



**Organization:** Team San Jose, Inc.  
**Contract Period:** July 2009-2014  
**Date:** November 9, 2009

**Marketing Objective:**

Our objectives are to sell San Jose as a destination, drive economic impact (room nights, visitor spending, tax revenues) and activate managed theater venues.

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## Marketing Plan Overview

### *Background*

The 2009 – 2010 Marketing Plan for Team San Jose is a comprehensive plan that covers three contracts, including one contract for the management of the Convention and Cultural Facilities, another for the Sales and Marketing of the City and the last for San Jose Hotels, Inc. The plan is based on research and the tactics and strategies included reflect strategic planning to respond to the research results to demonstrate San Jose as a destination of choice for visitors.

In early 2009, Team San Jose (TSJ) and the San Jose Convention and Visitors Bureau (SJCVB) officially merged into one entity. Over the past five years, Team San Jose has partnered with the San Jose Convention and Visitors Bureau to deliver quality customer service at the Convention Center and Cultural Facilities, which include the California Theatre, the Montgomery Theater, the Center for the Performing Arts and the San Jose Civic. The team offers a one team approach for all event needs like no other destination can due to its unique customer service model. Team San Jose also serves as the destination sales and marketing arm of the City of San Jose.

Team San Jose partners with several organizations, including the Downtown Association, the Silicon Valley Chamber of Commerce, the San Jose Sports Authority, the Mineta San Jose International Airport, the City of San Jose, Redevelopment Agency and others to strategically coordinate communications and marketing about San Jose as a destination and work toward our shared goals.

## ***SWOT Analysis***

### **SWOT Analysis**

#### **Strengths**

- Location- heart of Silicon Valley, world capital of innovation
- The Team San Jose model: providing a single-team approach for all events
- Safe and walk-able Downtown
- Major hotel brands in downtown and throughout San Jose
- Proximity of Mineta San Jose International Airport/ Strong airlift from a regional perspective
- Diversity of population and unique neighborhoods

#### **Weaknesses**

- Lack of notoriety
- Brand confusion/mixed messaging
- Reduction of airlift at Mineta San Jose International Airport
- Outdated facilities
- Need for more space
- Brand gap between perception and experience Downtown (lack of retail and sense of place)

#### **Opportunities**

- Company merger will reduce confusion
- Expansion/ Renovation potential
- Activation of the theaters through new business relationships will enliven downtown
- Airport Expansion and renovation
- Arts and Cultural opportunities
- Website redesign and ability to further differentiate San Jose's destination attributes in the online space

#### **Threats**

- Local budget shortfalls
- Weakened Transit Occupancy Tax revenues due to lowered occupancy
- Further decreases in airlift at San Jose Mineta International Airport
- Weakened economic conditions
- Gap existing between brand and visitor experience

## **Research**

Team San Jose's greatest opportunity to positively impact San Jose as a travel destination lies in the positioning of the City as a premier meetings destination. To this end, Team San Jose conducted Meeting Planner research in FY 07-08. The key findings from that research confirmed a number of key pillars of the organization's approach in selling San Jose as a destination.

### **Key Market Research Findings**

**Economy will continue to be down through the next fiscal year.** With current projections indicating that the economic recovery will not occur until sometime in 2010, Team San Jose is prepared for a challenging FY 09-10. Decreases in hotel traffic will negatively affect Transit Occupancy Taxes thereby limiting budgetary resources for Team San Jose and the SJCVB. The organization will prudently seek to utilize marketing funds with a focus toward return on investment (ROI) and will seek to utilize more grass-root efforts to secure short-term business with minimal costs.

**Focus on market mix.** The decline in travel across multiple segments will necessitate TSJ/SJCVB to shift the market mix for FY 09-10. The organization will look to increase Association and State Association bookings over normal target levels. To help short-term bookings (normally serviced by the corporate market), Team San Jose will concentrate on booking smaller, local groups directly into the hotels and will look at segments that generate less economic impact (such as consumer shows) to drive revenue to the Convention and Cultural Facilities.

