Strategic Plan: Appendix 1

Index

Goal

As a relatively young brand, the Surfside Tourist Bureau's primary marketing goal is to strengthen the Town's brand nationally and internationally by promoting tourism in the Town of Surfside, and encouraging patronage of local hotels and businesses. This document aims to provide a blueprint of recommendations for the Tourist Bureau to maximize resort tax revenues from hotel, food, and beverage partners.

Objectives

1 To increase first-time visitors who then have more of a proclivity to become repeat visitors to the Town of Surfside

2 To amplify brand awareness among International, National, and Regional audiences

3 To position Surfside as an upscale, family-friendly alternative to competing neighborhoods, while still retaining easy access to all the attractions that South Florida has to offer

4 To further refine the Surfside target audience based on proprietary research and overall tourism trends and behavior patterns

5 Identify and harness new travel technologies that facilitate the travel research, planning, booking and post-travel stages of the visitor lifecycle

Surfside Proprietary Research

01

Surfside Proprietary Research

Because the Greater Miami Convention & Visitors Bureau (GMCVB) does not disaggregate Surfside from its research, Jacober Creative, in conjunction with the Surfside Tourist Bureau, commissioned a series of research studies to specifically understand Surfside visitors and increase the effectiveness of Surfside's communication.

Currently, the GMCVB's research lumps Surfside with North Dade and Sunny Isles as a destination, which of the 4,500 intercepts the GMCVB performed in 2017, only represents 8% or 360 respondents. The challenge here was to distinguish how many of these 360 visitors actually came to Surfside.

Jacober Creative and Surfside Tourist Bureau began an ambitious plan to obtain quantitative data specifically for Surfside through a series of surveys. Three of the surveys were intercept (December, February and April) and one was web-based. Nearly 600 completed questionnaires were collected in total.

The resulting data was used to to create this first appendix to the original strategic plan, in order to strengthen it and make it more effective.

Dates	Type	Completed Surveys
Dec. 27, 28, 30, 2018	Intercept	126
Feb. 22, 23, 25, 2019	Intercept	138
Apr. 18, 19, 21, 2019	Intercept	182
April - June	Online	131
Total		**577**

In every case, the screener question "do you live in Surfside?" was used to screen out non-visitors. For the intercept, a three-person team working 8 hours/day for 3 days (Thursday, Friday and Sunday) approached people who appeared to be a visitor.

In a perfect scenario, the intercept surveys would be taken throughout the year to properly account for shifts in seasonality and traffic patterns from different regions. A solution to this would be to plan for periodic year-round intercept surveys at a future point.
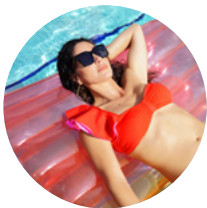
Executive Summary

There are significant differences between the surveys collected from the web (SurveyMonkey) and the **three** intercept surveys

Friends & family is the leading way by which visitors found out about Surfside; the second most important way are travel websites. Both, together, represent **74%** of the mentions.

The four most significant factors in deciding to come to Surfside:

Beach

Comfort, Ease

It is in Miami

It is not South Beach

By **city**, the three most important origins:

Miami   **New York**   **Chicago**

By **country**, the four most important origins:

Canada   **Argentina**   **England**   **Brazil**

79%
Visitors don't come alone

32%
Come with spouse or partner
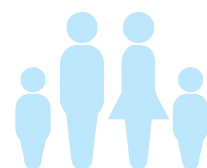
47%
Come with Family

33%
Come with children under 18

76%
Visitors have been to Surfside before

50%
Visitors have visited Surfside 5+ times

Average number of visits is at least 4

6 NIGHTS
Average stay

The three *highest* scores:

— Unhurried Pace
— Beach
— Restaurants

The three *lowest* scores:

— Community Center
— Traffic
— Parking

Majority book online, but
54%
use an OTA or book directly with the airline/hotel

Net Promoter Score (NPS)
55%

Average Age of Visitors
43
46% are 35-54, 25% are 55+

How likely is it that you would recommend Surfside to a friend or colleague?
72%
Responded positively online

How Did The Respondent Find Out About Surfside

Source	Grand Total	As a %
Family or Friends	**385**	**56%**
Travel Website	**128**	**18%**
Social Media	**40**	**6%**
Other	24	3%
Travel Magazine	15	2%
VisitSurfside.com	13	2%
Non-Travel Related Website	12	2%
Lives Nearby	12	2%
Newspaper	5	1%

Biggest Factors That Attracted The Respondent To Surfside

Factor	Grand Total	As a %
Beautiful Beaches	**290**	**21%**
Location within Greater Miami	**185**	**13%**
Family Friendly Atmosphere	**141**	**10%**
Looking for an alternative to South Beach	120	9%
Wanted an unpressured vacation	108	8%
Family or Friends recommended it	107	8%
Family or Friends live here	95	7%
Wanted to try a restaurant	76	5%
Pedestrian Friendly	58	4%
Found Good Price	42	3%
Staycation in Surfside Hotel	28	2%
Kosher Restaurants	23	2%

Surfside Demographic Information

New York & Miami make up most of the visitors. New York and the Miami Designated Market Area (DMA) are the two major markets; the respondents to the April survey were more diverse, as seen on the following two pages.

Surfside Demographic Information - All Data

Location	Count	As a %
New York	**45**	**8%**
Miami	**43**	**7.7%**
Bal Harbour	**35**	**6.3%**
Toronto	25	4.5%
Montreal	23	4.1%
Buenos Aires	19	3.4%
Brooklyn	**14**	**2.5%**
Miami Beach	**13**	**2.3%**
Chicago	10	1.8%
London	10	1.8%
North Miami	**10**	**1.8%**
Aventura	**7**	**1.3%**
Bay Harbour	**6**	**1.1%**
Boston	6	1.1%
Manhattan	**5**	**0.9%**
Philadelphia	5	0.9%
Rio de Janeiro	5	0.9%
Sao Paulo	5	0.9%
Sunny Isles Beach	**5**	**0.9%**
Tampa	5	0.9%

Surfside Demographic Information - Website Survey

Location	Count	As a %
Miami	16	12%
Miami Beach	9	7%
Aventura	6	5%
Chicago	5	4%
Sunny Isles Beach	5	4%
New York	4	3%
Bal Harbour	3	2%
North Miami	3	2%
North Miami Beach	3	2%
Austin	2	2%
Boca Raton	2	2%
Brooklyn	2	2%
Cambridge	2	2%
Framingham	2	2%
Lakewood	2	2%
North Bay Village	2	2%
Philadelphia	2	2%
Phoenix	2	2%
Port Severn	2	2%
Washington	2	2%

Surfside Demographic Information - April Survey

Location	Count	As a %
New York	24	14%
Bal Harbour	11	6%
Buenos Aires	9	5%
Miami	9	5%
Brooklyn	4	2%
Orlando	4	2%
Sao Paulo	4	2%
Mexico City	4	2%
Cleaveland	3	2%
Coral Gables	3	2%
Montreal	3	2%
Rosario	3	2%
Toronto	3	2%
Atlanta	2	1%
Boston	2	1%
Bronx	2	1%
Caracas	2	1%
Cordoba	2	1%
Laurel	2	1%
Miami Beach	2	1%

State of Origin - US Visitors (All Data)

State	Count	As a %
Florida	**185**	**45.7%**
New York	**86**	**21.2%**
Illinois	11	2.7%
Massachusetts	11	2.7%
Ohio	10	2.5%
Pennsylvania	10	2.5%
California	9	2.2%
New Jersey	9	2.2%
Georgia	7	1.7%
Maryland	7	1.7%

State of Origin - US Visitors (April Survey)

State	Count	As a %
Florida	**40**	**35.4%**
New York	**35**	**31%**
California	4	3.5%
Ohio	4	3.5%
Maryland	3	2.7%
New Jersey	3	2.7%
Pennsylvania	3	2.7%
Texas	3	2.7%
Georgia	2	1.8%
Massachusetts	2	1.8%

State of Origin - US Visitors (Website Survey)

State	Count	As a %
Florida	**70**	**54.3%**
New York	**11**	**8.5%**
Illinois	6	4.7%
Georgia	4	3.1%
Arizona	3	2.3%
California	3	2.3%
Massachusetts	3	2.3%
Maryland	3	2.3%
Ohio	3	2.3%
Pennsylvania	3	2.3%

Visitors by Country

Country	All Data	As a %	Website	As a %	April	As a %
USA	**406**	**70.4%**	**121**	**92.4%**	**113**	**62.1%**
Canada	**60**	**10.4%**	**5**	**3.8%**	**9**	**4.9%**
Argentina	**26**	**4.5%**	**-**	**-**	**16**	**8.8%**
Brazil	**11**	**1.9%**	**1**	**0.8%**	**8**	**4.4%**
England	11	1.9%	-	-	2	1.1%
France	10	1.7%	-	-	2	1.1%
Germany	7	1.2%	-	-	4	2.2%
Mexico	5	0.9%	-	-	5	2.7%
Russia	4	0.7%	-	-	3	1.6%
Italy	3	0.5%	-	-	3	1.6%

Who Did You Visit With?

