

The background image is an aerial photograph of a coastal town at sunset. The town is built on a peninsula, with numerous houses and apartment complexes visible along the shoreline. In the foreground, a traditional three-masted sailboat with its sails up is positioned on the water, casting a long reflection. The water is a deep greenish-blue, and the sky is a warm, golden-yellow. The town's lights are beginning to turn on as the sun sets.

# PACIFIC. AUTHENTIC. RICHMONDBC

OUR **BUSINESS** AND **MARKETING** PLAN 2018-2020

# THE BIG PICTURE.

## OUR MISSION

**TO CONNECT RICHMOND WITH THE SOCIAL, CULTURAL AND ECONOMIC BENEFITS REALIZED FROM GLOBAL TRAVELLERS.**

## OUR VISION

**RICHMOND IS A CAN'T-MISS PART OF THE METRO VANCOUVER EXPERIENCE.**

## OUR STRATEGY

**BY 2020, WE WILL GROW TO 10 MILLION VISITATIONS BY CREATING CAN'T-MISS EXPERIENCES AND BY LEVERAGING THE POWER OF OUR BRAND TO TARGETED CUSTOMERS IN BRITISH COLUMBIA, ALBERTA, WASHINGTON STATE AND CHINA MARKETS.**

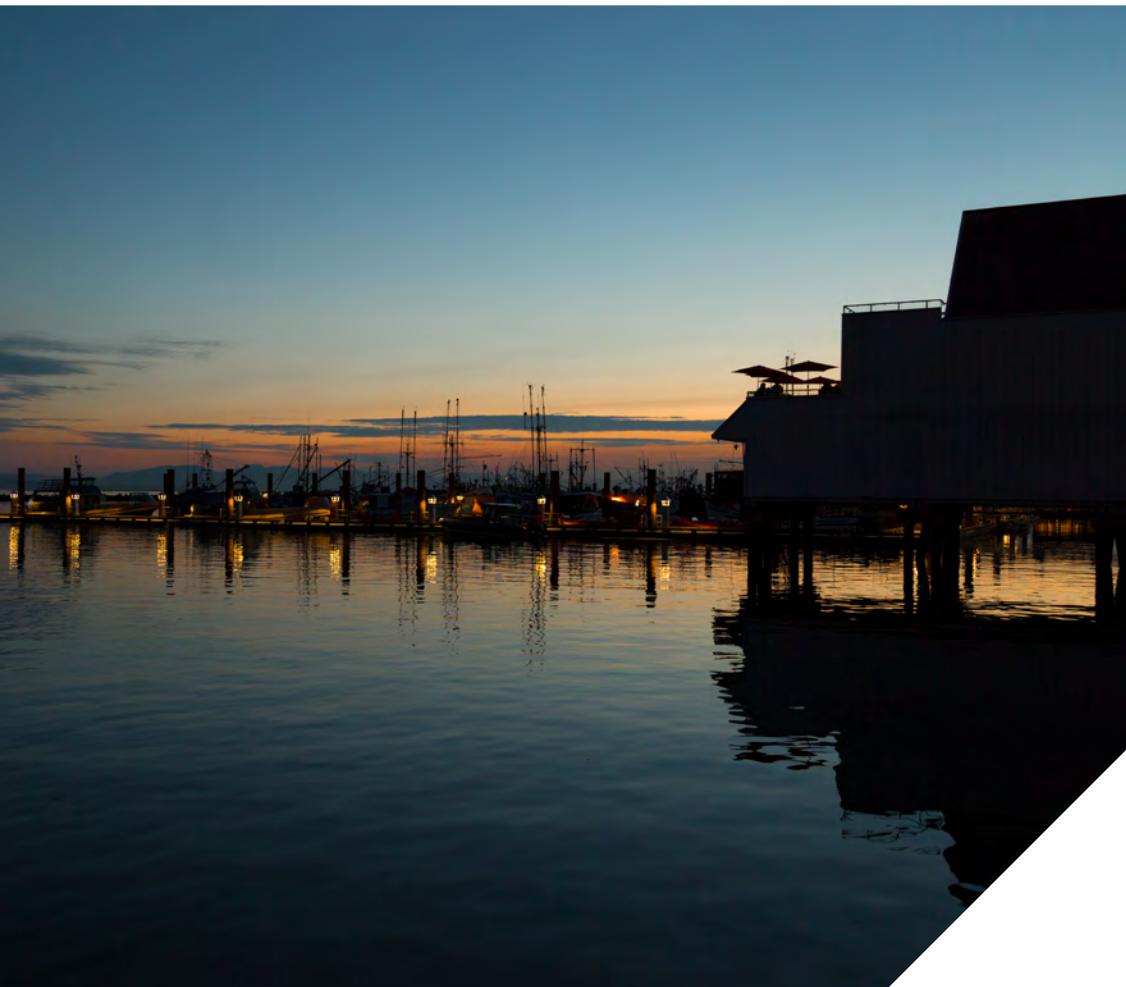
## OUR FUNDING

Tourism Richmond is majority funded through the proceeds of Municipal Regional District Tax (MRDT) legislation through the Province of BC. Effective July 1, 2017, this tax has been increased to 3 per cent. Tourism Richmond operations are funded by 2 per cent of the proceeds with the remaining 1 per cent accruing to the City of Richmond and the Richmond Hotel Association.

## OUR GOVERNANCE

At the AGM on April 13, 2017, Tourism Richmond's membership passed a new bylaw which transforms our organization from a membership model to a stakeholder model.

All tourism-primary businesses in Richmond are our stakeholders and represent our destination. Our Board consists of 12 directors in total, six directors are from the accommodation sector, two directors are from tourism non-accommodation sectors, two directors are senior City of Richmond employees, and two directors are appointed by the City of Richmond.



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[tripadvisor.ca](https://tripadvisor.ca)



# MESSAGE FROM THE MAYOR. MALCOLM BRODIE

## Tourism is a key economic sector in Richmond and continues to grow in importance.

Annually, nearly 3 million visitors a year stay overnight in Richmond. The direct impact of these visitors amounts to more than \$1.2 billion in economic output. The City of Richmond is working closely with Tourism Richmond to continue to grow this important local industry.

The future has never looked brighter. Consider just a few positive factors supporting local tourism growth:

- Richmond hotels have led the nation in occupancy rates.
- Vancouver International Airport has seen an explosion in new international routes and carriers and set a new record for passengers in 2016, bringing planeloads of new tourists to our doorstep.
- New attractions like McArthurGlen and the Olympic Experience at the Richmond Olympic Oval have broadened the appeal of Richmond for communities. Meanwhile, we see continued growth in existing popular destinations such as Steveston Village.

- Richmond Sport Hosting brought a total of 73 sport events to the City in 2016 bearing an estimated local economic value of over \$9 million. Other community events such as the Richmond World Festival are also growing in popularity.
- The City, Tourism Richmond and local hotels supported an increase in the hotel tax to 3 per cent, providing more tourism marketing funds to promote Richmond.

We are also looking forward with anticipation to the unveiling of a new destination brand from Tourism Richmond, which will further help raise our profile as a destination of choice. Tourism Richmond's new co-operative advertising program will further help expand partnerships between all local industry stakeholders in marketing our community to visitors.

The City is also pleased to continue our closer working relationship with Tourism Richmond. The increased collaboration and sound oversight structure is helping to achieve our mutual goal for the continued development of tourism as a major economic sector and employer.

Because of our efforts, visitors to our region are now choosing Richmond as a destination, not just a gateway. We look forward to continue to work with Tourism Richmond and its members.

**MALCOLM D. BRODIE**  
MAYOR

# MESSAGE FROM THE CHAIR. EDA KOOT

## Welcome to the next chapter in Richmond's story.

When Bruce Okabe joined us as our new CEO in April 2017, he was given a clear mandate: chart a course for the next phase of Tourism Richmond's evolution and unlock new opportunities to grow visitation and tourism revenues.