**Continue to focus on relationship building with meeting planners.** Despite the changes in segment volume, the SJCVB sales and marketing forces will continue to focus on developing relationships with meeting planners. The organization will focus on providing the planners with our unique one team service approach and deliver highly specialized and personalized solutions to the planners needs, differentiating our organization from competitive destinations.

**Focus on branding the organization and the city through key differentiators: our location and our organizational model.** Team San Jose will pursue a rebranding of the organization and city focusing on the spirit of innovation and entrepreneurialism that exists in Silicon Valley. Furthermore, the organization will seek to connect that message to the innovative nature of the Team San Jose model and work with local community partners to close the brand gap for all visitors to the city.

## ***Overarching Marketing Strategy***

### **Our marketing strategies include:**

- Promote San Jose as a meetings destination to meeting planners/decision makers through tailored specific relationship building and communication tactics.
- Activate four downtown theaters and market their unique niche areas through new and existing partnerships, enhanced patron experiences and furthering our reach through online marketing initiatives.
- Promote San Jose as a leisure destination and stimulate room night consumption and visitor spending through support of major local festivals and events, enhanced online marketing planning, and targeted marketing and PR activities.

### **Target Audiences:**

*Each core strategy below highlights the specific target audiences and their subsets.*

- Meeting planners and their convention attendees
- Local and regional transient travelers
- Theater patrons
- Leisure and business travelers

### **How Will You Reach Your Target Audiences?**

Generally, the following tactics are used. Due to multiple audiences, each Core Strategy below defines how we will reach our target audience more specifically.

- Team San Jose will use a number of tactics including:
  - Rebranding of the organization
  - Re-launching of Web site
  - Tradeshow and events
  - Social media
  - Advertising
  - PR and communications
  - Community relations
  - Market research

**Overall Performance Measures of Your Marketing Efforts: (include metrics):**

- 1) To satisfy Team San Jose’s performance measures as approved in contract with the City, the Performance Measures fall into the following categories:
  - Economic Impact Measures- Hotel Room Nights, Attendance, Direct Spending, ROI formula
  - Gross Operating Profit
  - Theater Performance Measures- Performance Days and Occupied Days by facility
  - Customer Satisfaction- Survey to planners asking if they would return to SJ for another event
  
- 2) Continue to track and increase value by monitoring impressions and the awareness of San Jose and its brand.
  
- 3) Continue to benchmark San Jose’s performance against a set of cities as San Jose’s competitors on a regular basis to evaluate industry trends, San Jose’s strengths and weaknesses as a venue to for conventions and meetings and opportunities for future growth.

**Economic Impact = 40%**

**Attendance:**

	09/10 GOAL
Local/Social	875,000
Out of Town	65,000
Exhibitor	13,250
TOTAL	953,250

**E EI:**

Year	09/10 GOAL
Target	\$88,750,000

**Room Nights:**

Year	09/10 GOAL
Target	180,000

**ROI Formula:**

Year	09/10 GOAL
Target	\$2.73

**Gross Operating Profit = 35%**

Year	09/10 GOAL
Target	-\$6,800,000

\* In order to comply with IRS Revenue Procedure 97-13, GOP is not a component of the incentive fee measures. Instead, Gross Revenues are used.

**Gross Revenue = 35%**

Year	09/10 GOAL
Target	\$16,500,000

**Theater Performance = 15%**

Theaters	09/10 GOAL
Performance Days- Civic	35
Occupied Days- Civic	80
Performance Days- CPA	70
Occupied Days- CPA	120
Performance Days- California	70
Occupied Days- California	225
Performance Days- Montgomery	100
Occupied Days- Montgomery	200

**Client Satisfaction =10%**

	09/10 GOAL
Goal	80%*
Actual	-

**\*City/Team San Jose will revisit if expansion construction impacts create increased impediments to customer satisfaction.**

## Core Strategies, Target Audiences, Tactics & Performance Measures

**Core Strategy #1:** Focus on continuing to diversify our market mix by increasing National Association events to San Jose.

