



Mission:

INCREASE TOURISM'S ECONOMIC IMPACT TO OAKLAND THROUGH DESTINATION DEVELOPMENT AND BRAND MANAGEMENT.

Vision:

TO TELL THE WORLD THAT OAKLAND IS A WORLD-CLASS DESTINATION.

VISITOAKLAND.ORG | [#OAKLANDLOVEIT](https://twitter.com/OAKLANDLOVEIT)

EXECUTIVE SUMMARY

In April 2014 Visit Oakland rolled out research, a strategic plan for selling and marketing Oakland, and most importantly, a new destination brand. The way we want to present Oakland to the world came to life that day at the Paramount Theater.

A year later, we are proud of the tangible things that have been developed using the new branding and the results that have been achieved.



- Oakland Map
- Oakland Visitor's Guide
- Oakland Sports Facilities Guide
- Visit Oakland Website
- Oakland Restaurant Week
- Seasonal Ad Campaigns
- I AM Oakland Program

Oakland is quickly becoming a “hot” destination in California – with national and international media attention and accolades that catapult it to the top of “must visit” lists. Hotels have seen a record breaking year with Oakland’s occupancy and rate growth far exceeding national averages and reinforcing the need for more product in the market.

With an established team, a strong brand, increased awareness in the market and an engaged community of stakeholders, Visit Oakland is looking to take huge strides in the coming year. We applaud our hotels for supporting a new Oakland Tourism Business Improvement District that will provide Visit Oakland with incremental funding dedicated to increasing visitation and spending. It will make us more competitive as we attend trade shows, place media and advertisements and attract convention and group business.

There is a lot of work left to do in order to keep demand high and prepare the destination for more hotels and more visitors.

- City Wayfinding
- Youth and Amateur Sports Strategy
- Advertising Year Round
- International Representation
- Convention Services

The theme for this year is DREAM BIG and though there will be lots accomplished in the coming months, an old Nike motto comes to mind, “There is no finish line.”

Alison Best
President & CEO



STRATEGIC PARTNERS



Front cover photo credits: Tproz Photography, Darren Soto, BART, Jerry Ting, Kristen Loken

BOARD OF DIRECTORS EXECUTIVE COMMITTEE

- Mark Hochstatter**, Chair,
Executive Inn & Suites and
Best Western Plus Bayside Hotel
- Michael LeBlanc**, Vice Chair, Picán
- Sima Patel**, Past Chair, Holiday Inn
Express Hotel & Suites
- Mark Everton**, Treasurer,
Waterfront Hotel
- Leslee Stewart**, Secretary,
Paramount Theatre
- Sam Nassif**, The Inn at
Jack London Square

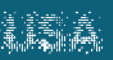
BOARD OF DIRECTORS

- V. Toni Adams, Alameda County
Office of Education
- John Albrecht, Port of Oakland
- Carl Chan, Oakland Chinatown
Chamber Foundation
- Dexter Davis, D Street Media
- Mark Clement, Hilton Oakland Airport
- Leonard Czarnecki, The Claremont
Hotel Club & Spa
- Barney Fonzi, Diablo Magazine
- C.J. Hirschfield, Children’s Fairyland
- Lisa Kershner, Oakland Marriott
City Center
- Barbara Leslie, Oakland Metropolitan
Chamber of Commerce
- Linda Meyer, Jack London Square
- Dr. Joel Parrott, Oakland Zoo
- Paul Patel, Washington Inn

STAFF LIST

- Alison Best, President & CEO
- Natalie Alvarez, Director of
Marketing & Operations
- Kim Bardakian, Director of
PR & Community Relations
- Brandi Hardy, Senior Sales Manager
- Daniel Metz, Digital Marketing &
Communications Manager
- Stephanie Nash, Operations Manager
- Samantha Scott, Sales Manager
- Frances Wong, PR & Community
Relations Manager
- Stefanie Canillo, Sales Coordinator
- Paul Lim, Marketing Coordinator
- Kenneth Brown, Visitor Center
Associate

