



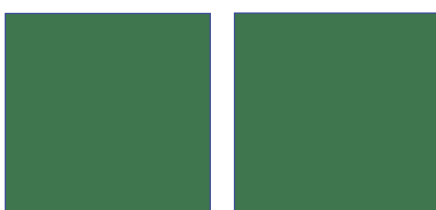
pinehurst, southern pines, aberdeen area
Convention & Visitors Bureau

2007 **ANNUAL REPORT**



home of american golf®

20 years of service



www.homeofgolf.com

BRAND COMPOSITION

Home of American Golf® and the unique geographic logo define and promote a very special visitor experience.

The icon and slogan represent (1) tradition and quality; (2) the unique position the Pinehurst, Southern Pines, Aberdeen Area holds (owns) in the world of golf, and (3) uses a warm welcoming historic NC sign as its symbol of a special ambiance and exceptional hospitality.

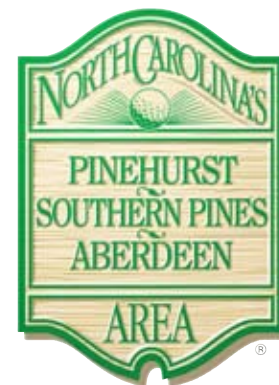
The brand is the rallying point for all of Moore County's destination marketing activities.

BRAND PROMISE

For more than 100 years, visitors have come to regard the *Home of American Golf*® as one of the premiere golf and recreational destinations in the world.

Our invitation: Visit the *Home of American Golf* to relax, share and celebrate in our history, landmarks, events, culture, amenities and people. Our goal is to deliver a memorable experience to those visiting our quaint town and villages - whether it's a golf vacation, leisure trip, business travel, meeting or other event.

Our brand and this brand promise will serve as the core of all our destination marketing applications, and will define this unique and authentic visitor experience.



Home of American Golf®

BRAND TARGET

The CVB markets its promotional resources via the brand message to several important market segments of the tourism industry:

Golf & Leisure Travelers

Travel, Golf & Feature Media Writers

Corporate Travel Offices

Web Marketing Portals/Content Writers

Meeting & Convention Planners

Group Travel Planners/Coordinators

*Travel Agents, Tour Operators
& Wholesalers*

Strategic Marketing Planners

20 *years of service*

With the stroke of a legislative pen in Raleigh, NC, the Moore County Tourism Development Authority, dba Convention & Visitors Bureau, was created on May 14, 1987. It was originally staffed in office space in downtown Southern Pines with five professionals, including the area's first Sales Manager dedicated to building group business.

Today, thousands of visitors arrive weekly in the Sandhills for corporate meetings, association conventions, sporting events or for leisure travel. These visitors generate valuable tourism revenues, over \$346 million* annually, for our county as a result of a well-orchestrated program.

Over the past 20 years the CVB has seen marketing resources nearly triple as they are re-invested into the economy to build tourism revenues for the future. Significant investments have been made in technology, an award-winning website, creative design work, collateral materials, and Cooperative Marketing Programs which the CVB has leveraged exponentially. Destination Brand-Science® was employed to create our community's own branding program and guidelines. Since 1999, twenty-one Destination Marketing Awards have been bestowed upon the CVB by the North Carolina Association of Convention & Visitor Bureaus.

Successful visitor events have been plentiful over the 20 year period, creating extensive media exposure and introducing new customers to the destination. New events are on the horizon with plans to better synchronize and market them. Here is a list of just a few of the larger community-wide events hosted over the past 20 years:

1990	<i>Inc 500 Golf Championship</i>
1991-2008	<i>USTA NC Tennis League Championships</i>
1991,1992	<i>PGA Tour Championships</i>
1994	<i>US Senior Open Championship</i>
1996, 2001, 2007	<i>US Women's Open Championship</i>
1998	<i>Region 3 ODP Soccer Tournament</i>
1999, 2005, 2014	<i>US Open Championship</i>
2001	<i>US Women's Amateur Championship LPGA (Pinewild)</i>
2006 - present	<i>US Kids Golf World Championship</i>

The key to all this success has been the energy and support created through community partnerships – with the tourism businesses, government officials, community non-profits, local & national media, event planners, and of course, the visitors to our county.

