

Marketing Plan 2021–2022

Marketing Plan Dverview

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Coming off a challenging year for hospitality and tourism due to the COVID-19 pandemic, it's important to note specific challenges faced by our industry, including regional shelter-inplace orders; out-of-state and international travel restrictions and State- and County-mandated business closures and tiers for reopening – all in addition to navigating a very real public health crisis affecting residents and visitors alike.

Visit Oxnard made pivots to its marketing strategy in line with industry guidance and research to encourage responsible travel and keep Oxnard top-of-mind for overnight stays and visitation.

This Marketing Plan outlines the framework and approach Visit Oxnard will take to continue on a positive path forward to economic recovery and growth.



The mission of Visit Oxnard is to promote and market Oxnard as a premier leisure and business travel destination that brings significant economic and social benefits to our community. Visit Oxnard is funded by a 1.5 percent tourism assessment charged by area hotels with 51+ rooms as well as a yearly contracted amount from the City of Oxnard.

The Visit Oxnard Board of Directors is made up of a diverse group of professionals with expertise from various sectors of the tourism and hospitality industries. With 11 to 19 Board seats, our current breakdown consists of:

- 4 Hotel Representatives Joe Cabral, Vice Chair, Best Western Oxnard Inn Dolores Licon, Secretary, Homewood Suites Toby Valdez, Treasurer, Embassy Suites by Hilton Millicent Bennett, Residence Inn by Marriott
- City Council Member Bryan MacDonald, Mayor Pro Tem
- City Employee Ashley Golden, Assistant City Manager
- **Downtown Representative** Kim Recharte, Gold Coast Insurance Agency, Inc.
- Harbor Representative Marilyn Miller, Ventura County Harbor Department
- Chamber Of Commerce Representative Nancy Lindholm, West Ventura County Business Alliance

- 4 Tourism Attraction Representatives Steve Buenger, Chair, Marine Emporium Landing Jill Almonia, The Collection at RiverPark David Neel, The Murphy Auto Museum Gary Blum, Heritage Square
- Restaurant Representative Tony Dybeku, The Waterside Restaurant
- Public Affairs Representative Stacy Miller, Stacy Miller Public Affairs
- Entrepreneurial Representative Adam Gonzalez, 805Keto.com
- Board Advisor Brian Tucker, Ventura County Lodging Association

2021–2022 GOALS

- Increase overnight stays and visitation among leisure and business travelers
- Increase positive impressions and improve perception of Oxnard to residents and visitors
- Increase online audience across social and digital platforms



The COVID-19 pandemic brought economic disruption to almost all sectors of the US economy in 2020, but few industries were as hard hit as travel. Total travel output decreased by 36% (-\$408B) in 2020, as compared to 2019 levels. Prior to the first reported case in the U.S., the travel industry had reached \$1.13 trillion growing 3% between 2018 and 2019. Expectations were for continued growth in travel for 2020, as economic indicators like unemployment were at all time lows.

IN OUR STATE

The outlook for the future is challenging, but promising: Visit California released new projections from Tourism Economics that show domestic visitor spending in California will reach 76% of 2019 levels this year and hit 94% next year. Overall visitor spending won't be back to 2019 levels until 2024. While we have a long road to full recovery, the projections reflect some improvement and offer hope that the comeback can be accelerated.

To assist us in making data-driven, informed decisions, we look to reporting from the past year provided by Dean Runyan Associates and released by Visit California. Here's what these reports tell us about travel spending on a Statewide level:

- The U.S. travel industry contracted 36% in 2020, whereas California's travel economy declined 55%.
- Travel spending declined 55% from \$144.9 billion in 2019 to \$65.1 billion in 2020.
- Direct travel-generated employment experienced a loss of approximately 316,000 jobs across the State. This represents a 26.8% decline. The largest amount of job losses

occurred within accommodations and food services sectors, which lost approximately 174,000 travel industry jobs.

- Direct travel-generated earnings experienced a loss of \$13.9 billion, a 25.4% decline.
- Tax receipts generated by travel spending are down 45.6% compared to 2019. Local and State taxes have dclined 49.1% and 51.3%, respectively.