	Website	12/1/18	2/1/19	4/1/19	Total
With your spouse/partner	35.1%	26.2%	39.9%	27.5%	31.9%
With your family	47.3%	52.4%	37.0%	51.6%	47.3%
By Yourself	17.6%	21.4%	23.2%	20.9%	20.6%

■ By Yourself ■ With your family ■ With your spouse/partner
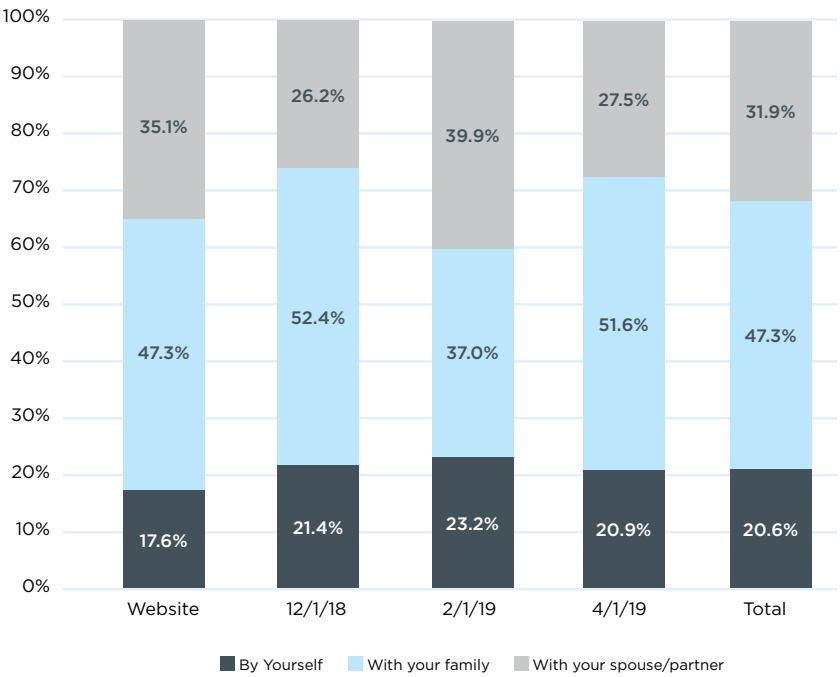
Grand Total

By Yourself	21%
With your family	47%
Spouse/Partner	32%

79%

Surfside visitors did not come alone

Travel with Children Under 18

	Website	12/1/18	2/1/19	4/1/19	Total
Yes	38.9%	33.3%	22.8%	35.7%	32.9%
No	61.1%	66.7%	77.2%	64.3%	67.1%

■ No ■ Yes
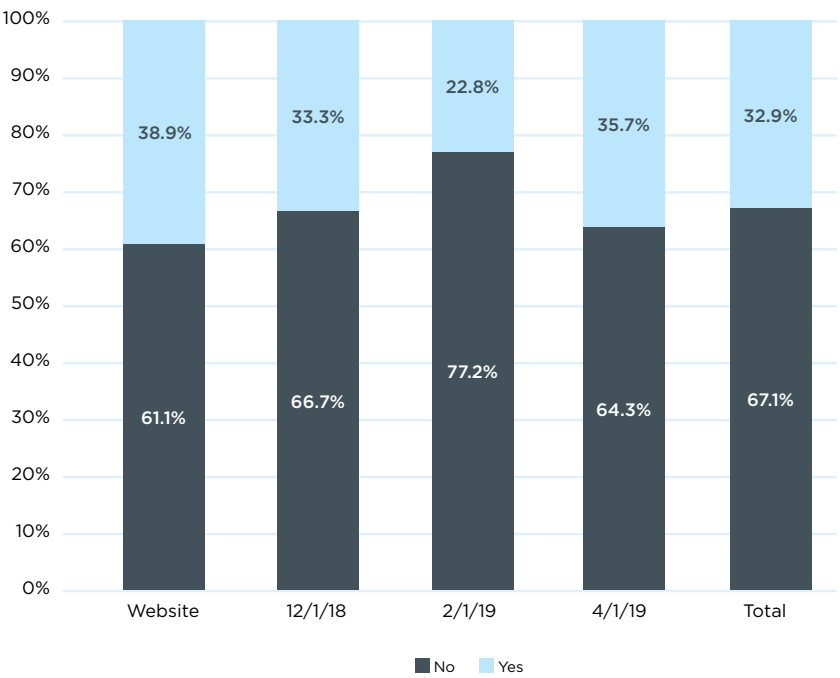
67%

Visitors did not come with children under 18

33%

Visitor did come with children under 18

21

Repeat Destination

| No | Yes |
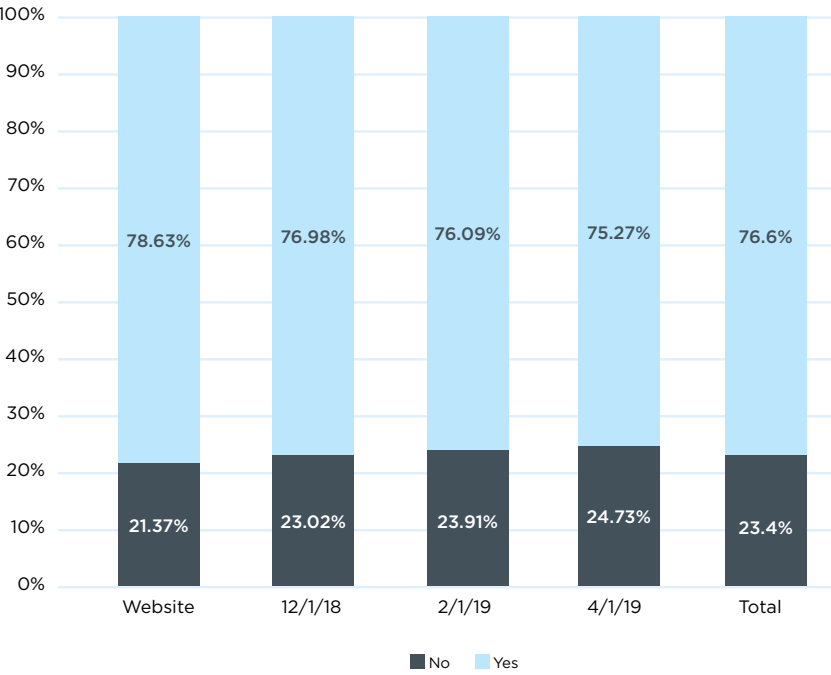
75%

of all visitors
to Surfside had
visited before

Average Length of Stay

Duration	Website	12/01/18	02/01/19	04/01/19	Total
1 day	53	53	26	53	150
2 days	-	4	-	-	4
2-3 days	34	-	28	33	95
3-7 days	-	36	-	-	36
4-7 days	19	-	48	65	132
8-14 days	11	30	18	27	86
15+ days	14	13	18	22	67
No answer	-	7	-	-	7
Grand Total	**131**	**126**	**138**	**182**	**577**
Average Stay	**4.7**	**6.3**	**6.4**	**6.4**	**6.0**