It's a mandate that the board and I believe Bruce is well-suited to fulfill. During his tenure at Travel Alberta, the corporation achieved wide recognition as one of Canada's most prominent tourism marketers, winning over 50 national and international awards.

Watching Bruce and his team turn this mandate into a plan of action, I have been impressed by their ability to balance the art and science of destination marketing—the creative, big-picture vision required to inspire visitors and stakeholders and the pragmatic, outcome-oriented business leadership required to convert this inspiration into action and, ultimately, results.

This mixture of vision and pragmatism will be evident as you read this document. The strategy presented here is grounded in a strong vision, but it's not theoretical or abstract. It's a concrete, results-oriented action plan.

I believe in Bruce and his team. And I also believe in this opportunity. Tourism is an important contributor to Richmond's economy. In 2015, local tourism employed nearly 14,000 people and contributed \$637 million to our GDP. And—here's the really exciting part—we have plenty of room to grow.

The tourism sector is growing globally and growing even faster here in Canada, with overnight visitors jumping by 10 per cent between 2012 and 2016. Here in BC, the growth has been even stronger over roughly the same time period: 11 per cent more overnights from within North America, 13 per cent more from Europe, and 14 per cent more from Asia / Pacific.



The next chapter in the Tourism Richmond story must be about capitalizing on this growth by establishing Richmond as a true destination with the power to attract more than its fair share of visitors.

I'd like to thank my fellow board members for their dedication and commitment and Mayor Malcolm Brodie and his team for their continued support. Together, we have what it takes to write Richmond's next chapter.

A handwritten signature of Eda Koot.

**EDA KOOT**  
BOARD CHAIR



# MESSAGE FROM THE CEO. BRUCE OKABE

## I joined Tourism Richmond because I saw an exciting opportunity.

And in the months since I stepped into the role of CEO, that opportunity has become even more exciting and clear.

We are riding a wave of growth across our industry—globally, nationally and regionally.

We are well-aligned with the City of Richmond's Resilient Economy priorities, and equally well-aligned with the provincial government's goal to create more good jobs in the tourism sector. The right conditions are in place, but these conditions alone are not enough to guarantee success. Achieving that will require a significant degree of effort, commitment and teamwork from everyone involved.

To make this happen, Tourism Richmond must transform itself into a "next-generation" Destination Marketing Organization (DMO). This emerging model can be seen in the great work coming out of organizations like Tourism Vancouver, Destination British Columbia, and Destination Canada in recent years, and also, in the emerging best practices being monitored and codified by leading industry groups such as Destinations International.

This emerging model has many defining characteristics, but chief among them is a business mindset. A commitment to delivering tangible results. A belief that the "M" in DMO should stand for Management instead of simply Marketing. A focus on both near- and long-term thinking—on establishing sustainable destination management practices that will yield more visitors next month, next quarter, next year and for years more to come.

Adopting this model and transforming into a true next-generation DMO will require substantial change. This document lays out the roadmap for this change. Below are the five key pillars Tourism Richmond will focus on between today and 2020:

1. Establishing a Strong Destination Brand
2. Accelerating Experience Development
3. Pivoting to Digital
4. Growing the Business Travel Market
5. Improving Operational Efficiency

This document will not be the last of its kind. We are committed to sharing the details of our plans with all of our partners and stakeholders. We believe tourism requires teamwork, and teamwork requires nothing less than complete openness and transparency.

In this spirit of teamwork, I'd like to close with this message: the board has given me their trust, but in truth, I am just one small part of a much larger team. This team includes our board and my team, particularly our new CMO Allen Chen, who will have a key role to play. But it doesn't stop there. You are part of this team, too. Only by working together can we truly succeed in capitalizing on the tremendous opportunity in front of us.

**BRUCE OKABE**  
CHIEF EXECUTIVE OFFICER



# A STAKEHOLDER'S VIEW.

时代坊已经在列治文市运营二十多载。旅游业对我们的生意产生直接影响。游客们来到时代坊，不单只可以购物，亦可以在我们商场内的餐厅就餐，充分享受购物与商场娱乐节目给他们带来的乐趣。游客除了为时代坊商户带来益处，也促进了本地经济。

借列治文游客人数不断增加这个契机，我们可以齐心协力帮助本地其他商户及整个社区做出更多努力。

我们乐意与列治文旅游局携手制定一些鼓励游客到列治文市体验我们独有的购物、娱乐、人文历史、自然景观以及文化教育的项目。我们愿意与列治文旅游局分享我们与商界领袖的关系网络，以实现列治文旅游业不断增长的共同目标。

让我们抓住这个绝好的机会，促进列治文旅游业与商业而携手并进。

Aberdeen Centre has been doing business in Richmond for over 20 years. The impact of tourism has had a direct impact on our business. Visitors come to shop at Aberdeen Centre, dine at our restaurants and enjoy the entertainment and shopping experience. The benefits to our mall help our tenants and the local economy as well.

There is even more we can do together to take advantage of the growing number of visitors to the Richmond area to help other local businesses and the overall community.

We are happy to work with Tourism Richmond to develop a plan to encourage visitors to come to Richmond to see what our city has to offer from shopping and entertainment experiences, to cultural, historical, natural and educational attractions. We would also be willing to introduce and share our network of business leaders with Tourism Richmond, so that we can all work towards the common goal of increasing tourism to the City of Richmond.

Let's work together to take advantage of a wonderful opportunity to promote tourism and business in Richmond.

JOEY KWAN

时代坊宣传与公关部总监

DIRECTOR OF PROMOTION AND PUBLIC RELATIONS

# STRATEGIC PILLARS AND ROADMAP.

## 1 ESTABLISHING A STRONG DESTINATION BRAND



## 2 ACCELERATING EXPERIENCE DEVELOPMENT



- > Understanding our best customers
- > New brand definition
- > Campaigns and content to launch and extend

- > Closer ties with the City of Richmond and Destination BC
- > Helping operators team up and bundle experiences
- > New programs, including training and funding

# 2015



VISITS



VISITOR SPEND

**7.9 MILLION \$1.54 BILLION**

## STRATEGIC PILLARS AND ROADMAP (CONTINUED)

### 3 PIVOTING TO DIGITAL



### 4 GROWING THE BUSINESS TRAVEL MARKET



### 5 IMPROVING OPERATIONAL EFFICIENCY



- > Growing digital channels and capabilities
- > Ensuring ongoing relevance
- > Improving results
- > Improving measurement and accountability

- > Focus on increasing 50-150 person events in off-peak seasons
- > Closer partnerships with hotels and other DMOs

- > Culture of accountability
- > Corporate and individual scorecards
- > Upgrading capabilities

# 2020

## WHERE DO WE NEED TO GO?



VISITS

**10 MILLION**



VISITOR SPEND

**\$2 BILLION**

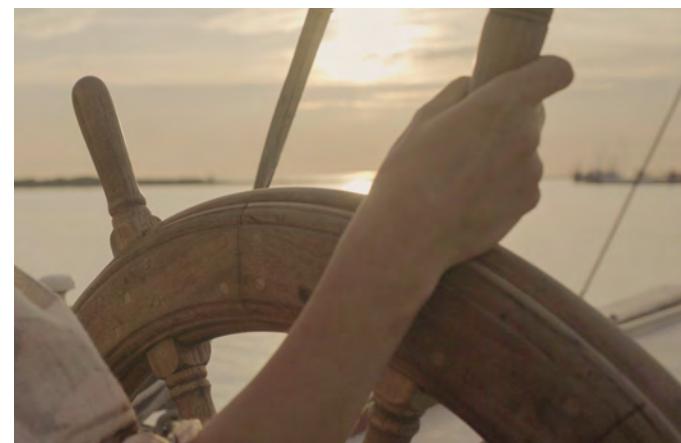
# PILLAR 1.