<p><b>Specific Target Audience(s):</b></p>	<p>Association groups and 401C organizations have specific goals of enhancing and educating their membership and furthering the goals and interests of a profession, trade or interest through legislation and representation. These organizations are mandated to meet at least once a year annually and these meetings are generally rotated on a regional basis each year.</p> <p>San Jose’s niche continues to be technology related associations like Optical Society of America (OSA) which is coming to San Jose in May of 2010 and is a repeat customer. This is due to our location as the Capital of Silicon Valley and the proximity to potential exhibiting companies/attendees.</p> <p>Our target audiences include DC and Chicago decision makers. The specific groups that we target are based on the room night generation and their need for convention/exhibit/meeting space. We have two dedicated National Sales Managers in these two markets to generate business to San Jose.</p>
<p><b>Key Tactics &amp; Deliverables:</b></p>	<p><b><i>Developing Relationships:</i></b></p> <p><b>*Chicago Market Event</b> With 4, 018 Associations represented in the Chicago area, Team San Jose has diligently worked to maintain our presence and contacts in the Chicago area. This event is focused on maintaining relationships with current clients and building relationships with new meeting planners that result in room night opportunities.</p> <p><b>*Washington D.C. Market Event</b> With over 5 years of exposure and development in the Washington D.C. and over 6, 609 Associations represented in the D.C. area, Team San Jose will conduct in-market events focused on the Maryland, Virginia and Washington D.C.</p> <p><b>*Destination Showcase</b> To maintain our exposure in the greater Washington DC area, this conference allows us to be a part of the relevant program solutions meeting planners are looking for when planning meetings and conventions. Destination Showcase is specifically for association, government, non-profit, religious and trade</p>

	<p>associations. Destination Marketing Association International ensures that the planner is equipped with the latest trends and solutions of our industry.</p> <p><b>*Springtime</b> The Greater Washington DC area is home for more than 3,500 Associations in the region. At Springtime, there is the ability to meet 87% of the buyers and significant influencers in a premier one-day meeting and expo to ensure San Jose stays competitive, attending along with 700 top exhibitors – from the travel industry hotels and resorts to airlines and Convention and Visitors Bureaus.</p> <p><b>*Professional Conference Managers Association – Co-Sponsored Client Event</b> TSJ/SJCVB will join together with Virginia Beach CVB to host an exclusive event, during PCMA’s Annual Conference. This event allows our cities to become a solution to planners looking to plan their east coast and west coast meetings. By positioning ourselves as this solution to planners, we are able to showcase our cities like features.</p> <p><b>*Additional In-Market Activities to Maintain Exposure</b> 12 sponsorship and event activities</p> <p><b><i>Communicating a clear message about San Jose and San Jose Venues:</i></b></p> <ul style="list-style-type: none"> <li>- PR efforts and messaging</li> <li>- Web rebranding</li> <li>- Advertising</li> <li>- Branding San Jose’s unique service model: a single solution for all event needs</li> </ul> <p>Target Trade Publications</p> <p><i>*Convene</i>                      Circulation: 35,000</p> <p><i>*Smart Meetings</i>            Circulation: 32,000</p>
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<b>Performance Measures:</b>	<b>Hotel Room Night Generation: **</b>	
	<b>Market Segment</b>	<b>Booking Goal</b>
	Business and Trade	34,700
	Education	1,975
	Engineering and Science	25,700
	Medical	7,700
<i>**Final room night goals still pending City Council approval.</i>		

**Core Strategy #2:** Focus on continuing Team San Jose’s market mix by increasing corporate events to San Jose.

<b>Specific Target Audience(s):</b>	<p>A for-profit corporate entity located either locally or nationally. Meeting types include business to business tradeshows, internal corporate meetings and user groups.</p> <p>Our main corporate business focus is leveraging San Jose’s own backyard by selling San Jose’s attributes to corporate headquarters located in our own community. For example, corporate clients like Adobe, Apple, NVIDIA, Google, Cisco, and eBay are repeat business for San Jose. We have extended our sales efforts in Chicago and New York to broaden our National Corporate business reach.</p> <p>We have one dedicated National Sales Manager in this market area to focus efforts on citywide events. Citywide groups are pieces of business that utilize three or more hotels.</p>
<b>Key Tactics &amp; Deliverables:</b>	<p><i>Developing Relationships:</i></p> <p><b>*Local Corporate Initiative:</b> Local Corporate Initiative is a program to keep business in San Jose. This multi-faceted tactic includes corporate discounts and incentives to book short-term events. Activities include hosting receptions with corporate decision makers.</p> <p><b>*Sales Meetings:</b></p>