Repeat Destination

| 1 | 2 | 3 | 4 | 5+ |
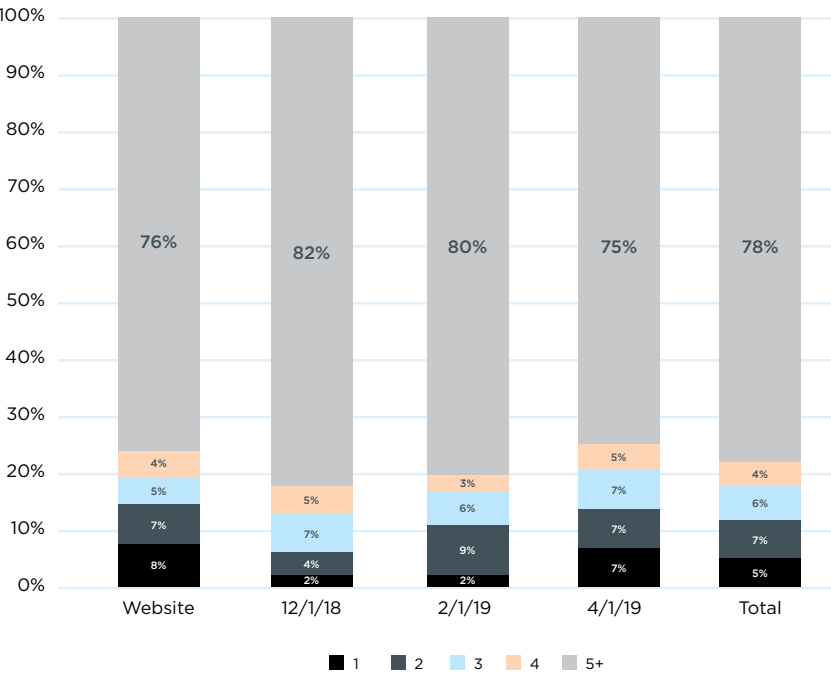
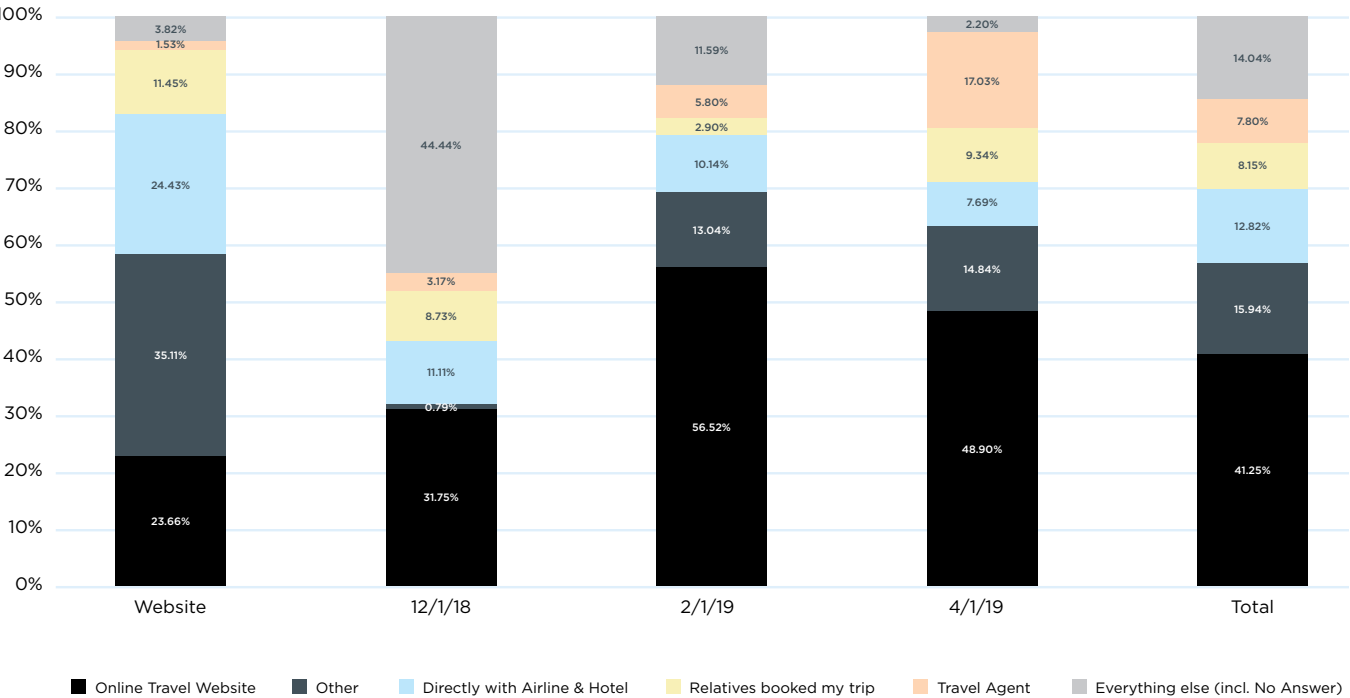Average Visits taking the 5+ midpoint as 7
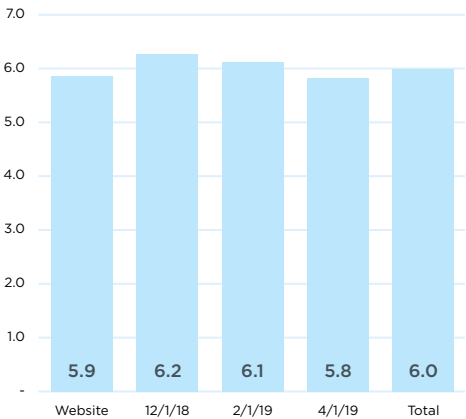
By taking the midpoint value of 5+ as "7", it shows that the average number of previous visits by respondents is 64.

Moreover, it is a narrow range, from 5.9 to 6.2.

How did you book your trip?

Legend: ■ Online Travel Website ■ Other ■ Directly with Airline & Hotel ■ Relatives booked my trip ■ Travel Agent ■ Everything else (incl. No Answer)
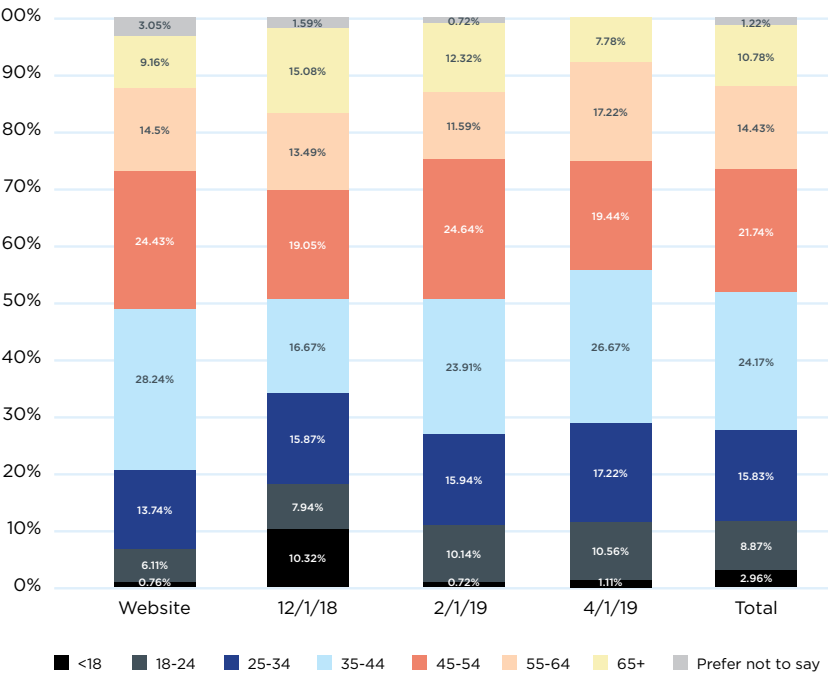
Most (**41%**) are booked with OTAs, a large portion (**13%**) are booked directly with the airline and hotel.

8% of the trips are booked directly by the respondent's relatives or friends.

Age Groups

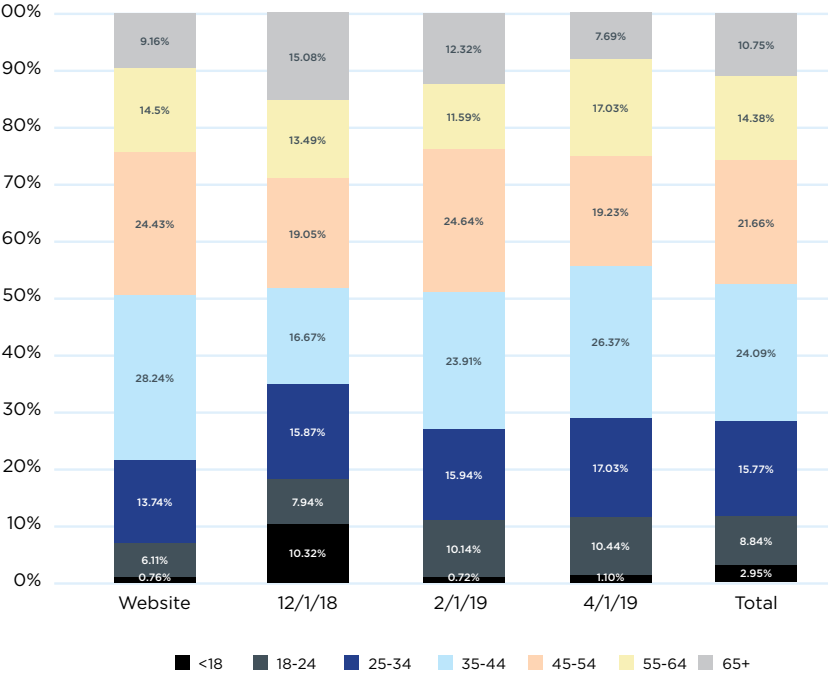

Legend: ■ <18 ■ 18-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55-64 ■ 65+ ■ Prefer not to say

46%

Visitors between 35-54

Average Age

Legend: ■ <18 ■ 18-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55-64 ■ 65+