## ESTABLISHING A STRONG DESTINATION BRAND

### WHY IT MATTERS

A strong brand is a powerful business lever we can use to help us meet our goals. A strong destination brand:

- Reinforces reasons to travel to Richmond
- Creates a sense of urgency to visit
- Taps into emotions (which drive most purchase decisions)
- Clearly differentiates Richmond in the market
- Gives character to the destination
- Commands a price premium
- Grows market share
- Quickly translates to the bottom line



# THE PATH TO PURCHASE

Our task is to capture our customers' attention at key stages on this path using multiple channels supported by the power of a strong destination brand.

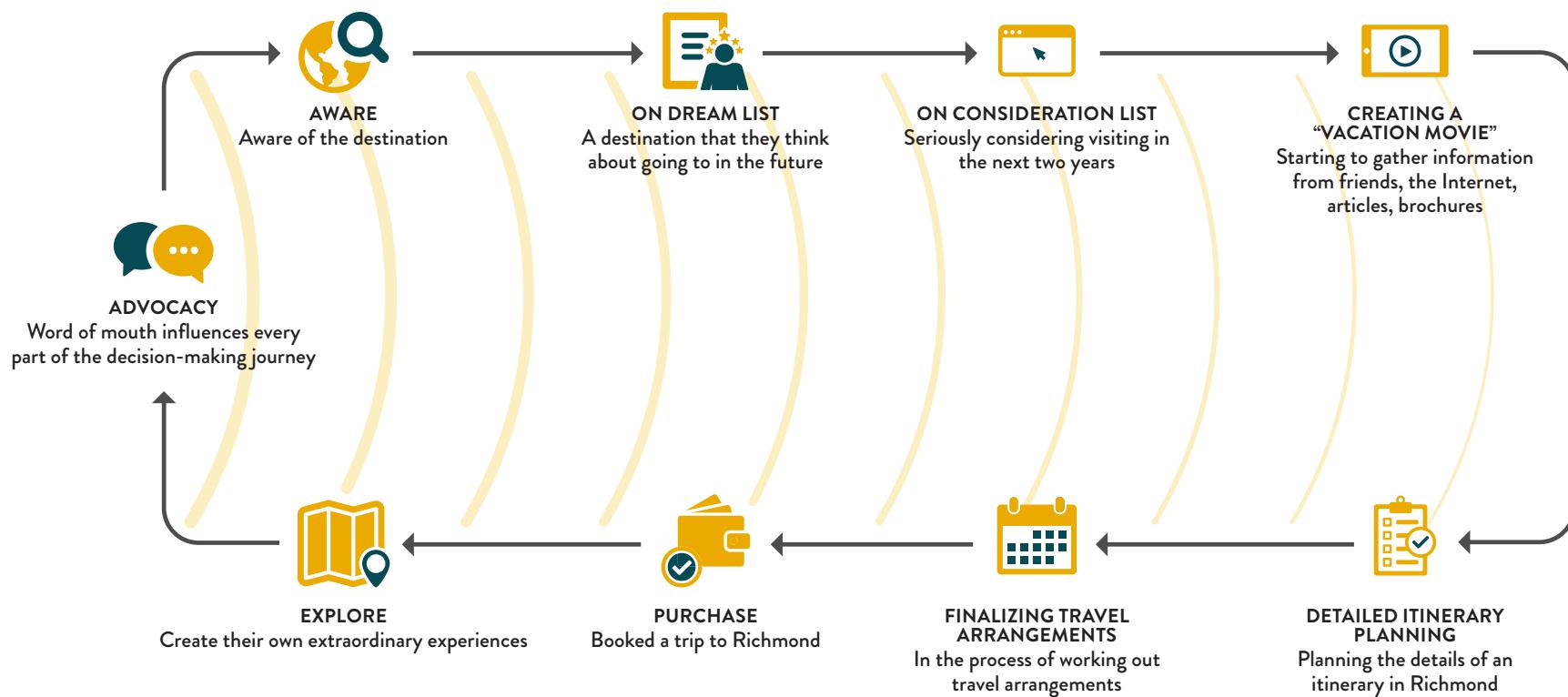
This model illustrates the potential impact of a strong destination brand to the hotel industry in this simple scenario:

- A traveller books a trip to Metro Vancouver online using an online travel agent (OTA). Air travel has already been booked, they're seeking accommodations.
- They are familiar with Richmond and have been exposed to its exciting brand, forming a stronger awareness and positive perception. Richmond stands out in their search results.

- They click through to view Richmond hotels.
- While they weigh a Richmond stay against others, they have both rational reasons (price and location) and emotional reasons (matches style and interests) to choose Richmond.
- The strong brand also justifies a premium price.
- Factoring in these conscious and unconscious motivators, they select a hotel in Richmond with a similar price to one in Vancouver.
- After a great trip, they share stories about their experience and recommend their hotel to friends and family.

The bottom-line impact of a strong destination brand raises Richmond's profile and showcases its strongest aspects, the things that make it unique and special. It puts all of us into a wider context. We all become part of something bigger, amplified and elevated by the larger destination brand.

This isn't just theory and wishful thinking. The return on investment (ROI) of a strong destination brand has been studied and proven, like Michigan's destination rebranding, which was found to have carried a 2x ROI on every dollar spent on the brand.\*



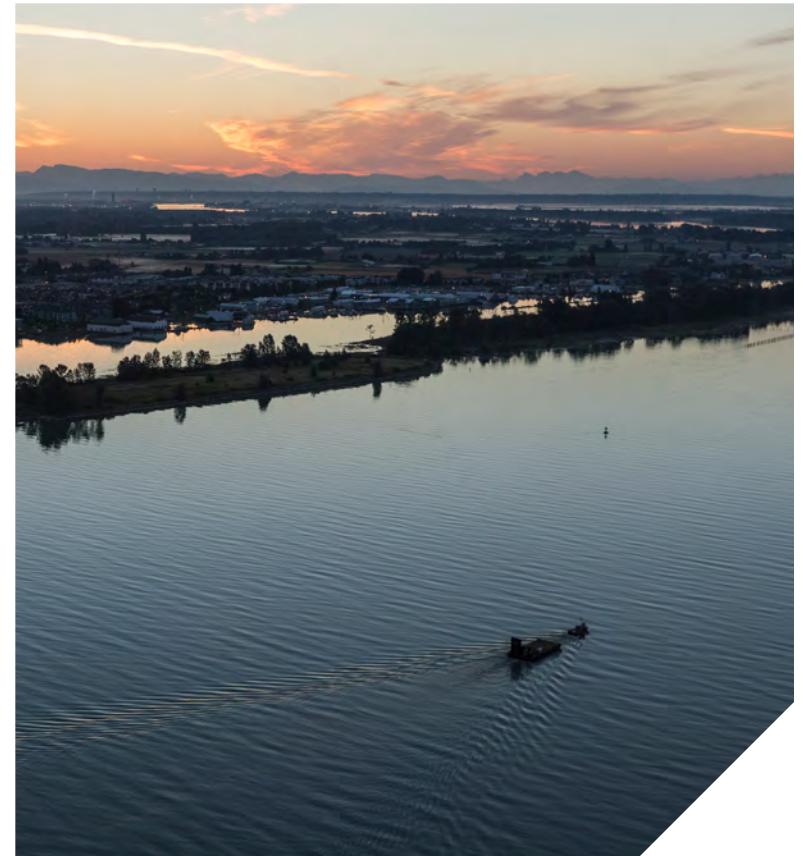
## A STRONG BRAND STARTS WITH A CLEAR VIEW OF OUR CUSTOMERS

Tourism Richmond uses the Explorer Quotient (EQ) Toolkit developed by Destination Canada. It provides tourism businesses with valuable insights into why and how different people like to travel. EQ goes beyond traditional market research by looking deeper at individuals' personal beliefs, social values and views of the world to learn exactly why different travellers seek out different experiences.

