
February 2011	GSAE Luncheon	Atlanta, GA
Feb. 3-4, 2011	DMANC Meeting	Concord, NC
Feb. 22-24, 2011	Travel South Showcase	Atlanta, GA
Feb. 23, 2011	BCTDA Meeting	Asheville, NC
Feb. 24, 2011	DMAI Destinations Showcase	Washington, D.C.
Spring 2011	Joint Hilton Head Island/ Asheville Tour Operator FAM	Hilton Head Island, SC & Asheville, NC
Spring 2011	Atlanta Media Tour	Atlanta, GA
Spring 2011	PRSA Travel & Tourism Conference	San Antonio, TX
March 2011	Group Business Development Team Meeting	Asheville, NC
March 4, 2011	PR/ Marketing Committee Meeting	Asheville, NC
March 10-11, 2011	BCTDA Strategic Planning Retreat	Asheville, NC
March 11, 2011	BCTDA Meeting	Asheville, NC
March 13-15, 2011	NC Governor's Conference on Tourism	Asheville, NC
March 17-18, 2011	MPI Carolinas Meeting	Greensboro, NC
March 17, 2011	Tour & Travel Development Committee Meeting	Asheville, NC
March 26 - April 3, 2011	AAA Blue Ridge Parkway FAM	Asheville, NC
March 28-30, 2011	STS Spring Meeting	Sandestin, FL
April 2011	GSAE Luncheon	Atlanta, GA
April 27, 2011	BCTDA Meeting	Asheville, NC
April 28-29, 2011	DMANC Meeting	Wrightsville Beach, NC
May 7-15, 2011	National Tourism Week	Nationwide
May 13, 2011	National Tourism Week RiverLink Event Participants: Group Business Development Team, Tour & Travel Development Committee and PR/ Marketing Committee	Asheville, NC
May 21-25, 2011	POW WOW International Marketplace	San Francisco, CA
May 22-23, 2011	MPI-CC Annual Meeting	Hilton Head Island, SC
May 25, 2011	BCTDA Meeting	Asheville, NC
June 2011	DMANC Meeting	TBA
June 2011	North American Journeys East Coast Summit	New York, NY
June 2011	SCSAE Annual Conference	TBA
June 1-3, 2011	GSAE Annual Meeting & Tradeshow	Panama City Beach, FL
June 12-14, 2011	AENC Annual Meeting	Wilmington, NC
June 17-18, 2011	STS Board of Directors Meeting	TBA
June 29, 2011	BCTDA Public Budget Hearing	Asheville, NC
June 29, 2011	BCTDA Meeting	Asheville, NC

Glossary of Terms

AAA — American Automobile Association — Not-for-profit organization with approximately 1,000 offices serving more than 50 million members in the U.S. and Canada.

ABA — American Bus Association — National association of private inter-city bus companies, travel industry organizations, motorcoach tour organizers and associates offering a marketplace where buyers and sellers meet for one-on-one prescheduled appointments.

Association Organizations — Organizations of association executives who meet regularly and host annual meetings, conventions and trade shows.

ASAE — American Society of Association Executives

AENC — Association Executives of North Carolina

GaMPI — Georgia Meeting Professionals International

GSAE — Georgia Society of Association Executives

RCMA — Religious Conference Managers Association

SCSAE — South Carolina Society of Association Executives

SGMP — Society of Government Meeting Professionals

BCTDA — Buncombe County Tourism Development Authority — A nine-member board responsible for overseeing the expenditure of the county's four percent room occupancy tax revenues. The board is comprised of seven members with voting status (three appointed by Buncombe County, three by the City of Asheville, and one by the Asheville Area Chamber of Commerce), as well as two ex-officio, non-voting members.

B-roll — A broadcast term that refers to video with natural sound on tape.

Blog — An online diary; a personal chronological log of thoughts published on a Web page; also called Weblog. Many Weblogs allow visitors to leave public comments which can lead to a community of readers centered around the blog.

Brand — A genuine brand is the internalized sum of all impressions received by customers and consumers resulting in a distinctive position in their mind's eye based in perceived emotional and functional benefits.

