

行政院及所屬各機關出國報告
出國類別：出席國際會議

出席 2003 年八十九屆國際會議與觀光局聯盟年會
(IACVB) 報告書

服務機關：交通部觀光局
出國人：職 稱：科員
 姓 名：黃怡平
出國地區：美國堪薩斯市
出國期間：92 年 7 月 17 日至 7 月 22 日
報告日期：92 年 10 月 22 日

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行政院及所屬各機關出國報告提要

頁數：_____ 本文含附件：是：否

出國計畫主辦機關：交通部

出國報告名稱：出席 2003 年八十九屆國際會議與觀光局聯盟年會(IACVB)

出國人員姓名/服務機關/單位/職稱/電話

黃怡平/交通部觀光局/科員/02-23491620

出國類別：1. 考察2. 進修3. 研究4. 實習其他

出國期間：民國 92 年 07 月 17 日～民國 92 年 7 月 22 日

出國地區：美國堪薩斯

報告日期：民國 92 年 10 月 22 日

分類號/目：

關鍵詞：

內容摘要：

內容摘要：(二百至三百字)

- 國際會議與觀光局協會 (International Association of Convention & Visitor Bureaus 簡稱 IACVB) 成立於一九一四年，旨在聯合各都市、區域之會議及觀光局之力量共同促進會議、觀光服務之專業水準提升與資源共享。目前計有來自 20 個國家之 1200 位會員，分佈於 500 個會議與觀光目的地，其中百分之九十會員係在美加地區。
- 二〇〇三年年會於七月十九日至二十二日在美國中部堪薩斯市 (Kansas City) 舉行，計有來自十個國家地區、超過 750 位會議旅遊局專業人士、演講者與 87 個旅遊供應商與會
- 此次年會除了會議、研討會外，仍援例有小型展覽會與靜態拍賣會等活動，在會議內容方面，除了例行會務議題與付費之專業課程外，主要討論議題包括成功的品牌策略、吸引國際旅客、因應 SARS 疫情嚴重影響旅遊目的地所衍生之全球衛生等。

出席 2003 年八十九屆國際會議與觀光局聯盟年會 (IACVB)
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- 三、加拿大多倫多因應 SARS 對觀光業衝擊之復甦作法

壹、前言

國際會議與觀光局協會 (International Association of Convention & Visitor Bureaus 簡稱 IACVB) 成立於一九一四年，旨在聯合各都市、區域之會議及觀光局之力量共同促進會議、觀光服務之專業水準提升與資源共享。該非營利事業組織目前為全世界最大之會議與旅遊局之最大組織，目前計有來自 20 個國家之 1200 位會員，分佈於 500 個會議與觀光目的地，其中百分之九十會員係在美加地區。

本局係於一九六八年加入為會員，二〇〇三年年會於七月十九日至二十二日在美國中部堪薩斯市 (Kansas City) 舉行，計有來自十個國家地區、超過 750 位會議旅遊局專業人士、演講者與 87 個旅遊供應商與會，本局指派國際組黃怡平參加。

此次年會除了會議、研討會外，仍援例有小型展覽會與靜態拍賣會等活動，在會議內容方面，除了例行會務議題與付費之專業課程外，主要討論議題包括成功的品牌策略、吸引國際旅客、因應 SARS 疫情嚴重影響旅遊目的地所衍生之全球衛生等。

貳、參加經過

怡平於七月十七日離台北，經舊金山於十八日抵達號稱美國中心之密蘇里州勘薩斯市，當日報到後即參與年會各項相關活動，議程如附件一。

今年年會除了開、閉幕典禮、教育研討會、交互學習研討會、專業課程外，還有小型展覽 (Business Exchange)，由會議相關產業如行銷、科技、網際網路、管理顧問、線上訂位系統、出版、資訊系統與旅行社等展出，安排與會者在早餐與中場休息時間提供業務洽談以製造商機。

為籌措協會之經費，年會亦仿效其他會議組織，在會場辦理靜態拍賣會 (Silent Auction)，由主辦單位與會員國提供各式拍賣品包括廣告、2004 年年會之展覽攤位、旅遊產品、禮品、海報等。

此次年會計有來自加拿大、南非、澳洲、墨西哥、丹麥、韓國、日本、英國、台灣等地共七百多位會員代表參加，其中美國代表仍達 90% 以上，且均屬年年參加之會員，相較其他大型國際觀光組織，IACVB 仍應加強爭取非美國地區之會員與會加入，以發展成為全球化國際會議組織。

年會開幕典禮於二十日上午八時三十分起由協會原主

席 Mr. Rick Antonson 騎乘哈雷機車入場方式展開序幕，並邀請堪市市長 Mrs. Kay Barnes 與會議旅遊局主席 Mr. Rick Hughes 等擔任大會貴賓。也邀請紐約時報暢銷作家 Dr. Robert Kriegel 擔任大會主講人，講述會議旅遊局應如何創新改革引領改變的風潮，開幕式於感謝各贊助廠商後結束。

本次年會之歡迎晚宴係挑選鄰近會議場地不遠之「聯合車站 (Union Station)」舉辦，以美食與堪市聞名之爵士樂提供與會代表難忘的夜晚。

二十一日上午舉行全員大會，由主席、財務長與各專案小組召集人分別進行年度會務報告、會務推動現況、基金會及協會理事改組之結果。

閉幕典禮於二十二日上午在 2003-2004 年 IACVB 新主席 Mr. Spurgeon Richardson 與各職官交接，並邀請擔任國立美國歷史博物館之美國音樂評議員 Mr. John Hasse 發表爵士傳奇對領導者之影響專題演講，並於下屆年會主辦地波士頓市代表致歡迎詞，抽出哈雷機車幸運得主與頒發專業課程之證書後結束。

參、年會重要議題

今年年會除一般例行行政業務如年度工作狀況、理事與職官更迭、財務報告等會務現況外，主要議題為面對不確定世紀之全球觀光產業的挑戰、運用網路建立會議資料庫

(MINT)、會議旅遊局之品牌建立、2003 年觀光旅遊趨勢與衛生課題對旅遊目的地之衝擊等。

謹摘譯年會重要議題如后：

一、會議旅遊局之品牌建立

- (一) 品牌之建立係會展策略計畫之一。
- (二) 有助提高產品與會議旅遊局所提供服務之知名度。
- (三) 成功品牌建立是行銷策略中最主要的一環，如 Coca Cola 與 Nike。

二、IACVB 設立之會議產業資料庫 (MINT)

- (一) 2002 年 9 月成立之 MINT 資料庫將持續提升其功能。
- (二) 由於各會議局提供完整的 2003 年會議曆才確保 MINT 資料庫為會議產業最具代表性之資料庫。
- (三) 在 2004 年對 MINT 之展望將以提升資料之正確性

為主，也將提升可由會議旅遊局直接下載資料之功能。

三、如何爭取獎勵旅遊市場

- (一) 獎勵旅遊是全球性企業的管理工具之一，藉由附加的旅遊經驗以激勵員工支持組織之目標。
- (二) 如爭取獎勵旅遊，則必須對該行業之運作完全瞭解，因為「Knowledge is the Key」。
- (三) 會議旅遊局應思考如何成為頂尖的獎勵旅遊目的地。
- (四) 會議旅遊局應設計專為客戶量身打造無法取代之產品。
- (五) 獎勵旅遊的經驗是獨一無二，旅遊目的地應協助業主傳達這個夢想。
- (六) 全球獎勵旅遊產值超過美金四千萬元（約折合新台幣十四億元）。
- (七) 使用獎勵旅遊之產業以保險業、汽車業、電子業、食品公司、醫藥業為主；至其辦理獎勵旅遊的時間分別為一至三月佔百分之十四、四至六月佔百分之四十四、七至九月佔百分之三十、十至十二

月佔百分之十二。

- (八) 獎勵旅遊選擇旅遊目的地之條件：可及性、設施功能良好、優質住宿旅館、天氣、歷史與文化、海灘與休閒、購物與打高爾夫球、安全。
- (九) 促銷成為獎勵旅遊目的地之要件：品質、瞭解問題、小而美、唯一的夥伴關係、深入各群體。至於成功具備的條件：提升服務水準、創造力、產業知識、瞭解客戶需求、有重複成功的慾望。促銷獎勵旅遊目的地的方式包括網路、舉辦目標市場的 Roadshow、挑選地點、參加旅展。
- (十) 近年有將會議結合獎勵旅遊之趨勢，漸漸以時間較短的節目為主、但其易受全球經濟、波灣戰爭、SARS 等因素之衝擊。
- (十一) 爭取獎勵旅遊較為成功的國家包括紐西蘭、澳洲、巴塞隆納、瑞典、布拉格等。

四、英國於 2001 年 2 月至 9 月面對口蹄疫疫情對觀光業衝擊之措施

- (一) 於爆發口蹄疫疫情即由農業食品發展部門呼籲民眾勿前往愛爾蘭地區之訊息。

(二) 每週在海外旅客前往英國觀光旅遊部份約損失四億美金，整個觀光產業約損失 48 億美金，二十五萬人失業，對會議旅遊局會員的衝擊包括 72%會員生意一落千丈、26%進行裁員、68%則認為未來生意會更差。

(三) 復甦的策略：

1. 正確的資訊與公關。
2. 短期以恢復利基市場為主。
3. 長期以形象行銷及推廣。
4. 放寬利率以解除會議旅遊局會員之財務壓力。
5. 邀請名人如英國女王與知名 007 演員史恩康納來親往鄉間、邀請全球旅遊界知名人士前往英國並由英國首相 Mr. Tony Blair 主持口啼疫對英國會議產業之衝擊高峰會議。
6. 彙集全球旅遊界知名人士訪問英國之意見。
7. 舉辦大型展覽與活動宣告英國已恢復正常。
8. 政府挹注觀光復甦經費：英國觀光局提供一千二百萬英鎊投入海外市場之推廣促銷活動；蘇格蘭旅遊局與會議旅遊局合作額外提供六百二十萬英鎊（二

百二十萬英鎊係補貼會議旅遊局會員僅需繳交 50% 會費、一百三十萬英鎊投入地區性行銷推廣、二百七十萬英鎊投入全國行銷推廣)。

9. 經此疫情十八個月後，來自歐洲觀光客已達 37%、英國本土觀光客達 34%、在 ICCA 的全球會議都市中排名第九，惟北美地區觀光客仍負成長 24%、其他地區則為負成長 10%。

五、加拿大多倫多因應 SARS 對觀光業衝擊之復甦作法

(一) 抗 SARS 成功之原則

1. 跟隨政府公共衛生部門的指導。
2. 行動迅速—將損害降至最低、提出復甦計畫。
3. 維持旅遊業之能量。
4. 指定一個發言人。
5. 建立機動聯絡網
6. 進行研析。
7. 與會員或顧客保持聯繫。

(二) 損害控制

1. 確認危機。
2. 結合相關產業。

3. 取得相關與正確資訊。
4. 確認受衝擊產業：觀光客、顧客、會員或媒體。
5. 保持聯繫。
6. 加快復甦腳步。

(三) 結合加拿大觀光部、多倫多地區、渥太華地區等航空公司、旅館協會、觀光部等單位。

(四) 復甦計畫：

1. 推出行銷與促銷活動。
2. 由觀光與經濟產業分三階段予以支持。
3. 分自地域性、全國性與國際性逐步行銷多倫多。
4. 邀請各地人士前往多倫多且為期二年。

(五) 整體目標

1. 再次展現多倫多是一個安全的旅遊目的地。
2. 自現在起為期二年重建當地與全球對多倫多的信心。
3. 在 2004 年多倫多將恢復失去的旅遊市場
4. 以『Toronto Campaign』激發民眾熱情、驕傲與投入，並促請所有觀光產業支持與協助。

(六) 分三階段實施計畫

1. 自警示區除名

- (1) 促請多倫多與渥太華地區百姓前往多倫多觀光。
- (2) 以空前未有的低價格促銷套裝行程。
- (3) 維持會議與活動。
- (4) 提供媒體訊息。
- (5) 提出具影響力的媒體策略。
- (6) 促請多倫多市民行銷該市。

2. 由 WHO 自疫區除名

- (1) 在地方、全國推出多倫多復甦計畫。
- (2) 推出全球矚目的活動。
- (3) 以空前未有的低價格促銷套裝行程。
- (4) 邀請媒體、旅遊業者與會議規畫人員訪加熟悉旅遊。
- (5) 推出國際性慶典與促銷活動。

3. SARS 後

- (1) 透過針對消費者之促銷與觀光相關產業聯合行銷方式促請以商務或觀光為目的之旅客到訪。
- (2) 會議產業之發展。
- (3) 主動積極的公關作為。
- (4) 重新建立多倫多為世界級文化與娛樂旅遊目的地之

形象。

肆、觀感與建議

- 一、國際會議成功之要素取決於提供與會人員之課程內容、會議場地、軟體設施、接待、城市特色與獲取資訊之便利性等因素，此次會議雖挑選於全球知名連鎖飯店集團 Hyatt Regency 舉行，但卻由於收費不低，房間設備不佳等招致與會代表之批評，堪薩斯市雖投入許多經費與心力舉辦本次年會，惟因場地之擇選使爭取年會之舉辦未達加乘效果。
- 二、由於此次年會的研討會中討論會議旅遊局之品牌建立，經總合部份與會代表對台灣之印象仍係高科技的工業之島，而非為渡假旅遊目的地。為達成觀光客倍增計劃，確有必要以宣傳行銷手法扭轉觀光客之印象。也應透過積極參與 IACVB 之國際性會議組織分享其資訊平台，整合國內外會議資訊，真正落實發展會議產業。
- 三、美國幅員廣大。為發展與爭取會議之舉辦，在各州均設立有會議旅遊局，IACVB 年會雖類似美國本土會議旅遊局人員之定期年度聚會，但由於每年仍會

針對當年度會議觀光產業趨勢安排各類研討會，因此出席之美國本土代表極為踴躍，也可就本身職務或職位相關與其他與會代表交換經驗。與會代表幾為每年參與，因此也彼此熟識，除交換工作意見外，亦藉此建立人脈爭取舉辦會議。

- 四、 IACVB 係重視環保概念之國際性組織，大會主席也特別揭櫫本次會議除大會手冊外，研討會等內容均不提供印製講義，落實真正環保。
- 五、 各亞洲鄰近國家為爭取國際會議與獎勵旅遊市場皆於網站提供業者、媒體或會議籌劃人員完整詳細資訊，為爭取國際會議來台召開，可參考其他國家充實內容運用新資訊科技加以推廣。
- 六、 為協助業界及中華民國會議推展協會（T C A）會員吸收新知，T C A 應定期提供相關國際會議組織新資訊或趨勢分析等資料予其參考。

THURSDAY 17 & FRIDAY 18 JULY

THURSDAY 17 JULY

12:00 p.m. - 4:00 p.m.