EQ traveller types are used widely across the Canadian tourism sector. Our use of the EQ Toolkit comes with the additional benefit of ensuring our efforts are well aligned with those of key partners. Other DMOs and Provincial Marketing Organizations (PMOs) like Destination BC use the toolkit to determine priority customer segments and plan marketing activities such as content and advertising.

Our priority EQ segment, "Authentic Experiencers," was chosen based on careful analysis of multiple factors including:

- Segment size
- Interest in visiting BC
- Average next trip spend
- Appeal of Richmond's experiences

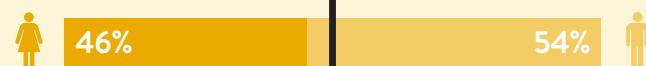




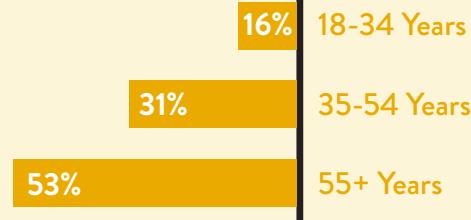
## AUTHENTIC EXPERIENCERS

Authentic Experiencers are typically understated travellers looking for authentic, tangible engagement with destinations they seek, with a particular interest in understanding the history and culture of the places they visit.

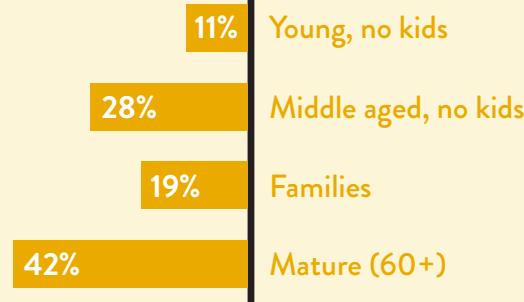
### GENDER



### AGE



### LIFE-STAGE



### EDUCATION

Higher than average

### OCCUPATION

Full-time, higher than average are retired

### HOUSEHOLD INCOME

Average

### PASSPORT OWNERSHIP

84%



### TOP SOCIAL VALUES

**Importance of Spontaneity** Tend to enthusiastically embrace the unexpected and spontaneous events that temporarily interrupt daily routines.

**Brand Apathy** Place little importance on the brand name of a product.

**Cultural Sampling** Have an inclination to incorporate other cultural influences into their own lives.

**Everyday Ethics** Respond well to situations that put their ethical beliefs to the test.

### TOP TRAVEL VALUES

**Historical Travel** Seek to visit the sites where important historical events took place (e.g. cultural, arts, philosophy, religion, battles, political).

**Cultural Immersion** Believe that the best way to experience a culture is to interact with it as deeply as possible. Seek to adapt to the local culture, exploring and spending time in local areas most tourists don't visit.

# INTRODUCING THE NEW RICHMOND DESTINATION BRAND.

With a clear audience in mind, we have developed a new brand for Richmond in partnership with C&B Advertising, an award-winning agency with a rich portfolio of destination, attraction and event brands. This work is the result of an in-depth, multi-month process and we are thrilled to launch this reimagined brand.



2 RESEARCH SESSIONS  
WITH 57 STAKEHOLDER  
PARTICIPANTS



10 INDUSTRY  
INTERVIEWS



240 VISITOR  
INTERCEPTS



16 DAYS OF  
LOCATION SCOUTING  
AND FILMING



33 AUTHENTIC  
RICHMOND  
EXPERIENCES

As part of the process of creating the new brand, a brand model was developed to support and guide the creation of all new consumer-facing brand elements. This brand model includes four internal and external sections. The internal elements are not seen by the public, but are vital to the development of the external consumer-facing communications.



# PACIFIC. AUTHENTIC. RICHMONDBC

## BRAND STORY

There are places where the real world reveals itself.  
Where filtered photos give way to the unvarnished beauty of every day.

Places where people and cultures converge.  
Where the refined and the raw mix. Working waters give way to scenic sunsets.  
Industry weaves its way through people's lives. Places where contrasts are  
celebrated, enriching every interaction.

It's in these places where the real promise of Canada is kept.  
And the splendour of diversity becomes apparent.

Here you'll find the soul of the Pacific. The true coast of Canada.  
Here you'll find Pacific. Authentic.

## BRAND RATIONALE

Richmond is defined by the dynamic convergence of Pacific cultures and authentic Canadian coastal experiences. It's a unique mash-up that yields constant discovery of Pacific experiences and authentic human moments.

Here you will experience the truly Pacific: where coastal and cultural mix together every day, in every way. It's a place alive with an energy that can only come from a true cultural convergence. It's where Canada's iconic coastal lifestyle is infused with the Pacific Rim sensibilities.

Here you will experience the truly authentic: A place that is real, raw and unvarnished. A place constantly redefining itself through the constant discovery of anyone exploring it. A place that forces every visitor to experience something out of the ordinary, if not out of their comfort zone.

Richmond is an experience Truly Canadian in its multicultural essence,  
Authentically Pacific in its appeal.

## BRINGING IT TO LIFE

[visitrichmondbc.com](http://visitrichmondbc.com)

In 2018, PACIFIC. AUTHENTIC. comes to life.

Stay tuned by visiting our website and signing up  
for our email newsletter.

# PILLAR 2.

## ACCELERATING EXPERIENCE DEVELOPMENT

### WHY IT MATTERS

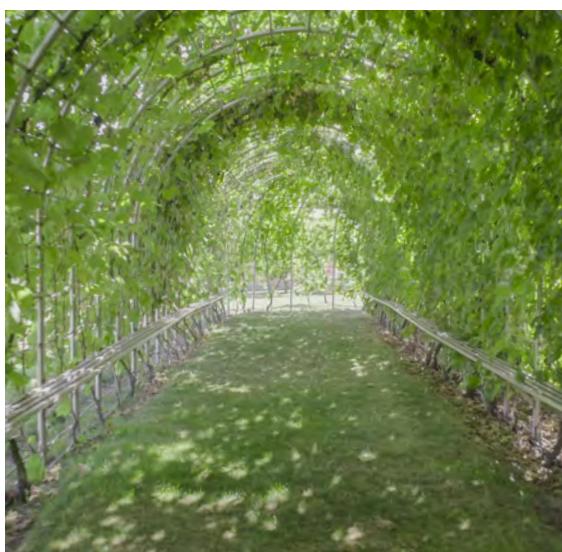
Great experiences for travellers equals a great destination.

We are making the acceleration and development of traveller-ready experiences a priority. This reflects our commitment to becoming a next-generation DMO, going beyond marketing to practice a more comprehensive approach—destination management.

We need to do more than just apply a marketing communications layer to existing experiences. We need to actively make them more accessible and interesting to travellers.

This requires collaboration on multiple levels, so we will work with:

- The City of Richmond to ensure alignment with their Resilient Economy priorities
- Destination BC to identify market opportunities, leverage technologies and help BC better compete and drive tourism growth
- The Richmond Hotel Association and its members for support and insights
- Community stakeholders—the owners and managers of local businesses with strong tourism potential.



“  
I'M NOT REALLY  
IN THE TOURISM  
INDUSTRY...  
”



...that was something I used to say.

Tourism was something other people did. Tour companies, hotels, big attractions. I had other concerns. If a few out-of-town visitors became customers, great. But tourism was not my concern.

Not anymore.

If someone asks me today, I answer without hesitation: I am definitely in the tourism business. And it's a great business to be in. The reason for this change of heart is simple—over the years I have taken many steps to make my business more attractive to visitors and the results have been clear and compelling. And those steps have paid off.

