Public Relations:  
2011-2012 Work Plan (EARNED)

Description
CTTC’s brand communications strategy consists of a multi-layered program designed to inspire would-be travelers on many different levels through demonstration of the California Attitude and reinforcement of the state’s promise of Abundance.

To achieve the highest level of integration and impact, the annual program of work is developed utilizing a marketing framework comprised of Owned, Bought, Earned and Shared media channels.

This document provides detailed background for CTTC’s 2011-2012 Earned Work Plan, with inclusion of brand advertising strategies and tactics that intersect with Bought, Owned and Shared media channels.

CTTC will continue to maximize editorial (earned) opportunities within the United States (domestic) and Canadian markets in partnership with Development Counsellors International (DCI). This will be achieved through tailored communication in congruence with the framework in CTTC’s 2011-2016 Strategic Marketing Plan: Brand Enrichment. Specific objectives and strategies relevant for earned media activities include:

Objective 1: Marketing Platform
Strategy: CTTC will create a Cooperative Marketing strategy that generates economies of scale both domestically and internationally, allowing industry to provide product messaging and retail calls to action.

Objective 2: Brand
Strategy: CTTC will deploy an Earned Media strategy that uses online and offline press to carry a credible brand message to a broader audience.

Objective 3: Engagement
Strategy: CTTC will use a content strategy to bring California brand to life online through use of compelling content and video assets.

Background
Results for the 2010/11 work plan as of March 2011 are:
USA:
- Print/Online Impressions: 47,761,712
- Broadcast Audience: 18,652,710
- Advertising Equivalency: $13,013,251
- ROI: $58

With a $30 ROI goal for the 2010/11 fiscal year, the target has already been exceeded and will continue to grow through June 2011 owing to pending placements that include an in-studio segment on NBC’s “Today” show, earned media from the Live Like a Californian Sweepstakes, crew assistance from the nationally syndicated “Jack Hanna, Into the Wild” program and an article to run in Metro commuter newspaper editions in Boston, New York and Philadelphia.

CANADA:
- Print/Online Impressions: 9,933,674
- Broadcast Audience: 386,000
- Advertising Equivalency: $1,010,625
- ROI: $20

Compared to 2009/10 figures, ROI has increased five-fold and is set to continue on an upward trend for the rest of this fiscal year owing to slated top-tier placements set to be publish or aired including OLN Ride Guide, National Post and WestJet’s in-flight magazine, Up!.

As per previous years, in 2011/12, the primary activity is to proactively reach out and communicate destination travel and lifestyle messaging to earned media contacts to generate editorial coverage on California. New to this fiscal year is added emphasis on “new media” contacts in addition to their traditional media equivalent. This outreach will continue to be integrated with, and support, CTTC’s overall marketing activities, in partnership with the bought media plan and large-scale marketing initiatives lead by MeringCarson, as well as owned media content developed by Sunset Publications.

Earned media tactics in 2011/12 will also support the following three Public Relations strategies, which also are rooted in the broader Five Year Strategic Marketing plan:

1. Develop and shape content in traditional and new media to reach consumers within and beyond the travel sphere.
2. Extend CTTC brand partnerships and maximize campaign effectiveness to enhance brand affinity.
3. Increase consumer awareness of destination drivers through influential third-party endorsement, like media, advertising talent and other California personalities.

California’s key messages will be communicated using the current “Misconceptions” advertising campaign as a foundation with tailored outreach. Overarching key messages to disseminate in the North American media are as follows, with the end goal to drive consumers to visitcalifornia.com:

- California: Land of Wine & Food
- Experience Winter, California-Style
- Beyond the Gateways, Road-Tripping California
- Emulate the California Lifestyle
- Inside Scoop: What You Don’t Know About California

New for FY 11-12
The new Five-Year Strategic Plan paired with the three public relations strategies outlined above have led to new developments in the 2011/12 public relations work plans for the United States and Canada. These include:

Integrated United States (Domestic) & Canada Work Plan
The Canadian market is no longer being considered a separate international market. In 2011/12, Canada will be incorporated within the overall marketing budget for the United States, creating one North American work plan, allowing better integration of marketing activities.

Targeted Pitching: Geographic and Niche
Travel activities in California differ between the state’s regional Western USA drive markets versus long-haul markets in Central and Eastern USA. In congruence with the Five-Year Strategic Plan, communication to each region needs to be tailored to ensure messages pitched resonate with the target audiences and maximize earned media opportunities.

This same “split” approach has been successfully implemented within the Canadian market throughout 2010/11, tailoring the messaging between eastern and western Canada, which has resulted in increased coverage. Based on this success, the same approach will continue to be applied in 2011/12.