Executive Committee Meeting of the IACVB Board of Directors

Location: Boardroom (Ballroom Level)

FRIDAY 18 JULY

7:30 a.m. - 5:00 p.m.

Registration & Information

Location: East Lobby Alcove (Lobby Level)

8:00 a.m. - 5:00 p.m.

CDME Core Course: Strategic Issues in Destination Management

In this 3-day course you will define the "key" factors for successful destination marketing, and CVB management and leadership. A complete understanding of destination visioning, CVB strategic planning, community relations activities and appropriate destination product development are covered.

This course is a great opportunity to interact and discuss with your colleagues the latest thinking and solutions to current destination issues and challenges such as funding, attraction/event development, visitor servicing and industry partnership formation.

Instructors: Don Anderson, CDME, Director, Office of Professional Development, Purdue University; Brent Ritchie, Professor, University of Calgary, CA
Location: Benton B (Mezzanine Level)

8:00 a.m. - 5:00 p.m.

IACVB Sales Academy™: Destination Selling Part II

For those who have been waiting for a more advanced destination sales training, those who have been in destination sales for a minimum of three years, as well as those who have attended the Destination Selling Part I, IACVB now offers the intermediate course, Sales Academy™. Destination Selling Part II. Take a tactical look at effective tradeshow techniques, building relations with hotels and convention centers, prospecting on the Internet, and advancing/closing the sale. This course provides lessons to implement immediately.

Instructor: Doug Price, President, Miles/LeHane Group, Inc.

Location: Benton A (Mezzanine Level)

8:00 a.m. - 12:30 p.m.

IACVB Board of Directors Meeting

Sponsored by MPI/The Meeting Professional Magazine

Location: San Francisco (Ballroom Level)

12:30 p.m. - 1:30 p.m.

Annual Business Meeting Luncheon

Sponsored by Randall Travel Marketing, Inc. Make the business of the association your business and have your voice and opinions count at the IACVB 89th Annual Business Meeting. Once again this year, we've dedicated a full day on Friday 18 July, to conduct the business of the association and Foundation. The schedule includes the IACVB Board of

Directors and Foundation Board of Trustees meetings, committee meetings and—for the second year—the Annual Business Meeting Luncheon. Please plan to participate.

Location: Chicago (Ballroom Level)

1:30 p.m. - 3:00 p.m.

IACVB Board of Directors Meeting (continued)

Location: San Francisco (Ballroom Level)

3:00 p.m. - 5:00 p.m.

Membership Committee Meeting

Location: Northrup (Mezzanine Level)

3:00 p.m. - 5:00 p.m.

Destination Showcase Committee Meeting

Location: Van Horn C (Mezzanine Level)

3:00 p.m. - 5:00 p.m.

IACVB Foundation Board of Trustees Meeting

Location: Boardroom (Ballroom Level)

3:00 p.m. - 5:00 p.m.

"Get NetSavvy" (for CEOs only)

Are you tired of being "out of the loop" in high-level Internet meetings? Do you wish you could ask the "30-somethings" on your staff questions that would earn you some new Internet respect? Do you want to be really NetSavvy?

Give us 2 hours of your time and we will show you how to:

- Home your Internet IQ
- Gain new respect with your Internet staff
- Be a hero with travel partners or members
- Define Internet opportunities and threats
- Develop winning Internet strategies
- Measure Internet program performance
- Analyze change

Presenter: Leah Woolford, CEO, USDM.net® (U.S. Destination Marketing, Inc.)

Location: Chouteau AB (Mezzanine Level)

6:00 p.m. - 10:00 p.m.

IACVB Leadership Dinner

Co-sponsored by GWSAE/Executive Update Magazine and Software Management, Inc. Bus Pickup: 6:00 p.m. curbside, front entrance of the Hyatt Regency Crown Center

This dinner is hosted in honor of the IACVB and IACVB Foundation volunteer leadership for their contributions to the association.

Attire: Evening Casual

Location: Kemper Museum of Contemporary Art (off-site)



SATURDAY 19 JULY

6:45 a.m. - 3:00 p.m. IACVB Foundation Golf Tournament

Signature Sponsor: Passkey

Additional Foundation Golf Tournament Sponsors: Concierge Media Group, Inc., David Green Organization, Successful Meetings/Meeting News, TravelHero.com, and USDM.net® (U.S. Destination Marketing, Inc.)

Buses depart hotel at 6:45 a.m. SHARPI! Tee time is 8:00 a.m.

Colfers of varying skill levels will enjoy this manicured, hilly terrain that challenges every aspect of their game. The layout is unique to the area due to its beautiful views and frequent changes in elevation. The golf course has multiple tees and markers making it accommodating to all handicap levels. Landing areas are fairly wide open and greens are bunkered primarily on the lower side, freeing the high side for bump and run shots. The fee includes transportation to and from the course, practice balls, golf cart, breakfast, awards lunch, and 18-holes of "best ball" golf on one of Golf Digest's Kansas' top-10 courses. Make sure you practiced! Many of the holes have prizes associated with them, including \$10,000 if you hit a hole-in-one on hole #2 or winning a full set of golf clubs! While there, you can also chat with our hole sponsors, enjoy the beautiful terrain, plus increase your odds by purchasing mulligans! You won't want to miss this!

If you are pre-registered, you will find the list of pairings in your packets. To sign up on site, please visit the IACVB Registration/Information Desk.

7:30 a.m. - 5:00 p.m. Registration & Information

Location: East Lobby Alcove (Lobby Level)

8:00 a.m. - 5:00 p.m.

CDME Core Course: Strategic Issues in Destination Management (Day 2 of 3-day course)

Location: Benton B (Mezzanine Level)

8:00 a.m. - 5:00 p.m.

Sales Academy™: Destination Selling Part II (Day 2 of 2-day course)

Location: Benton A (Mezzanine Level)

11:00 a.m. - 4:00 p.m.

Fundamentals of Destination Management*

This introductory program is highly recommended for professionals new to IACVB and/or the industry. As a half-day informal session, the program has been designed to provide several key benefits:

- An initial welcoming and networking session over lunch
- An interactive leadership session on the world of CVBs and the profession of destination marketing and management
- A presentation of an adaptive learning process to assist you in gaining value from IACVB membership
- An activity-based orientation to fully understand the scope and depth of IACVB's programs pertinent to you. Active moderators and leaders will include members of the Board and senior management of IACVB, and representative executive officers of various CVBs worldwide.

*Note: Must be pre-registered to attend

Presenters: Don Anderson, CDME, Director Office of Professional Development, Purdue University; Jack Wert, FCDME, Executive Director, Greater Naples, Marco Island & Everglades CVB

Location: Chautau A (Mezzanine Level)

2:00 p.m. - 4:00 p.m.

Education Committee Meeting

Location: Van Horn B (Mezzanine Level)

2:00 p.m. - 4:00 p.m.

MINT Committee Meeting

Location: Northrup (Mezzanine Level)

3:30 p.m. - 5:00 p.m.

Tourism Committee Meeting

Location: Van Horn C (Mezzanine Level)

4:30 p.m. - 6:00 p.m.

New Member/First-time Attendee Orientation

Sponsored by ExpoExchange

Meet your fellow new members, first-time attendees, and your Annual Convention Mentor—all while discovering the benefits of IACVB membership! The IACVB Board of Directors, Foundation Board of Trustees and committee chairs will give an overview of the initiatives, programs, events, products and services that IACVB offers. Cultivating new relationships is challenging...with IACVB's Mentor Program, we make meeting your CVB colleagues easy! Come be a part of the IACVB network.

Back by popular demand...Sharon Fisher from Play with a Purpose returns to lead the group in an activity fostering quick friendships and contacts and presenting techniques on networking making the convention more enjoyable and productive. This is a fun, interactive activity and networking opportunity...you don't want to miss this event!

Location: Empire (Mezzanine Level)

6:00 p.m. - 8:00 p.m.

Opening Reception at Union Station

Location: Empire (Mezzanine Level)

6:00 p.m. - 8:00 p.m.

Opening Reception at Union Station

Sponsored by the CVB of Greater Kansas City and EXPO Magazine/Ascend Media

Departure: Please meet in the lobby of the Hyatt to walk as a group to Union Station at 6:00 p.m.

Just a short walk from your hotel, Kansas City's beautifully restored Union Station is the setting for the Grand Opening Reception! The party will showcase the best of Kansas City and the Heartland. A vast array of food and entertainment will depict the rich heritage and diverse culture of the area, from Lewis and Clark to the jazz greats and famous figures that called Kansas City home. And no evening would be complete without listening to some great Kansas City jazz and sampling mouthwatering Kansas City steak. You're guaranteed a terrific night of fabulous food, fun, and friends on the Kansas City Strip!

Location: Union Station (off-site)

SUNDAY 20 JULY

S102: To Build or Not to Build - A Look At Convention Center Growth & Management

Does your community need a convention center? If you expand your convention center will larger meetings come to your city? What entity is best suited to manage and market the center? What about 10 years from now—will your center be too large or too small?

During this informative session on the pros and cons of building, expanding and managing a convention center, panelists will discuss the influence and the current state of convention business. If your community is considering building a new convention center, funding an expansion, or changing the management process, don't miss this session!

Moderator: Doug Ducate, President & CEO, Center for Exhibition Industry Research

Panelists: Thom Connors, Senior Vice President, Convention Centers, SMC; Michael Hart, Editor-in-Chief, Tradeshow Week; Rick Hughes, President & CEO, CVB of Greater Kansas City; Jeff Sachs, CPA, Managing Partner, Strategic Advisory Group

Location: Empire C (Mezzanine Level)

S103: Executive Level Communications With Your Stakeholders

CVBs face intense stakeholder issues, ranging from convention center expansion to threats of reallocation of room tax to media spotlights, including questions regarding operating expenditures. In this session you will learn how effective executive level communication with your stakeholders can aid in all of these areas. Walk away with proven tactics and skills to use when interacting with your stakeholders.

Moderator: Bill Geist, President, Zeitgeist Consulting

Panelists: Kevin Kane, President & CEO, Memphis CVB; Linda McKinney, Achievers International; Dove Nohm, President, CVB of Greater Cleveland

Location: Chicago A (Ballroom Level)

S104: Bureaus & Third-Party Firms

In an industry that builds its core on customer relationships, the definition of "customer" continues to evolve. With more and more companies outsourcing functions such as site selection and meeting planning to third-party firms, CVBs must find ways to best work with these companies to benefit the destination and the customers' interests at all levels. This interactive panel features representatives from the industry's top third-party firms, in a frank discussion on customer needs, CVB interaction, and where we might go from here.

Moderator: Richard Scharf, Executive Vice President of Sales & Marketing, Denver Metro CVB

Panelists: David Green, Chairman & COO, David Green Organization; Roger Helms, Founder & CEO, HelmsBriscoe; Brian D. Stevens, President and CEO, ConferenceDirect; Brad Weber, CMP, Vice President, Mid-Atlantic Region, Coniferon, Inc.

Location: Empire A (Mezzanine Level)

12:30 p.m. - 2:00 p.m.

Buffet Lunch in the Business Exchange

Sponsored by VacationPlanning.net

Location: Hall A (Crown Center)

2:00 p.m. - 3:30 p.m.