INDUSTRY PARTNERS



ECONOMIC IMPACT OF TOURISM



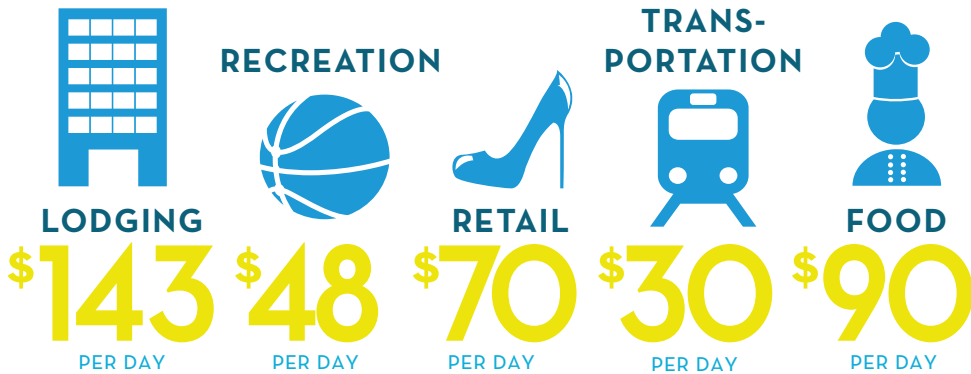
Oakland's annual visitor spend is over

\$1.4 BILLION.

(Source: Smith Travel Research, Young Strategies, 2014)

Did you know?

TOP 5 WAYS VISITORS SPEND THEIR MONEY IN OAKLAND:



(Source: Young Strategies, 2014, Smith Travel Research, 2015)

Average Daily Rate of occupancy INCREASED

11% OVER 2013



Hotel Occupancy was **79% IN 2014 INCREASE 4% OVER 2013.**

(Source: Smith Travel Research, 2015)

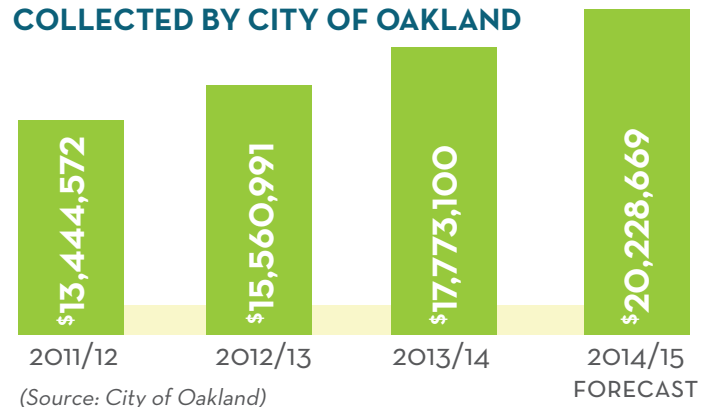
The City of Oakland's occupancy is forecast to reach a record breaking **80%** in 2015 and a **9% growth** in average daily rate.

(Source: Smith Travel Research)



Source: Nsight Business Intelligence

TOTAL TRANSIENT OCCUPANCY TAX COLLECTED BY CITY OF OAKLAND



(Source: City of Oakland)

Tourism supports

94,000 FULL-TIME JOBS in the Oakland region.

(Source: Dept. of Labor Statics, Oakland-Fremont-Hayward metropolitan area)

Smith Travel Research data excludes luxury, midscale and economy properties.



MORE THAN **2.6 MILLION PEOPLE**

VISITED OAKLAND IN 2014.

OAKLAND VISITOR CENTER WELCOMED OVER 5000 VISITORS IN 2014.

(Source: Smith Travel Research, Young Strategies, 2014)

MAJOR GOALS ACHIEVED

<p>Increased hotel weekend stays by 4.6% over previous year</p>		<p>Increased overall hotel occupancy by 3% over previous year</p>		<p>Time on website increased 81% Bounce rates decreased 49%</p>
	<p>Developed strong relationships with local news directors in print, tv and radio</p>		<p>Secured over 30 media placements in top tier publications</p>	<p>Produced Official Visitor Guide supported by advertising</p>
<p>Produced Official Visitor Map with the City of Oakland</p>		<p>Increased Group Sales Leads by 237%</p>	<p>Launched Convention Calendar</p>	<p>Hosted client events in Chicago, London, Mesa, New York, Orlando & Stockholm</p>
<p>Hosted sales training event for hotel sales staff</p>	<p>Secured 4 Strategic Partners: Amtrak, BART, Super Shuttle, Discover</p>	<p>Increased Oakland Restaurant Week web traffic by 494%</p>	<p>Secured \$25,000 in sponsorship for Oakland Restaurant Week</p>	<p>Hosted UK Travel Trade & Media during Raider's UK Game</p>
<p>Awarded DMAP, Destination Marketing Association's highest accreditation</p>		<p>Launched I AM Oakland, a Front Line Training Program</p>		<p>Organized networking mixers & luncheons for stakeholders</p>