	<p>In - Market quick trips to other destinations to sell San Jose.</p> <p><b>*Additional In-Market Activities</b></p> <ul style="list-style-type: none"> <li>• SVBTA Networking Events</li> <li>• MPI Networking Events</li> <li>• American Express Corporation – Meeting Solution – Annual Meeting Sponsorship</li> </ul> <p><b><i>Communicating a clear message about San Jose and San Jose Venues:</i></b></p> <ul style="list-style-type: none"> <li>- PR efforts and messaging</li> <li>- Web rebranding</li> <li>- Advertising</li> <li>- Branding San Jose’s unique service model: a single solution for all event needs</li> </ul> <p>Target Trade Publications <i>*Meetings West      Circulation 31,000</i></p>				
<p><b>Performance Measures:</b></p>	<p>Hotel room nights:**</p> <table border="1" data-bbox="399 1094 751 1297"> <thead> <tr> <th>Market Segment</th> <th>Booking Goal</th> </tr> </thead> <tbody> <tr> <td>Corporate</td> <td>38,575</td> </tr> </tbody> </table> <p><i>**Final room night goals still pending City Council approval.</i></p>	Market Segment	Booking Goal	Corporate	38,575
Market Segment	Booking Goal				
Corporate	38,575				

**Core Strategy #3:** Focus on continuing to diversify our meeting market mix by increasing State Association events to San Jose.

<p><b>Specific Target Audience(s):</b></p>	<p>Associations and 401C organizations that have been set up within the state of California with specific goals of enhancing and educating their membership and furthering the goals and interests of a profession, trade, or interest within the state through legislation and representation. These organizations generally meet only within the state and typically rotate between the Southern and Northern regions of the state for annual member activities. Examples include: California Realtors Association and California Association of Bilingual Educators.</p> <p>Education, labor and green-tech remain strong sub-segments.</p>
<p><b>Key Tactics &amp; Deliverables:</b></p>	<p><b>*California Society of Association Executives – Seasonal Spectacular</b> The “must attend” holiday conference of the year, CalSAE brings together 1,100 members to introduce California’s rich array of services and partners available as solutions in planning. At this conference, San Jose will network with prominent association and trade professionals from the California area, many of which are government organizations.</p> <p><b>*Sacramento Market Event</b> Our annual in market events have proven a success for San Jose. This year planners will enjoy time with San Jose in a relax setting, where networking opportunities are optimal in order to increase business potential.</p> <p><b>*Additional In-Market Activities</b> Monthly CalSAE Luncheons</p> <p><b>Communicating a clear message about San Jose and San Jose Venues:</b></p> <ul style="list-style-type: none"> <li>- PR efforts and messaging</li> <li>- Web rebranding</li> <li>- Advertising</li> <li>- Branding San Jose’s unique service model: a single solution for all event needs</li> </ul> <p>Target Trade Publications <i>*Meetings West    Circulation: 31,000</i></p>
<p><b>Performance Measures:</b></p>	<p>Hotel room night Goal:**</p>

	Market Segment	Booking Goal
	State Association	15,400

*\*\*Final room night goals still pending City Council approval*

**Core Strategy #4:** Focus on continuing our meeting market mix by increasing Specialty sub-segment events in San Jose, including sports groups and consumer shows.