While now is the time to celebrate all these accomplishments with partners, it is not without renewed determination that we focus on the future and the new opportunities that lie ahead.

CVB Board

David Byers
Comfort Inn of Pinehurst

Ken Crow
National Golf Club, Chairman

Patrick Coughlin
Moore County Chamber of Commerce

Larry Caddell
Moore County Board of Commissioners

Sharon King
King's Gifts & Collectibles

George W. Little
George W. Little & Associates

Bonnie McPeake
McPeake Hotels, Vice-Chair

Kelly Miller
Mid Pines Golf Club & Pine Needles Lodge

Tom Pashley
Pinehurst Resort • Secretary/Treasurer

Lisa Hughes
Finance Officer, Moore County • Ex-Officio Member

Cary McSwain
County Manager Moore County • Ex-Officio Member

Ray Ogden
Partners in Progress • Ex-Officio Member

Caleb Miles
CVB President & CEO • Ex-Officio Member

CVB Staff

Caleb Miles
President & CEO

Beverly Stewart
Director of Sales

Claire Phillips
Director of Marketing & Public Relations

Karin Toomey
Information Technology Manager/Sales Asst.

Laurel Stanell
Visitor Services Manager

Lisa Long
Marketing & Publications Manager

Karen Davis
Office Manager

MEETINGS AND CONVENTIONS

Meetings and Conventions represent a significant economic impact for Moore County and generate substantial return on investment. The mission of the CVB Sales Department is to actively solicit convention and meeting business to Moore County. The objective is to produce sales leads and bookings that will generate the greatest number of group room nights for area hotels, motels and resorts.

Accomplishments*

The Goal: To match the needs of the meeting planner with the meeting product available in our area and assist the hotels, motels and resorts to maximize their potential in this market. The results:



- Prospected, qualified and issued 156 sales leads for representing 34,193 attendees and a potential of 44,965 room nights in area hotels, motels and resorts.
- Of the sales leads generated, 95 converted to bookings with 26,599 room nights booked in area properties.

- Meetings booked generated over \$7.3 million dollars in direct economic impact to Moore County hotels, motels, resorts, restaurants, golf courses and retail.
- Converted 60% of the sales leads issued to book. (The national average for CVB leads to bookings is 33%.)
- Produced new Meetings Facilities Guide for distribution to meeting & convention planners with complete meeting specifications on area hotels.
- Attended and presented Moore County as a potential location for meeting groups at 20 tradeshows nationally reaching over 2,200 group decision makers.
- Organized, managed and participated in a cooperative Sales Blitz to Atlanta, GA and Richmond, VA, with 7 Hospitality partners and generated over 300 leads/prospects.
- Planned and implemented a familiarization/hospitality for over 50 meeting planners at the 2007 U.S. Women's Open Championship at Pine Needles.
- Assembled and provided US Kids Golf with area accommodations information and rates for the USKG World Championships.
- Generated and issued formal bids for the NC Tennis – 2008 USTA League Championships, Meeting Professionals International – 2007-2008 Bi-Monthly

and Annual Meetings and the Association Executives of NC's – April 2008 Meeting & Golf Event.

- Planned and executed a series of email blasts to current and potential meeting clients.
- Maintained contact and promoted the area to more than 9,000 national, regional and state association and corporate meeting planners responsible for site selection.
- Participated in local, state, regional and national organizations geared toward the meeting & convention market to develop professional contacts for future meeting business.