EDUCATION SESSIONS

S201: Essentials of CVB Management

PDM Required Course - Ticketed Course*

Master key business principles and practices of successful bureau management. This course will highlight the standards of CVB operational management and effective leadership as well as reveal the secrets of having a successful CVB.

*PDM required course limited to 35 attendees. Pre-registration required.

Presenter: Tom Galyon, CDME

Location: Chouteau B (Mezzanine Level)

S202: Dancing with the Customer

Despite enormous investments in technology, systems and new channels, much e-business is still failing its customers. At the same time, prices are plummeting, brand values are eroding, and loyal customers are defecting in droves.

Will a better design, newer technology or frontline training in customer care make a substantial difference? Probably not, because the cause and the cure are not tactical but strategic.

In order for destinations and their members to fight "commoditisation," they need to focus on all aspects of the customer's highly emotive experience.

Look at the reasons why traditional approaches to customer care fail. This provocative presentation prescribes a series of effective cures that can drastically improve guest satisfaction while reducing costs and improving revenues.

Presenter: Anna Pollock, Chief Executive, DestiCorp Limited

Location: Empire A (Mezzanine Level)

S203: Performance Measurement & Accountability: It's Not a Fad Diet... It's a Way of Life

Sponsored by *David Green Organization*

Performance measurement and accountability are fundamental business principles that steer your strategy, illuminate your successes and protect your future. An effective performance measurement and accountability system answers all the hard questions from your investors before they ask. Credibility of your system is paramount to its effectiveness in managing community and industry relationships. An industry-wide system/standard will aid all CVBs in their efforts to establish the true value of their contributions—a key issue IACVB is pursuing with its Performance Measurement Team (PMT).

In this session you will learn:

- The tenets of accountability
- The circular and ongoing process of performance measurement and accountability with specific real life examples of how to implement a system that works
- The IACVB PMT concepts

Presenters: Joe Lathrop, President, OCC; Steve Moore, President & CEO, Greater Phoenix CVB; Christine Shimasaki, Executive Vice President of Sales & Marketing, San Diego CVB

Location: Chicago A (Ballroom Level)

SUNDAY 20 JULY

7:30 a.m. - 6:00 p.m.

Registration & Information/Foundation Silent Auction/Business Exchange Open

Registration Location: East Lobby Alcove (Lobby Level)

Business Exchange & Silent Auction Location: Hall A (Crown Center)

7:30 a.m. - 8:30 a.m.

Continental Breakfast in the Business Exchange

Sponsored by The Meetings Group/Primedia Business

Location: Hall A (Crown Center)

8:30 a.m. - 10:30 a.m.

Opening Ceremony & Keynote Presentation

Opening Ceremony
Enjoy this special Kansas City welcome sponsored by the CVB of Greater Kansas City!

Keynote Presentation

Sponsored by PCMA/Convene Magazine

Presenter: Robert Kriegel, Ph.D., New York Times Best-Selling Author and Commentator for National Public Radio's Marketplace Program

Sacred Cows Make The Best Burgers

Maximizing Productivity, Innovation and Profits

The winds of change for CVBs and tourist boards are blowing. Don't fly into the jet stream. Learn how to keep the winds at your back.

Dr. Kriegel will teach you how to develop and lead Change-Ready® people and organizations. He outlines strategies for gaining the competitive edge by not competing, but changing the game; leading customers, not following them; and rethinking rules, redefining roles and reinventing the game.

In this powerful opening session Dr. Kriegel will also review:

- How to put out to pasture the four most common "sacred cows" that inhibit productivity, performance and profits, and prevent new possibilities.
- How to develop the three characteristics of Change-Ready® people and organizations.
- How to recognize and overcome fire hoses-or resistance—and how to change that resistance to Change-Readiness.
- How to keep ahead of the wave with three break-it thinking strategies.

Dr. Robert Kriegel teaches bold, innovative, "out of the box" strategies for keeping ahead of the changes, challenges and competition in today's dynamic marketplace.

Author of the national bestseller, *If it ain't broke...BREAK IT!*, U.S. News & World Report has called Dr. Kriegel one of this country's leading authorities in the field of change and human performance. His last book, *Sacred Cows Make The Best Burgers*, made *Business Week's* bestseller list in its first month!

A commentator on NPR's Marketplace program, Kriegel recently made two specials for PBS, and just released his latest book, *How to Succeed in Business Without Working so Damn Hard*.

An all-American athlete and pioneer in the field of sports psychology, Kriegel has coached both Olympic and pro athletes. *The New York Times* said his work "spurred a revolution in performance practices." He is the co-author of *Inner Skiing* and has done commentary for the U.S. Professional Ski Tour on ESPN.

A former advertising executive for Young and Rubicam in New York, Kriegel taught at Stanford University's Executive Management Program and was a member of the California Governor's Council.

Location: Atlanta & New York Ballrooms (Ballroom Level)

10:30 a.m. - 11:00 a.m.

Break in the Business Exchange

Location: Hall A (Crown Center)

11:00 a.m. - 3:00 p.m.

CDME Core Course: Strategic Issues in Destination Management (Day 3 of 3-day course)

Location: Benton B (Mezzanine Level)

11:00 a.m. - 12:30 p.m.

EDUCATION SESSIONS

S101: Bureaus & Operational Audits: The Good, The Bad, & The Meaningful

Audit. This word alone can cause even the most successful executive to grimace, but performance audits can be a valuable tool for every organization.

In this session, learn from the pros when to call for an operations audit, how to perform such a review, and what should be included in the assessment. Determine when to be proactive by initiating an audit and how to influence the choice of a credible, independent process.

Moderator: Reint Reinders, CHA, President & CEO, San Diego CVB, 2002-2003 Secretary of the IACVB Board of Directors

Panelists: David Camner, Principal, Performance Management, Inc.; Linda M. Brown; David Evans, CHME, Managing Director, Frontline; Marshall Murdaugh, Principal, Marshall Murdaugh Marketing
Location: Chicago C (Ballroom Level)

SUNDAY 20 JULY

S204: Understanding and Marketing to the Leisure Traveler Online & Offline

Leisure travel continues to be the bright light in today's travel picture. Hear first-hand the results of research on the leisure traveler to help you attract this ever-growing market.

Learn how to enhance your online branding, e-Commerce, and consumer experience.

Armed with economic impact data on leisure packaged travel (derived from the 2001

Packaged Travel in North America Study) and consumer travel trends, you will leave with a better understanding of the value of marketing online and offline to the leisure traveler.

Presenters: Hank Phillips, CTRP, President, National Tour Association; Leah Woolford, CEO, USDM.net* (U.S. Destination Marketing, Inc.)

Location: Chicago C (Ballroom Level)

S205: Experiential Marketing

Engaging your customer in a memorable experience is a unique marketing tool that has proven ROI. In this workshop, explore how to use events to generate PR, increase attendance, create brand awareness, attract your target audience, entertain key clients and employees/volunteers, and stand out from your competition. Whether you own your proprietary events or sponsor other events, come prepared to get some new ideas on how experiential marketing can work for your bureau.

Presenter: Sharon Fisher, IdeasParker Play with a Purpose, Inc.

Location: Empire C (Mezzanine Level)

3:30 p.m. - 4:00 p.m.

Break in the Business Exchange

Sponsored by CoachQuote.com

Location: Hall A (Crown Center)

4:00 p.m. - 5:30 p.m.

Interactive Learning Shirtsleeves Sessions*

During these sessions, meet with your CVB colleagues in similar functional areas and discuss hot issues and topics specific to your areas of expertise. This is a great opportunity to network with others who can become great resources for dealing with common problems and solutions in the future too!

CEO

Executive Leadership (Under US\$1 million)

Location: Chicago B (Ballroom Level)

CEO

Executive Leadership (US\$1 -3 million)

Location: Chicago A (Ballroom Level)

CEO

Executive Leadership (US\$3-6 million)

Location: Empire B (Mezzanine Level)

CEO

Executive Leadership (Over US\$6 million)

Location: Chouteau A (Mezzanine Level)

CM

Convention Sales & Marketing

Location: Chicago C (Ballroom Level)

CO

Communications

Location: Northrup (Mezzanine Level)

CS

Convention Bureau Services

Location: Chouteau B (Mezzanine Level)

FA

Finance & Administration

Location: Fremont (Mezzanine Level)

IN

International

Location: Van Horn B (Mezzanine Level)

MA

Marketing

Location: Van Horn A (Mezzanine Level)

ME

Membership

Location: Van Horn C

RE

Research

Location: Atlanta (Ballroom Level)

TE

Technology

Location: Skyline Suite 4022 (40th Floor)

TM

Tourism Marketing

Location: Empire A (Mezzanine Level)

VS

Visitor Services

Location: Benton A (Mezzanine Level)

6:00 p.m. - 10:30 p.m.

Red-Hot Roundup at Benjamin Ranch

Sponsored by MPI/The Meeting Professional Magazine

Bus Pickup: 6:00 p.m. curbside, front

entrance of the Hyatt Regency Crown Center Ranch at 9:30 p.m. to return to the Hyatt.

Return Bus: Last bus departs Benjamin Ranch at 9:30 p.m. to return to the Hyatt. Pull out your best country western gear, slip into those long-lost cowboy boots, and secure your cowboy hat...hold on tight, partner, it's an IACVB Red-Hot Roundup! Experiencing the historic Benjamin Ranch will be like nothing you have ever done before! You will leave with unforgettable memories when you giddy-up on a mechanical bull, try your hand in a cow milking contest, mosey on up to see a real-live rodeo, chow on the scrumptious (and famous!) Jack Stack Barbecue, give-a-go at calf roping, and sashay to a live band...and that's just the beginning! Best Dressed Cowboy and Cowgirl will win a special prize, so don't forget to pull out the biggest belt buckle you can find! You will truly have a hoedown time at Benjamin Ranch...Where the West has never been so wild!

Location: Benjamin Ranch (off-site)

* Interactive Learning Shirtsleeves Sessions are open to CVB professionals only.

MONDAY 21 JULY

7:30 a.m. - 6:00 p.m.

Registration & Information

Location: East Lobby Alcove (Lobby Level)

7:30 a.m. - 7:30 p.m.

Foundation Silent Auction/Business Exchange Open

Location: Hall A (Crown Center)

7:30 a.m. - 8:30 a.m.

Continental Breakfast in the Business Exchange

Sponsored by *FamilyFun & Disney Magazine*

Location: Hall A (Crown Center)

8:30 a.m. - 10:30 a.m.

General Session & CDME Graduation

Sponsored by ASAE/Association Management Magazine

Presenter: Duane Knapp, President, BrandStrategy, Inc.

Building & Developing Brand Equity For Your Destination

Consumers and the traveling public know when they see a recognizable brand (e.g., Coke, Nokia, Virgin, Starbucks, Mercedes-Benz, Ritz-Carlton).

Having a distinctive brand that is understood and agreed upon by your stakeholders can dramatically increase your destination's ultimate success. The key to success is knowing your destination's promise!

Duane Knapp, a recognized authority on the creation and implementation of successful results-oriented BrandStrategy™ Doctrines will

walk you through a written brand action guide for IACVB members, including the following:

- Assessing the current situation of your destination's brand and its future prospects
- Developing a BrandPromise™ Commitment
- Creating a Brand Blueprint
- Developing a BrandStrategy™ Doctrine and Cultivation plan

Duane Knapp has worked with a wide variety of corporations and associations, including travel, hospitality and tourism organizations. He is a pioneer in the field of branding, as well as in developing multi-brand marketing programs and brand alliances.

Mr. Knapp's book, *The BrandMindset*®, was selected by IBM and American Express as the "must read" book for their top 400 executives. Published by McGraw-Hill, it is now available in English, Japanese, Chinese, Korean and Portuguese.

As President of BrandStrategy, Inc.™, Mr. Knapp advises leading brands worldwide and specializes in creating and implementing successful BrandStrategy™ Doctrines for clients such as L.A. Inc., Palm Springs Desert Resorts CVA, Seattle's CVB, KSL Resorts, American Automobile Association, American Society of Association Executives, AT & T, Worldspan Reservation Systems (Delta, Northwest and TWA Airlines), Sunkist, Professional Convention Management Association and American Academy of Family Physicians.

Location: Atlanta & New York Ballrooms (Ballroom Level)

10:30 a.m. - 11:00 a.m.

Break in the Business Exchange

Sponsored by ING Financial Advisers

Location: Hall A (Crown Center)

11:00 a.m. - 5:00 p.m.

CDME Elective Course: Festivals and Event Tourism

Events are key visitor generators. Most CVBs become active proponents as marketers and/or organizers of festivals and local events that have the best potential to draw new travelers to their communities. In this course, participants share their hands-on experiences in the development and communications of such events. Topics covered include issues and trends, event tourist motivations, event planning and development, best practice marketing approaches and economic impact evaluation. In addition, invited industry guest speakers will provide their insights on event potentials and challenges. A main outcome of the course will be the primary roles and responsibilities of a CVB in this endeavor and the need to form community partnerships.