43

Average Age of Visitors

Type of Stay

Legend: ■ Hotel ■ My Home ■ With relatives or friends ■ Vacation Rental ■ Other ■ All Other Options
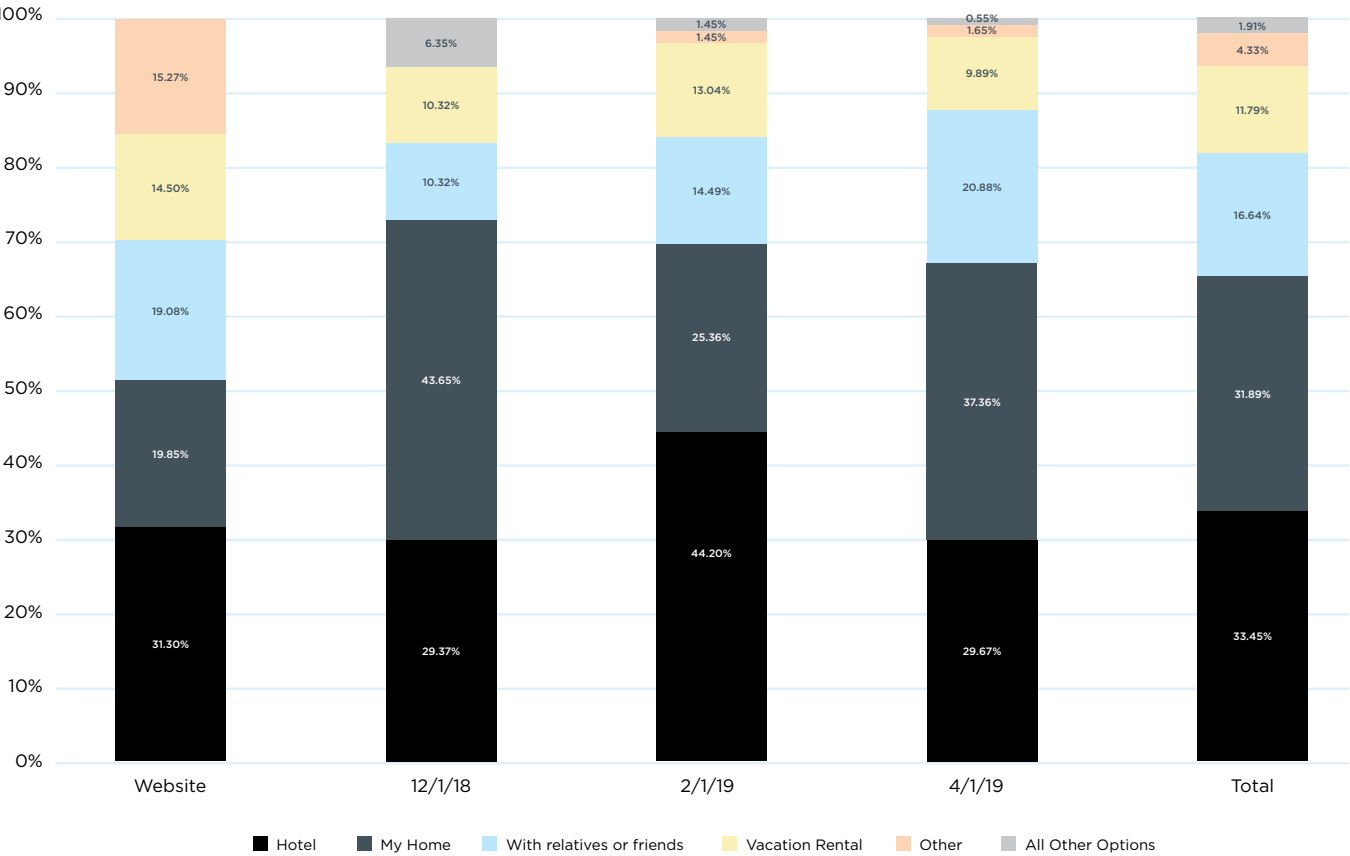
The majority of visitors stay in hotels (**33%**), followed closely by their own homes. However, when broken out by Domestic and International visitors, research shows that International visitors are more likely to opt for hotels and vacation rentals than domestic visitors, who are more likely to stay in their own homes.

Where are you staying? (Domestic)

Origin	Website	12/01/18	02/01/19	04/01/19	Total
Did not specify	0%	0.5%	0%	0%	0.5%
Here for the day	0%	1.2%	0%	0%	1.2%
Hotel	**9.1%**	**3.9%**	**9.4%**	**6.7%**	**29.1%**
My Home	**6.4%**	**11.6%**	**6.9%**	**12.6%**	**37.4%**
Other	4.4%	0%	0.5%	0.5%	5.4%
Vacation Rental	3.9%	1.2%	2%	2.5%	9.6%
With Relatives or Friends	5.9%	2.2%	3%	5.7%	16.7%

Where are you staying? (International)

Origin	Website	12/01/18	02/01/19	04/01/19	Total
Did not specify	0%	0.6%	0%	0%	0.6%
Here for the day	0%	0.6%	0%	0%	0.6%
Hotel	**2.4%**	**12.4%**	**13.5%**	**15.9%**	**44.1%**
My Home	**0%**	**4.7%**	**4.1%**	**10%**	**18.8%**
Lives Nearby	0%	0%	0.6%	0%	0.6%
Other	1.2%	0%	0%	0.6%	1.8%
Vacation Rental	1.8%	4.7%	5.9%	4.7%	17.1%
With Relatives or Friends	0.6%	2.4%	4.7%	8.8%	16.5%

In Which Hotel Did You Stay?

Hotel	Grand Total
Four Seasons at the Surf Club	5.22%
Grand Beach Hotel	57.46%
Residence Inn	24.63%
Solara	6.72%
Sun Harbour Boutique	5.97%

## Hotel Stay

Occupancy

2017 **2018** **2019**
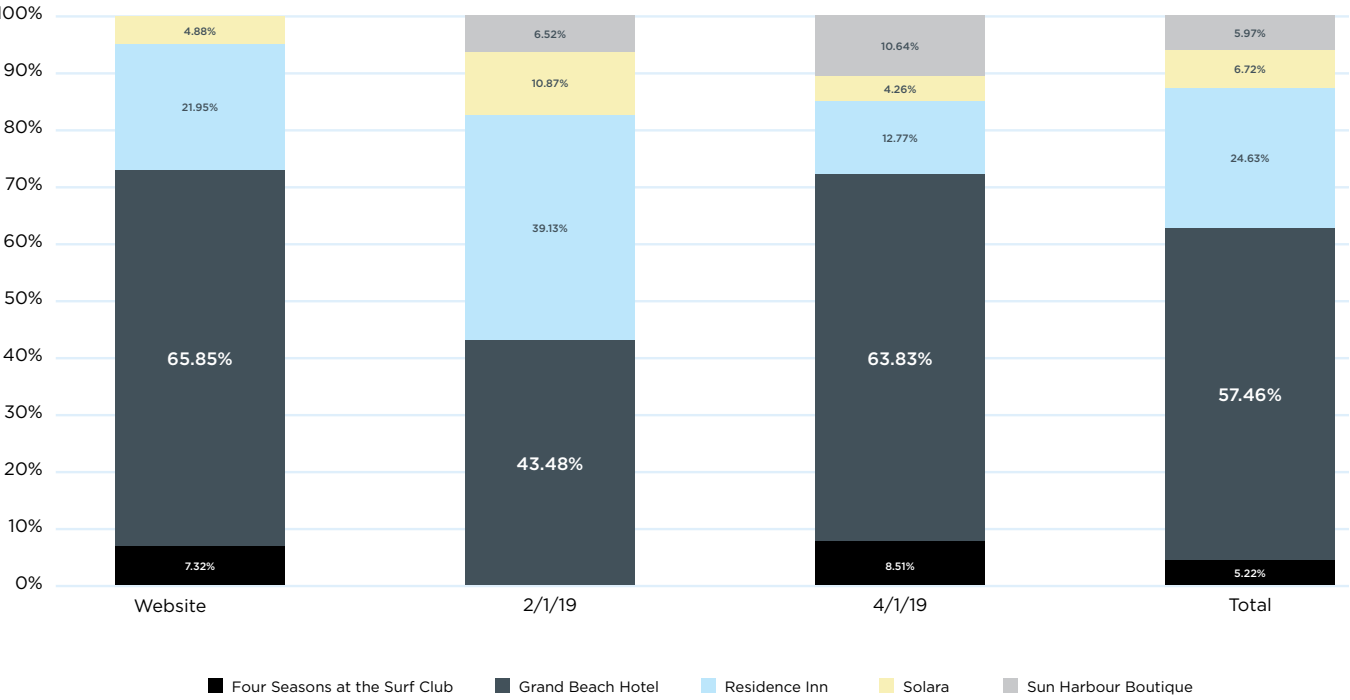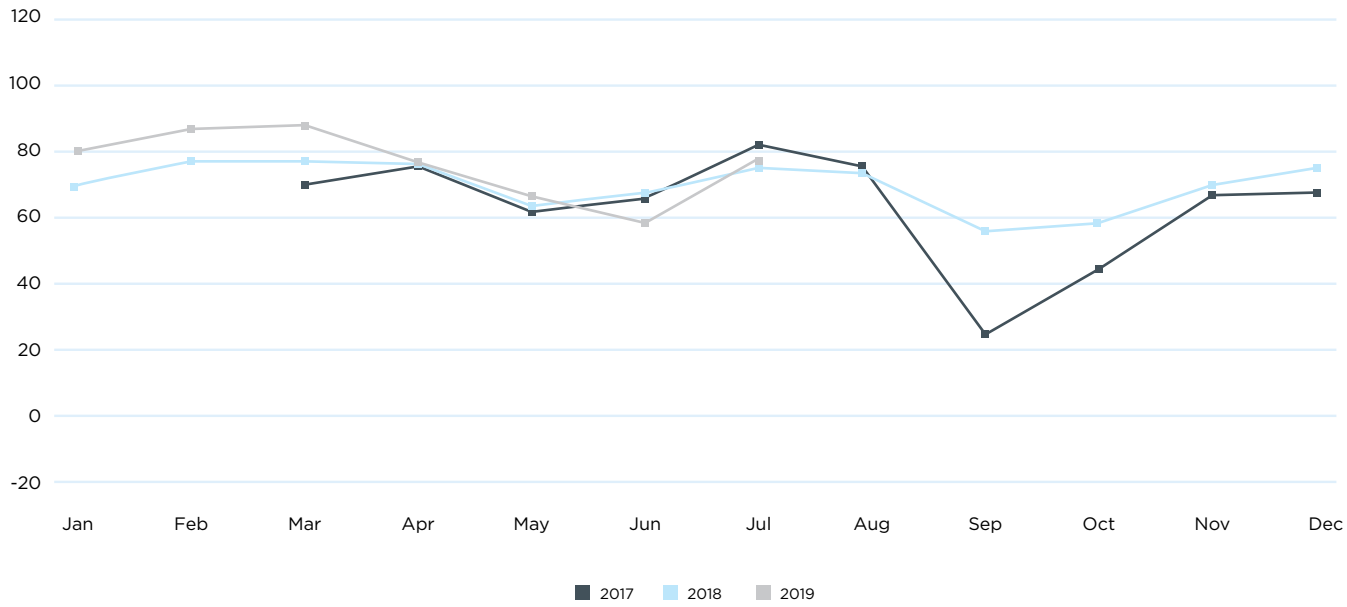
These stats are provided from the Smith Travel Report that has been commissioned by the Surfside Tourist Bureau.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2017			71.1	74.0	61.1	65.4	81.9	75.2	28.1	46.2	67.8	68.7
2018	70.7	78.7	78.2	76.1	63.1	66.0	75.5	72.8	56.1	59.8	71.2	74.6
2019	80.6	86.2	87.7	77.8	67.7	59.2	77.6					
Percent Change from 2018-2019	13.9	9.5	12.2	2.2	7.4	-10.3						