*FY 2006-2007

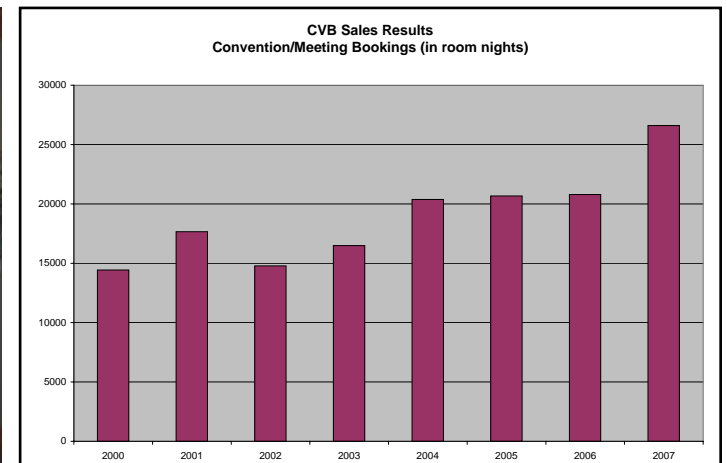
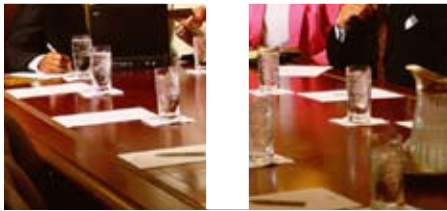
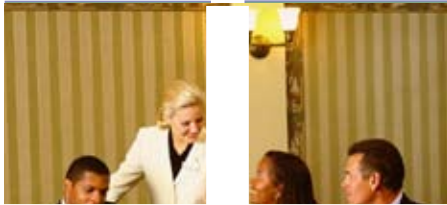


CONVENTION & VISITOR SERVICES

Convention & Visitor Services provide a positive experience for visitor and convention attendees which is of the utmost importance to the CVB. This helps set the tone and direction for the visitor's experience as well as give them a reason to return.

Achievements

- A total of 19 volunteers are on-hand throughout the week to greet and give out area information to visitors, logging over 2,050 volunteer hours in 2007. Volunteers fulfill online brochure requests as well as visitor information requests. A computer was placed at the volunteer desk for both the visitor and information specialists to use.
- The area's official Visitor Information Center is located at 10677 US Highway 15-501 in Southern Pines. New for 2007 was the addition of two satellite visitor kiosks; one located at the Moore County Airport and one at the new visitor center in Southern Pines' recently renovated train depot.
- Volunteers prepared welcome packets containing promotional and printed materials for meetings and conventions that are generated by the CVB Sales Department. In 2007, 101 groups with approximately 10,000 individuals were serviced. Major groups serviced during the year included the U.S. Kids Golf World Championship (950), Sandhills Youth Soccer (700), NC Dixie Baseball (300) and Super Sr. Tennis (810).
- In 2007, representatives from I-95 South Welcome Center presented an educational seminar on NC and provided tips for working with visitors that use CVB services.
- Presented CVB training to the State Tourism Call Center staff in Raleigh.
- Annually, the CVB conducts analysis and research of other destination services in order to remain competitive.
- The CVB held a Volunteer Appreciation Function for volunteers to recognize their valuable contribution.



MARKETING

The Marketing function creates strategies for enhancing Moore County's tourism brand value. The CVB will accommodate the next generation of visitors who will stimulate the local economy.

Framework

By creating the brand message, approving ad design and selecting media channels, the marketing staff connects the destination's messages with target audiences.

In addition, the CVB works with local, regional, national, and international editors and writers to provide story ideas and guidance about the area to assist in accurately and creatively encouraging visitors to our destination.

The CVB strives to exceed consumer expectations by fulfilling area information requests as quickly and efficiently as these requests arrive. Mailings are handled by the CVB and its mail affiliates. The information is entered and stored in the CVB database for future reference.

The framework is designed to be flexible and responsive to the changing demographics and expectations of our visitors as well as the product mix the area offers.

Consumer Contact

The CVB negotiates a significant media buy on an annual basis to communicate with target markets and create messages that resonate with a traveler's desires.

Multiple channels are utilized to connect with the consumer.

- Publications included in the media buy are; Golf Digest, Golf for Women, GolfWorld, PGA Tour Partners, GolfWeek Magazine, Southern Living, Cooking Light, Arthur Frommer's Budget Travel, Better Homes & Garden, Ladies' Home Journal, Family Circle and Southeast



Tourism Society Travel Guides.

- The CVB publishes the Destination & Golf Guide, the official visitors guide available in print and online for Moore County.
- The Essentials Guide provides valuable information about area events, restaurants and golf courses in a convenient pocket-size format.
- Sandhills Style was introduced as a supplemental publication for use at consumer golf shows and local events.