IN OUR COUNTY

Next, we narrow our focus to research specific to Ventura County Coast. Here is a snapshot of how local travelers spent their money in 2020 and overall changes in travel spending since 2011, provided by Visit California.





VENTURA COUNTY HISTORY OF TRAVEL SPENDING





Although strides have been made toward economic recovery, Visit Oxnard will undoubtedly face challenges as it navigates the road ahead. Here, we outline assumptions based on consumer sentiment indices that can be made about the coming year with plans for response.

RECOVERY: THE PATH FORWARD

ASSUMPTIONS ABOUT THE YEAR AHEAD

COVID isn't over yet – masks are here to stay through the winter season; variants and vaccine adoption rate will dictate State mandates, and travel disruptions may persist due to shifting safety perceptions as we grapple with new variables.

Outdoor activities and destinations will continue to be prioritized by travelers throughout the year, with focus on domestic travel for most Americans.

Domestic road trips will continue to dominate the travel scene. Fifty-seven percent of travelers indicated they took a road trip in the past 12 months, while 76% intend to take one in the next 12 months.

Drought conditions could result in a higher-than-usual number of fires during fire season. Visitors' top concern about wildfires is air quality, followed by being caught in a fire.

Although pent-up demand for travel will continue to be high, the winter season is expected to be closer to back to normal (low season) activity.

HOW VISIT OXNARD WILL RESPOND

- Continue communicating public health guidance to inform the local community and travelers continue to be nimble, flexible and responsive to pandemic changes.
- Coordinate and work with stakeholders and local partners to align traveler safety messaging and consumer-facing campaigns.
- Be prepared to make operational modifications and pull back on media spend as needed to ensure the organization remains poised to accelerate when the time is right.
- Lean into our Crisis Communications Plan for guidance on best practices for crisis readiness and response.



Using visitation data, we have identified focal geographic markets for the coming year, pulling back from international markets until we are further along in recovery. Oxnard's assets inform our key message points, and we will rely upon reporting to measure success.

GEOGRAPHIC MARKETS

TIER ONE

- Bay Area
- Southern California
- Central Valley

TIER TWO

- Arizona
- Nevada
- Texas
- Washington

KEY SELLING POINTS

- Easy access to uncrowded beaches
- California value destination
- Gateway to the Channel Islands National Park
- Conveniently located off Highways 101 and 1
- Centrally located between major gateway destinations
- Diverse cultural experiences
- Home of Dallas Cowboys Training Camp, CA Strawberry Festival and signature events
- Year-round sunshine

MEASUREMENT OF SUCCESS

- STR reports and Transient Occupancy Tax
- Visa Vue statistics
- Website traffic
- Social media engagement
- E-mail marketing efforts
- Monitor advertising effectiveness
- Monthly stat summary reports
- Media mentions (qualitative) from PR efforts







When crafting brand messaging, it's critical to speak directly to the consumer. To convey this value proposition effectively, we must have a clear understanding of who our target audiences are and how they will be receiving our message. Research tells us the most sustainable and effective way to connect travelers with destinations is to go beyond demographics and understand those travelers' beliefs, dreams, motivations and passions. In the next few pages, we've built out "personas" that represent the audiences on which Oxnard will focus in 2021–2022, based upon the data we've gathered. While our marketing efforts will extend beyond the individual personas presented here, using real-life examples allows us to get to know potential visitors' motivations and interests.

ADVENTUROUS ANDREW

SEEKS EXPERIENCES THAT CONNECT HIM TO THE OUTDOORS

What matters to Andrew?

Andrew likes to stay busy. When he has free time, he chases new experiences that make him feel connected to the outdoors. Andrew has an open mind, looks for opportunities and is known to decide at the last minute to go follow the surf or weather to a new destination. He consumes news and entertainment in the digital sphere and stays connected through social media, such as Facebook and Instagram, which is where he'll learn about Oxnard. Outdoor adventurers are a growing population, so this is a natural persona for Oxnard to target.