Photos Courtesy of: Daniel Thorp, Natasha Greenblot, J. Kevin Foltz, Ozumo, BART, Claremont Hotel, John Joh

MARKETING

Visit Oakland executed the new Oakland destination brand through creation of new advertising campaigns and branded materials including the Official Visitors Map, an Official Visitors Guide, Sports Guide and Oakland Pocket Guide. Content marketing guided the strategy, allowing new content developed for the website to be used in print guides, email marketing and social media. **The Visit Oakland website won Travel Weekly's 2014 Silver Magellan Award for best destination website.**

ADVERTISING CAMPAIGNS



Discover the Oakland You Don't Know
Target: Adventure Seeker, Experience Seeker in Portland & LA Travel



Summer is Cool
Target: Bucket Lister, Experience Seeker in Sacramento



Holiday Campaign
Target: Adventure Seeker, Bucket Lister

OAKLAND TARGET AUDIENCES

ADVENTURE SEEKER

- 25-35 years old
- Moving up in their career
- No family or very young family
- HHI @ 100K+
- 6+ trips per year around authentic experiences

BUCKET LISTER

- 66+ years old
- HHI @ \$100K+
- High percentage of income is fixed, tied to investments
- 5+ trips per year with longer stay periods

EXPERIENCE SEEKER

- 36-50 years old
- Double income, no kids
- HHI \$200K+, high disposable income
- 6+ trips per year
- Immersive travel experiences

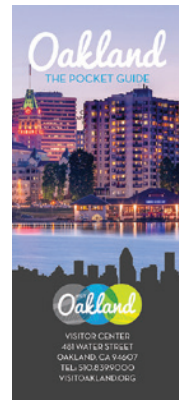
COLLATERAL



Official Oakland Visitors Guide



Official Oakland Visitors Map



Oakland Pocket Guide



Oakland Sports Guide

MARKETING BY THE NUMBERS

1.2
MILLION
WEBSITE PAGE VIEWS

35%
INCREASE
IN FACEBOOK FANS

62%
INCREASE
IN TWITTER FOLLOWERS

79%
INCREASE
IN INSTAGRAM FOLLOWERS

14,000
USES
OF #OAKLANDLOVEIT

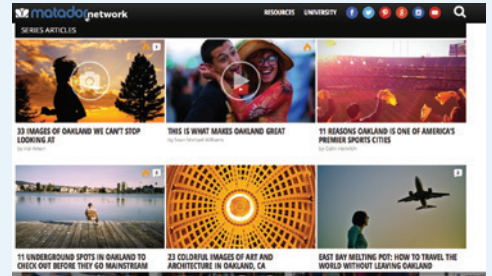
122
WEBSITE ARTICLES
CREATED

CONTENT DEVELOPMENT

Visit Oakland's content marketing, native advertising and video content curation model worked to deliver big results with key industry partners.

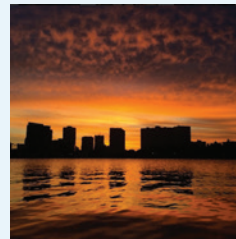
MATADOR TRAVEL NETWORK

- 10 articles published, 1 video
- Over 100,000 page views
- Total Social Impressions: 3.2 million
- Instagram Takeover garnered over 14,000 engagements



FRIDAY NIGHTS @ OMCA VIDEO

- Partnered with OMCA on a 3 minute promotional video
- Over 5,200 page views



▲ Matador Travel Network Video, Homepage and Instagram Pics.

INTERNATIONAL REPRESENTATION

Visit Oakland's presence in the UK market grew through co-op marketing with Visit California and Brand USA as well as leveraging partnerships with the Oakland Raiders and Oakland International Airport.

GIVING BACK TO THE TOWN



Visit Oakland and Raider legend, Lincoln Kennedy do radio interviews with UK press during the Raiders visit to London in September.