ADR

2017 **2018** **2019**
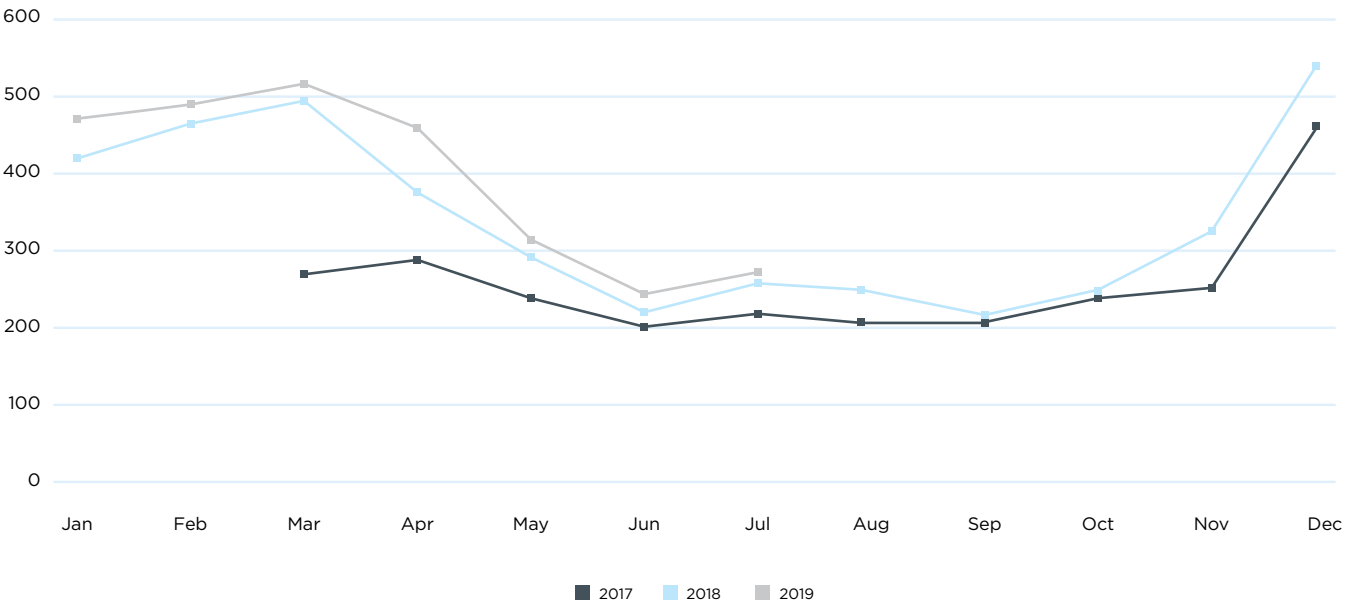
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2017			275.89	293.08	241.26	204.52	236.51	210.77	208.41	241.67	268.30	460.75
2018	422.93	466.39	499.04	385.16	297.20	239.77	265.78	252.20	222.09	252.90	335.72	546.83
2019	475.91	495.83	516.72	469.16	319.68	259.71	276.27					
Percent Change from 2018-2019	12.5	6.3	3.5	21.8	7.6	8.3						

Evaluation & Net Promoter Score (NPS)

Consistently the Community Center and traffic/parking have garnered low scores.
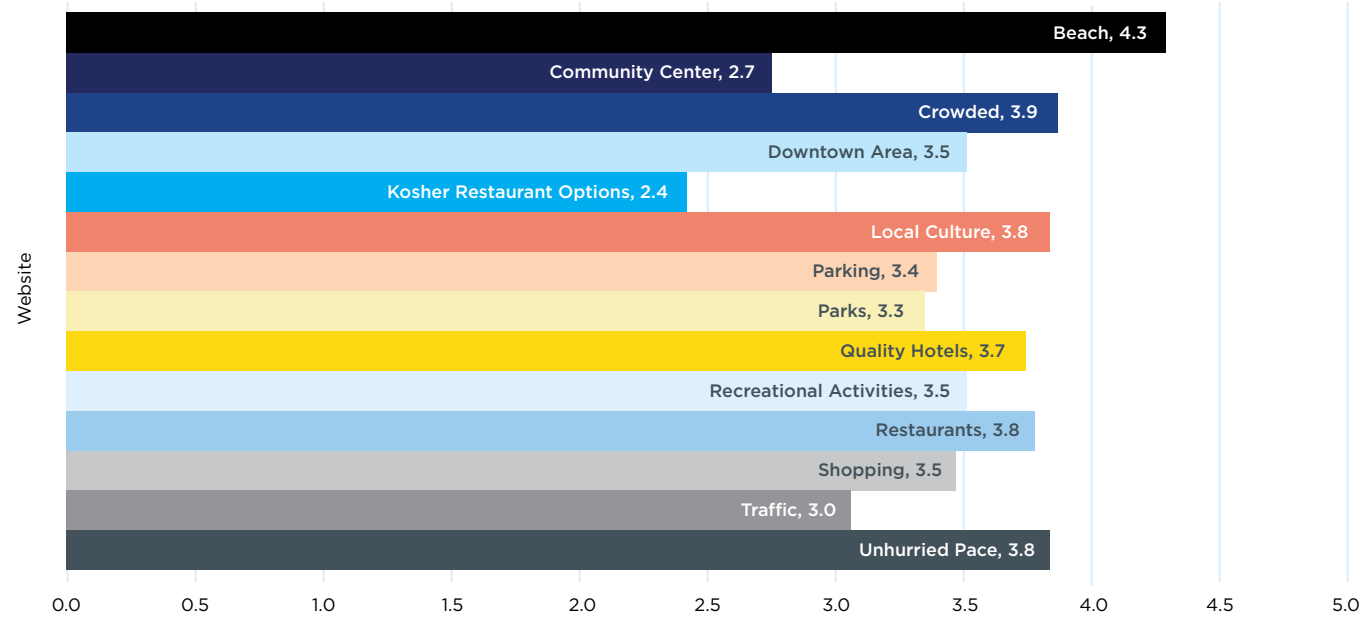
Consistently the beach earns high scores. Some respondents had difficulty understanding the question in regards to the pace of the Town, but once explained most agreed that the pace is unhurried. Last item to note is that the local restaurants overall also scored consistently hight.