Instructors: Don Anderson, CDME, Director, Office of Professional Development, Purdue University; International Festivals & Events Association representative

Location: Benton B (Mezzanine Level)

11:00 a.m. - 12:30 p.m.

EDUCATION SESSIONS

M101: Dimensions of the Convention & Leisure Travel Industry

PDM Required Course - Ticketed Course*

Sponsored by USDM.net®

(U.S. Destination Marketing, Inc.)

In this session, examine the CVB industry in the context of all visitor types and the future opportunities for market segment growth at the community level. Discuss topics such as identification of a destination visitor experience and sustainable destination tourism.

*PDM required course limited to 35 attendees. Pre-registration required.

Presenter: Jack Wert, FCDME, Executive Director Greater Naples, Marco Island & Everglades CVB

Location: Chicago B (Ballroom Level)

MONDAY 21 JULY

M102: The Nuts & Bolts of a Successful Branding Campaign

Sponsored by Development Counsellors International

OK. You've agreed. In the bureau business—as in every business—a strong brand is very important to the success of your goals.

Now. Where do you even begin to "brand" your destination?!

Whether you are just beginning the branding process, or looking at revamping your campaign, don't miss "The Nuts & Bolts." No matter what your destination's size or features, you'll learn the how-tos of the branding delivery process. Plus, this session will entail how IACVB's branding initiative relies on and ties into your own destination's branding efforts.

Moderator: Charles Ahlers, *President, Anaheim/Orange County VCB*

Panelists: Linda Howell DiMario, *President & CEO, Arlington, TX CVB; Duane Knapp, President, BrandStrategy Inc.; Steve Morris, President & CEO, Seattle's CVB; Barton Tretheway, Managing Partner, Bostrom Consulting Associates*

Location: Chicago A (Ballroom Level)

M103: Attracting International Travel

Sponsored by TravelHero.com

This group of international travel experts will discuss their perspectives on international travel promotion for strengthening destinations as well as the U.S. Department of Commerce's plans and efforts. In this session, find out what the U.S. Department of Commerce Central Office, with the domestic and international sales force of the Commercial Service offices, are doing and can do to help further your international programs.

M105: Finding, Recruiting & Keeping a Platinum Staff

Where do you begin to build a staff that is the envy of other CVBs? Come and listen to three industry experts share their experience and practical advice on how to recruit and retain a platinum level staff. Topics to be discussed in open forum include:

- Cultivating a superior sales and service culture at your CVB
- Gaining trust and respect among all key stakeholders in the community
- Finding and recruiting the best people for your bureau
- Providing motivation and retaining staff through opportunities for growth, education, and incentives

Presenters: Mike Gamble, *President and CEO, SearchWide; Doug Price, CMP, President, Miles/LeHane Group*

Location: Chicago C (Ballroom Level)

12:30 p.m. - 2:00 p.m.

Buffet Lunch in the Business Exchange

Sponsored by Earth Television Network, Inc.

Location: Hall A (Crown Center)

2:00 p.m. - 3:30 p.m.

EDUCATION SESSIONS

M201: Marketing, Promotion, and Communications in Destination Management

PDM Required Course - Ticketed Course *

Explore the best procedures and new program initiatives in marketing your destination to visitors and local constituents. This course will provide examples of the best practices in destination marketing and the necessary involvement of research and planning. Being innovative and creative in your marketing programming and relationship building is paramount for a CVB's success today.

*PDM required course limited to 35 attendees. Pre-registration required.

Presenter: Barry Biggar, *CDME, President & CEO, Bryan-College Station CVB*

Location: Chicago B (Ballroom Level)

M202: Selling to Incentive Markets

Do you currently sell or are you considering breaking into the incentive market? The incentive market can be a very lucrative business for your destination. In this informative session you will learn how incentive travel began, how it works, and what makes this business desirable for a destination. You will also learn:

- How to tailor your destination's message to the incentive market
- Where to find this business
- How to manage this business
- How global application of incentive travel programs can create differing needs for a destination delivering the program

Presenter: Paul Flackett, *CITE, Managing Director, IMEX*

Location: Chicago C (Ballroom Level)

Presenters: Stewart Cough, *Commercial Specialist, American Embassy London, U.S. Commercial Service; Nancy Krause, International Trade Specialist, U.S. Commercial Service, Phoenix Export Assistance Center;*

Helen Marano, Director of the Office of Travel and Tourism Industries, U.S. Department of Commerce

Location: Empire B (Mezzanine Level)

M104: Project Attrition

IACVB, along with several other hospitality industry trade groups including, AH&LA, ASAE, MPI, and PCMA under the auspices of the Convention Industry Council (CIC) umbrella, have joined together to address the entire issue of attrition. "Project Attrition" will address the short-term issues of attrition and the potential impact of attrition on the meetings, conventions, and exhibitions industry.

In this session industry experts at the forefront of the attrition issue will discuss:

- The status of "Project Attrition"
- Booking outside the block
- Ideas on how all segments of the industry can work together to address this long-term issue

Moderator: Deborah Sexton, *President, Chicago CTB and 2002-2003 Secretary/Treasurer of the IACVB Foundation Board of Trustees.*

Panelists: Dave Nostrand, *CMP, Vice President, National Group Accounts, Marriott International;*

David S. Raddliffe, Project Attrition Leader,

Convention Industry Council; Brad Weaver, CMP,

Vice President, Mid-Atlantic Region, Conferon, Inc.

Location: Empire C (Mezzanine Level)

MONDAY 21 JULY

M203: Global Health Concerns' Serious Impact On Travel Destinations

The emergence of global health issues such as SARS, Hoof & Mouth, West Nile Virus, and Norwalk Virus, has drawn immense world attention to our industry. Among other factors, the ease of which they have spread to and within countries is frightening.

These health issues have resulted in hesitation related to travel, with many conferences reconsidering or changing venues, and many individuals—both business travelers and personal vacationers—altering travel commitments. International news, travel advisories, and traveler decisions have had a significant impact on high profile destinations including Hong Kong, China and Toronto, Canada. At the forefront of crisis management for each of these cities have been their Convention & Visitor Bureau/ Destination Management Organization leadership. Prepare by attending this session and learn from those who have been on the front lines.

Moderator: Rick Antonson, President & CEO, Tourism Vancouver and 2002-2003 IACVB Chairman of the Board

Panelists: Bruce MacMillan, President & CEO, Tourism Toronto; Jack Murray, Chief Executive, Edinburgh & Lothians Tourist Board & Convention Bureau; Erik Peterson, Senior Vice President & Director of Studies, Center for Strategic and International Studies
Location: Van Horn A (Mezzanine Level)

M204: Reinventing the CVB - 2003 Travel & Tourism Trends

As a CVB executive you need to determine exactly how your market segmentation looks as well as which segments can grow and which are declining. You need to learn what each market segment spends on lodging, food, etc., to determine which is the most profitable segment(s). In this session learn how to examine which segments your destination satisfies the most and start matching all those things together. Learn why market segmentation works and how it enrolls hotels and helps CEOs defend their actions to their Boards and constituents.

Presenter: Judy Randall, President and CEO, Randall Travel Marketing, Inc.
Location: Empire BC (Mezzanine Level)

M205: Bureau "Co-opetition" Case Study: Rhythms of the South

(This session will be the first in a series of sessions at IACVB meetings on bureau "Co-opetition" case studies.)

In this case study, hear firsthand how the Atlanta, Nashville and New Orleans CVBs worked together in cooperation and collaboration with 11 southern states to produce "Rhythms of the South, The Southern Marketplace," a first-time marketplace for 120 international tour operators and media members.

Learn what it took to get everyone to sing from one hymnal, and to several key audiences, what chords had to be struck to get to that point, what notes of community buy-in had to be hit, and the final verse and encore of the program.

In this session, you will also learn how and why bureau-to-bureau co-ops are gaining precedence and strength in numbers, as individual budgets are thinner and demands higher. Through the Rhythms of the South example, you'll get a working score of how to combine bureau resources to promote multiple and distinct destinations with a common theme.

Moderator: Maura Gast, FCDME, Acting Executive Director, Irving CVB
Presenters: Stephen Perry, President, New Orleans Metropolitan CVB, Inc.; Spurgeon Richardson, President & CEO, Atlanta CVB and 2002-2003 IACVB Board of Directors Chair-Elect; Christopher (Barth) Spynston, Executive Vice President, Nashville CVB
Location: Chicago A (Ballroom Level)

3:30 p.m. - 4:00 p.m.

Break in the Business Exchange

Sponsored by Marshall Murdaugh Marketing

Location: Hall A (Crown Center)

4:00 p.m. - 5:30 p.m.

Interactive Learning Shirtless Sessions

Continue your discussions from yesterday or start completely new ones! Here is one more chance to learn from and interact with your peers!

Locations: See page 10

4:00 p.m. - 5:30 p.m.

Performance Measurement Team Meeting

Location: Boardroom (Ballroom Level)

6:00 p.m. - 7:00 p.m.

CDME Reception

Sponsored by Orbitz

Location: Terrace Restaurant (Mezzanine Level)

6:30 p.m. - 7:30 p.m.

Reception in the Business Exchange

Wrap up a productive day by visiting our Business Partners during this networking reception. While there, make plans to head over to the Kansas City Country Club Plaza Dine Around and enjoy the excitement and entertainment of KCI!

Location: Hall A (Crown Center)

MONDAY 21 JULY

7:00 p.m. - 10:00 p.m.

Executive Committee and Past Chairman's Dinner

Sponsored by IMEX

Bus Pickup: 7:00 p.m. curbside, front entrance of the Hyatt Regency Crown Center

Location: Webster House (*off-site*)

7:30 p.m.

Kansas City Country Club Plaza Dine Around

Bus Pickup: 7:30 p.m. curbside, entrance of the Hyatt Regency Crown Center.

Return Bus: Buses will make continuous loops from the drop-off point at the Country Club Plaza back to the Hyatt every 30 minutes, from 9:00 p.m. - 11:00 p.m.

Enjoy the splendor of Kansas City's Country Club Plaza! This is Kansas City's premier shopping, dining and entertainment district, offering over 180 outstanding shops and restaurants nestled within Old World architecture. Bus transportation and helpful maps to the Plaza will be provided, so you can enjoy dinner, shopping, and nightlife.

Information on Dine Around restaurants will be available at CVB of Greater Kansas City's booth in the foyer of the Business Exchange in Hall A of the Crown Center.

TUESDAY 22 JULY

7:00 a.m. - 5:00 p.m.

CDME Elective Course: Festivals and Event Tourism (Day 2 of 2-day course)

Location: Benton B (Mezzanine Level)

In this lively and interactive closing general session, attendees will learn and listen as John Hasse focuses on:

- How the essential qualities of leadership blend into the essential qualities of jazz
- Translatable (leadership/jazz) concepts and practices

7:30 a.m. - 11:00 a.m.

Registration & Information

Location: East Lobby Alcove (Lobby Level)

7:30 a.m. - 2:30 p.m.

**Foundation Silent Auction/
Business Exchange Open**

Location: Hall A (Crown Center)

7:30 a.m. - 8:30 a.m.

Continental Breakfast in the Business Exchange

Sponsored by Strategic Advisory Group

Location: Hall A (Crown Center)

8:30 a.m. - 10:30 a.m.

General Session

Sponsored by FORBES Executive

Guide to Meetings

Don't miss the drawing for The Yahoo! Harley

Davidson V-Road™ Giveaway!

Presenter: John Hasse

**Learning from the Masters:
Jazz Legends on Leadership**

"Every good road trip needs great tunes, and every tune has a great message."

10:30 a.m. - 10:45 a.m.

Break in the Business Exchange

Location: Hall A (Crown Center)

10:45 a.m. - 12:15 p.m.

EDUCATION SESSION

T101: Information Technology for Destination Management

PDM Required Course - Ticketed Course*

This session, an assessment of marketing technology, will explore the future of technology as it applies to CVBs. Stay ahead and learn about online marketing and new technological applications for visitor bureau operations and accountability. The facilitators will provide an overview of successful electronic marketing tools.

*PDM required course limited to 35 attendees. Pre-registration required.

Presenter: Maura Gast, FCDME, Acting Executive Director, Irving CVB

Location: Chouteau B (Mezzanine Level)

T102: Academic Programs in Convention & Meeting Management: Successful Partnerships Between CVBs & Universities

Academics and practitioners from different locales will discuss academic programs and share how institutions and CVBs work together in successful partnerships. Discussion will include partnering on internships, work experiences, research, workshops, scholarships,

endowed chairs, and more. Attendees will take several successful examples home to enhance their CVBs.

Moderator: Dr. Gerald Cook, President, Overland Park CVB

Panelists: Don Anderson, CDME, Director Office of Professional Development, Purdue University; Dr. George Fenich, Professor, University of New Orleans; Patti Shock, CPCE, Professor, Department Chair, Tourism and Convention Department, Harrah College of Hotel Administration, University of Nevada Las Vegas

Location: Empire BC (Mezzanine Level)

T103: DOME/OAG-The New Way of Getting Airline Support

A recently announced partnership between DOME (Data on Meetings and Events) and OAG (Official Airline Guide) has created new data services that have never before been available to CVBs. Bureaus using these reports will be able to generate increased airline support, work more strategically with airline partners and measure airline ROI once conventions have occurred.