Going Beyond the Travel Sphere
A major new direction for CTTC’s public relations plan, as outlined in the first public relations strategy, is to put additional emphasis on transcending earned media placement beyond traditional travel coverage within media outlets, and secure editorial in targeted lifestyle segments that best represent the Californian lifestyle. These include fashion, music, health and wellness, and culinary themes. This will be a key component of pursuing Brand Vitality by
influencing and inspiring consumers with the California brand every day.

Content Development
Multimedia Press Releases
New to the 2011/12 public relations work plan is the distribution of enhanced multimedia press releases. As editorial contacts need additional content to complement editorial in online and tablet formats, CTTC is well positioned to provide requested rich content to accompany California editorial through available digital image and video assets as well as owned written content.

These media materials provide an ideal opportunity to communicate rural California messages as well as updates from the California Welcome Centers (CWCs). Releases will also be SEO-optimized with key words to aid with online searches for California travel information.

New Media Audit
The advent of the Internet and online social media platforms has given rise to a “new media” editorial contact. Not necessarily a member of the traditional media community (e.g., staff editor or contributing freelance writer), these contacts have developed a large online following that can now be quantified and easily engaged via social media. Often, these contacts are authorities within their field of expertise and command influence over their loyal opt-in followers.

To assist CTTC’s efforts to secure content that goes beyond the travel sphere, DCI will audit the new media landscape to find four specific “new media contacts,” each one within a strategic niche (culinary, fashion, music and health/wellness) to develop a relationship with and turn into a “California brandcaster,” communicating strategic messaging to their loyal following. This initiative will drive CTTC’s visiting opinion leader program (VOLP).

New Production House Tour Content Audit
Success from meeting with television production house contacts in 2010 and 2011 has proven to be an effective way to shape and create content rich with California messaging. CTTC has influenced programming on PBS programs like “Lidia Celebrates America,” on cable networks like Food Network and Ovation, secured promotion opportunities with the syndicated “Wheel of Fortune” game show as well as the exploration of reality programs centered on unique Californians. Beyond sharing shoot locations and crew assistance information that California can offer, feedback from production house contacts has been the need to find compelling characters that a TV series can be created around.

To fully maximize the opportunities developed through secured production house appointments, DCI will embark on a statewide audit to uncover California talent, unique shoot locations and logistical assistance information to pitch. This initiative will drive the scheduled production house contact appointments and lead to crew visits to develop CTTC-shaped California
Embracing New Technologies

Media Webinar

As the media industry evolves, so do the staffing structures. The trend now for established outlets and new media companies is to have a skeleton editorial staff and increasingly use stringers within the focus destination or assigned freelance writers to decrease overhead costs. This equates to the dispersal of editorial contacts from key media centers such as New York City and Toronto across North America.

New tactics need to be employed to reach these contacts. The utilization of Webinar software provides a cost-effective and efficient method to reach an extensive number of editorial contacts, no matter their location. Webinar topics can be thematic, such as going beyond the state’s gateways to highlight rural California experiences, trend-driven or focused on launching CTTC marketing programs such as California Restaurant Month or other promotions.

Virtual Media Appointments

Some media markets may have a small number of top-tier traditional and new media contacts, but the cost to implement a media mission may not be justifiable. Using Webinar technology, virtual deskside appointments can be arranged with these earned media contacts at a pre-arranged time and date, providing a convenient and cost-effective method to pitch editorial ideas. Sample markets include Dallas/Fort Worth, Edmonton, Las Vegas Ottawa, Phoenix, Portland and Seattle.

The use of virtual media appointments is an effective way to reach media outlets in many of California’s regional drive markets. This provides an ideal forum to promote regions outside the state’s major gateways as well as developments within the state’s rural destinations and the CWC program.

Objectives/Metrics

CANADA

PR Strategy 1: Develop and shape content in traditional and new media to reach consumers within and beyond the travel sphere, like media, advertising talent and other California personalities.

News Bureau

• Revise “Most Wanted Traditional & New Media List.”
• Revise key messages and document theme lines for Eastern and Western Canada.

Reporting

• Track assisted and unassisted clips monthly and create report spreadsheet.
• Draft monthly activity report that outlines work undertaken by DCI on behalf of CTTC showing progress against 12-month work plan, results as well as measurement of reach, ad equivalency and ROI.
Account Meetings
• Participation in monthly work in progress (WIP) conference calls.

Pitches & Releases
Distribute 6 Multi-Media Press Releases
• 3 Western Canada, 3 Eastern Canada
• Highlighting what’s new, travel packages and hallmark events, including rural California and California Welcome Center messaging.