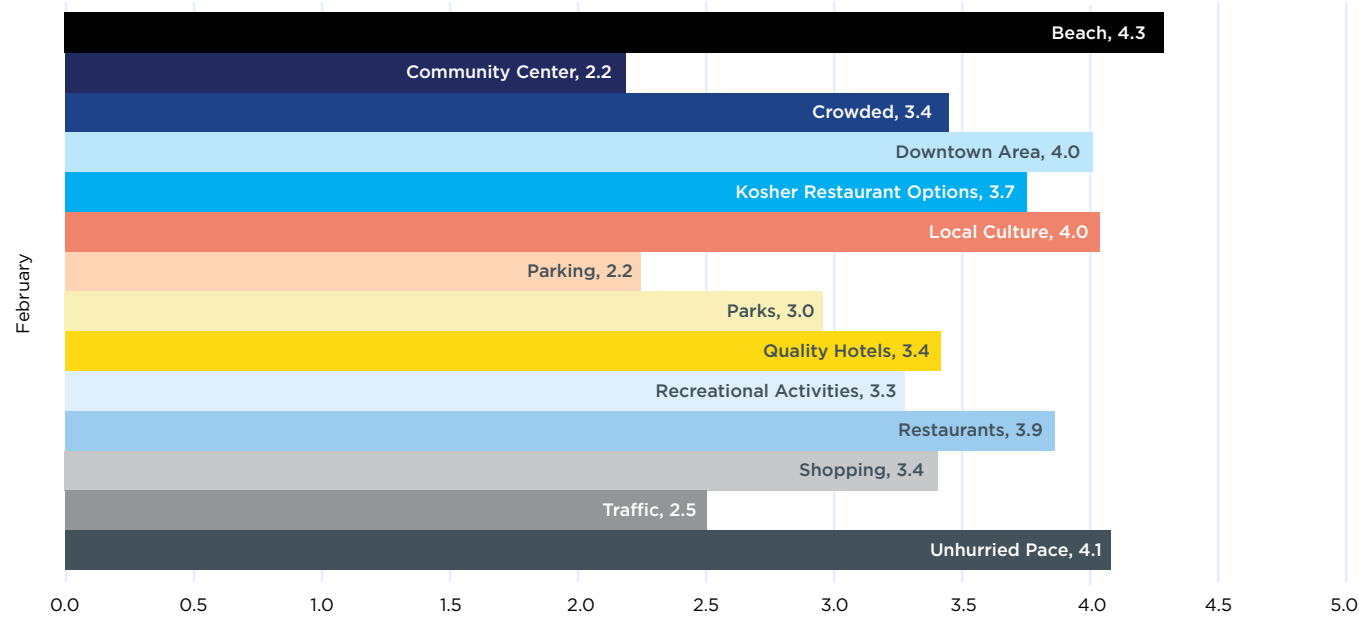## Factors by Survey - Average Score

Location	Website	Dec	Feb	Apr	Total
Community Center	**2.7**	**0.6**	**2.2**	**3.3**	**2.3**
Traffic	**3.0**	**2.2**	**2.5**	**2.9**	**2.7**
Parking	**3.4**	**2.1**	**2.2**	**3.1**	**2.7**
Parks	3.3	2.2	3.0	3.3	3.0
Kosher Restaurant Options	2.4	2.9	3.7	3.6	3.2
Recreational Activities	3.5	2.5	3.3	3.7	3.3
Shopping	3.5	3.2	3.4	3.5	3.4
Crowded	3.9	2.9	3.4	3.7	3.5
Quality Hotels	3.7	2.9	3.4	4.0	3.6
Downtown Area	3.4	3.6	4.0	3.7	3.7
Local Culture	3.8	3.3	4.0	3.8	3.8
Restaurants	**3.8**	**3.9**	**3.9**	**4.2**	**3.9**
Unhurried Pace	**3.8**	**3.7**	**4.1**	**4.1**	**4.0**
Beach	**4.3**	**4.0**	**4.3**	**4.6**	**4.3**

Sum of Average by Factor & Survey - Website

Website

- Beach, 4.3
- Community Center, 2.7
- Crowded, 3.9
- Downtown Area, 3.5
- Kosher Restaurant Options, 2.4
- Local Culture, 3.8
- Parking, 3.4
- Parks, 3.3
- Quality Hotels, 3.7
- Recreational Activities, 3.5
- Restaurants, 3.8
- Shopping, 3.5
- Traffic, 3.0
- Unhurried Pace, 3.8

Sum of Average by Factor & Survey - February

February

- Beach, 4.3
- Community Center, 2.2
- Crowded, 3.4
- Downtown Area, 4.0
- Kosher Restaurant Options, 3.7
- Local Culture, 4.0
- Parking, 2.2
- Parks, 3.0
- Quality Hotels, 3.4
- Recreational Activities, 3.3
- Restaurants, 3.9
- Shopping, 3.4
- Traffic, 2.5
- Unhurried Pace, 4.1

Sum of Average by Factor & Survey - December

December

- Beach, 4.0
- Community Center, 0.6
- Crowded, 2.9
- Downtown Area, 3.6
- Kosher Restaurant Options, 2.9
- Local Culture, 3.3
- Parking, 2.1
- Parks, 2.2
- Quality Hotels, 2.9
- Recreational Activities, 2.5
- Restaurants, 3.9
- Shopping, 3.2
- Traffic, 2.2
- Unhurried Pace, 3.7
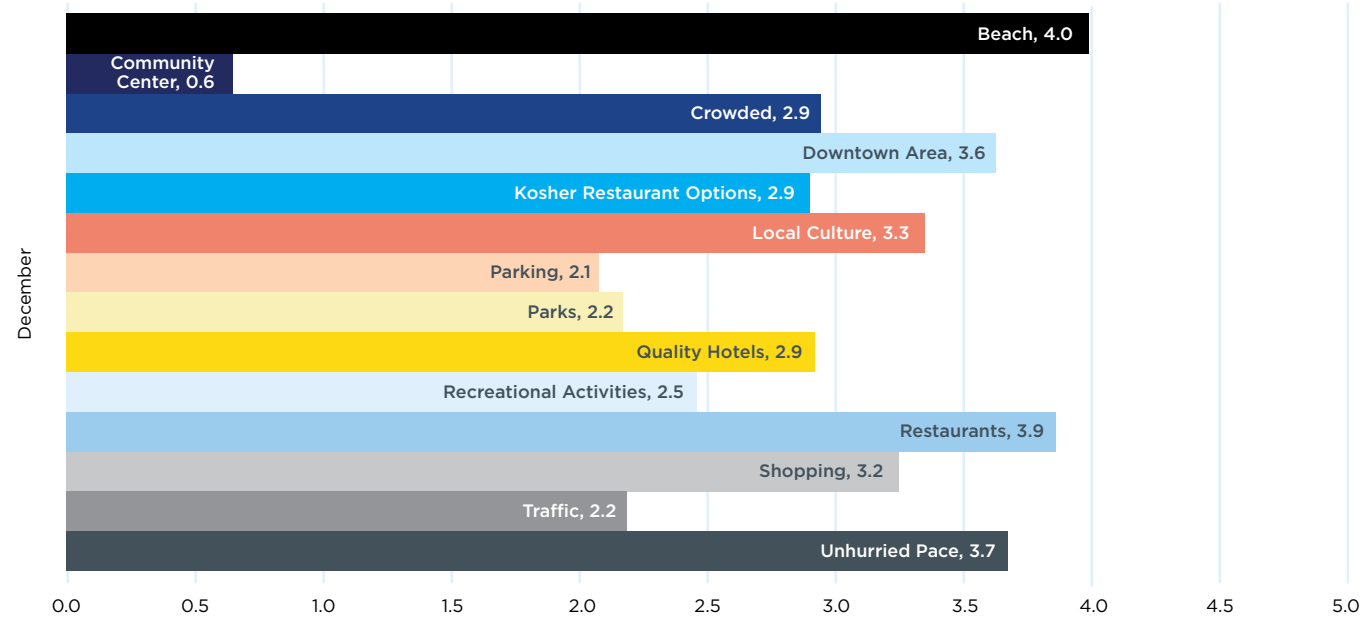
Sum of Average by Factor & Survey - April

December

- Beach, 4.6
- Community Center, 3.3
- Crowded, 3.7
- Downtown Area, 3.7
- Kosher Restaurant Options, 3.6
- Local Culture, 3.8
- Parking, 3.1
- Parks, 3.3
- Quality Hotels, 4.0
- Recreational Activities, 3.7
- Restaurants, 4.2
- Shopping, 3.5
- Traffic, 2.9
- Unhurried Pace, 4.2

Detailed Scores

Local Culture
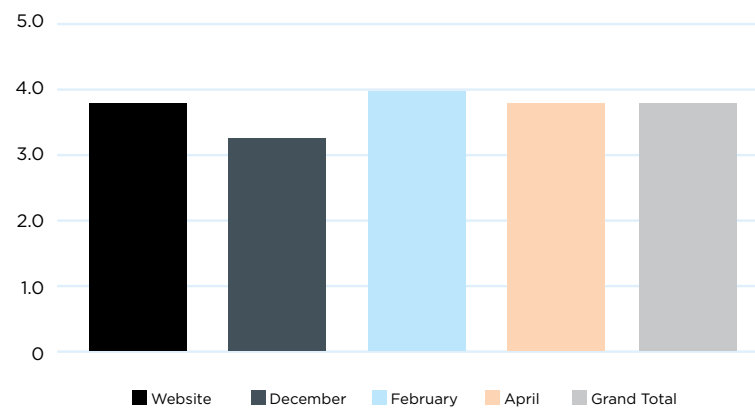
	Average	N/A
Website	3.8	9.92%
December	3.3	8.73%
February	4.0	1.45%
April	3.8	0.55%
Total	**3.8**	**4.68%**

Unhurried Pace
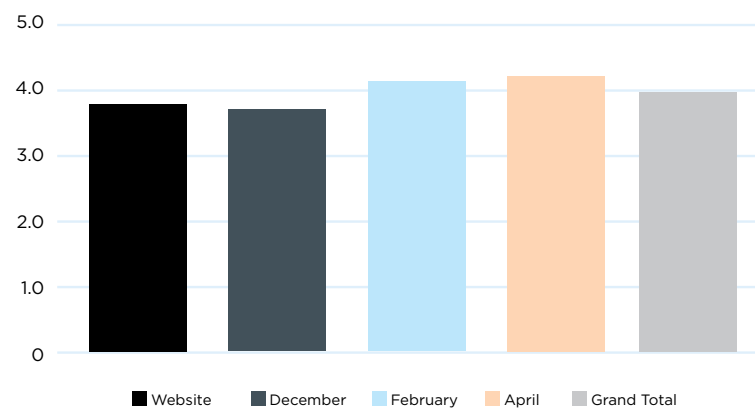
	Average	N/A
Website	3.8	8.40%
December	3.7	2.38%
February	4.1	0.72%
April	4.2	1.10%
Total	**4.0**	**2.95%**