In this session, learn how this new partnership will work and how it will affect your destination.

Presenter: Gary Grimmer, CEO, Melbourne CVB and Chairman of DOME

Location: Van Horn (Mezzanine Level)

TUESDAY 22 JULY

12:15 p.m. - 2:00 p.m.

Closing Celebration Luncheon

Sponsored by Boston CVB, Meetings & Conventions Magazine, and Official Meeting Facilities Guide

Wrap up another successful IACVB Annual Convention at this Celebration Luncheon, where you will be able to eat, drink, and look forward to the 90th Annual Convention next summer in Boston, 18-21 July 2004!

Location: *Chicago & San Francisco (Ballroom Level)*

2:00 p.m. - 2:30 p.m.

IACVB Foundation Silent Auction

LAST CHANCE!

Auction Closing Instructions

After enjoying the Closing Luncheon Celebration, come back to the Silent Auction area for one last shot at bidding on that special item (or items) you have been eyeing. You will be notified of the countdown and how much time is remaining throughout the last 30 minutes. The Silent Auction will close at the stroke of 2:30 p.m., when IACVB staff and committee members will collect the bid sheets.

If you are the highest bidder, please come prepared with your credit cards and/or check-books so you can pay on-site and take your item with you. If you are not present, your item(s) will be shipped ground to your bureau, and you will be billed.

By placing your name and bid amount on the bid sheets, you agree to pay the said price for the item(s). After the convention, highest bidders' names will be posted online. If item(s) were not displayed on-site, it is the responsibility of the donor to get item(s) to highest bidder.


Location: *Half A (Crown Center)*



JACK MUNRO
Edinburgh & Lothians
Tourist Board,
Scotland

- ⊕ **Perceptions**
- ⊕ **Reality**
- ⊕ **Impact**
- ⊕ **Recovery Programme**

FOOT & MOUTH DISEASE



Feb – Sep 01



A6 L THE NEW YORK TIMES



Associated Press

A farm worker prepares to kill a cow with a bolt gun. A new Agriculture Ministry report on foot-and-mouth disease forecast a much larger epidemic, with the number of affected sites expected to top 4,000 by June.

Scope of Foot-and-Mouth Widens in Britain

KEEP IRELAND FREE FROM FOOT AND MOUTH DISEASE

General Public:

- Don't travel to Northern Ireland or Great Britain
- Don't visit the countryside
- Don't bring meat or dairy products in from the UK

Freephone Telephone Number 1800 607 608.

In operation from 9a.m. to 5.30p.m. from Tuesday 6th March 2001.



**DEPARTMENT OF AGRICULTURE,
FOOD & RURAL DEVELOPMENT**

email: information@daff.id.gov.ie

Web: www.ric.gov.ie/daff

IMPACT



- ⊕ £100m - £250m (\$400m) per week drop in overseas tourism to UK
- ⊕ Loss of £3bn (\$4.8bn) to tourism industry
- ⊕ 250,000 jobs at risk
- ⊕ Impact on ELTB CVB Members
 - 72% had lost businesses
 - 26% had paid off staff
 - 68% predicted future business level drops

Foot & Mouth – The Facts

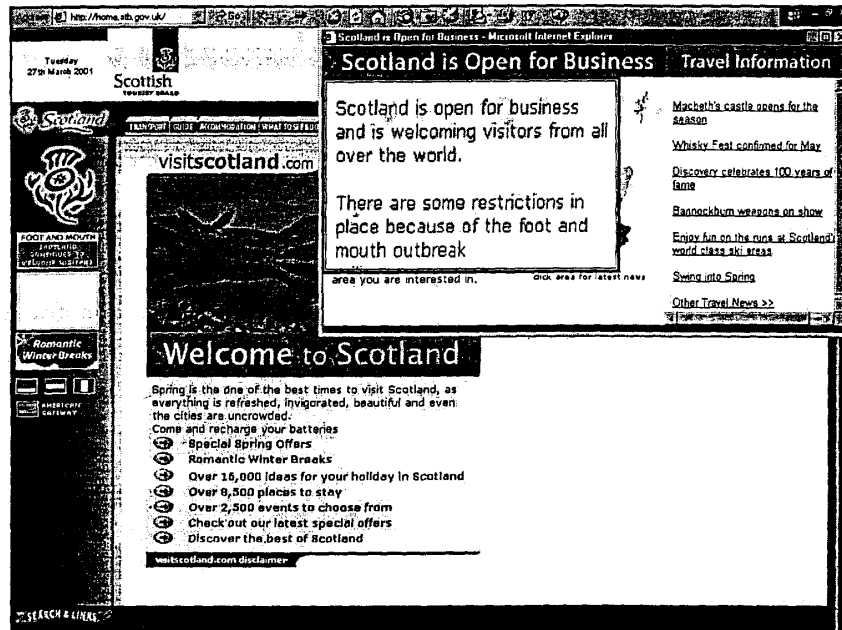
Diagnosed in 34 countries in last 18 months

The contagious disease of cloven-hoofed animals – not transmitted to humans
Marked by ulcers in mouth and hoof
Often resulting in drooling and staggering

Figure 1-1: Areas of the world notified as FMD affected in 2000

The Reality Confirmed Cases

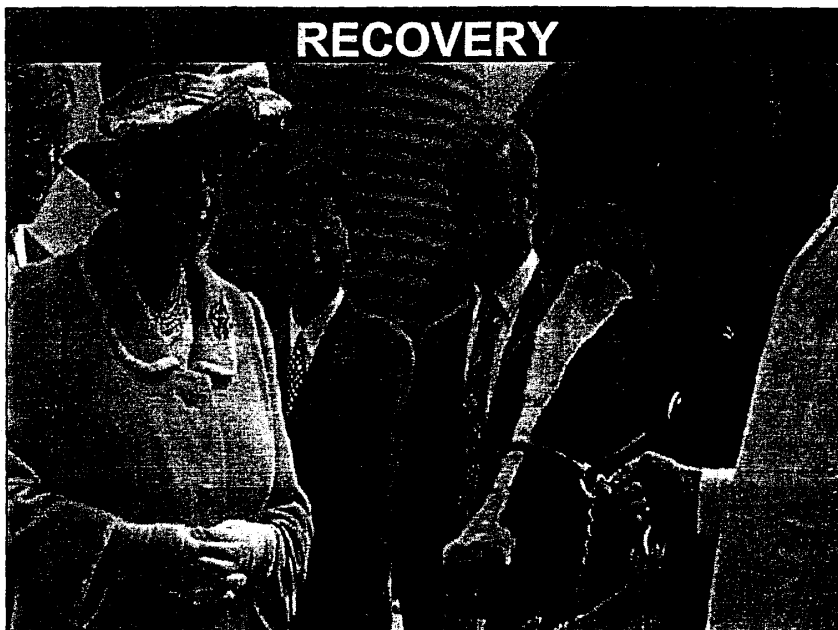




Recovery Strategy

- ⊕ Accurate information and PR
- ⊕ Short term – tactical/niche marketing
- ⊕ Long term – image marketing and promotion
- ⊕ Relieve financial burden on CVB members through Rates Relief

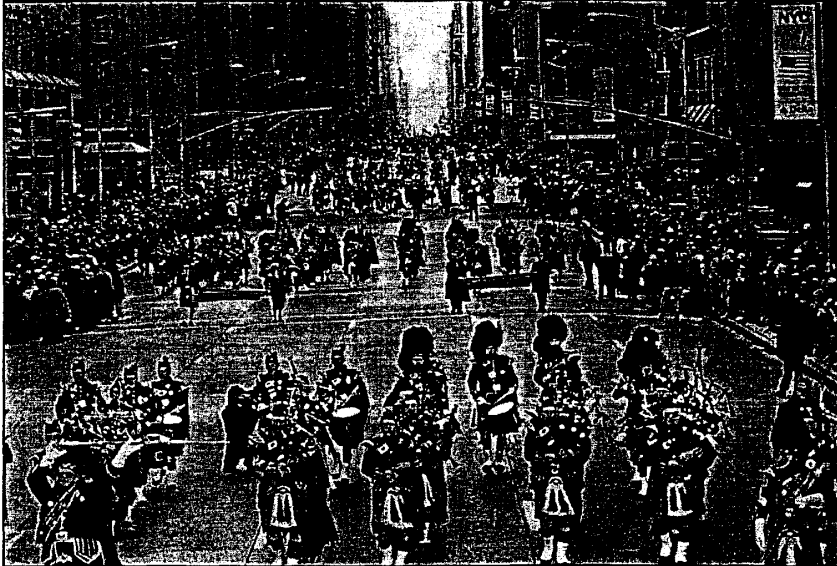
RECOVERY



RECOVERY

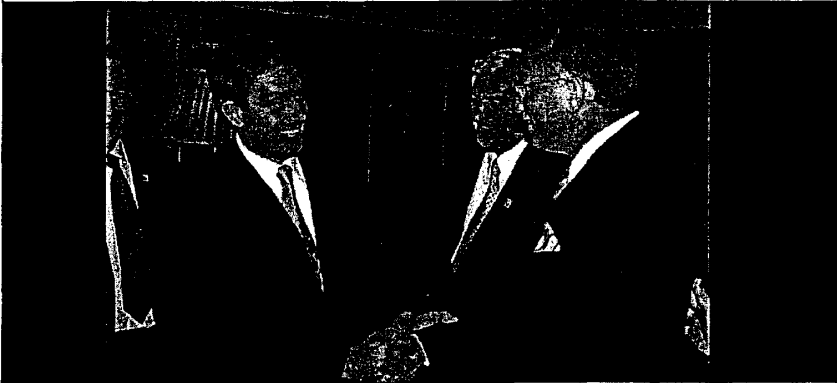


RECOVERY



RECOVERY

**U.K. Prime Minister
Welcomes World Travel Leaders**



British Prime Minister Tony Blair April 20, at Checkers (Blair's private residence) as part of the World Travel Leaders Summit to discuss the impact of foot-and-mouth disease on the meeting and convention industry in the U.K.

Selected Comments from World Travel Leaders

Ed Griffin (MPI)

"Our media has distorted the true picture – a disservice to the public by not properly informing them".

Jill Harrington (SITE)

"I will be telling the incentive tourism business in the States not to listen to the stories of "crisis" and "doom"....

Koji Shinmaghi (JALPAK)

"The visit has clarified misconceptions that many parts of the UK were inaccessible"

Peter Tauck (USTOA)

"... Hoof and Mouth seems hardly to have affected Britain"

Paul Vickers (TravelWeek, Canada)

"The biggest problem is what is NOT being reported in the media. The sharpest pictures are developed in the darkest rooms"

THEY'RE BACKING BRITAIN!

Two of the world's biggest events are coming to Britain, for the first time in their history. The International Textile Machinery Association (ITMA), the world's largest textile machinery exhibition, will be held at the NEC, Birmingham, from 22-29 October 2003, and Meeting Professionals International (MPI), the biggest association of meeting professionals in the world, is hosting its Professional European Conference (PEC) in Edinburgh in 2004.

ITMA - a boost for business
Businesses in the Midlands are gearing up to make the most of the arrival of the International Textile Machinery Association (ITMA). Stately homes, castles and pubs alike are vying to host receptions, product launches and other events. For the first time this year, a major conference and seminar programme will run alongside the exhibition.

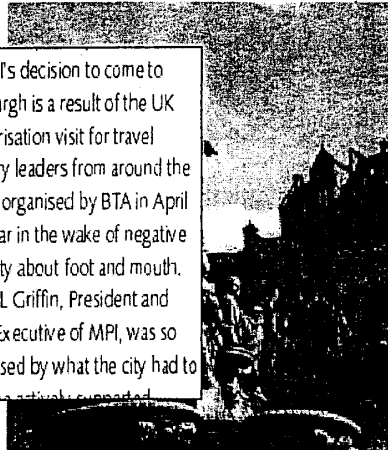
Between 100,000 and 150,000 visitors from 140 different countries are expected to attend the Birmingham show. The four-yearly event was last held in Paris in 1999, where it injected an estimated £300 million into the French economy. Ben Bradshaw MP, Deputy Leader of the House of Commons, recently highlighted the importance of the exhibition to representatives from

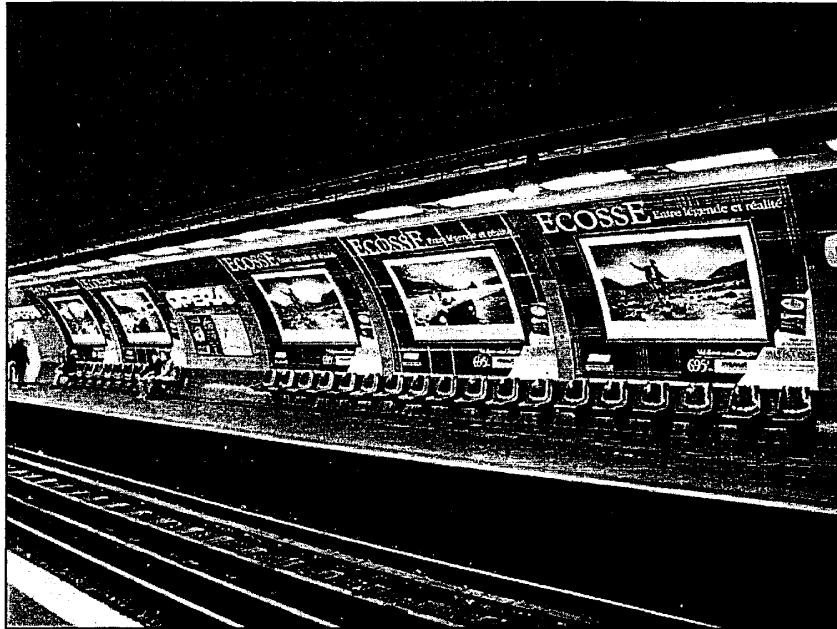
MPI - meeting up in Edinburgh

The delights of Edinburgh have attracted Meeting Professionals International (MPI), who more than 18,000 members organise more than 700 meetings, conferences and shows worldwide each year. Almost 500 of Europe's meeting planners are expected to attend the Professional European Conference (PEC), given Edinburgh and Lothians industry an unrivalled opportunity to show its facilities and to key European operators.