Pitch 4 Story Angles Tailored to Each Market
• (2 West Canada; 2 East Canada)
• Pitches to be tied to affinity niches of Fashion, Health/Wellness, Music and Culinary.
• Incorporate CTTC ad campaign talent where possible as well as airline partnerships, rural California and California Welcome Centers.

PR Strategy 2: Extend CTTC brand partnerships and maximize campaign effectiveness to enhance brand affinity

Pitches & Releases
Distribute 3 National Releases Supporting CTTC Campaigns
Examples include:
• California Restaurant Month
• California Wine Month
• Dreamland

Distribute 3 National Pitches Tied to Supporting CTTC Campaigns in Market
Examples include:
• California Restaurant Month
• California Wine Month
• Dreamland

PR Strategy 3: Increase consumer awareness of destination drivers through influential third-party endorsement

Webinar
• 1 national Webinar to reach traditional and new media contacts securing 10–20 attendees.
• Includes rural California and California Welcome Center messaging within Webinar content.

Media Missions
• 10-12 media appointments (Virtual or In-Person)
• 2 production house appointments (Virtual or In-Person)
• Inclusion of rural California and California Welcome Center messaging in story angles pitched to editorial contacts.
Eastern Canada
- Montreal (In Person)
- Toronto (In Person)
- Ottawa (Virtual)

Western Canada
- Calgary (In Person or Virtual)
- Edmonton (Virtual)
- Greater Vancouver (In Person)

Media Marketplace
- Attend one 1 media marketplace (Travel Media Association of Canada)

Media Visits
- Generate 6 individual traditional media visits (3 West Canada; 3 East Canada)
- Generate 2 new media visits within affinity themes
- Inclusion of rural California and California Welcome Centers in visiting media itineraries where applicable.

ONSITE BROADCAST OPPORTUNITIES
Secure and Assist 2 On-Location Broadcast Opportunities
- Inclusion of rural California and California Welcome Centers in visiting crew itineraries where possible.

U.S. (DOMESTIC)
PR Strategy 1: Develop and shape content in traditional and new media to reach consumers within and beyond the travel sphere

News Bureau
- Revise “Most Wanted Traditional & New Media List”
- Revise key messages and document theme lines

Reporting
- Track assisted and unassisted clips monthly & create report spreadsheet
- Draft monthly activity report that outlines work undertaken by DCI on behalf of CTTC showing progress against 12-month work plan, results as well as measurement of reach, ad equivalency and ROI.

Account Meetings
- Participation in fortnightly work in progress (WIP) conference calls

Audits
New Media Audit
Undertake an audit to identify key new media contacts and target one within each target niche (total four) to build a relationship to leverage California messaging to enhance brand affinity between the destination and their followers.
Production House Content Audit
Implement a comprehensive audit among CTTC destination partners to secure relevant content ideas/talent to pitch production houses on California segment and program ideas. Includes implementing a survey, in-person or telephone interviews as well as possible travel around the state, collation of information and the development of a California talent/speaker bureau. Information to be used in pitching production house appointments in both the United States and Canada.

Pitches & Releases
Distribute 6 tactical themed pitches targeting Western Markets to stimulate travel conversion (deals, events). Pitches will primarily focus on rural California and California Welcome Center content.

Distribute 6 Pitches Nationally Tied to Affinity Niches
Fashion/Shopping, Health/Wellness, Music, Culinary as well as key California travel trends, motivators (coastal experiences, theme parks) and product development. Pitches to drive traditional and new media visit programs. Incorporate CTTC ad campaign talent where possible as well as rural California and California Welcome Center messaging.

Distribute 4-6 Multi-Media Press Releases
Includes quarterly what’s new release highlighting what’s new, CTTC promotions and hallmark events. Include rural California and California Welcome Center content.

Production House Tours
Secure and escort least 8-10 appointments with production houses and independent producers of travel and niche market shows that create content for the United States. Inclusion of rural California and California Welcome Centers in pitches to production house contacts. Markets may include:
- Los Angeles
- New York

PR Strategy 2: Extend CTTC brand partnerships and maximize campaign effectiveness to enhance brand affinity

Promotion Support
- Develop one tailored public relations campaign to promote the PBS “Dreamland” documentary series.
- Develop one tailored public relations campaign to support California Restaurant Month.
- Develop one tailored public relations campaign to support CTTC’s spring 2012 promotion.