<b>Specific Target Audience(s):</b>	<p>Specialty Markets is a grouping of sub-segments of the National Association market that includes Sports and SMERF (Social, Military, Ethnic, Religious, and Fraternal) business. These groups focus is on personal interests, hobbies or social activities and, hence, have membership that is largely comprised of volunteers or enthusiasts.</p> <p>These groups are differentiated from other National Associations in that their focus is on personal interests, hobbies or social activities and, hence, have membership that is largely comprised of volunteers or enthusiasts.</p> <p>These groups tend to meet during weekend and other non-peak distressed time periods to get dates, destinations and facilities that otherwise the organization could not afford. We have a National Sales Manager in the following markets respectively in Sports and Religious/Hobby.</p>
<b>Key Tactics &amp; Deliverables:</b>	<p><i>We use a variety of tactics in these submarkets, due to their niche attendee base.</i></p> <p><b>*Sports Familiarization Tour</b> Our objective is to showcase San Jose as a premier sports destination. TSJ/SJCVB will focus on sports planners that have not visited San Jose in the last 3 years and represent significant room night potential and/or multiple events.</p> <p><b>*Colorado Springs Client Event (Sports)</b> Focused on attracting business from the Olympic Governing Bodies, this annual client event hosts over 20 qualified planners. Planners as well as their guests enjoy an exclusive event and dinner with our team, as our goal is to continue to build distinctive relationships with association planners in a relaxed setting.</p>

	<p><b>*Rejuvenate Marketplace (Religious)</b> Our partnership with and support of Collinson Publishing led San Jose to become a premier tradeshow and event sponsor for the annual Rejuvenate Marketplace affair.</p> <p><b>*TEAMS Conference (Sports)</b> Representatives from more than 300 Olympic Governing Bodies, sporting event organizers, and right holders attended the TEAMS conference looking to meet with destinations that they know and trust. These planners and event organizers are very devoted to building rapport before securing business. Sports Travel is dedicated to providing planners with an intimate appointment setting for their choice destination during the conference to facilitate relationships needed to secure business.</p> <p><b>*Connect Marketplace</b> This first year show brings together 150 pre-qualified SMERF planners in a format that makes it easy and productive to do business.</p> <p><b><i>Communicating a clear message about San Jose and San Jose Venues:</i></b></p> <ul style="list-style-type: none"> <li>- PR efforts and messaging</li> <li>- Web rebranding</li> <li>- Advertising</li>   <li>- Branding San Jose’s unique service model: a single solution for all event needs</li> </ul> <p>Target Trade Publications <i>Rejuvenate</i>                      Religious                      5,000</p>						
<p><b>Performance Measures:</b></p>	<p>- <b>Hotel Room Nights**</b></p> <table border="1" data-bbox="397 1514 751 1791"> <thead> <tr> <th>Market Segment</th> <th>Booking Goal</th> </tr> </thead> <tbody> <tr> <td>Frat-Social</td> <td>2,575</td> </tr> <tr> <td>Government</td> <td>3,600</td> </tr> </tbody> </table>	Market Segment	Booking Goal	Frat-Social	2,575	Government	3,600
Market Segment	Booking Goal						
Frat-Social	2,575						
Government	3,600						

	Religious	12,900
	Sports	34,300

*\*\*Final room night goals still pending City Council approval.*

**Core Strategy #5:** Brand and advertise the San Jose Civic.

<b>Specific Target Audience(s):</b>	This target market calls for Team San Jose to focus on happenings in Downtown San Jose at the San Jose Civic. The target audience is concert goers that are regional and local in nature. A key audience is also local corporate groups who would be interested in hosting special events at the San Jose Civic.
<b>Key Tactics &amp; Deliverables:</b>	<p>To compliment the vision of Downtown theater activation, Team San Jose has announced a new partnership with Nederlander Concerts to activate the San Jose Civic as a premier mid-size concert venue on the West Coast.</p> <p><b>*Local Team:</b> Team San Jose/SJCVB and Nederlander have a local team of veterans in place to concentrate on bringing concerts and special events to the building.</p> <p><b>*Rebranding the Venue:</b> With the new partnership, the team has the goal of rebranding the building as the premier mid-sized concert venue of the South Bay. A new logo, look and feel to the facility will complement its rich history as a major concert venue. A redesigned, venue-specific website and targeted use of social media applications will help to drive awareness of the venue on the online space.</p> <p>The team is also focused on the cache associated with the building by refurbishing the user experience within the venue- thereby connecting the audience to the buildings rich musical legacy.</p> <p><b>*Renovations:</b> With funding received from the San Jose Redevelopment Agency, significant renovations planned for the Civic include a state-of-the-art sound and light system, new concessions, upgraded seating and restroom modifications. The venue will receive a wall of fame and exterior painting facelift. A number of PR initiatives are planned to announce renovations of the venue, in partnership with the Agency and City.</p> <p><b>*Open Houses and Anniversary Events:</b></p>