Recreational Activities
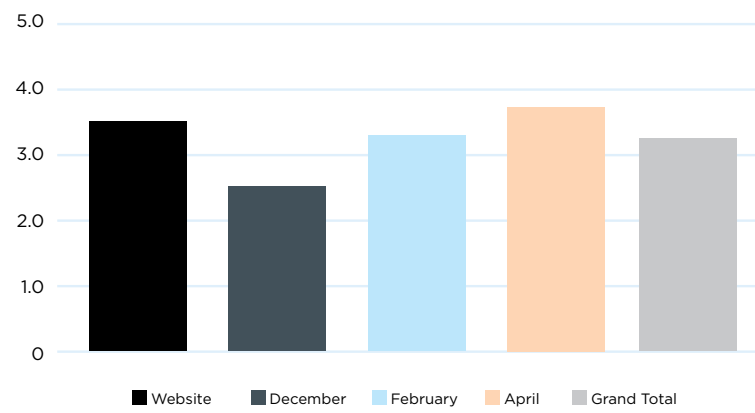
	Average	N/A
Website	3.5	16.03%
December	2.5	31.75%
February	3.3	11.59%
April	3.7	3.85%
Total	**3.3**	**14.56%**

Parks
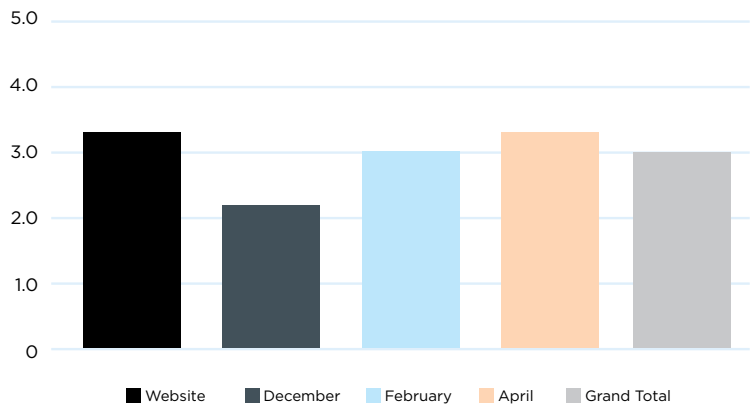
	Average	N/A
Website	3.3	19.85%
December	2.2	42.06%
February	3.0	13.77%
April	3.3	5.49%
Total	**3.0**	**18.72%**

Traffic
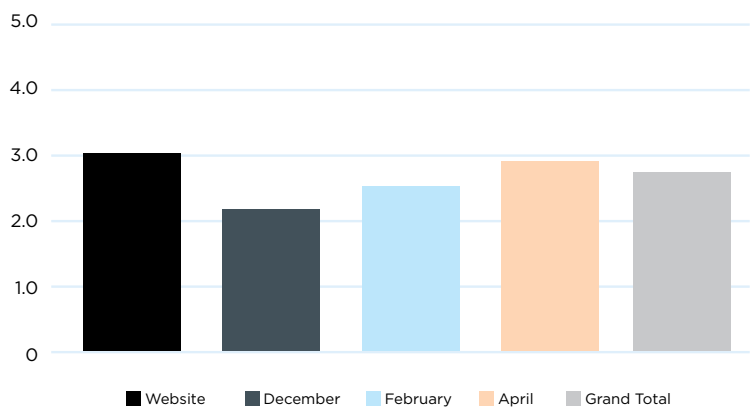
	Average	N/A
Website	3.0	9.92%
December	2.2	6.35%
February	2.5	0.72%
April	2.9	0.55%
Total	**2.7**	**3.99%**

Crowded
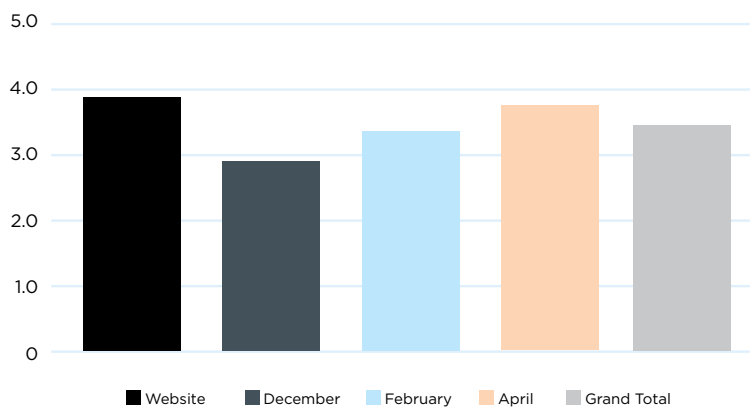
	Average	N/A
Website	3.9	3.82%
December	2.9	3.17%
February	3.4	0%
April	3.7	1.10%
Total	**3.5**	**1.91%**

Community Center
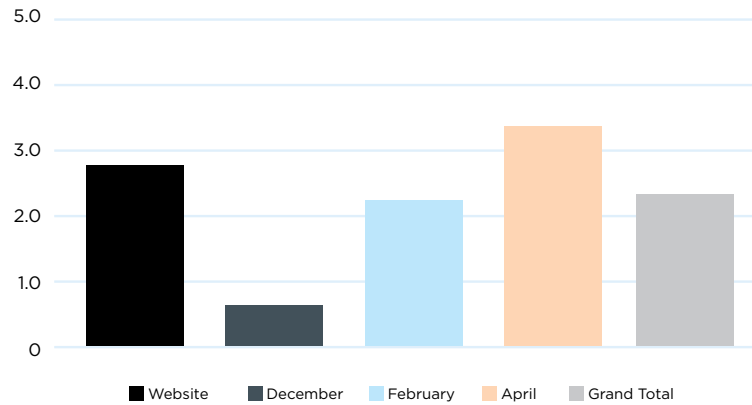
	Average	N/A
Website	2.7	39.69%
December	0.6	84.13%
February	2.2	23.19%
April	3.3	9.89%
Total	**2.3**	**36.05%**

Beach
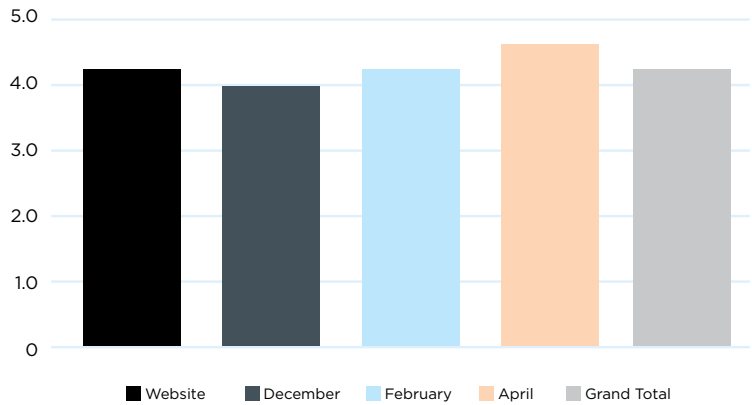
	Average	N/A
Website	4.3	8.40%
December	4.0	7.94%
February	4.3	1.45%
April	4.6	0%
Total	**4.3**	**3.99%**

Kosher Restaurant Options
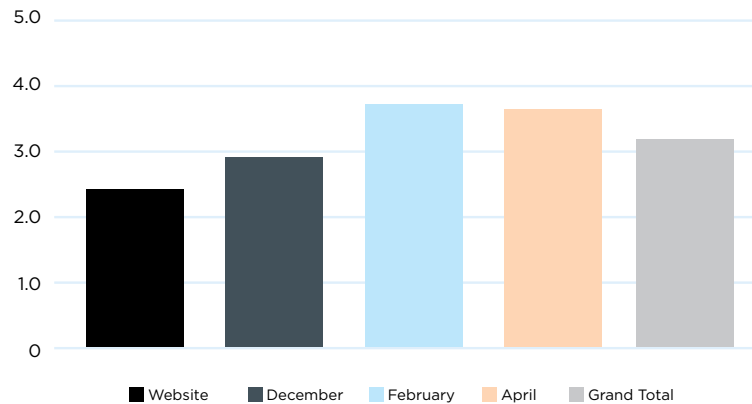
	Average	N/A
Website	2.4	48.85%
December	2.9	34.13%
February	3.7	10.87%
April	3.6	4.95%
Total	**3.2**	**22.70%**

Restaurants
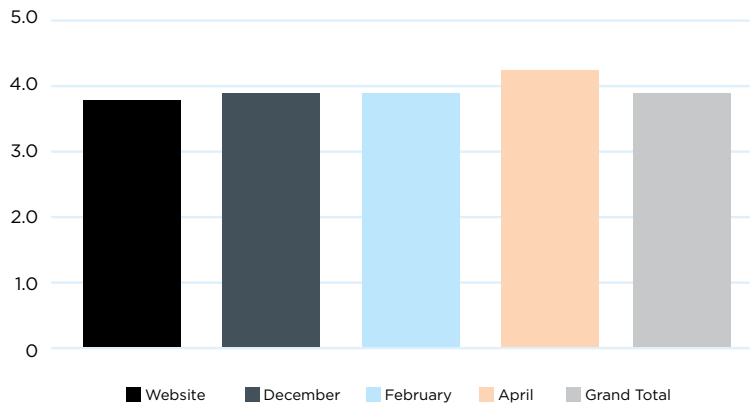
	Average	N/A
Website	3.8	12.98%
December	3.9	6.35%
February	3.9	5.07%
April	4.2	2.20%
Total	**3.9**	**6.24%**