- Participation in consumer golf shows from Florida to Canada provides direct consumer contact and registered inquiries for use in CVB communications. A newly-designed golf show booth was introduced in 2008.

- CVB publications are distributed to NC Visitor Centers, AAA offices, and area properties, and are available at no cost to phone or web-based requests.

Destination Coverage

Throughout each marketing cycle, the CVB monitors media as well as industry indicators to modify and enhance promotional messages.

- The CVB provides media packages to reporters and editors looking for information to enhance articles, stories and add new story ideas.
- The CVB creates and distributes news releases and a destination newsletter, as well as other noteworthy stories via online tools.
- In addition to paid advertising, advertorials are developed to help promote the destination. An advertorial is an extended newspaper/magazine text adver-



tisement that promotes the advertiser's product, service or special point of view, but resembles an editorial in style and layout.

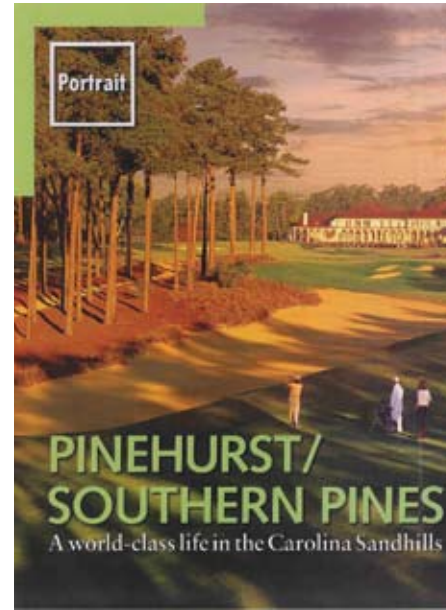
- Publications throughout the region are used to promote the destination through various articles. Southern Living, DeltaSky Magazine, The Greenville News (SC), Carolina Banker, Fayetteville Observer, Raleigh Metro Magazine, Charlotte Observer, Links Magazine, Carolina Living Magazine, Franklin Press (NC), as well as the Times-News Hendersonville (NC) are just a few examples of the diverse articles that have been written about the area.

- The CVB partnered with GolfWeekTV to develop a destination video that highlights the Home of American Golf as a family-oriented, history-rich visitor destination for golfers and non-golfers accessed on www.homeofgolf.com.

Stop dreaming about it.

Only a few as powerful as the human imagination could transform your on-walker's dream which sees a lush, impeccably maintained green, hidden beneath towering pines. But why settle for a image when you can experience the Home of American Golf in person? The 43 world-class courses in the Pinehurst, Southern Pines, Aberdeen area are not only surprisingly affordable, they suit every ability level. And when you round to view, our state-of-the-art green entertainment, unique dining, business shopping and so much more. In fact, we could keep you and the family occupied for days. To learn more, visit www.homeofgolf.com or call the Customer & Visitor Bureau at 1-800-346-3366.

www.homeofgolf.com



Initiatives

In 2007, the CVB launched a new advertising program to stimulate business in the lower demand winter months. A favorable trend continued in 2007 as all performance indicators rose in the summer months as a direct result of successful sporting events.

- The first-ever Winter Campaign launched to advertise and promote the "Evergreen Season" in Moore County. Radio, newspaper, print, outdoor boards, web banners, and e-blasts were utilized in a blended program using a unique landing page www.hisandhersgetaways.com.
- Rooms at the Inn program (in its sixth year) – a great way to stimulate lodging business during the holiday season between Thanksgiving and New

Years. The program was designed and supported by the Pilot in conjunction with the CVB.

- Launched in 2007 was a consortium of local business leaders who will focus on events in the area and determine ways to improve and enhance an event's appeal, encourage visitors to stay longer and visit again.
- The CVB marketing function utilizes a wide variety of resources to highlight Moore County's numerous tourism assets.
- On the strength of major athletic events, summer tourism business grew by 37% over 2006. The three largest events were the US Women's Open Championship, US Kids Golf World Championships and the NC Tennis Associations League Championships.