	<p>Several open house events planned to showcase the new and improved building to partners, media and the public. As part of a major anniversary and re-launching/opening, a number of events are planned for the last two quarters of the year.</p> <p><b>*Bookings</b> In the year to date, TSJ and Nederlander concerts have booked 16 events in the San Jose Civic. Both teams anticipate having this number grow throughout the year.</p> <p><b>*Building Awareness and PR Initiatives:</b> Specific focus on radio, social media, and trade outlets will support the awareness of the San Jose Civic as a venue.</p> <p>Trade Outlets <i>Venues Today</i> <i>Billboard</i></p>									
<p><b>Performance Measures:</b></p>	<p>Theater days occupied and performance days:</p> <table border="1" data-bbox="386 1010 1203 1121"> <thead> <tr> <th>Theaters</th> <th>FY 08/09</th> <th>09/10 GOAL</th> </tr> </thead> <tbody> <tr> <td>Performance Days- Civic</td> <td>26</td> <td>35</td> </tr> <tr> <td>Occupied Days- Civic</td> <td>109</td> <td>80</td> </tr> </tbody> </table>	Theaters	FY 08/09	09/10 GOAL	Performance Days- Civic	26	35	Occupied Days- Civic	109	80
Theaters	FY 08/09	09/10 GOAL								
Performance Days- Civic	26	35								
Occupied Days- Civic	109	80								

**Core Strategy #6:** Activate the Center for the Performing Arts

<p><b>Specific Target Audience(s):</b></p>	<p>This target market calls for Team San Jose to focus on happenings in Downtown San Jose at the Center for the Performing Arts. The target audience is concert and special event goers that are regional and local in nature. A special focus will be on Broadway theater goers.</p>
<p><b>Key Tactics &amp; Deliverables:</b></p>	<p>The Center for the Performing Arts is within easy walking distance of the Convention Center and allows patrons easy access to restaurants, lounges and other components of a wonderful night at the theater. The auditorium seating is of continental design and has seating for 2,665. The Center for the Performing Arts is home to Ballet San Jose and now a new partner in Broadway San Jose.</p> <p><b>*Broadway San Jose:</b> TSJ has formed a partnership with the Nederlander organization in New York to</p>

	<p>bring Broadway musicals back to San Jose in the Center for the Performing Arts (CPA). The new venture, Broadway San Jose, will launch its inaugural season in 2009-10.</p> <p>Broadway San Jose has established offices locally and has hired a General Manager and Director of Marketing to promote the season locally. TSJ will assist in marketing and attendance building initiatives.</p> <p><b>*Improvements:</b> A number of improvements and additions to the building itself are planned to enhance patron experience and highlight the quality of product coming to San Jose, including concessions and additional bathrooms and concessions outside the venue.</p> <p><b>*Ballet San Jose:</b> TSJ/SJCVB will continue to support Ballet San Jose and assist with marketing the organization as a resident partner and the season’s shows.</p> <p><b>*Bookings</b> The inaugural season for Broadway San Jose will include Monty Python’s Spamalot, Spring Awakening, Riverdance, Avenue Q and Legally Blonde. Ballet San Jose’s season includes Coppelia, Daryl Gray’s Pirates of Penzance!, Romeo and Juliet, the Nutcracker, Spring Repertory 1 and Spring Repertory 2.</p> <p><b>*Marketing and PR Initiatives:</b> Website redesign Local PR Local event specific advertising Social media</p>									
<p><b>Performance Measures:</b></p>	<p>Theater days occupied and performance days:</p> <table border="1"> <thead> <tr> <th data-bbox="380 1591 818 1629">Theaters</th> <th data-bbox="818 1591 1000 1629">FY 08/09</th> <th data-bbox="1000 1591 1203 1629">09/10 GOAL</th> </tr> </thead> <tbody> <tr> <td data-bbox="380 1629 818 1667">Performance Days- CPA</td> <td data-bbox="818 1629 1000 1667">107</td> <td data-bbox="1000 1629 1203 1667">70</td> </tr> <tr> <td data-bbox="380 1667 818 1705">Occupied Days- CPA</td> <td data-bbox="818 1667 1000 1705">185</td> <td data-bbox="1000 1667 1203 1705">120</td> </tr> </tbody> </table>	Theaters	FY 08/09	09/10 GOAL	Performance Days- CPA	107	70	Occupied Days- CPA	185	120
Theaters	FY 08/09	09/10 GOAL								
Performance Days- CPA	107	70								
Occupied Days- CPA	185	120								