MPI's decision to come to Edinburgh is a result of a familiarisation visit for industry leaders from around the world, organised by BTA this year in the wake of negative publicity about foot and mouth. Edwin L. Griffin, President and

MPI's decision to come to Edinburgh is a result of the UK familiarisation visit for travel industry leaders from around the world, organised by BTA in April this year in the wake of negative publicity about foot and mouth. Edwin L. Griffin, President and Chief Executive of MPI, was so impressed by what the city had to offer he actively encouraged





Government Funding for Tourism Recovery Programmes

- ⊕ British Tourist Authority – extra £12.5m for re-assurance campaigns in overseas markets
- ⊕ Scottish Tourist Board/CVB Network – extra £6.2m
 - £2.2m to provide 50% discount on CVB members fees
 - £1.3m for regional marketing initiatives
 - £2.7m for national marketing initiatives

ELTB / CVB RECOVERY PROGRAMME



- ⊕ 30% - Short Breaks market from England
- ⊕ 30% - Convention marketing to grow UK and European corporate and incentive
- ⊕ 15% - Day visit leisure visitors from Scotland
- ⊕ 25% - PR campaigns to keep members informed and generate positive editorial coverage

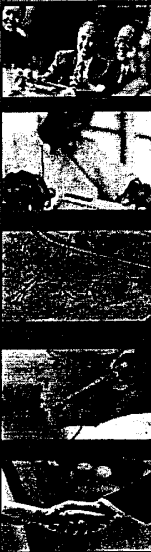


Survival Toolkit for CVB Members – Guiding Principles




- ⊕ Get the facts – be well informed
- ⊕ Sell as well as tell
- ⊕ Diversify to Survive
- ⊕ Work Smarter – Get Linked
- ⊕ Survive Now – Prosper Later

Tourism Marketing Skills Programme



Survival Toolkit for CVB Members – Guiding Principles

- ⊕ Strength in Numbers
- ⊕ Adopt sympathetic cancellation policies
- ⊕ Add value to maintain rate
- ⊕ It's good to talk
- ⊕ Grasp the helping hands



Tourism Marketing Skills Programme



KEEP YOUNG AND BEAUTIFUL
Should you take your children to the gym for summer? 22

BRAND NAME MELTDOWN
Top companies face their cricket fiasco? 7

EDUCATION
Our weekly forum for teachers and parents meet it

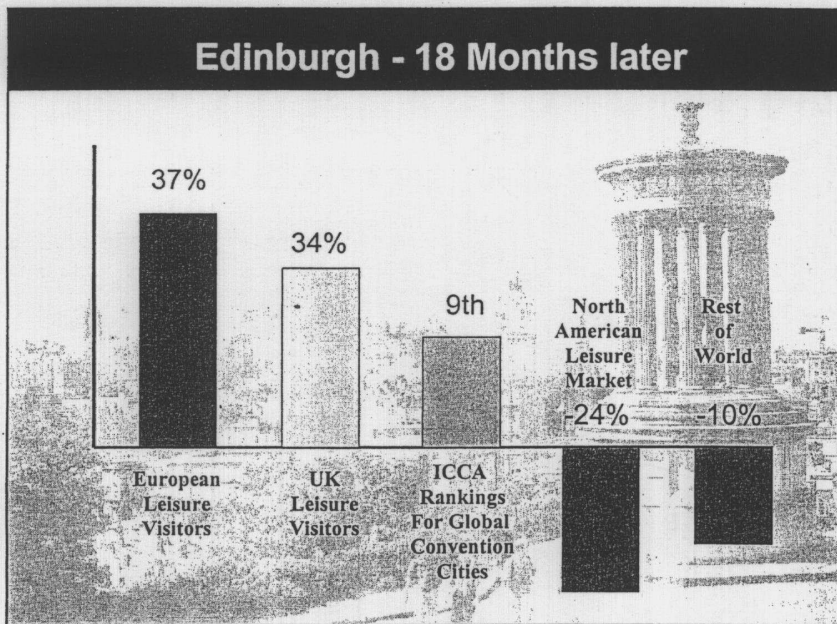
10th September 2001

THE SCOTSMAN

Foot & Mouth Disease - Is over in Scotland

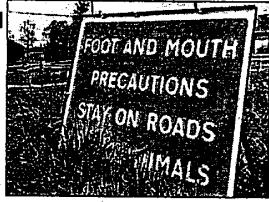
MFD made discredits BBC journalist's claim

Children orphaned as holiday couple die



World
Disease handling praise for Scotland

- UK
- England
- N Ireland
- Wales
- Politics
- Business
- Entertainment
- Science/Nature
- Technology
- Health
- Education
- Talking Point



The report said tribute to the crisis management

The foot-and-mouth epidemic was "better handled" in Scotland than elsewhere in the UK, according to a report on the crisis.

The official Lessons to be Learned Inquiry praised Scotland while pointing to "gaps" in the plan designed to combat the virus in other parts of the UK.

The report said: "Contingency planning had been more systematic and the disease did not spread so far."

He said: "There remains much work to do, to learn and to implement the lessons of the outbreak."

"The Scottish Executive is already moving forward with stakeholders on a number of issues identified by the report, reflecting a concerted effort in Scotland to ensure we never again suffer the misery caused by last year's foot-and-mouth outbreak."

'Cross-agency working'

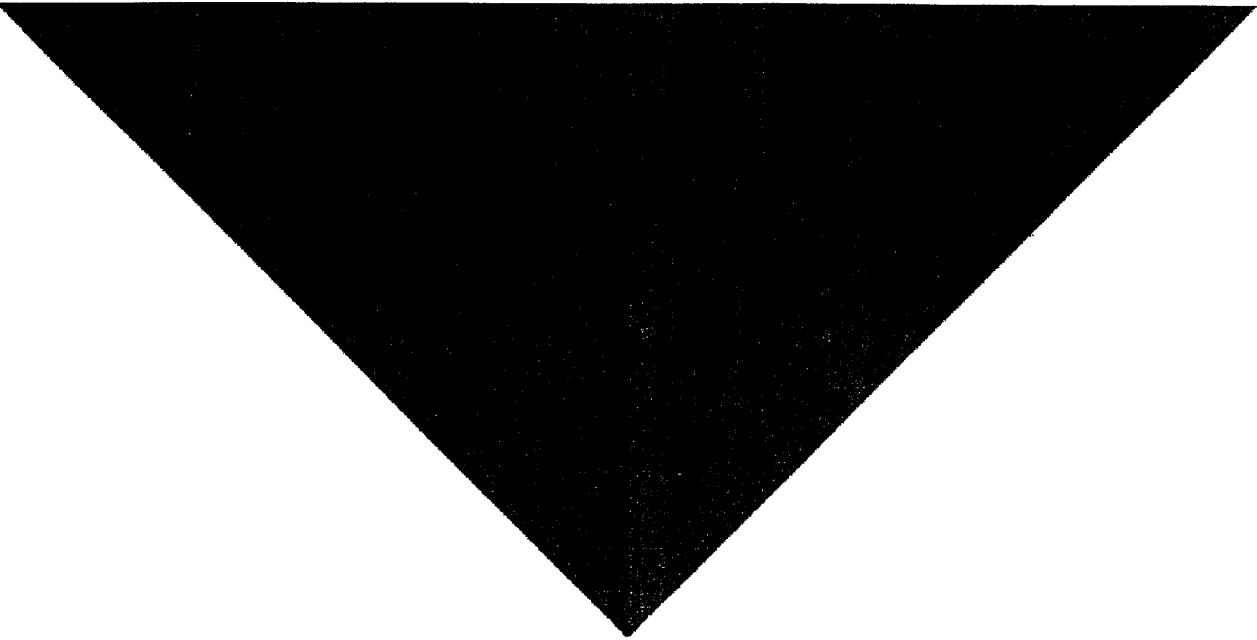
An estimated 735,000 sheep and cattle were culled in Scotland, but the report said the impact could have been much worse if officials had not reacted so quickly.

An emergency operation came into force after the first outbreak was confirmed in Lockerbie on 1 March.

An emergency operation came into force after the first outbreak was confirmed in Lockerbie on 1 March.

"Without doubt, the experience of the Lockerbie air disaster some 12 years earlier facilitated cross-agency working."

were in place in Scotland, as well as effective computer systems and communication structures.



**M203: Global Health
Concerns' Serious Impact On
Travel Destinations**

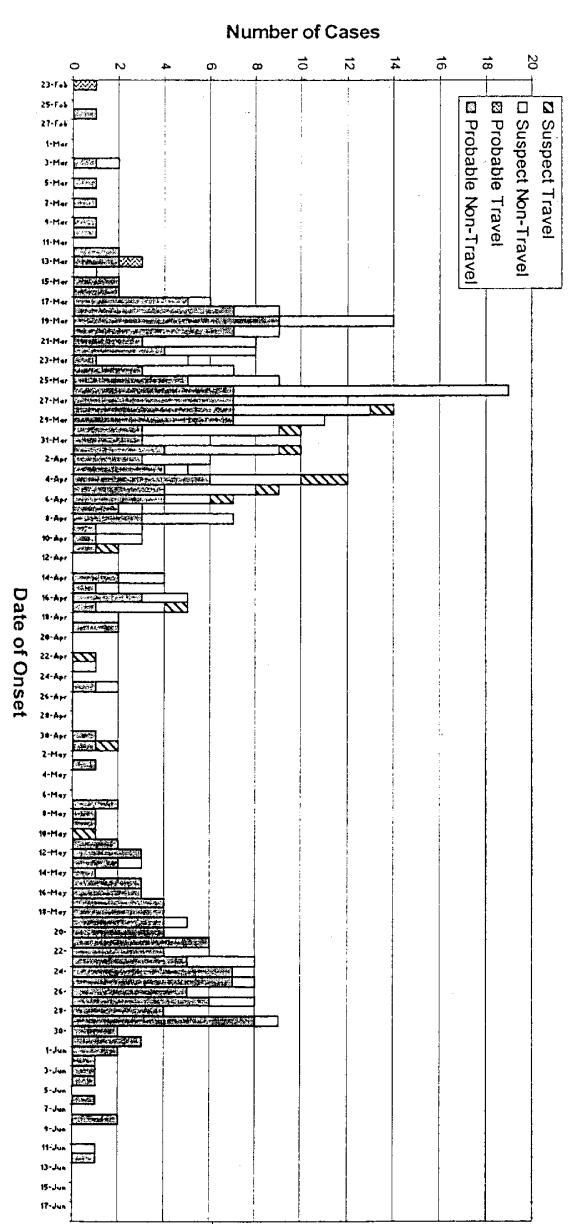
**The Toronto Experience With Severe
Acute Respiratory Syndrome**

July 21st, 2003

Probable and Suspect Cases of SARS in Ontario – June 18, 2003

Tourism
Toronto
 TORONTO CONVENTION
 & VISITORS ASSOCIATION

Probable and Suspect Cases of SARS in Ontario as of June 18, 2003:
 Phase 1 and 2