BRPA — Blue Ridge Parkway Association — A membership organization representing over 600 businesses and destination marketing organizations serving visitors along the Blue Ridge Parkway.

CDME — Certified Destination Marketing Executive — Recognized by the CVB industry as its highest educational achievement, CDME is an advanced educational program for veteran and career-minded CVB executives looking for senior-level professional development courses. The focus of the program is on vision, leadership, productivity and the implementation of business strategies.

Charrette — A workshop to stimulate ideas and involve interested parties and the public at large in a community or sectoral planning process. The purpose is to harness the talents and energies of all involved to create and support a feasible plan that represents

transformative change by building community consensus on a designated vision through active involvement and visualization.

CMS — A shortened term for Content Management System. It allows users to enter content without any knowledge of Web coding. The ExploreAsheville.com website is maintained and edited through a CMS.

Conversion Study — A study conducted to determine the number of visitors requesting visitor information who actually visit the area.

DMAI — Destination Marketing Association International, formerly IACVB, International Association of Convention and Visitors Bureaus — A professional organization for the convention and visitor industry across the world. Educational opportunities are provided at seminars and its annual convention.

DMANC — Destination Marketing Association of North Carolina, formerly NCACVB, North Carolina Association of Convention & Visitors Bureaus — A private, not-for-profit corporation dedicated to the promotion of North Carolina as a convention and visitor destination. Comprised of more than 30 destination marketing organizations, the group works on cooperative marketing projects in partnership with the North Carolina Division of Tourism, Film and Sports Development (NCDTFSD).

DMC — Destination Management Company — A local company that specializes in the organization and logistics of meetings and events. Such organizations base their business on a claim to have in-depth knowledge of the destination as well as offering the services that a meeting and convention planner would offer.

ESTO — Educational Seminar for Tourism Organization — The premier learning and knowledge-sharing forum for U.S. destination marketing professionals. Hundreds of participants from state and territory tourism offices and destination marketing organizations across the nation come together at ESTO each year to discuss fundamental and pressing issues affecting destination marketing.

FAM — A shortened term for familiarization tour, a common marketing tool used in the travel industry. A FAM is an invitation-only, complimentary trip hosted by a destination for the purpose of "familiarizing" a specific group (media, motorcoach operator, meeting planner, etc.) with the attributes of the area.

Group Leaders — Non-professional travel planners associated with religious, social and/or senior clubs. Group leaders work with pre-formed groups drawn from the organization's membership, rather than individuals brought together by a professional tour operator.

Gateway City — A city with an airport servicing direct international flights.

HARO — HelpAReporterOut.com — Free mailing list utilized by the CVB's PR department that distributes media leads/queries. Each day, e-mails distribute 10-25 queries from various media outlets, freelancers, blogs and websites.

HSMIA — Hospitality Sales & Marketing Association International — A global organization of sales and marketing professionals representing all segments of the hospitality industry, strongly focused on education, and operating as a leading voice for both hospitality and sales and marketing management disciplines.

Mashup — Combining information from two websites or data sources on one webpage. An example of this would be a Google map with Flickr photos shown geographically, allowing visitors to select points of the map to see pictures taken in those locations.

Media tour — A tour of a city or cities in a core market in which appointments are scheduled with media for interviews and to distribute information about visiting the Asheville area in hopes of obtaining editorial and broadcast coverage.

MPI — Meeting Professionals International — The leading professional society of meeting planners and suppliers. The organization hosts an annual meeting along with a trade show which the Asheville CVB attends. In addition, state chapters host their own annual meetings and trade show opportunities.

NAJ — North American Journeys — A trade organization of and for companies who sell/arrange international travel. NAJ hosts an East Coast marketplace, bringing together domestic-based receptive tour operators and suppliers.

NCDTFSD — North Carolina Division of Tourism, Film and Sports Development — A division of the Department of Commerce which oversees tourism and marketing for NC.

NCMA — North Carolina Motorcoach Association — A North Carolina state association whose membership consists of tour and charter operators in the state and those suppliers who provide services for motorcoach operations.