Tourist appeal can do the same for you. It can help your business grow and prosper. It can help you meet your goals and accomplish your dreams.

Tourism Richmond can help you get there, just like they are helping me. They're experts but they didn't dictate things. They listened to my ideas and my vision and then helped me expand them and make them real.

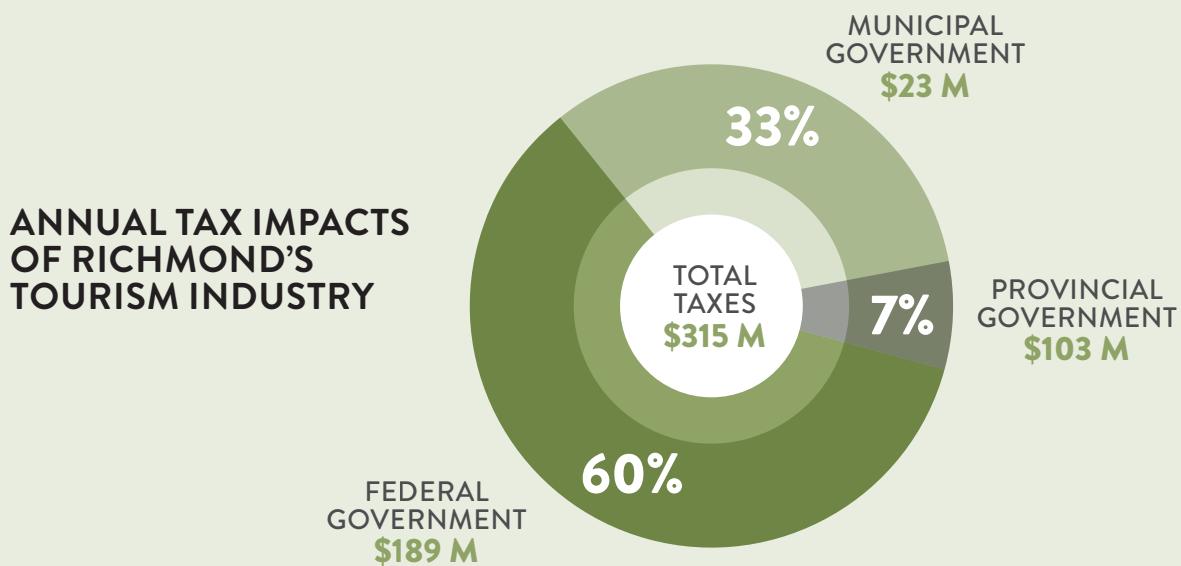
Tourism Richmond understands my business and how to support its growth. They can do the same for you.

Why wait? Contact them today and find out what tourism can do for your business.

**JIM VAN DER TAS**  
OPERATING PARTNER,  
STEVESTON RESTAURANT GROUP INC.

## TOURISM IMPACT SNAPSHOT

Tourism is a powerful economic driver that already delivers solid economic impact to our city. This data is drawn from a study conducted by Intervistas in 2016.



## TOTAL ECONOMIC IMPACT OF TOURISM IN RICHMOND, 2015

IMPACT	EMPLOYMENT (FULL-TIME EQUIVALENTS)	WAGES (MILLIONS)	GDP (MILLIONS)	ECONOMIC OUTPUT (MILLIONS)
DIRECT	13,800	\$454	\$637	\$1,240
INDIRECT	700	\$39	\$63	\$109
INDUCED	700	\$35	\$83	\$126
<b>TOTAL</b>	<b>15,200</b>	<b>\$528</b>	<b>\$783</b>	<b>\$1,475</b>

Note: InterVISTAS counts only the direct impacts of visitor spending (and not indirect and induced impacts) to mitigate the possibility of double counting.

## WORKING TOGETHER

Tourism Richmond can't develop experiences alone. It can only be achieved by working together:

**With Destination BC**, to identify opportunities and impediments to development and tourism growth, namely in international markets such as China.

**With the City of Richmond**, to develop and implement a joint Destination Development Strategy.

**With industry stakeholders**, to forge deeper relationships and provide concrete assistance on multiple levels. We will identify and encourage groups of operators who have strong products to turn their collective offerings into combined experiences.

This area of collaboration is **fundamental** to our shared success. Together with our industry stakeholders, we will work as Team Richmond.

# TEAM RICHMOND

Under the Team Richmond umbrella, we offer a series of new programs designed to help local industry accelerate experience development.



PARTNERSHIP  
MARKETING



CONTENT  
DEVELOPMENT



EVENTS AND  
FESTIVALS

## COOPERATIVE MARKETING INVESTMENT PROGRAM

Through this program, Tourism Richmond makes financial investments into industry-led marketing partnerships that foster collaboration, drive return on investment and align with our strategy.



EXPERIENCE DEVELOPMENT

Development and enhancement of experiences that are in-demand for Tourism Richmond's markets.

Initiative may qualify for 50 per cent investment for a maximum of three years.



GRANT SCHEME

Non-profit organizations who are eligible may qualify for up to 80 per cent investment for a maximum of two years.

## APPLICATION PROCESS



## TRAINING AND WORKSHOPS

Through this program, Tourism Richmond will offer training and workshops to stakeholders to help them deepen their travel industry expertise and expand their marketing capabilities.

In partnership with Camp Tech we will be rolling out a series of beginner-friendly, hands-on workshops where stakeholders can learn practical digital marketing skills.

2018 planned workshops include:

- Marketing Planning
- Social Media Basics
- Social Media Advanced
- SEO/SEM
- Intro into Google Analytics

As of Fall 2017, Tourism Richmond has invested into the industry-led initiatives and marketing campaigns of the following members:

- Gulf of Georgia Cannery
- Steveston Historical Society
- Grand Prix of Arts
- Culture Days
- Wild Sweets, Canada Berries, Fuggles & Warlock partnership

TO START YOUR JOURNEY, CONTACT:

### CERI CHONG

INDUSTRY DEVELOPMENT  
MANAGER

cchong@tourismrichmond.com  
604 821 5473

# PILLAR 3.

## PIVOTING TO DIGITAL

### WHY IT MATTERS

This pivot embraces modern digital methods to bring our new destination brand to life in today's media landscape while connecting all the experiences Richmond has to offer. Content marketing, targeted programmatic advertising, CRM/email campaigns and more will be employed. This digital playbook is emerging among next-generation destination marketers, because digital methods directly reach modern customers.



Source: Traveller's Road to Decision 2015, Google and Ipsos, October 2015.

This pivot makes our work more measurable. It provides us with valuable insights that enable us to optimize our efforts more frequently, eliminating activities that don't deliver while doubling down on those that do. It allows us to take an "always-on" approach to audience engagement, running promotional campaigns year-round instead of just seasonally.

Ultimately, this pivot to digital will help ensure ongoing relevance. This is the ultimate challenge for modern brand marketers. It's not hard these days to find organizations that missed this shift and ultimately paid a heavy price.



# MESSAGE FROM THE CMO. ALLEN CHEN



I've spent my career working in digital, but you don't need to be a digital expert to benefit from this pivot to a new way of working. In fact, I firmly believe that this shift will bring significant benefits to everyone.

**If you're an industry stakeholder,** the pivot will improve your business' likelihood of gaining direct marketing support from my team's efforts. Our new digital methods allow us to tell more specific stories more frequently—stories that go beyond the big attractions, more likely to include experiences provided by businesses like yours. We'll share our digital expertise with you as part of our Team Richmond approach.

**If you're in the hotel industry,** the pivot will allow us to better impact occupancy in all four seasons by driving traffic and leads year-round, not just during peak season. Improved measures will reduce wasted spend, improve effectiveness, and keep us accountable and focused

on outcomes. We'll be able to target more precisely, increasing the odds of conversion. It also enables us to share targeting data (digital audiences) with your marketing team. Ultimately, it will yield more direct referrals to you.