**Core Strategy #7:** Activate the California Theatre.

<p><b>Specific Target Audience(s):</b></p>	<p>This target market calls for Team San Jose to focus on happenings in Downtown San Jose at the CA Theatre. The target audience is special event goers that are regional and local in nature.</p>
<p><b>Key Tactics &amp; Deliverables:</b></p>	<p>The California Theater is a 1,119 seat venue that serves as home to Opera San Jose and the Symphony Silicon Valley. The California also hosts the Summer and Holiday Film Series and other arts and cultural events throughout the year. Originally built in 1927, this theater has been transformed into not only a major performing arts center but also a lavish conference and meeting facility.</p> <p><b>*Resident Partner:</b> TSJ will continue to lend assistance as needed to the resident partners of the California Theater, Opera San Jose and Symphony Silicon Valley, focusing on marketing and attendance building for the upcoming seasons.</p> <p><b>*Local Classic Movie Series:</b> TSJ will partner with the Stanford Film Foundation and look to build on the momentum gained over the past fiscal year in establishing the Summer and Holiday Film Series as premier downtown annual events.</p> <p><b>*Small Events:</b> Explore possibilities to program smaller one-off events around resident partners' schedules to maximize theater occupancy and attendance.</p> <p><b>*Food and Beverage Opportunities:</b> Look at new opportunities for increasing food and beverage transactions through in-house points of sale and explore activation of other property assets for events.</p> <p><b>*Bookings</b> Opera San Jose's 2009-10 schedule includes: Manon, La Cenerentola, The Marriage of Figaro and La Rondine. Symphony Silicon Valley's 2009-10 schedule includes: Ravel Brahms, Copland Beethoven, The Four Seasons, Scheherazade-Tales from the East, Porgy &amp; Bess, Cellos &amp; Tchaikovsky, and Mozart &amp; Mahler</p> <p><b>*Marketing and PR Initiatives:</b> Website redesign Local PR</p>

	Local event specific advertising Social media		
<b>Performance Measures:</b>	Theater days occupied and performance days:		
	Theaters	FY 08/09	09/10 GOAL
	Performance Days- California	106	70
	Occupied Days- California	264	225

