

**Item #52**

**ADDITIONAL MATERIAL**

**Regular Meeting  
DECEMBER 4, 2018**

**SUBMITTED AT THE REQUEST OF**

**COUNTY ADMINISTRATION**

# Memo

November 29, 2018

To: Board of County Commissioners

From: Stacy Ritter, Division Director, GFLCVB

Subject: Destination Marketing Organization Consulting Services

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The Greater Fort Lauderdale Convention and Visitors Bureau (CVB) is seeking a destination marketing organization consultant to identify and recommend opportunities to improve the functionality and value of the CVB's operation. The consultant will be an impartial expert with experience managing or consulting with a convention and visitors bureau like the CVB. The expert will focus on improving four key areas: organizational improvement, group sales, tourism sales, and marketing.

The CVB previously engaged a consultant to primarily work on two of those areas, organizational improvement and group sales. For example, he was able to collect best practice information from across the nation and assisted the CVB in developing our new bonus incentive program. Most CVB's, regardless of geography, view our staff as competitors and are unwilling to share data or other information with us. The consultant's experience and relationships in the industry gave him access to this type of information that we do not have. The criteria in the RFP calls for an individual with a similar background who would also have this type of access to industry professionals.

Our previous consultant also worked with us on moving us to a more data-driven organization, which among other things resulted in the creation of a new Business Intelligence Analyst position that has since provided tremendous back-up information and context for the development of short and long-term strategies in the various CVB departments. In particular our hospitality industry partners have been excited about and grateful for the additional metrics we have been able to provide about our market and have overall been very supportive of the many changes we have been able to make to date at the CVB.

While the list goes on regarding what the previous consultant assisted with (e.g. group sales regional resources allocation, room night goals review and recommendations, tourism sales resources deployment, realigning strategic client services), there is still much more work to be done in the areas previously cited. The expert will provide recommendations for changes to the overall structure of the CVB. In particular, the focus will be on staff and resource deployment to maximize production. Critical questions like staffing level, deployment of resources organization-wide, and overall strategic direction will be addressed with the input of community partners like hoteliers, restaurateurs, retail, elected officials, residents, and others, and result in the development of a new strategic plan for the CVB.

The expert will provide recommendations on structuring the CVB tourism sales efforts. This person will have the time and resources to focus on the best practices in tourism sales, as well as focus on strategic questions. The tourism sales market, travel agents and tour operators, is in flux; the CVB needs to match appropriate resources to the output of these travel platforms and a third-party consultant can help to do so. As an expert in the field, the consultant will provide direction based on best-practices regarding directly targeting consumers while continuing a business-to-business presence.

This expert will provide recommendations on structuring the CVB group sales efforts as we enter a crucial phase in the County's group sales efforts. With the growing potential for expansion at the Broward County Convention Center (BCCC) effectively selling other venues within the community during the construction while also booking the BCCC space in the future post-renovation takes on even more importance. An independent expert will have the time and resources to

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research the best practices used in other destinations that experienced similar opportunities and issues before, during, and after construction.

This expert will also be capable of providing recommendations for efficiencies in the marketing efforts of the CVB. With the growing use of data and during a time of reflection on the brand historically used by the CVB, this expert will have the resources and time to provide recommendations for changes that adopt the best practices employed in other destinations. In particular this expert will help us to collect information and assist us to identify relevant trends, niche markets and best practices. The expert analysis and recommendations will be key to increasing the effectiveness of marketing efforts undertaken by the CVB.

If you have any questions please let me know. You can contact me at 954-765-8999 or [sritter@broward.org](mailto:sritter@broward.org).