**If you're one of our DMO partners,** this pivot helps us better align to the way you work, taking full advantage of joint marketing programs, shared audiences, shared technologies and more. We'll be able to align with Destination BC's agenda to improve competitiveness province-wide through expertise in transformative technologies and platforms. This will make every dollar we spend go further.

I'm thrilled to be spearheading this important initiative at this exciting time of growth and change. I look forward to working more closely with all of you in the months and years ahead as we collectively chart our course to a prosperous digital future.

A handwritten signature in black ink, appearing to read "ALLEN CHEN".

**ALLEN CHEN**  
CHIEF MARKETING OFFICER

# HOW WE ARE PIVOTING

To make our pivot real, we will evolve and refine existing digital marketing channels such as email and social media. And we will build new data-driven capabilities including audience-based remarketing across digital, search and social media.

## FIVE TRAITS DEFINE A NEXT-GENERATION, DIGITALLY-ENABLED DMO. TOURISM RICHMOND WILL EMBODY ALL FIVE OF THEM:

**1**

### TRAVELLER-CENTRIC

Leveraging industry research and targeting frameworks to improve content development, advertising and more

Going beyond a mass-media view to target individuals based on behaviours, interests and more

Delivering the right message to the right person at the right time

**5**

### FOCUS ON MEASUREMENT

Real-time impact tracking allows us to eliminate non-performing activities

All efforts are tied back to our corporate scorecard and oriented towards delivering business results that matter

Improved accountability, reporting and transparency

**2**

### DATA-DRIVEN

Customer data drives the choices we make, often in near-real time

Guesswork is replaced by hard facts

Real-time feedback is received

New capabilities including audience-based remarketing across digital channels

**3**

### ALWAYS-ON

Not calendar-based—marketing activities are ongoing

Continuous testing and development to improve impact

Room for more stories about more experiences over the course of a year

**4**

### AGILE

Able to quickly and easily shift direction based on results in the field and other changes

Shorter planning cycles and more emphasis on putting budgets to work

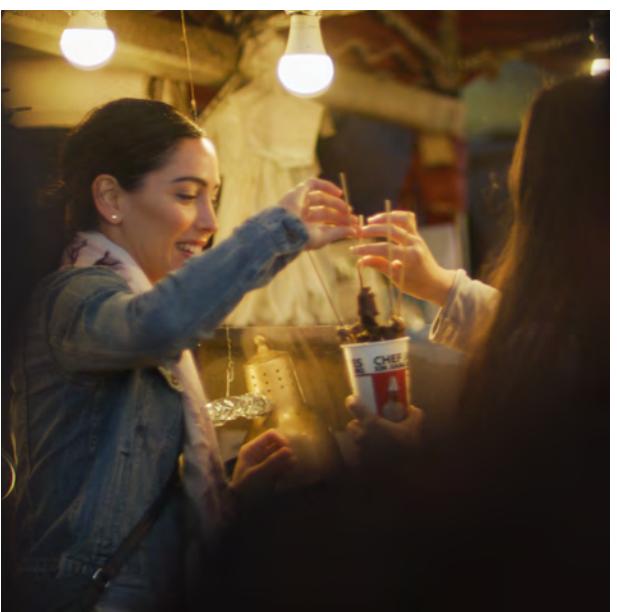
Matching operational speed to the real-time nature of modern digital life

# PILLAR 4.

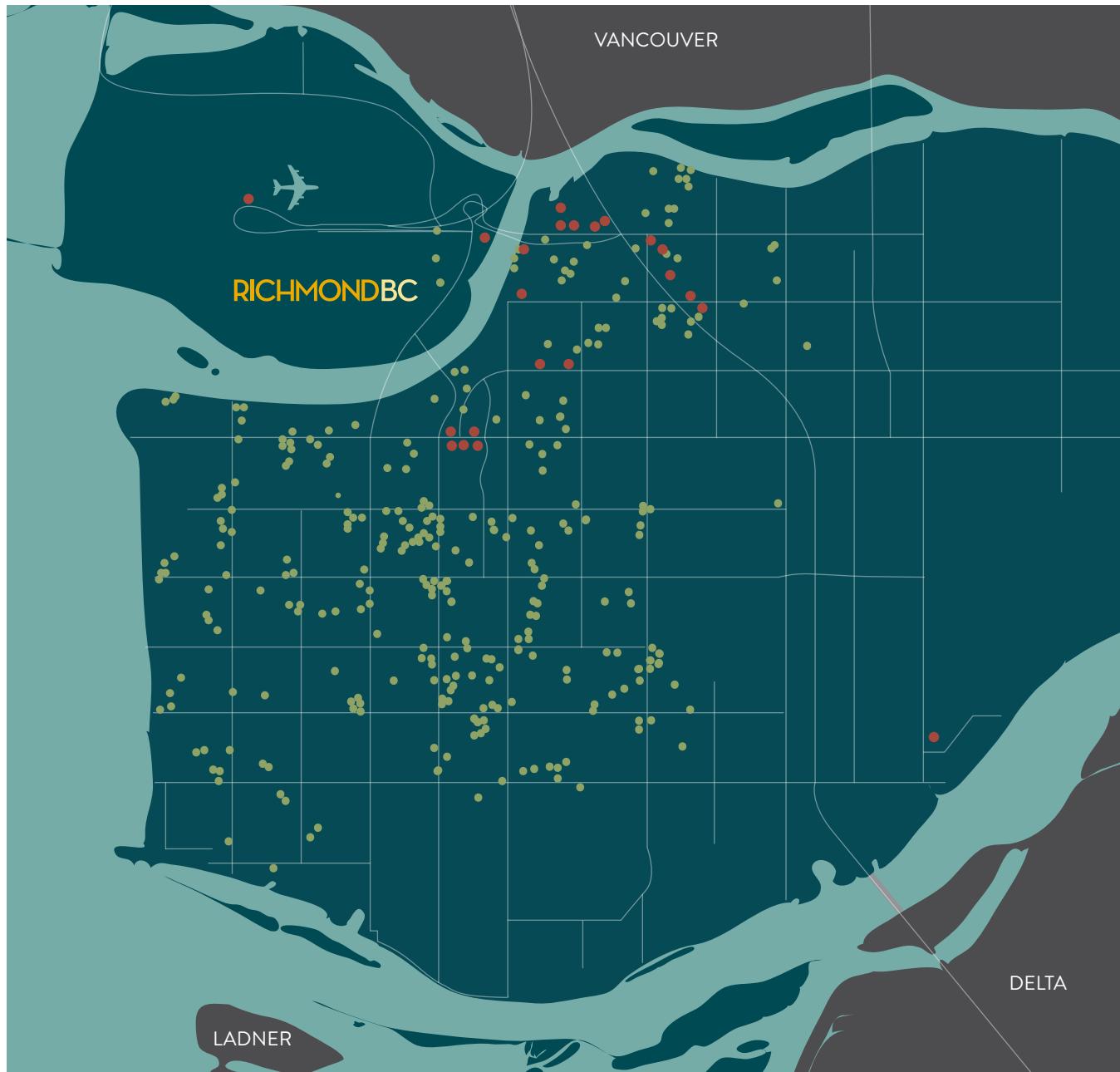
## GROWING THE BUSINESS MARKET

### WHY IT MATTERS

Business travel is vital to our industry. Travellers who visit Richmond on business often add leisure experiences to their itinerary, gaining exposure to the destination and opening the door for a subsequent leisure visit. In fact, a 2015 study conducted by Align Consulting found that “59 per cent of business visitors said they were likely to return to Richmond on a leisure trip.”



## HOTEL AND AIRBNB OPTIONS IN RICHMOND



Source: AirDNA.com

Richmond has led the country in hotel occupancy for the past three years, but we can't afford to be complacent while Airbnb continues to gain traction. A healthy and growing business events market has the power to act as a wedge, protecting our hotel industry from these outside influences.