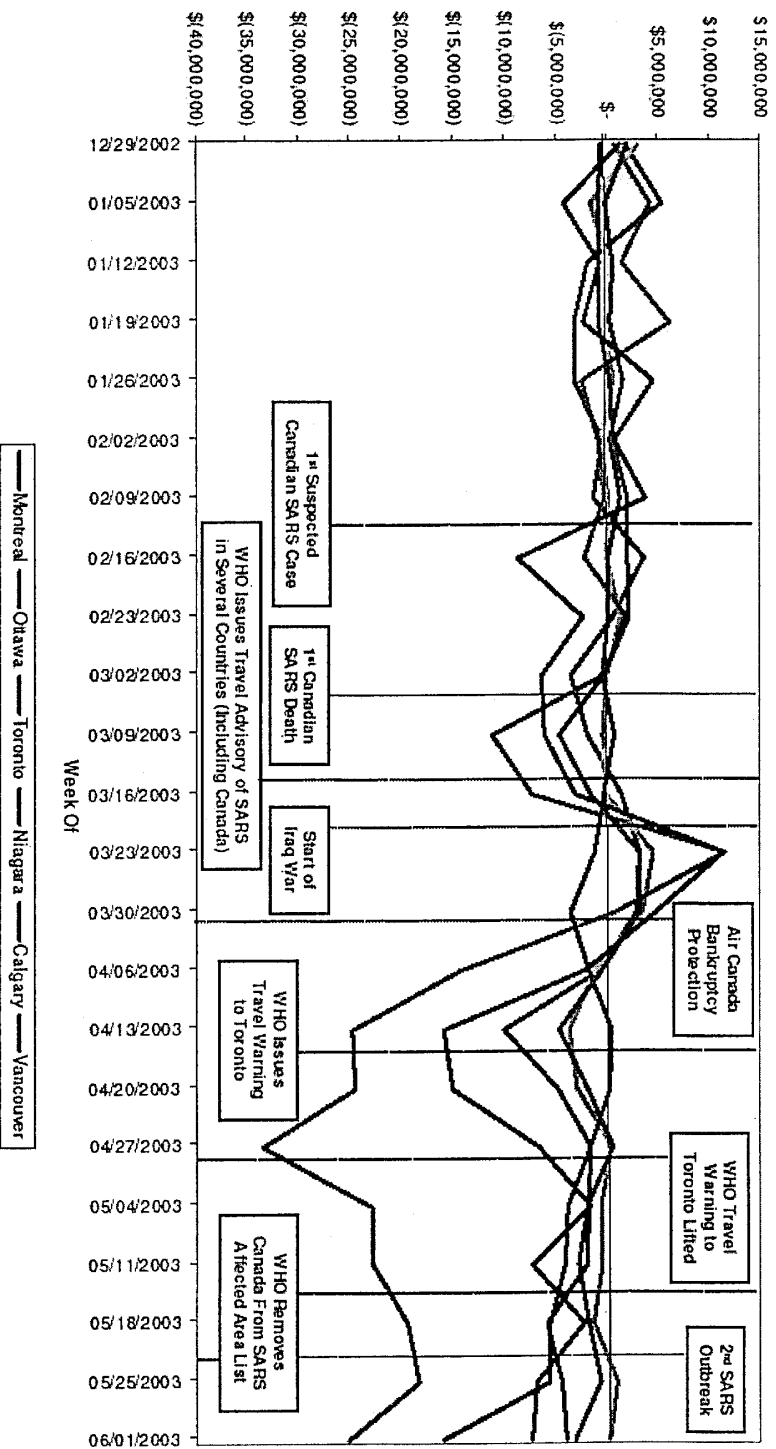
Note: Phase 1 cases are based on the Health Canada case definitions prior to May 29, 2003, while Phase 2 cases are based on revised Health Canada definitions effective May 29, 2003



HOTEL ASSOCIATION OF CANADA
ASSOCIATION DES HOTELS DU CANADA



Week Over Week Tourism Expenditure Variance Selected Canadian Markets—2002/2003



Prepared by KPMG for the Hotel Association of Canada. Source data from Smith Travel Research and Statistics Canada.

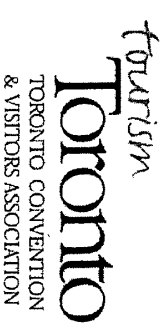
Guiding Principles For Success

Tourism
Toronto
TORONTO CONVENTION
& VISITORS ASSOCIATION

- FOLLOW public health officials lead
- GET THE BEST
- MOVE FAST
 - Damage Control
 - Recovery Planning
- CHANNEL stakeholder energy
- ONE SPOKESPERSON
- MOBILIZE networks
- RESEARCH aggressively
- OVER-COMMUNICATE
 - Members
 - Clients

June 27th, 2003

Damage Control



- Make sure you have a crisis
- Assemble coalition of stakeholders
- Get relevant and accurate information
- Identify high-impact stakeholders
 - Visitors
 - Clients
 - Members
 - Media
- Over-communicate
- Move to recovery fast

The Coalition

- Greater Toronto Hotel Association
- Ontario Restaurant Hotel & Motel Association
- Metro Toronto Convention Centre
- Local 75 Hotel Employees & Restaurant Employees
- Toronto Board of Trade
- Air Canada
- Ontario Tourism Marketing Partnership Corp
- Ontario Ministry of Tourism and Recreation
- City of Toronto
- Canadian Tourism Commission
- Tourism Toronto

Recovery Plan

**Broad-based marketing and sales campaign
(in three stages) supported and driven
by all tourism and economic development
stakeholders,
designed to market Toronto locally, nationally
and internationally
and invite the world to Toronto –
NOW...and
over initial period of 24 months.**

Overall Objectives

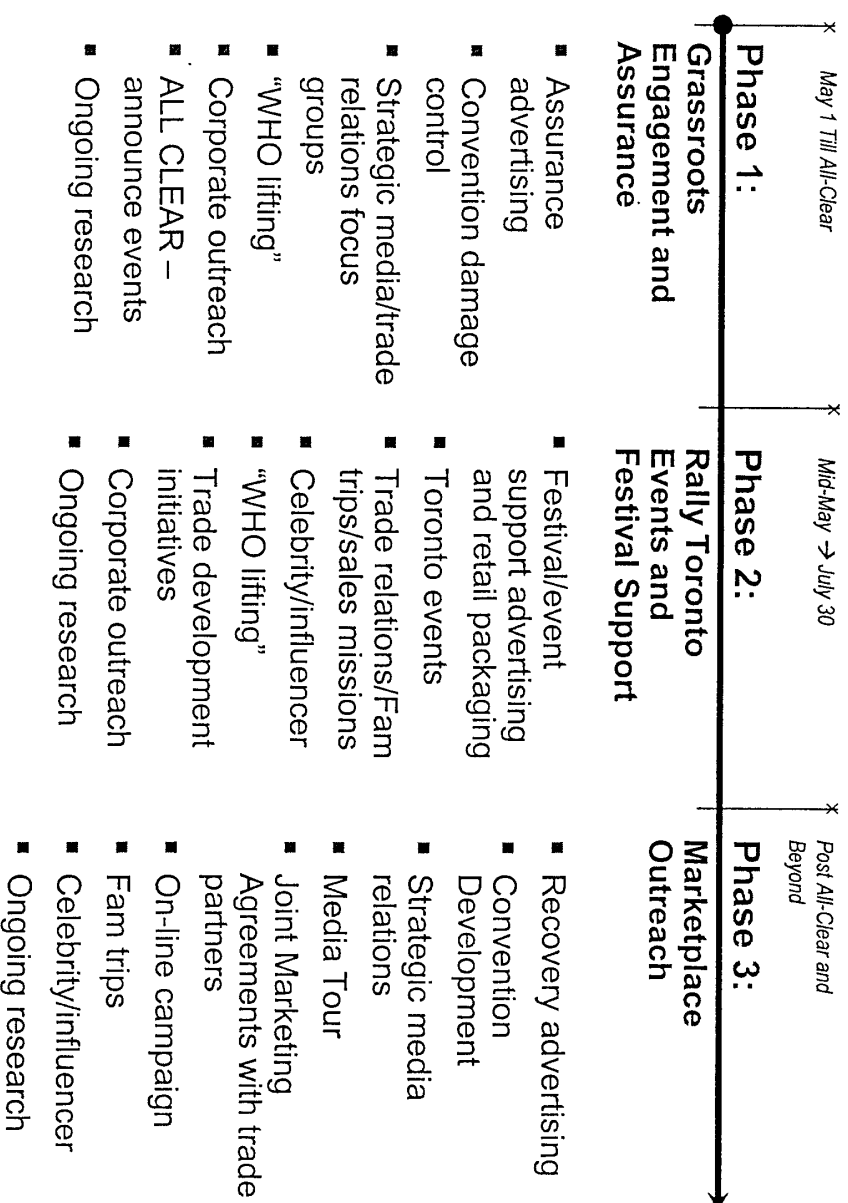
- Reassure/demonstrate that Toronto is a safe travel destination
 - Rebuild local and global confidence NOW and for the next 24 months
- Preserve existing 2003 MCIT and leisure business
- Position Toronto to recover lost market share in 2004 and beyond
- Generate “grassroots” community enthusiasm, pride and engagement in *Toronto Campaign*
- Engage all stakeholders to support and drive the *Toronto Campaign* through a single, focused Plan

Dealing With the Media

“We all know that crap is king, give us dirty laundry.”

Don Henley

Roadmap



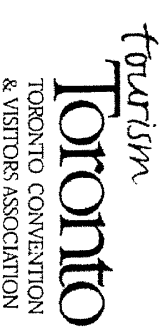
Research Update

- Original plan and strategy based on approaches used in Britain (post Mad Cow and Hoof & Mouth Disease) and New York (post 9/11).
- Regular focus group testing of spots and print in key US and domestic markets to gage market receptivity since SARS 2 (May 24).
- Weekly quantitative polling re: travel intentions in key markets underway (e.g. Boston, Chicago, Buffalo, New York and Montreal)
- Focus group testing of new spots and collateral proceeding this week.

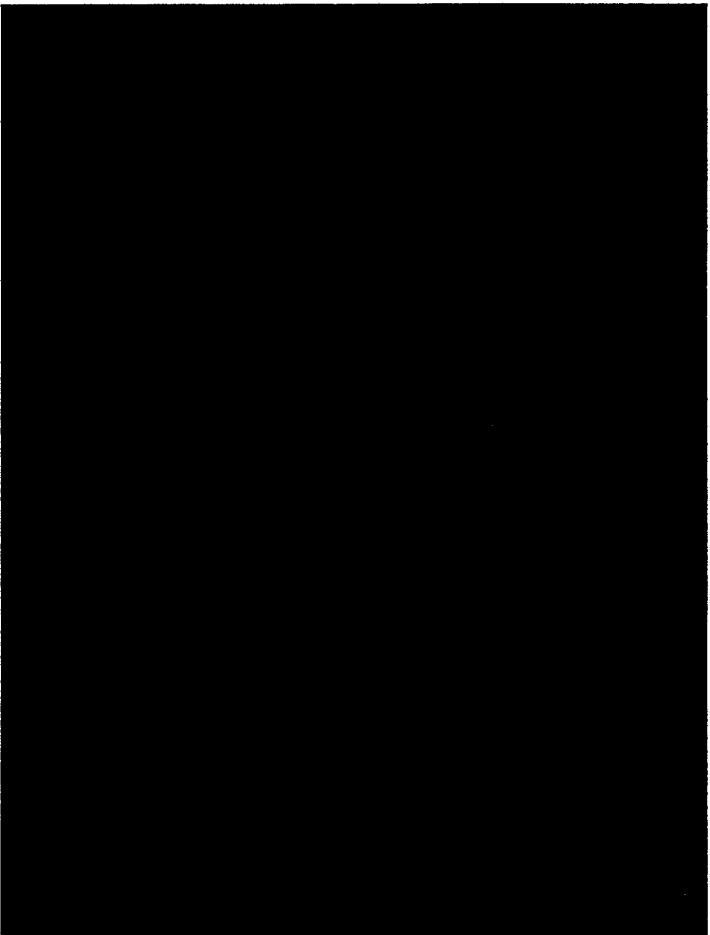
What the Research Says

- Travelling public looking to recognized health authorities (e.g. World Health Organization and/or Center for Disease Control) for health updates and any 'all clear';
- Domestic market more understanding of reality of SARS situation.
- Currently very limited receptivity to Toronto specific ads in US;
- Some receptivity in US for regional and niche market proposals (e.g. Niagara, Northern Ontario, fishing, sport, etc) .