NCT&TC — North Carolina Travel and Tourism Coalition — A non-profit trade association comprised of associations, businesses, industries, resorts, attractions, convention and visitor bureaus and other organizations throughout North Carolina, all working together to promote public policies that encourage the growth and development of North Carolina's travel, tourism and hospitality industry.

NTA — National Tour Association — NTA is a non-profit trade organization of and for individuals who package both retail and wholesale tours. The NTA member company is the "middle man" who sells and/or arranges interstate pleasure tours and motorcoach tours for compensation. The marketplace is designed for buyers and sellers to meet on a one-on-one basis in pre-scheduled appointments.

POW WOW — Organized by the U.S. Travel Association, this is the major marketplace in the U.S. for domestic suppliers and international buyers and is structured with pre-scheduled appointments. The organization was created to promote unbiased, accurate and interesting reporting on travel destinations, facilities, and services. The group holds an annual convention as well as regional meetings and educational forums.

PRSA — Public Relations Society of America — The national professional organization of public relations practitioners and communicators. Each year, the Travel and Tourism Section of the organization plans a conference that brings media and travel communicators together in an educational setting.

Radian6 — Online program that provides a listening platform for subscribers. Allows companies to monitor their brand, industry & competitors online by reporting on mentions on Twitter, blogs, online polls, Facebook, YouTube and other social media outlets.

RSS — Really Simple Syndication — A family of Web feed formats used to publish

frequently updated content such as blog entries, news headlines and podcasts in a standardized format. A RSS document (which is called a *feed* or *channel*) contains either a summary of content from an associated website or the full text. RSS makes it possible for people to keep up with websites in an automated manner that can be fed into special programs or filtered displays.

SATW — Society of American Travel Writers — A not-for-profit professional association of writers, photographers, editors and electronic media.

SMERF — An acronym for the meeting market segments that comprise social, military, educational, religious and fraternal groups.

Social Media — The online tools that people use to share content, profiles, opinions, insights, experiences, perspectives and media itself, thus facilitating conversations and interaction online between groups of people. These tools include blogs, message boards, podcasts, micro blogs, lifestreams, bookmarks, networks, communities, wikis, and vlogs.

State Motorcoach Associations — State associations of member motorcoach operators who work together to promote safe travel by motorcoach through networking with other operators and suppliers and by positively influencing state legislation. Each state association holds an annual meeting and trade show to offer supplier members an opportunity to meet with tour planners and/or group leaders.

NCMA — North Carolina Motorcoach Association

STS — Southeast Tourism Society — STS is the private sector voice in the travel industry in 10 Southeastern states, including North Carolina. Membership in STS affords an opportunity for educational seminars, joint trade show ventures and networking.

Travel South Showcase — The annual marketplace organized by Travel South USA, the Official Regional Destination Marketing Organization, promoting travel to and within the 12 southern states. The marketplace is designed for buyers and sellers to meet on a one-on-one basis in pre-scheduled appointments.

TPDF — Tourism Product Development Fund — Established in 2001, the TPDF is a dedicated fund representing one percent of the occupancy tax earmarked to fund capital projects in the Asheville area, with the goal of increasing overnight lodging stays.

TPDF Committee — Tourism Product Development Fund Committee — A nine-member sub-committee of the Buncombe County Tourism Development Authority (BCTDA) who researches requests for the funding of capital projects, making recommendations for recipients of TPDF dollars to the BCTDA.

TubeMogul — An online data platform that allows subscribers to upload and stream video to multiple sites. Offers online video distribution reports and analytics to paid subscribers.

U.S. Travel Association (formerly TIA, Travel Industry Association) — The national, non-profit organization representing all components of the \$740 billion travel industry. U.S. Travel's mission is to promote and facilitate increased travel to and within the U.S.

Viral Marketing — A marketing concept in which an unusual, interesting or funny message promoting the area is distributed to consumers in hopes that they will forward the message to other people. This method is most often used in e-mail marketing.



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The bottom of the page features two large, overlapping, curved shapes. The one on the left is a light orange color, and the one on the right is a dark blue color. They overlap in the center, creating a darker shade of blue.