Oakland International Airport celebrated the first non-stop service to the European market via Norwegian Airlines.



Visit Oakland partnered with Black Tomato, a UK luxury tour operator to feature Oakland's culinary scene in "California Live", a video series on California's food & wine.

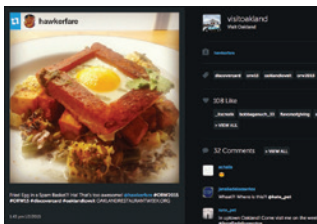
5TH ANNUAL OAKLAND RESTAURANT WEEK

Presented by Visit Oakland and Discover



OAKLAND RESTAURANT WEEK PRESENTED BY VISIT OAKLAND & DISCOVER

- 81 participating restaurants, increased 65% over 2014
- 600,000+ website visits, website page views increased 494% over 2014
- 50+ million media impressions
- 30+ press mentions
- 400 photos tagged with #ORW2015



KEY PROMOTIONS

- VIP Kickoff Party hosted by KTVU's Dave Clark, & Discover
- Advertising in print, radio and outdoor
- Social media campaigns
- Street teams in San Francisco

BEST OF ORW BRACKET

- 64 restaurants went head to head in a March Madness style bracket promoted on social media. Users could vote to determine the winner
- 8,500 votes
- 7,800 page views
- Thousands of likes, shares, tweets and re-tweets



"Our program was extremely successful this year - attendance was definitely up."
- Hutch

"It's clear that Visit Oakland is operating this to bring positive attention and business to the local restaurants, and it really works. So many people used it as an opportunity to try us out."
- The Half Orange

ORW SPONSORED BY:



SALES

ADVERTISING CAMPAIGNS BY SALES MARKET



Movers & Shakers

Target: Corporate, Association Meeting Planners



Catch & Release

Target: Sports Planners



Pride & Joy

Target: Diversity Meetings

ECONOMIC IMPACT OF CONVENTIONS

Conventions & conferences provide a significant economic impact to Oakland. One example is the National Alliance to End Homelessness which Visit Oakland booked into the Oakland Convention Center in 2016. The estimated economic impact to Oakland from just one convention is an astounding \$1.3 million. Visit Oakland used the DMAI Economic Impact Calculator to measure each convention to show our community how visitors support the local economy.

NATIONAL ALLIANCE TO END HOMELESSNESS

Total Attendees: 1,055 Total Room Nights: 879

BUSINESS SALES BY CATEGORY		
Lodging		\$275,233
Transportation		\$63,926
Food & Beverage		\$223,851
Retail		\$30,908
Recreation		\$20,934
Space Rental		\$14,387
Business Service		\$149,490
Total Business Sales (direct)		\$779,731
Business Sales (indirect)		\$551,909
Jobs Supported		212
Estimated Economic Impact		\$1,331,641

CLIENT EVENTS



20 of Arizona's top meeting planners joined Visit Oakland during the Oakland A's Spring Training game in Mesa, AZ.

FAMILIARIZATION (FAM) TOURS



US Airtours, a UK tour operator enjoying wine at Rosenblum Cellars during a FAM Tour in November 2014.



Visit Oakland hosted Visit California's international representatives from the UK, China, Japan, Mexico and Canada at a Warriors game in December 2014.

SALES BY THE NUMBERS

LEAD GROWTH:

237%

ROOM NIGHTS GENERATED:

91,760

ECONOMIC IMPACT:

OVER \$18.2 MILLION

16

TRADE SHOWS ATTENDED

36

FAMILIARIZATION TOURS

125

CUSTOMERS HOSTED

PUBLIC RELATIONS

PR ACHIEVEMENTS

The PR team continues to highlight a variety of positive stories while also shifting the outward perception of Oakland through positive media coverage.

Highlights include:

- Organized a sit-down discussion with ten local News Directors and key community partners discussing the significance of fair and balanced reporting.
- Led an Oakland driving tour with Scandinavia media during the launch of OAK flights on Norwegian Air. Organized a media dinner with journalists in Stockholm, Sweden.
- Joined the San Francisco Bay Area Super Bowl 50 Communications Committee.
- Planned detailed itineraries and hosted top national and international media.