Stop dreaming about it.

Up ahead, construction has imposed a frustrating detour on your daily commute. But you're already somewhere else entirely—crunched alongside a magnificent green, amid towering pines in The Home of American Golf. Lucky, a gateway to this renowned golf destination doesn't need to stay confined to the imagination. The region's 43 world-class courses are surprisingly affordable and always accessible. And after your round, why not enjoy some intriguing on-course activities, green shopping and a lovely night life? Stop dreaming about it and start planning. Visit www.homeofgolf.com or call 1-800-346-3366.

www.homeofgolf.com

INTERACTIVE MARKETING

Interactive marketing provides the public with online access to the CVB, its partners, and area attractions. With a majority of travel plans originating on the internet, homeofgolf.com serves rich content to visitors, meeting planners and those planning a vacation to the area.

Pinehurst, Southern Pines, Aberdeen Area of NC
3 Day/2 Night golf packages
starting at \$209 per person.



- Website visits were up over the previous year by 19% and page views increased by 27%, indicating that visitors to the site are viewing more of the site.
- In 2007 traffic to the CVB website during June and July, which in the past have been low points of activity, were two of the busiest months.
- Search engine optimization drove more organic traffic to the CVB website.
- Google is the #1 referrer to the CVB website.

- The content of the website is updated and enhanced on a regular basis.
- In 2007, interactive, online versions of the Destination & Golf Guide and Meetings Facility Guide were placed on the website.
- A "Virtual Postcard" was added to the web site. A popular, interactive function it allows visitors to e-mail a picture of the area to friends and other potential visitors.

PGA Tour Partners' e-newsletters; banners on the *Golf Digest* and *PGA Tour Partners Club* websites; and dedicated e-blasts with *Arthur Frommer's Budget Travel*, *Golf-Online**, *Golf Digest*, *Golf For Women* and *NCGMA Golf e-Specials*.

Online Marketing

CVB-managed online marketing includes:

- Monthly e-communications, either an e-blast or an e-newsletter, to the CVB leisure/golf database.
- A meeting newsletter is e-mailed twice a year to the CVB meeting planner database.
- A monthly dedicated e-blast is sent to the CVB leisure/golf database.
- Other online marketing includes banner ads placed in *Golf.com's Escapes* and



The latest e-news from the Home of American Golf

Spring comes early to the Sandhills of North Carolina - Start your golf season now!

Hackers, amateurs, and pros alike will want to take advantage of the [Spring Golf Packages](#) available from some of the best golf courses in America. Celebrate the return of spring on the legendary golf courses of the Pinehurst, Southern Pines, Aberdeen area. Book your trip with Pinehurst Resort, Tobacco Road, Little River, the County Club of Whispering Pines, SpringHill Suites or Golf Escapes. Visit our website today for details on the great [Spring Golf Packages](#) these properties are offering.

To receive information on our specials and packages throughout the year, [Sign Up](#) for our free e-newsletter, **The Leaderboard**.

Convention & Visitors Bureau
Pinehurst, Southern Pines, Aberdeen Area
10677 Hwy 15-501, Southern Pines, NC 28387
www.homeofgolf.com



www.homeofgolf.com



COOPERATIVE MARKETING

Effectively leverage CVB marketing resources so local tourism partners can maximize their marketing investments.

Plan

The popular and award-winning program provides a powerful, national marketing campaign that generates qualified inquiries for participating businesses and saves participants up to 85% off the cost to buy comparable media on their own.

- 28 area hotels, resorts, golf courses and packagers invested in the Bureau's latest marketing co-op program. Partners selected from four packages of programs, based upon their individual needs, with various upgrades available and investment payments spread over a 12-month period.
- 52 marketing initiatives ranged from traditional print advertising (22 options), online marketing (11), Public

Relations (5), printed tourism collateral (3), consumer shows (8) and local/state co-op promotional programs (3).