- HOTELS
-  **airbnb**



## OUR FOCUS

There is an untapped opportunity to grow the number of 50-150 person events, especially in off-peak seasons, by entering new markets and expanding activities in existing ones. We will also continue to promote the full range of conference and meeting facilities Richmond has to offer, including those that can accommodate conferences with up to 1,000 guests.

Specifically, our efforts will be focused on:

- Targeting conference groups in the key verticals (associations, corporate, Indigenous and faith-based)
- Educating conference/meeting planners on Richmond's business benefits (location, suitable hotels, activities, transportation, dining, etc.)
- Attending appointment-based trade shows, enabling us to effectively promote Richmond as a conference destination to qualified meeting planners
- Creating an enticing incentive program to increase business during off-peak periods
- Coordinating and leading familiarization tours for meeting planners

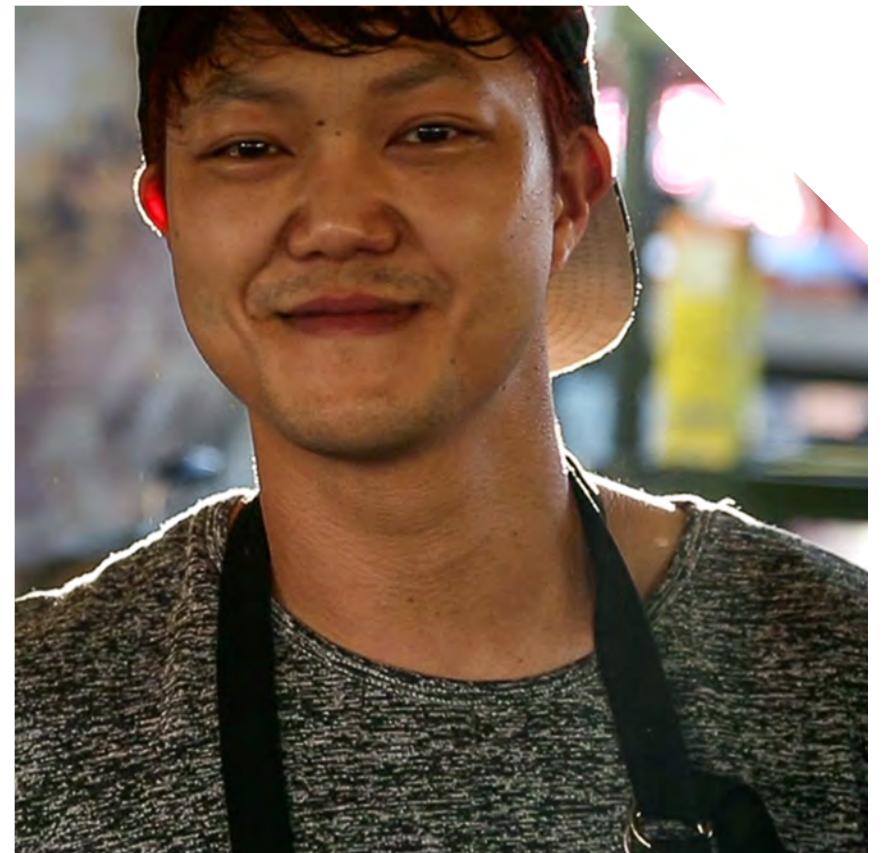
## EXPANDING THE CHINESE MARKET

Our ability to service Chinese visitors is a clear strength that sets us apart from other destinations. To leverage this, we'll prioritize efforts to expand Travel Trade and business event marketing in China.

These efforts include building new go-to-market capabilities such as localized content, building a WeChat channel and collaboration with Destination British Columbia and Destination Canada to maintain and grow

strong relationships with travel trade in China. We will also develop stronger relationships with our local Receptive Tour Operators, and support them by creating itineraries that enhance the visitor experience.

We are also considering a regional DMO partnership which will feature a shared resource in-market. This new initiative would increase our Meetings & Incentive (M&I) market share for our collective partners in an important developing market.



# PILLAR 5.

## IMPROVING OPERATIONAL EFFICIENCY

### WHY IT MATTERS

We must be able to successfully execute an ambitious agenda within the constraints of a realistic budget. We are therefore committed to holding-the-line on non-marketing expenses by making improved operational efficiency a priority.



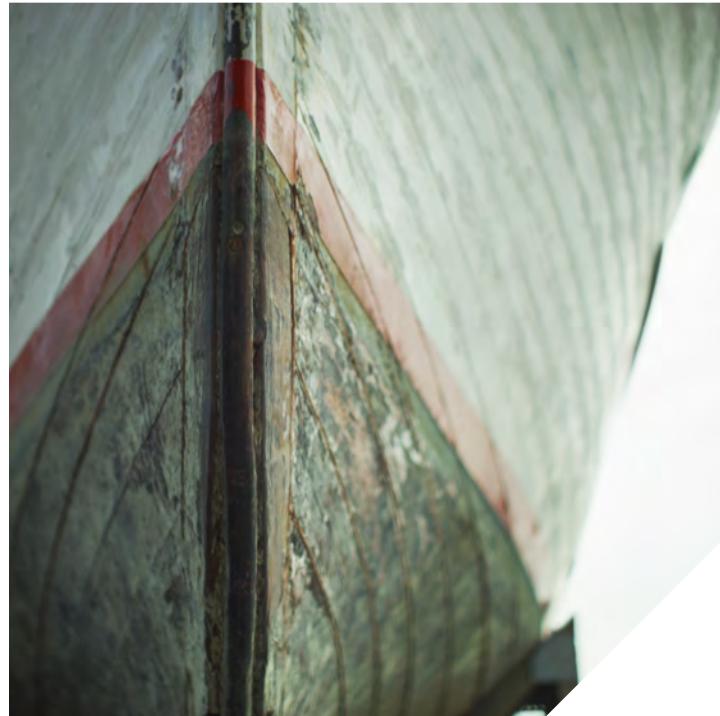
# A CULTURE OF ACCOUNTABILITY

Every team member has personal goals that ladder directly up to our corporate objectives, all laid out on an outcome-based scorecard tied directly to compensation and bonuses.

This scorecard will continue to evolve as we sharpen our KPIs.

## CORPORATE SCORECARD

KPI	2017 TARGET	2016 ACTUAL	STRATEGIC PILLARS KPI ADDRESSES
ANNUAL VISITATION	8.8M Visitors	No Measure	<ul style="list-style-type: none"> <li>Establishing a Strong Destination Brand</li> <li>Accelerating Experience Development</li> <li>Pivoting to Digital</li> <li>Growing the Business Travel Market</li> <li>Improving Operational Efficiency</li> </ul>
VISITRICHMONDBC.COM <ul style="list-style-type: none"> <li>Unique Visitors</li> <li>Page Views</li> <li>Time Onsite</li> </ul>	<ul style="list-style-type: none"> <li>321.0K</li> <li>690.0K</li> <li>2:08 (desktop)</li> <li>0:50 (mobile)</li> </ul>	<ul style="list-style-type: none"> <li>348.0K</li> <li>769.0K</li> <li>1:20</li> </ul>	<ul style="list-style-type: none"> <li>Establishing a Strong Destination Brand</li> <li>Pivoting to Digital</li> </ul>
INDUSTRY REFERRALS	32.0K	15.5K	<ul style="list-style-type: none"> <li>Establishing a Strong Destination Brand</li> <li>Pivoting to Digital</li> <li>Improving Operational Efficiency</li> </ul>
PARTNER INVESTMENT IN CO-OP PROGRAM	\$30K	New Measure	<ul style="list-style-type: none"> <li>Accelerating Experience Development</li> <li>Establishing a Strong Destination Brand</li> </ul>
ENHANCE RICHMOND TOURISM EXPERIENCES	3	New Measure	<ul style="list-style-type: none"> <li>Accelerating Experience Development</li> <li>Establishing a Strong Destination Brand</li> </ul>
SOCIAL MEDIA FOLLOWERS	70.0K	60.5K	<ul style="list-style-type: none"> <li>Pivoting to Digital</li> <li>Establishing a Strong Destination Brand</li> </ul>
# OF ROOM NIGHTS	27,500	29,993	<ul style="list-style-type: none"> <li>Growing the Business Travel Market</li> <li>Establishing a Strong Destination Brand</li> </ul>
# OF SALES LEADS	80	101	<ul style="list-style-type: none"> <li>Growing the Business Travel Market</li> <li>Establishing a Strong Destination Brand</li> </ul>
PARTNER REVENUE	\$125K	\$144K	<ul style="list-style-type: none"> <li>Improving Operational Efficiency</li> <li>Accelerating Experience Development</li> </ul>
ADMINISTRATIVE / GENERAL OPERATIONS RATIO	<10.0%	10.2%	<ul style="list-style-type: none"> <li>Improving Operational Efficiency</li> <li>Accelerating Experience Development</li> </ul>