FEATURED PUBLICATIONS



PR BY THE NUMBERS

81
PRESS VISITS

75
MEDIA OUTLETS

120
MILLION
MONTHLY READERS
AND VIEWERS REACHED

11
COUNTRIES
REACHED (BRAZIL, CANADA, GREAT BRITAIN, IRELAND, JAPAN, MEXICO, NEW ZEALAND, SCOTLAND, SOUTH KOREA, SWEDEN, UNITED STATES)

THE TALK OF THE TOWN



Oakland PR professionals gather during a Chat n' Chew luncheon at the BMW Club at Oracle Arena.



Visit Oakland provides tourism insight to all Oakland events and happenings. Here, Visit Oakland speaks about the impact of BART to OAK as a resource for visitors traveling into Oakland.



Visit California Mexico shows off Lake Merritt via a gondola ride with travel writers. International and domestic journalists work with Visit Oakland as a trusted resource when writing about the destination.

COMMUNITY RELATIONS

Strong community partnerships are vital to Visit Oakland's ongoing success—Business Improvement Districts (BIDs), Chambers of Commerce, nonprofits and more. Our goal is to drive more traffic to Oakland businesses, attractions, and partners.



Photo credit: City of Oakland, Greg Linhares



Visit Oakland organizes “Spirit Weeks” to kick off the seasons of Oakland’s three professional sports teams. We engage our community partners with team flags atop City Hall, AC Transit bus headers, and team hats for hotel frontline staff among other initiatives.

▲ Alison Best speaks at a press conference kicking off Raiders Week and the celebration of a Raiders and NFL donation to renovate the Curt Flood Sports Complex.

EVENT PARTNERSHIPS

- Oakland Pride
- Eat Real
- The Town Half
- Oakland Triathlon
- Oakland Running Festival ▶
- Internet Cat Vid Fest
- Vator Splash
- Pedal Fest ▶



Photo credit: Ken Katz



Photo credit: City of Oakland, Greg Linhares

GIVING BACK TO THE TOWN



Photo credit: City of Oakland, Greg Linhares



Students from Ralph Bunche’s *Hospitality, Tourism and Recreation* class enjoy a guided bus tour around Oakland, including a stop at Temescal Alley.



The Visit Oakland staff hosted their annual Open House where over 300 community partners gathered at their offices in September.

I AM OAKLAND

I Am Oakland is a destination training program that is designed for everyone who works directly with guests and visitors on a daily basis. Frontline workers are provided the necessary tools to deliver an exceptional visitor experience and also gain an understanding of how tourism impacts Oakland's economy.

Many businesses and organizations have already scheduled a private training session with us! To date, **almost 300 graduates have received certificates**, representing a cross-section of hotels, attractions, and organizations who are now official **Oakland Ambassadors**.

Through our exclusive partnership with Super Shuttle, I Am Oakland is now offered **free of charge six times a year**. Information and registration can be found at iamoakland.org.



▲ OMCA staff and docents are the proud inaugural class of I Am Oakland, graduating in August 2014.

Another happy group of I Am Oakland graduates who are now officially Oakland Ambassadors! ▶



Each training session kicks off with a guided bus tour courtesy of Super Shuttle.



Hotel frontline staff, business leaders, and new residents learning to be ambassadors representing the city.



Alison Best, Visit Oakland President & CEO leading the classroom portion of the I AM Oakland program.



AWARDS & ACCOLADES

ACCOLADES

- 10 Best Food Cities in the World (*Jetsetter*)
- #9 Most Walkable City (*Walk Score*)
- #1 Most Diverse City in America (*Priceonomics*)
- Top 5 Fittest City in USA (*Runner's World*)
- #8 "Best in the US to Visit in 2015" (*Lonely Planet*)
- #6 in Top 20 Cities for Tech Startup Funding (*National Venture Capital Association*)
- #10 Best Sports Town (*USA Today*)
- #12 Among America's Coolest Cities (*Forbes*)

VISIT OAKLAND WAS AWARDED THE FOLLOWING AWARDS IN 2014/15

- 2014 Silver Magellan Award, *Best Destination Website, Travel Weekly*
- 2014 Poppy Award, "Committed to Tourism", *Visit California*
- Oakland "On the Map" Award, *Oakland Metropolitan Chamber of Commerce*