- All creative concepts, graphic design work, and the copy writing is provided to partners by the CVB staff and contracted service providers.
- Each component has a unique target audience and response mechanism, however, all are designed in an integrated fashion to guarantee effectiveness.
- Bi-weekly customized inquiry reports are generated for participants, enabling them to market directly to potential visitors.
- Individual on-site training is offered by the CVB to partner businesses to ensure they are taking full advantage

of all the marketing information received.

- Twice during the year, program partners receive a detailed report on the number of responses that have been generated for their business, along with a summary of upcoming marketing activity.
- Photo shoots provide co-op participants with updated photography for use in advertising and promotional campaigns.

Other Partnerships

Strategic partnerships with complimentary business such as print magazines, golf hard and soft good manufacturers and transportation entities allowed the Bureau to further extend resources and leverage these respective business assets. Partners for 2007 included Srixon Golf, Golf Digest, Delta Airlines, Robert Bryan, Ltd., Thifty Car Rental and Southern Living.



www.homeofgolf.com

ADMINISTRATIVE & FINANCE

Measurement and management of tourism marketing resources is the cornerstone of the effective operation at the CVB



Tourism Impact

Visitors to Moore County spent a record \$346 million* in 2006 on domestic leisure and business travel, such as golf green fees, hotel stays, restaurants and retail purchases. Marketshare growth for 2007 is expected to exceed state and regional totals (will be released this summer).

- Total tourism spending placed Moore County #11 out of 100 counties. Moore County ranks 23rd in population.
- State and local taxes generated by tourism spending, on average, save each Moore County household over \$1,050 if these taxes were paid by residents instead of visitors.

* Source: U.S. Travel Data Center, NCSU

Lodging Performance

Moore County's lodging industry recorded its highest total room sales ever in 2007, surpassing the mark set in 2005 when the U.S. Open Championship was last held in Pinehurst.

On a month-to-month basis, records were set for 6 of 12 months last year for total lodging revenue generated.

Growth rates for room demand, revenues and occupancy percentages exceeded the national growth rates in 2007.

Financial Highlights

Revenue Sources - FY 06-07, revenues consisted of room tax collections 81%, Cooperative Marketing 7%, Destination Guide Sales 5%, Partnership Marketing & other revenues 7%.

Expenditures - During the fiscal year over 64 % of CVB total expenditures are directed toward advertising, web/interactive marketing, printed materials, tradeshow & promotions, and visitor inquiry fulfillment.

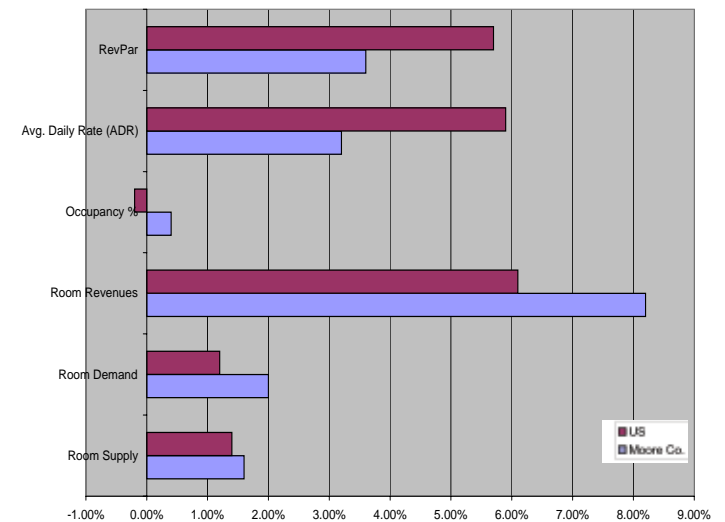
CVB Board & Staff

George Little of Southern Pines joined the board in 2007 (he served as an original board member when the CVB was created in 1987, and as past chairman), as did county commissioner Larry Caddell. The CVB also thanked Kate Tuomala for her many years of service to the board. Ken Crow was elected to serve as the board chairman.

After 15 years of dedicated service, the CVB said goodbye to Lucy Merkle and welcomed new Office Manager Karen Davis. Also joining the staff was Claire Phillips, as Director of Marketing and Public Relations, while Lisa Long was promoted to Marketing and Publications Manager.