How Oxnard appeals to Andrew

Oxnard is home to many unique geographical assets ideal for outdoor adventure and exploration. It's the perfect place for Andrew to indulge in his favorite water sports. He can participate in the sports he knows and loves or try new ones. When the sun goes down, the welcoming nightlife and food and beer scene excite him.

MULTITASKING MOM MELISSA

SEEKS EXPERIENCES THAT BRING HER FAMILY TOGETHER

What matters to Melissa?

Melissa is always looking for new vacations where her family can spend time together and have a special getaway without traveling too far from home. As a young mother, Melissa loves her family and wants her kids to learn to enjoy traveling the way she does. She finds inspiration for activities, meals and travel planning on Pinterest and stays connected to her friends and family on Instagram. She makes decisions based on reviews, feedback from friends, and what she perceives will bring her family closer together, and she's always got her eye out for a good deal.

How Visit Oxnard appeals to Melissa

Oxnard has tons to offer, including a variety of activities that make everyone in her family happy. The beautiful Channel Islands National Park helps Melissa blend family fun with education and an appreciation for nature. The Channel Islands Harbor, Channel Islands Maritime Museum and The Murphy Auto Museum give everyone in the family something to get excited about. Melissa knows Oxnard offers an abundance of outdoor and indoor enjoyment for the whole family.

CULTURE CRAVING COLLETTE

SEEKS RELAXING EPICUREAN AND CULTURAL EXPERIENCES

What matters to Collette?

Collette enjoys new experiences, but she'll definitely do her research and planning. She looks for fresh ways to have rejuvenating moments that will allow her to connect with the people she cares about. When she finds a new favorite, whether it's a restaurant, hotel, wine, or special event, she will generously share it with her friends and family. Collette likes to leave a vacation feeling relaxed and revitalized. To accomplish that, she will do her research online before making reservations, so there is opportunity to reach her on multiple platforms and connect with her on an ongoing basis through social media and e-mail marketing.

How Oxnard appeals to Collette

With a higher household income, Collette's decisions aren't guided by money as much as her perception of the best option. She makes decisions based on perceived quality and comfort. She will appreciate Oxnard's beautiful setting, being able to engage in relaxing outdoor activities, and foodie experiences with great beer and wine offerings. She will enjoy bringing friends along to Oxnard for the ultimate girls' getaway.





MEETINGS & GROUPS

As company and event structure has changed, many professions have the job duties of a meeting planner in addition to other tasks at their respective companies and have other official job titles. Executive assistants, HR managers, project managers, event coordinators or directors often manage meeting planning for their organizations, requiring broader targeting criteria. What unites these individuals? Their desire for affordable meeting locations, with an abundance of unique and engaging non-work activities for their attendees and their families.

WEBSITE & REQUESTS FOR PROPOSALS

The "Meetings & Groups" section on VisitOxnard.com acts as a catch all for custom group experience planning, with a guide to meeting facilities and downloadable brochure; inspiration for wellness program building; virtual video tours and a digital RFP submission tool. Once received, our full-service team gets to work on venue recommendations, site negotiations, contract facilitation, site walkthroughs and more.

TRADESHOWS & CONFERENCES

Visit Oxnard participates in a robust schedule of tradeshows and conferences that generate appointments and leads for group bookings. Clientele in attendance at tradeshows are typically motivated and ready to book programs quickly, which presents the perfect opportunity for us to capture market share.

INDUSTRY INVOLVEMENT

Participation in leadership roles amongst our peers is imperative as we build upon our reputation in the consideration set for group bookings. As such, Visit Oxnard holds committee seats on the Destinations International Convention, Sales & Service Committee; West Coast DMO Alliance and Ventura County Coast Tradeshow Committee.

MEETINGS TACTICS

- Revamp and restart e-marketing initiatives directed to meeting planners.
- Attendance at tradeshows and conferences focused on companies looking to book programs in Southern California.
- Coordinate new photography of meetings and event venues to increase marketability.
- Expand reach via social and digital advertising, specifically using LinkedIn to reach professional networks.
- Print advertising leveraging spending power of Ventura County Coast.
- Participate in CalSAE opportunities to generate more association business.