Phase One: Grassroots Engagement & Assurance



- Timeframe: NOW through to WHO ALL CLEAR
- Credible public health messaging is paramount at this stage, and should be left to health officials
- This Stage will focus on:
 - Get Torontonians and Ontarians BACK into Toronto tourism and hospitality businesses because it is SAFE
 - Value price-point offers, packages: never-before-seen prices
 - Protect existing convention and event business
 - Media messaging with credible spokespersons
 - Influential marketplace media management and corporate relations
 - Galvanizing and engaging citizens to sell Toronto
 - Research



M203: Global Health Concerns' Serious Impact on Travel Destinations

TORONTO TOURISM INDUSTRY RECOVERY PLAN TACTICAL OVERVIEW
PHASE II -- Assurance and Grass Roots Engagement
 July 2nd, 2003

ID	Task Name	Mar 2003		Apr 2003			May 2003			Jun 2003			Jul 2003								
		3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	5/25	6/1	6/8	6/15	6/22	6/29	7/6	7/13	7/20	
1	SARS I																				
2	Health Adverts (FEED/PROV/CITY)																				
3	Media P/R -- I (TTICC)																				
4	MCIT Damage Control (TTICC)																				
5	City of TO Event Promo (CITY)																				
6	Its Time For A Little T.O. -- Local Promotions and Packaging (OTMP)																				
7	SARS II																				
8	Client Focus Groups/Sales Missions (TTICC)																				
9	WHO ALL-CLEAR (Est)																				
10	Media P/R -- II (TTICC)																				



SARSTORONTO.COM

YOUR SOURCE FOR ACCURATE SARS-RELATED INFORMATION CONCERNING TORONTO, CANADA

July 19, 2003

ALL CONTENT ON THIS SITE IS STRICTLY ACCORDANT WITH CANADIAN
ADVISED ONLINE FOR PUBLIC CONSUMPTION INFORMATION

- WHAT'S THE REAL DEAL IN TORONTO?**
THE CORNER REPORT FROM I
- CELEBRITY WATCH**
WHO WILL WHO WON? LIVE AT TORONTO'S HOTTEST RE-OPENING CONCERT FOR ROCKING
- SARS IN AMERICA**
CITY OF NEW YORK RELEASE
- SPORTS FANS**
THE SPORTS ASSOCIATION FOR NON-SCHOOL SPORTS
- THE WORLD HEALTH ORGANIZATION REPORTS**
NO NEW SARS CASES IN TORONTO, CANADA IN 36 Days
- THE CENTRE FOR DISEASE CONTROL**
WHO REPORTS

HOME • THE REAL DEAL • THE WHO • THE CDC • CELEBRITY WATCH • SARS IN AMERICA
SPORTS FANS • CONTACT US

Hosting For SARSTORONTO.COM Donated By Grrpifftech Inc.

Phase Two: Rally Toronto Events and Festivals Support


- Timeframe: NOW and leading up to All Clear
- This Stage will focus on:
 - Launch of Toronto Recovery Plan locally and nationally/Support for local events to use as retail packaging opportunities
 - HIGH-PROFILE globally-compelling events to drive public relations
 - Value price-point offers, packages: never-before-seen prices
 - Corporate partnerships and sponsorship
 - Bringing key influencers to Toronto – fam trips for media and tour operators, meeting planners
 - Engaging Toronto citizens
 - International celebrity and influencer campaign

Tourism
Toronto
TORONTO CONVENTION
& VISITORS ASSOCIATION

**CANADIAN
DOWNSTON
TORONTO**

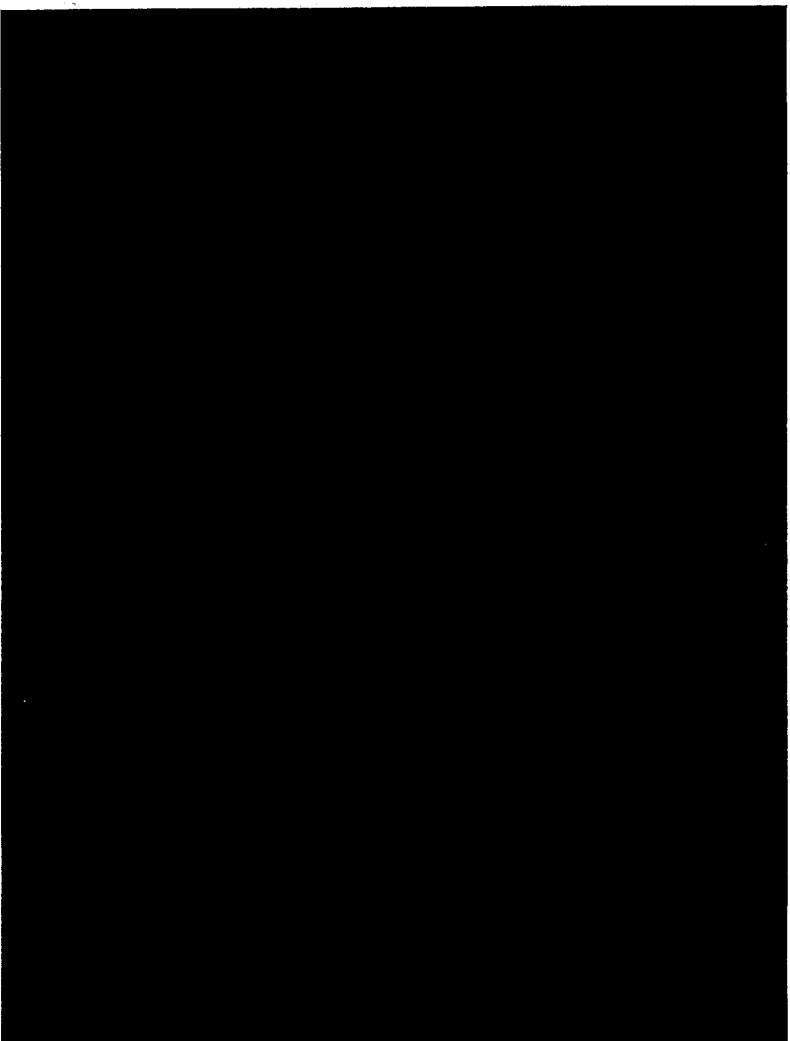
FEATURING
ROLLINGSTONES

TORONTO - DOWNSVIEW PARK - JULY 30, 2003

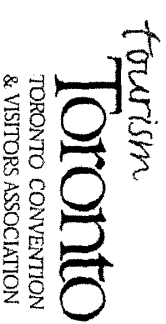


John ...

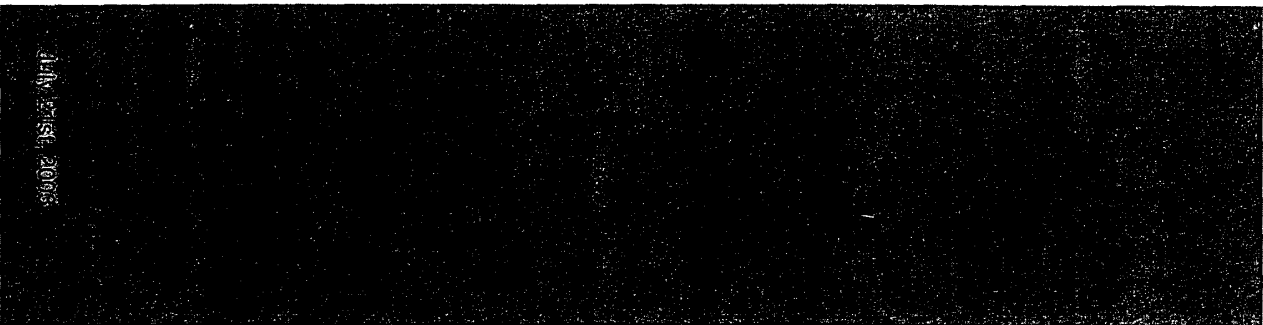
M203: Global Health Concerns' Serious Impact on Travel Destinations



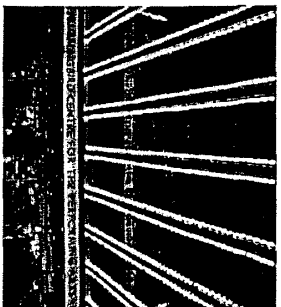
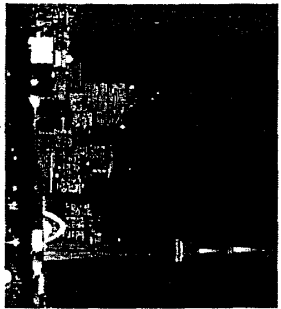
Phase Three: Ongoing Marketplace Outreach



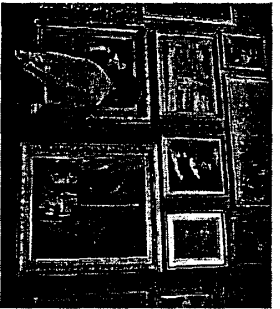
- **Timeframe: Post-ALL CLEAR**
- **This Stage will focus on:**
 - **Generate ongoing GLOBAL awareness and direct incremental visitations to Toronto for business and leisure travel through key channels:**
 - **Direct to consumers through retail campaigns**
 - **Trade (tour operators/convention and event organizers) through Joint Marketing Agreements**
 - **Convention business development**
 - **Aggressive public relations**
 - **De-brand/Re-brand -- Rebuild the image of Toronto as a world-class cultural/entertainment destination**



July 23-31, 2005



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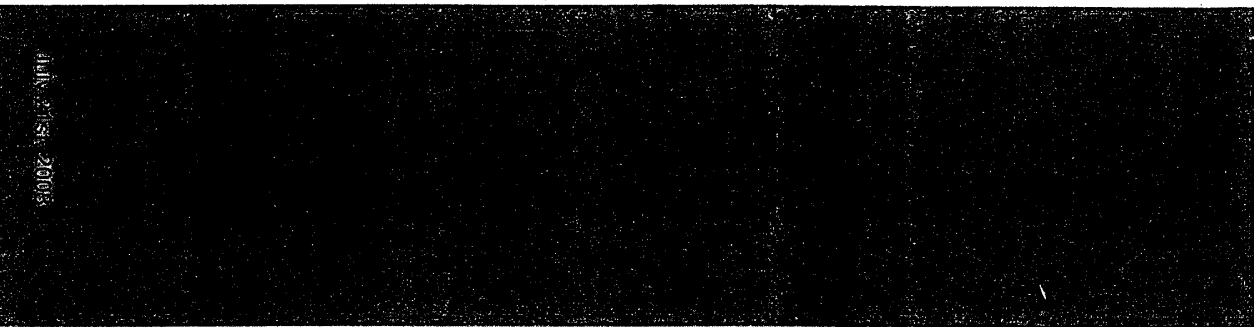
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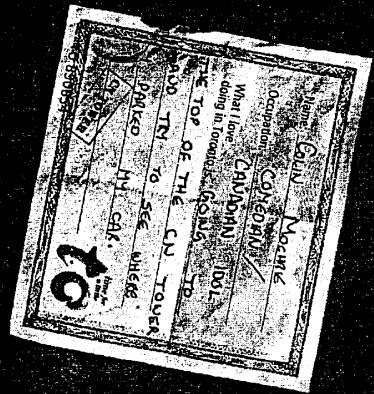
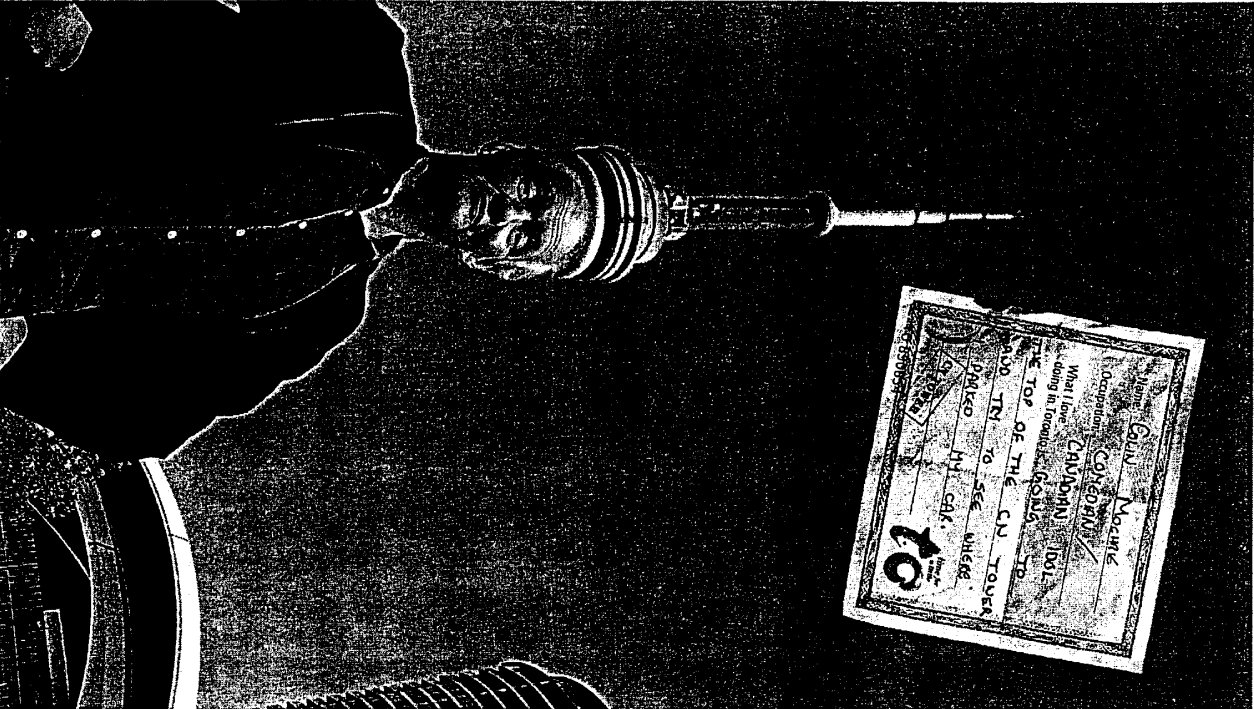
*Some conditions may apply. See torontourism.com for details. Taxes do not include here. All prices subject to change without notice.

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