- Beverly Stewart, Director of Sales, was nominated by Convention South readers as Meeting Professionals "To Watch in 2008".
- DMAI, the international trade association for destination marketing organizations added Caleb Miles, CVB President, to their Board of Directors in 2007.

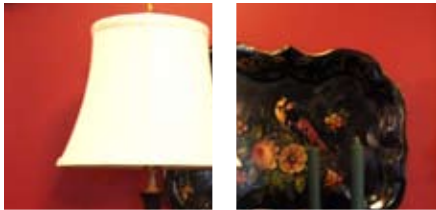
Moore County Lodging Report Growth Rate Comparison

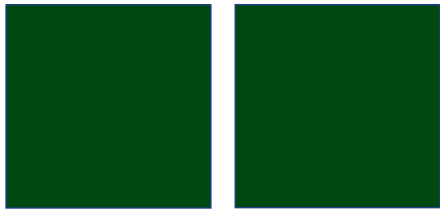
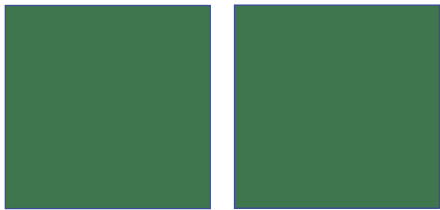
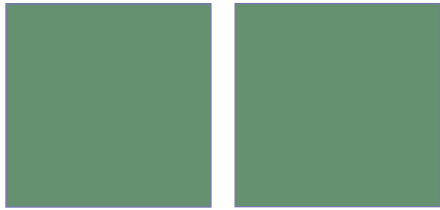
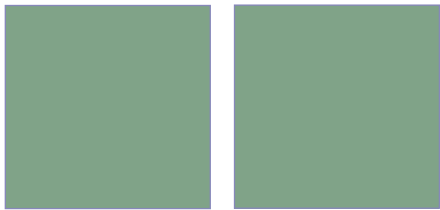


LOOKING AHEAD

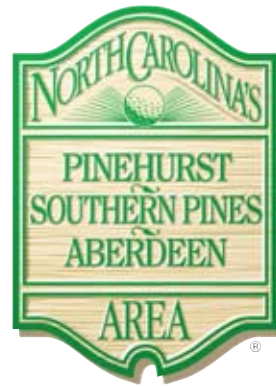
The Pinehurst, Southern Pines, Aberdeen Area combines small town southern charm with New England practicality and architecture, set in a rich green forest of century old longleaf pines. It is being discovered around the world, not only because of its strong brand position as Home of American Golf, but more so now as a collection of thriving towns and villages offering a terrific travel escape with one-of-a-kind shopping, eateries and spas. Add in national sporting events such as the 2007 US Women's Open, US Open Championship (returning in 2014), and annual international events like the USKG World Championship and numerous national equestrian competitions, and it's no wonder the national press, business executives, and scholars are finding reasons to visit, and many reasons to reside permanently in the North Carolina Sandhills.

- 2007 marked a year of solid growth for the tourism sector, both in total demand (room nights), group demand, and revenues, as well as continued regional and national media coverage. The 2008 goal is to exceed these results.
- In 2008, the CVB will continue to expand the scope and breath of the destination brand, while examining a re-calibration of logo and destination positioning.
- The CVB will support events that draw visitors like never before with its new event consortium initiative, and well as specific events such as the expanded USKG (added Teen Championship), US Amateur, Stoneybrook, and the USTA League Championships.
- While the area is no longer served by a national air carrier, the CVB is dedicated to working diligently with the airport task force to find the right airline partner that will maximize the tremendous potential this market has.
- Showcasing the county to the right audience will be paramount as the CVB works with all travel partners, the Chamber and Partners in Progress to fully leverage the excellent opportunities that lie ahead as result of the BRAC.
- Moving the destination from technology position toward a goal of Web 2.0 environment is a key strategy, implemented in close alliance with area tourism businesses.
- New lodging product will be added to the market, placing additional emphasis on incremenmtal visitation growth. The CVB will continue to explore product development opportunities such as a Convention/Event Center and Amateur Sports Complex to determine their viability for the future.





www.homeofgolf.com



Home of American Golf®

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