FOCUS MARKETS

Corporate groups from Greater Los Angeles California associations

14

Social, Military, Education, Religious and Fraternal (SMERF) groups with emphasis on faith-based groups

Sports groups

Wedding specialists

Sales & incentive programs





ADVERTISING

Visit Oxnard has a comprehensive media strategy that includes a high percentage of digital advertising blended with the traditional platforms of print and outdoor.

The digital strategy utilizes social media advertising on Facebook and Instagram as well as the use of programmatic digital advertising through partnerships with media buying agencies. Programmatic advertising refers to the use of real-time bidding and targeting of ideal online users within a DSP platform.

These systems allow us to buy inventory from ad exchanges and manage advertising campaigns.

DSP BENEFITS

- Ability to target lifestyles, passions and personalities of potential travelers in key markets
- Improved transparency of campaign performance, budget and results
- Nimble ability to optimize, edit and review performance 24/7
- Higher performance campaigns, in all industries
- Ability to create pixeled retargetable audiences
- Improved reporting on all campaigns as a complement to Google Analytics

PAID MEDIA TACTICS

• Execute a unique advertising campaign in partnership with The Journal of Lost Time, which will be deployed yearround on their network; through the DSP and in Facebook and Instagram ads

- Leverage media opportunities with industry partners to advertise on platforms like Expedia; Adara; TripAdvisor and on DSP networks and externally owned/paid channels
- Create branded stories with Weekend Sherpa to attract visitation from target markets including Los Angeles and the Bay Area.
- Print and digital ads with media outlets like Edible, LA Parent and Westways
- Outdoor placements with imagery and messaging from seasonal campaigns to expand upon a multichannel approach
- Video and photography asset curation in line with our target personas to be used in supplemental ad campaigns directed at those audiences
- Proposed destination management projects including projects at Oxnard Transit Center; a wayfinding system and a new OXNARD letters attraction

VISITOR'S GUIDE

30,000 guides will be printed and distributed to 771 locations outside of Ventura County throughout California, Arizona and Texas as well as over 100 locations in Ventura County.









PUBLIC RELATIONS

Using an integrated approach, we can continue to maximize visibility for Oxnard by creating a cohesive brand message through traditional media relations and ever-evolving digital strategies.

RESOURCES & COLLATERAL

TravMedia

The industry standard for communicating travel news, TravMedia is a platform that serves as a press center; professional network and pitch hub wherein journalists alert travel organizations of upcoming story opportunities. Visit Oxnard maintains an annual membership and press release allotment through the service.

Visit Oxnard Press Kit

Visit Oxnard circulates its award-winning (ADDY Awards; Image Awards) press kit to journalists interested in covering our destination, including a Fact Sheet; History Sheet; Story Ideas; Calendar of Events and Accolades. This collateral takes the guess work out of background research, streamlining communications and increasing efficiency, while also serving as a tool to generate media coverage.

PUBLIC RELATIONS TACTICS

We contract with an expert specializing in luxury travel and lifestyle PR, with more than a decade of agency experience. In order to keep Oxnard top of mind to travel journalists, it is imperative that we leverage our contractor's expertise and strong relationships built across regional and national media outlets.

Tactics employed include regular press release distribution announcing new developments, special events and promotions; proactive and reactive pitching to reputable outlets with wide reach targeting our desired audience; influencer partnerships and press trip curation for highvalue assignments.

Press Trips

Press trips, or familiarization tours, are hosted directly by Visit Oxnard as well as collaboratively with industry partners like Ventura County Coast and Visit California. These press tours help to further showcase the city's diverse attractions and offerings with opportunities to receive fullfeature coverage on Oxnard and consideration for inclusion in future features.