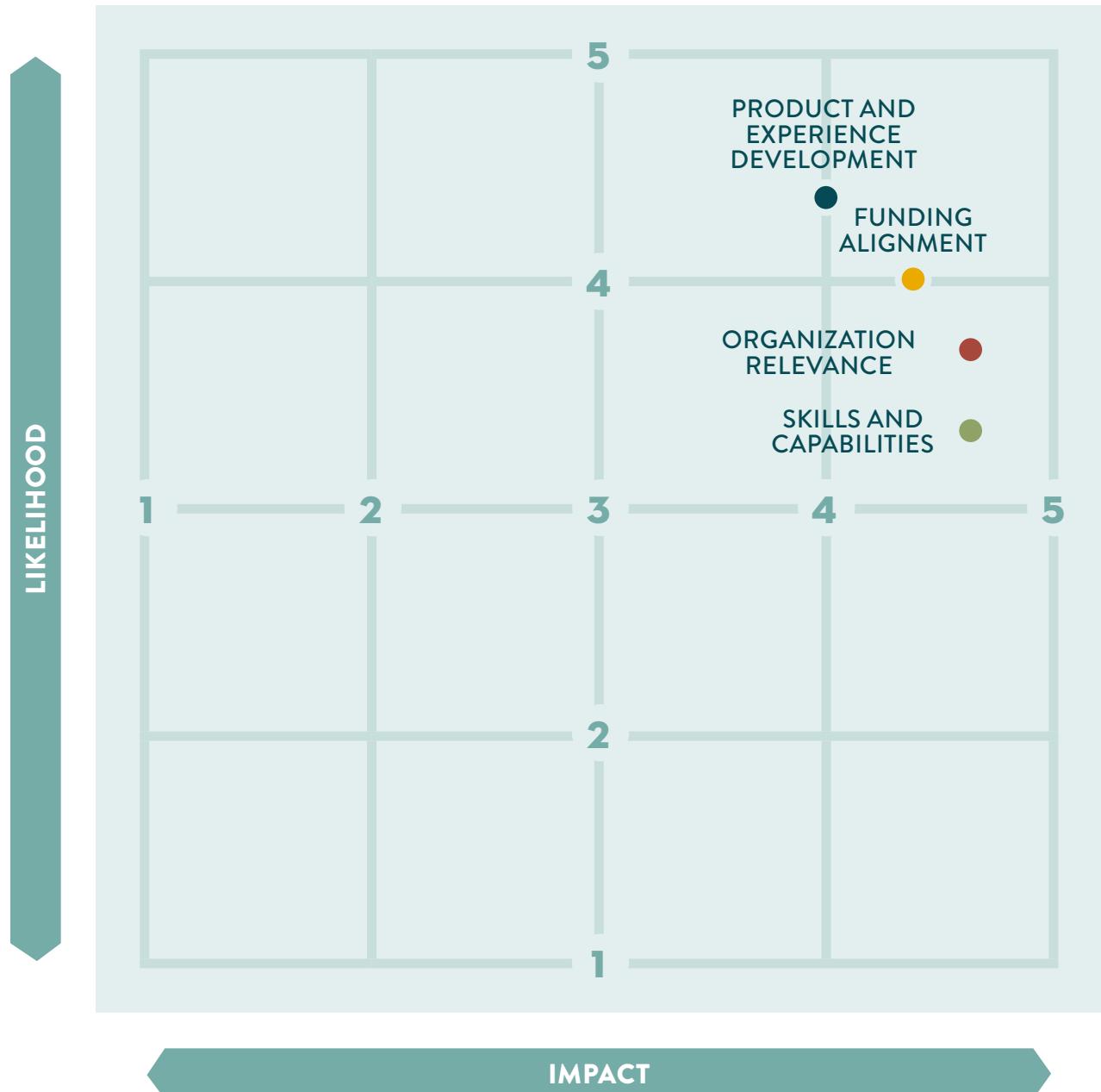
## LEVERAGING PARTNERSHIPS FOR SHARED SUCCESS AND EFFICIENCY

We are improving our ability to take advantage of resources, programs, tools and technologies made available by larger destination marketing partners with complimentary goals. For example, we are increasing integration and collaboration with Team BC under Destination BC and Team Canada under Destination Canada. We're also committed to establishing a strong working partnership with Tourism Vancouver and other DMO partners.

## HIRING THE RIGHT TEAM MEMBERS AND VENDORS

We will seek new expertise and build new capabilities to bring this strategy to life. This will include the recruitment of new team members, training and skills building for current team members, and new external partners (agencies, consultancies, etc.) to fill important gaps.

## RISK MAP



# OUR TEAM



**BRUCE OKABE**  
CHIEF EXECUTIVE OFFICER



**CERI CHONG**  
MANAGER, INDUSTRY DEVELOPMENT



**DEBBIE JAGER**  
DIRECTOR OF SALES



**LORI GELZ**  
MANAGER,  
VISITOR SERVICES & ENGAGEMENT



**ALLEN CHEN**  
CHIEF MARKETING OFFICER



**TIM JANG**  
ARCHITECT,  
MARKETING DATA & PLATFORMS



**NEHA DEWAN**  
MANAGER, BRAND & MARKETING



**BRENDA BESLER**  
ANALYST, BUSINESS & MARKETING



**CRYSTAL SOLBERG**  
MANAGER, DIGITAL CONTENT



**SHERRIE MEJILLA**  
COORDINATOR, ADMINISTRATION



**LESLEY CHANG**  
MANAGER, COMMUNICATIONS



**CAROL YEH**  
DIRECTOR OF OPERATIONS



**APRIL CHEUNG**  
MANAGER, ACCOUNTING



**DENISE HALVERSON**  
VISITOR SERVICES COORDINATOR

## OUR BOARD OF DIRECTORS



**EDA KOOT**  
BOARD CHAIR



**HARALD KURTZKE**  
BOARD MEMBER



**KATHRYN WARREN**  
BOARD MEMBER



**WAYNE DUZITA**  
BOARD VICE CHAIR



**JOE ERCEG**  
BOARD MEMBER



**GARY COLLINGE**  
BOARD MEMBER



**PATRICK GOSELIN**  
BOARD MEMBER



**CATHRYN VOLKERING CARLILE**  
RETIRIED BOARD MEMBER



**ANDY HOBBS**  
BOARD MEMBER



**ROBERT THURLOW**  
BOARD MEMBER



**RUSSELL ATKINSON**  
BOARD MEMBER



**YANNICK SIMOVICH**  
BOARD TREASURER  
AND CHAIR, FINANCE  
COMMITTEE



VISIT **RICHMONDBC.COM**