Tactics to be employed include:
- Press releases
PR Strategy 3: Increase consumer awareness of destination drivers through influential third-party endorsement

**Media Missions**

**15–20 Face-to-Face Appointments**  
Markets may include:  
- Long Haul Markets: Boston, Chicago, New York City, Washington, D.C.  
- Western Markets: Denver, Seattle

**10–15 Virtual Media Appointments**  
Markets may include:  
- Long Haul Markets: Austin, Dallas/Fort Worth, Houston, San Antonio  
- Western Markets: Las Vegas, Phoenix, Portland, Salt Lake City

Inclusion of rural California and California Welcome Center messaging in story angles pitched to media.

**Webinars**  
- Two national webinars to reach traditional and new media contacts securing 10–20 attendees.  
- Inclusion of rural California and CWC messaging in content presented.

**Media Marketplace**  
Attend 2-3 Media Marketplaces (SATW, PRSA, NATJA)

**Media Events**  
- Los Angeles Media Event, 30–40 Attendees (Spring, 2012)  
- New York Media Event, 70–80 Attendees (Spring 2012)

Ensure rural California and California Welcome Center destination representatives attend each event to ensure message is pitched.

**Broadcast Crew Visits:**  
- Secure 3 – 4 on-location broadcast opportunities.  
- Includes DCI assistance with itinerary development. Rural California and California Welcome Centers to be entwined into crew itineraries.

**Traditional Media Visits**  
- 4-6 individual traditional media visits  
- 2 small group press trips of 3-4 traditional and/or new media  
- Inclusion of rural California and California Welcome Center in all media itineraries where appropriate.
New Media Visits

- 4 new media visits (individual)
- Inclusion of rural California and California Welcome Center in all media itineraries where appropriate.

Additional metrics (quantitative and qualitative) that will be taken into consideration for North American public relations:

PR Strategy 1: Develop and shape content in traditional and new media to reach consumers within and beyond the travel sphere

- 30% penetration of “Most Wanted Traditional & New Media” list
- Reached target impression goal for 2011/12 fiscal year
- Reached target ad equivalency
- Reached target ROI
- Reached target number of consumers amongst travel and specified affinity niches (fashion, wellness, culinary) via new and traditional media outlets
- Number of placements secured from targeted outreach to new and traditional media visits on outset of proactive pitches, webinar and editorial appointments (assisted in shaping content)

PR Strategy 2: Extend CTTC brand partnerships and maximize campaign effectiveness to enhance brand affinity

- Number of placements secured from targeted broadcast crew visits on outset of production house staff outreach and desk side appointments (assisted in shaping content)
- Reached target number of packages booked from those included in content distributed by CTTC
- Number of multimedia items developed (video, slide gallery, sound track) to enhance distributed content
- Number of secured CTTC representative interviews that shaped content
- Number of multimedia items developed by CTTC used by traditional and new media to enhance editorial
- Review of types of content created that was utilized most by new and traditional media
- Number of media that received CTTC-developed content
- Number of editorial placements where CTTC content was used or was directly shaped by CTTC
- Number of posts on social media platforms from visiting new and traditional media contacts assisted by CTTC
- Reached target impressions in both new and traditional media channels
- Analyze size and tone of editorial content secured of campaign
- Breakdown of earned media by type and geographic distribution.

Set target goals for each
PR Strategy 3: Increase consumer awareness of destination drivers through influential third-party endorsement

- 30% penetration of “Most Wanted Traditional & New Media” list
- Reached target impression goal for 2011/12 fiscal year
- Reached target ad equivalency
- Reached target ROI
- Incorporate PR/editorial awareness into consumer research
- Breakdown of earned media by type, geographic distribution and reach target goals for each
- Reached target number (TBA) of consumers amongst travel and specified affinity niches (fashion, wellness, culinary) via new and traditional media outlets
- Analyze content for % of placements that CTTC has shaped
- Implement target number of new and traditional media visits on outset of proactive pitches, webinar and editorial appointments (assisted in shaping content)
- Implement target number of broadcast crew visits on outset of production house staff appointments (assisted in shaping content)
- Number of editorial placements where CTTC content was used or was directly shaped by CTTC
- Number of posts on social media platforms from visiting new and traditional media contacts assisted by CTTC
- Reached target impressions in both new and traditional media channels
- Measure “engagement” of consumers with assisted editorial placements (blog/online/Facebook comments, retweets, CTTC online call to action usage)

Budget
USA
Press Trips $40,000
Media Mission $35,000
Media Events $180,000
DCI Retainer $300,000
Media Portal $50,000
PR Promotions $100,000

Canada
Press Trips $40,000
Media Mission $35,000
DCI Retainer $65,000