

**REPORT OF THE
VIRGINIA TOURISM AUTHORITY**

Performance Goals and Strategies

**TO THE GOVERNOR AND
THE GENERAL ASSEMBLY OF VIRGINIA**



HOUSE DOCUMENT NO. 41

**COMMONWEALTH OF VIRGINIA
RICHMOND
2004**

Virginia Tourism Authority
dba Virginia Tourism Corporation

Report to the General Assembly

Performance Goals and Strategies

December 1, 2004

The General Assembly through the 2004 Appropriations Act required the Virginia Tourism Authority to develop performance goals and strategies to measure the impact of the Authority's marketing efforts to promote Virginia's tourism and filming products. The language as written in the Appropriations Act, Chapter 4, Item 134.J is as follows:

J. The Authority shall work with the Secretary of Commerce and Trade to develop performance goals and strategies to measure the impact of the Authority's programs and activities, specifically in the areas of (1) marketing and promotions, (2) customer service and industry relations, and (3) film and television productions in Virginia. The Authority shall submit these goals and measures by December 1, 2004, to the Chairmen of the Senate Finance and House Appropriations Committees. In addition, it is the intent of the General Assembly that the Authority incorporate these performance goals and strategies in budget amendments for review and approval by the 2005 Session.

The Authority has developed eight (8) Performance Measures that will be used to measure the effectiveness of its primary "purpose" to attract more people, encouraging longer stays and spending more money in the Commonwealth. This "purpose" applies to both tourism marketing promotion and increasing film production, both having a marked economic impact on Virginia's economy, employment and tax base. These measures were developed with the direction of the Secretary of Commerce and Trade and have been posted on the Virginia Results Website (www.dpb.state.va.us/VAResults). The authority will report on the results annually in conjunction with the Virginia Results reporting requirements.

The following chart provides a summary of those Performance Measures and Strategies. Each of these measures relate to the Authority's primary purpose stated above.

| Meas# | Measure Description | Strategies |
|--------------|---|--|
| 1 | Increase consumer inquiries by 5% annually thus creating awareness of Virginia's tourism product bringing more leisure travelers to the Commonwealth. | The number of inquiries received by the VTC for visitor information through the 800 telephone numbers, bulk mail requests, unique visits to the consumer Website for information, visitor inquiries at the Welcome Centers, e-Travel guides and media requests. The measure is the percentage increase in the combined total |

| Meas# | Measure Description | Strategies |
|-------|--|---|
| | | of all inquiries for information through the primary data sources above. |
| 2 | Leverage advertising funds 2 to 1 through private sector partnership marketing programs to increase market penetration with limited resources. | With limited resources available to the VTC for marketing, advertising and promotions, the Authority is striving to increase its penetration into target markets through joint programs with the private sector. In this program, VTC's funds would be matched two dollars by either funding from the private sector participant(s) or equivalent in-kind services (free) for every dollar expended by the Authority. |
| 3 | Increase the economic impact of convention and meeting bookings in Virginia by 5% annually bringing more business travelers to the Commonwealth. | The Authority is actively working with hotel, motel and convention businesses in the Commonwealth to bring conventions and meetings to Virginia. These efforts are coordinated with all state agencies and local Convention and Visitor Bureaus. This measure reports the estimated economic impact of commitments made for convention and business meetings held in Virginia. |
| 4 | Increase reservation assistance provided at state Welcome Centers by 3% annually thus closing the sale for the lodging sector. | Staff at the state Welcome Centers, operated by the VTC, provides assistance to travelers seeking accommodations by assisting in booking reservations for overnight stays. |
| 5 | Increase the economic benefit of film production in Virginia by 3% annually. | The Film Office recruits film production to be conducted within the Commonwealth. The results measure the effectiveness of bringing film production to the state and the economic impact resulting from such efforts. The primary source of the data is derived from an annual survey of the companies assisted by the Authority and produced films in Virginia. |
| 6 | Increase the number of contacts with producers, script writers, production companies, studios, etc. by 5% annually to encourage film production in Virginia. | The Film Office recruits film production companies through direct contact (e.g. telephone calls, letters, emails, conventions, conferences, etc.) with such company representatives. Through these contacts, film producers are enticed to film in Virginia. |

| Meas# | Measure Description | Strategies |
|--------------|--|--|
| 7 | Increase visitation of unique users of the tourism website by 10% annually. | The measure reports the number of unique users of the Virginia Tourism Websites to obtain information on travel opportunities in the Commonwealth. A unique user is one that may come back to the site more than one time. The user is counted once even though he may have visited the site multiple times. The Website has been proven to be an effective and efficient means of providing visitor information to potential travelers. |
| 8 | Develop a marketing conversion benchmark in the first fiscal year to establish a measure of the effectiveness of VTC's marketing programs. A target for increase will be determined for the second and subsequent years. | The VTC will develop a conversion benchmark to measure the effectiveness of the marketing programs. The benchmark will be derived from studies of the advertising, Web and other marketing efforts determining how effective the programs are in enticing travelers to visit Virginia. Once the benchmark is established, growth targets will be determined, which will be impacted by available resources. |