Leveraging a variety of partnerships for maximum exposure is key to expanding our reach beyond the limitations of any budgetary constraints. Visit Oxnard holds a seat on the Visit California Public Relations Committee; California Travel Association Communications Committee and works with regional organizations like Central Coast Tourism Council and Ventura County Coast on PR initiatives that benefit the region. This allows us to lean into efforts to promote the larger tourism ecosystem in which our destination exists, maximizing opportunities that arise to get Oxnard in the news by participating in editorial submissions and media events.

Media Markets & Receptions

As events resume, Visit Oxnard will work to participate in marketplaces and receptions that connect destinations and tourism businesses with consumer, lifestyle and travel media. Earning an invitation to participate in these delegations is an honor and brings recognition to our city among some of the top travel brands in the State and in the world.





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SOCIAL MEDIA

Publishing engaging content on various social media platforms will help Visit Oxnard continue to connect and interact with our audiences, thus building brand awareness, fostering valuable relationships and empowering brand ambassadors to tell the story of this unique destination.

SOCIAL MEDIA TACTICS:

- Post consistently across platforms, including Facebook, Instagram, Twitter, Pinterest, YouTube, and LinkedIn and manage a Spotify playlist, using our scheduler Sked Social and monitoring social analytics
- Focus on Facebook, Instagram and Pinterest to connect with our target personas on the platforms they enjoy most
- Share news coverage that features Oxnard, its residents and locally-owned businesses, focusing on Twitter for newsworthy posts
- Generate web traffic on Pinterest by joining tribes and pinning brand-consistent, visually appealing destination pins to persona-relevant boards
- Network professionally on LinkedIn and share B2B-friendly updates on organizational activity, generating interest for our destination within our industry and target meetings and film audience
- Use branded video content to tell our stories, knowing that video drives conversions at rates exponentially higher than still photography
- Share local stories that highlight the welcoming and diverse character of Oxnard
- Use contests and giveaways to promote events, grow the brand and gather marketing assets
- Share user-generated photos to build our audience and showcase real people's experiences in our destination
- Show faces of diverse groups of people who enjoy coming to Oxnard and represent our personas

EMAIL MARKETING

A monthly e-newsletter will continue to be sent, highlighting news and events.

EMAIL MARKETING TACTICS:

- Focus on specific themes from Visit Oxnard's key messaging points, keeping in mind seasonality and upcoming events
- Provide special access to deals and offers via e-mail to demonstrate value to subscribers—it's important to keep people glad they signed up!
- Send e-mail recipients to the website by highlighting activities, events, restaurants and accommodations that build interest in planning an Oxnard getaway

Visit Oxnard will continue to gather e-mails and grow the e-newsletter list by collecting e-mails at local events, trade shows and conferences, participating in referral/leads programs through Ventura County Coast and Visit California partnerships, enabling an easy-to-find newsletter sign-up field on the VisitOxnard.com homepage and hosting "enter email to win" giveaways.

A WEBSITE THAT CARRIES THE CONVERSATION

20

Increasing lodging occupancy hinges on the strength of our website, and in 2021/2022, we continue to optimize our newly built website, which features a fresh look; a thoughtful site map; a redesigned media hub; a more search-engine friendly event calendar; new resources for hospitality partners; a dynamic map featuring Oxnard's tourism districts and a direct booking engine.

Digital communications send visitors to the site, which plays a pivotal role in persuading travelers to execute on a buying decision to visit Oxnard. We will focus on website features and content that most strongly influence this decision-making process, analyzing the site monthly for visitor behavior and usability.

Visit Oxnard is partnered with an SEM contractor, which will assist us by providing site-wide content audits, providing recommendations upon which we can take action to improve traffic volumes, visit duration, page ranks and more.



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FILM PERMITTING

The City of Oxnard has requested a partnership with Visit Oxnard in managing its film permitting and coordination efforts. This new department within our organization will be developed in collaboration with and under the guidance of City staff. We will consult with our peers to create a diligently researched deparment in line with industry standards and work to cross-train our team members to meet the demands of this new role.

Oxnard's proximity to Los Angeles makes it an ideal destination for filming; the correct positioning of Oxnard with location managers will secure future business for the City for years to come.