**Core Strategy #8:** Activate the Montgomery Theater.

<p><b>Specific Target Audience(s):</b></p>	<p>This target market calls for Team San Jose to focus on happenings in Downtown San Jose at the Montgomery Theatre. The target audience is theater goers that are regional and local in nature, with a specific interest in children’s theater, ethnic cultural arts. We are also focusing on small non-profit organizations looking to host ticketed events.</p>
<p><b>Key Tactics &amp; Deliverables:</b></p>	<p>The Montgomery Theater is a 536 seat venue that is home to the Children’s Musical Theater San Jose. The team is looking to position this theater as the optimal small to medium sized groups as the affordable choice for Downtown entertainment.</p> <p><b>*Resident Partner:</b> Support Children’s Musical Theater of San Jose as resident partner at the Montgomery. Assist as requested with the marketing efforts of the organization to drive attendance at the season’s shows.</p> <p><b>*Small Non-profit Event Program:</b> Initialize program to market theater space to small non-profit arts groups as a premier venue for their performances. Seek to activate theater beyond the robust CMT schedule.</p> <p><b>*Renovations:</b> Explore possibilities for upgrades or renovations in conjunction with renovations at the San Jose Civic, centered around attendee experience and back of the house improvements</p> <p><b>*Bookings:</b> Children’s Musical Theater of San Jose’s 2009-10 schedule includes: Oliver!, The 25<sup>th</sup> Annual Putnam County Spelling Bee, Little Shop of Horrors, Miss Saigon, 13-The Musical, Once Upon a Mattress, Once on this Island, High School Musical 2, Rugrats- a Live Adventure! and Singin’ in the Rain</p> <p><b>*Small Events:</b> Explore possibilities to program smaller one-off events around resident partners’ schedules to maximize theater occupancy and attendance.</p> <p><b>*Food and Beverage Opportunities:</b> Look at new opportunities for increasing food and beverage transactions through in-house points of sale and explore activation of other property assets for events.</p>

	<p><b>*Marketing and PR Initiatives:</b> Website redesign Local PR Local event specific advertising Social media</p>			
<b>Performance Measures:</b>	Theater days occupied and performance days:			
	Theaters	FY 07/08	FY 08/09	09/10 GOAL
	Performance Days- Montgomery		99	100
	Occupied Days- Montgomery	212	197	200

**Core Strategy #9:** Promote San Jose as a destination to leisure travelers and continue to focus on overall destination awareness.

<b>Specific Target Audience(s):</b>	Local, regional and national leisure travelers.
<b>Key Tactics &amp; Deliverables:</b>	<p>Tactics in this area include:</p> <p><b>*Promotion of signature festivals:</b> Promote San Jose’s signature festivals, including Jazz Festival, Zero One, and Mariachi Festival. Our unique partnership with these festivals works to extend their marketing reach on a national level to attract leisure visitors and increase hotel bookings and visitors spending.</p> <p><b>*Airport Flight Generation:</b> We partner with the San Jose Mineta International Airport to keep and attract new air carriers. We provide market research, coordinate meetings with local corporate travel and business leaders, and provide advertising, communications, and marketing support to Focus Airlines.</p> <p><b>*Website Redesign and Online Space:</b> Team San Jose has partnered with two different companies, Cintara and Thought Matrix, to bring their expertise to the Web site re-launch and rebranding. Both companies have strong ties to the San Jose community and bring their expertise to help Team San Jose produce a product that is easy to use</p>

	<p>for visitors and planners, highlights unique attributes about San Jose as a destination and about Team San Jose’s structure as a facility manager and contains all the cutting edge tools of social and interactive media on the Web.</p> <p><b>*Official Visitors Guide and Meeting Planners Guide:</b> Team San Jose will work with a new partner, Miles Media, to develop a new version of the San Jose Official Visitors Guide and the San Jose Meeting Planners Guide. The content of the publications will shift from a listing heavy publication to a more editorial style- highlighting the arts and cultural offerings of the destination as well as the benefits of visiting San Jose for either work or pleasure. Online versions of both publications will be available on the website.</p> <p>Advertising in these publications will be integrated with the new online space, giving local businesses an opportunity gain broader exposure.</p> <p><b>*Leisure Travel Awareness:</b> Leisure awareness tactics include: Podcasts, video creation to sell San Jose as a leisure destination, what’s new release to share new happenings about San Jose, assist with media travel requests and FAM tours. With the launch of the website, PR will be focusing on a number of social media tactics to share information about the destination. We also participate in travel industry travel promotions including partnering with CTTC and National Tourism Week.</p>
<p><b>Performance Measures:</b></p>	<ul style="list-style-type: none"> <li>• We track room night generation and attendance for each festival and look at ways in future years to further local hotel bookings.</li> <li>• The guides are paid for by their advertising sales and TSJ tracks distribution to increase impressions and destination awareness.</li> <li>• We are contractually working on benchmarking media and web impressions and these are reviewed on a monthly basis with our contract administrator.</li> </ul>