GOALS

- Attract film productions to increase tax revenues and bring economic benefits to tourism and hospitality businesses and to residents by supporting jobs within the City.
- Develop Oxnard's reputation in the film industry and foster hometown pride for residents seeing Oxnard portrayed favorably in film and television.

ROLES & RESPONSIBILITIES

The City of Oxnard will handle permit processing and coordination with the Fire Department,

Police and other relevant agencies, while Visit Oxnard acts as a liaison between film scouts; the City and local businesses. Visit Oxnard will be onsite to welcome location managers on site visits and during production and will handle all elements of destination promotion as it pertains to film.

ADVERTISING STRATEGY

- Gather and develop photography and video assets showcasing Oxnard locations in a manner that demonstrates sense of place.
- Build a contact list and network of active film scouts and production teams.
- Build and streamline digital permits, pertinent documents and resources, with downloads and digital forms available at VisitOxnard.com.
- Create a location manager sell sheet with quick facts, location inspiration and need-to-know information.
- Work with Economic Development Collaborative and Ventura County Film Commission to enhance listings on their website and build relationships.
- Attend the American Film Market and other relevant tradeshows and events.
- Advertise on LinkedIn to members of Location Managers Guild International and other relevant associations.
- Host an annual familiarization tour to top contacts to educate location managers on the breadth of our destination's location offerings.





INDUSTRY RELATIONS

The tourism industry is a broad matrix of hotels, transportation, restaurants and attractions; convention centers; theme parks; destination marketing organizations, convention and visitors bureaus, tourism boards and tourism authorities; advocacy groups, travel media and so much more.

United in our goals, we do together what we cannot do by ourselves, aiming to bring economic vitality to our communities, sending messages of welcoming and inclusion to all.

BOARD & COMMITTEE INVOLVEMENT

Visit Oxnard is proud to hold membership and serve on boards of directors and various committees for the following prestigious organizations.

Cal Travel Board Member

Cal Travel Diversity & Inclusion Task Force Committee

Cal Travel Communications Committee

Cal Travel Homelessness Advisory Committee

Cal Travel California Comeback Committee

Central Coast Tourism Council Board Member

Destinations International Equity, Diversity & Inclusion Task Force

Destinations International Convention, Sales & Service Committee

Destinations International Global Leadership Committee Visit California Public Relations Committee Visit California DMO Leadership Committee Visit California Brand & Content Committee Ventura County Coast Board Member Ventura County Coast Tradeshow Committee West Coast DMO Alliance

MEMBERSHIP BENEFITS & OPPORTUNITIES

From toolkits that help us to set the correct benchmarks and calculate ROI to education summits to advocacy support, there are so many benefits to working with our industry partners. In doing so, Visit Oxnard is able to:

- Participate in pilot and leveraged advertising programs
- Have a voice in shaping initiatives that impact the industry
- Access opportunities for earned content submissions and placements
- Gain industry insights
- Leverage ideas and implement first
- Garner recognition amongst peer destinations, elevating our brand in the consideration set

CO-OPS & LEVERAGED PROGRAMMING

Some of our most influential campaigns are built in partnership with other industry leaders. Recent top initiatives include placements in Visit California's 2021 California Visitor Guide and 2021 California Road Trips Guide; Central Coast Tourism Council's Central Coast Map; Brand USA City Page on VisittheUSA.com and participation in tourism campaigns to echo industry messaging (e.g., U.S. Travel's Power of Tourism campaign).

COMMUNITY RELATIONS

At the heart of what we do is a collaborative spirit between Visit Oxnard, stakeholders and residents to uplift our community and bring about a better tomorrow for our city. In addition to our involvement in partner promotions and event sponsorships, our team serves on the following committees with Oxnard-based organizations.

Oxnard Downtown District Identity & Placemaking Committee

Oxnard Chamber of Commerce (WCVBA) Board Member

Oxnard Chamber of Commerce (WCVBA) Business Advisory Committee

Oxnard Chamber of Commerce (WCVBA) Military Appreciation Committee

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