Quality Hotels
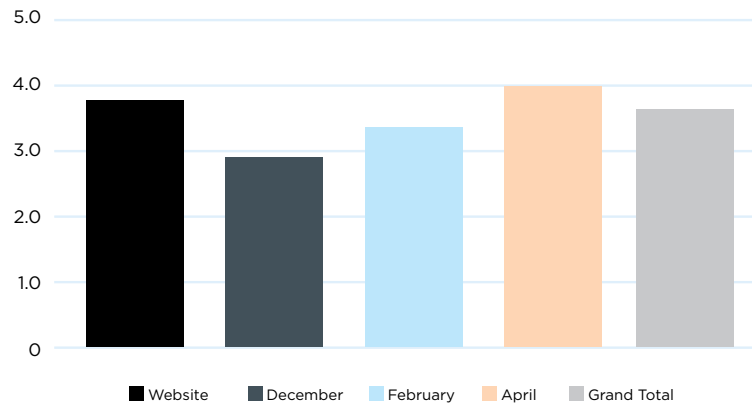
	Average	N/A
Website	3.7	22.14%
December	2.9	30.95%
February	3.4	13.04%
April	4.0	2.20%
Total	**3.6**	**15.60%**

Parking
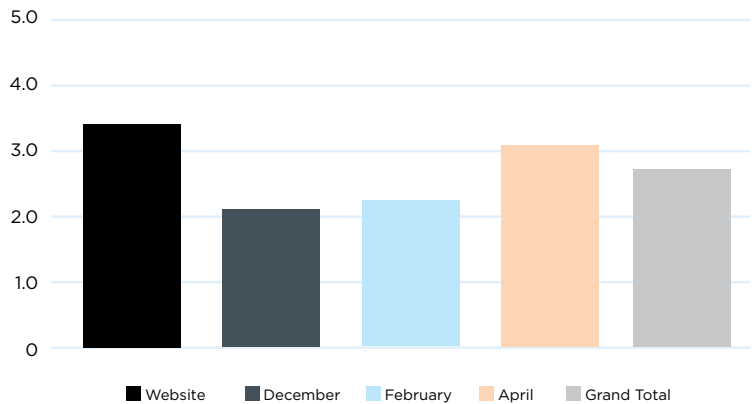
	Average	N/A
Website	3.4	13.74%
December	2.1	20.63%
February	2.2	10.87%
April	3.1	4.95%
Total	**2.7**	**11.79%**

Shopping
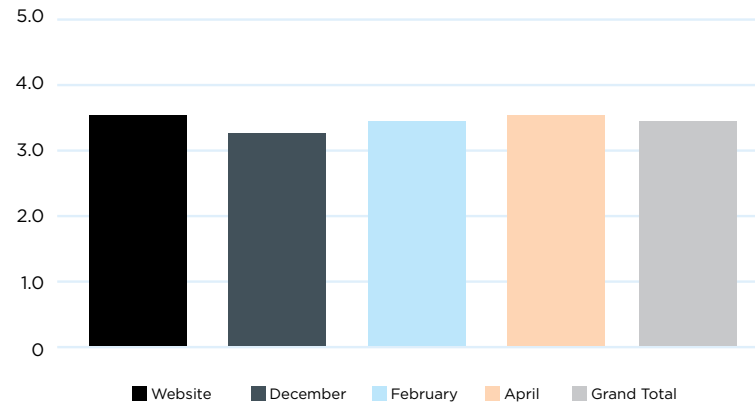
	Average	N/A
Website	3.5	12.21%
December	3.2	9.52%
February	3.4	7.25%
April	3.5	1.65%
Total	**3.4**	**7.11%**

Downtown Area
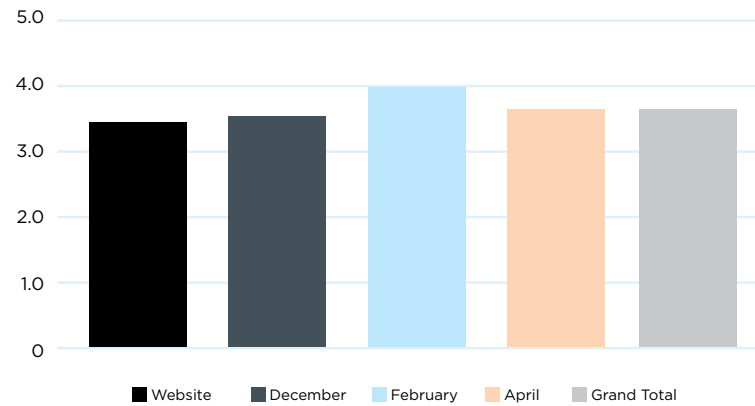
	Average	N/A
Website	3.5	16.03%
December	3.6	3.97%
February	4.0	0.72%
April	3.7	3.85%
Total	**3.7**	**5.89%**

Net Promoter Score
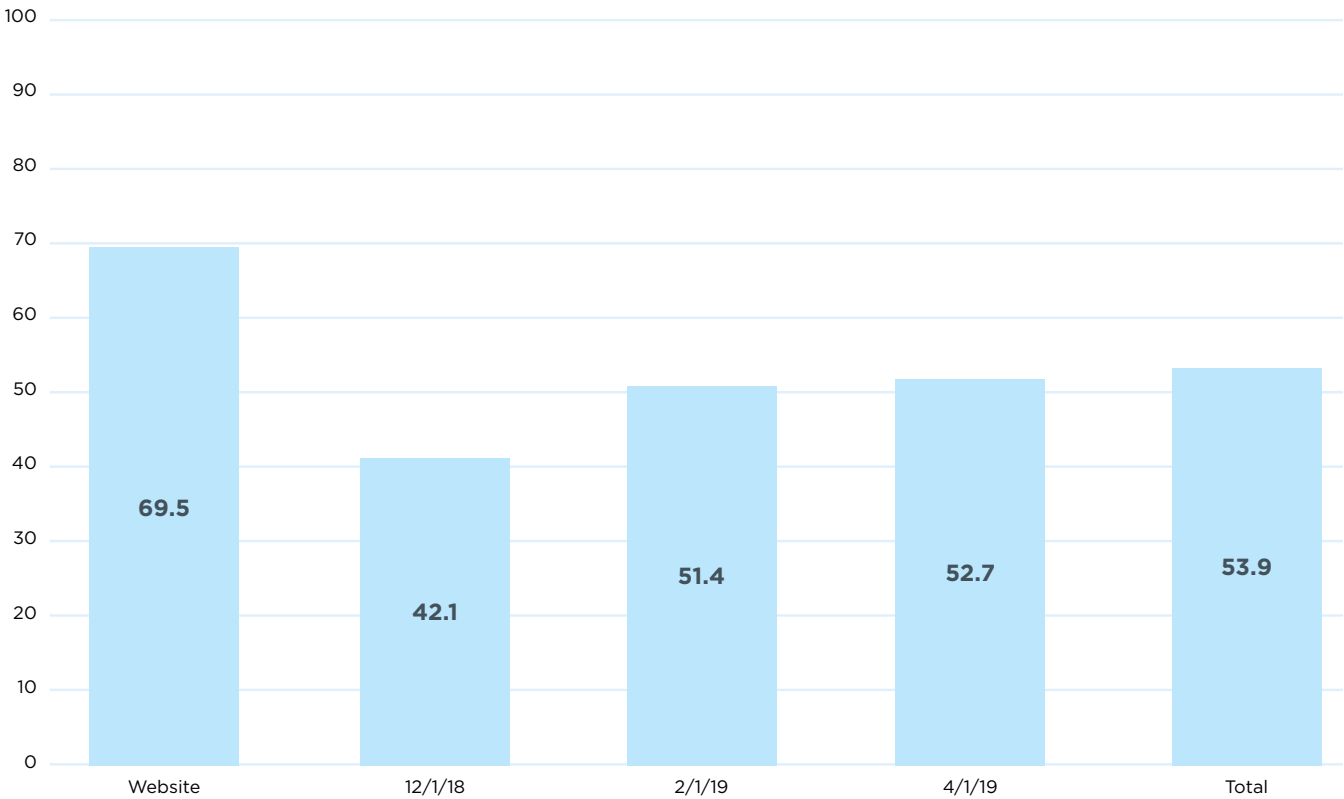
	EPS
Website	69.5
December	42.1
February	51.4
April	52.7
Total	**53.9**

Key Findings

All Travelers	000s	As a %
Domestic	406	70.4%
International	171	29.6%
Grand Total	577	100%

Most visitors to Surfside are **domestic**.

International Travelers	000s	As a %
Canada	**60**	**10.4%**
Argentina	**26**	**4.5%**
Brazil	**14**	**2.4%**
England	11	1.9%
France	10	1.7%
Germany	7	1.2%
Grand Total	**171**	**29.6%**

Of all international visitors, **Argentines, Brazilians and Canadians** make the bulk of the total, representing **17%** of all visitors to Surfside.

Domestic Travelers	000s	As a %
USA	**406**	**70.4%**
California	9	1.6%
Florida	**180**	**31.2%**
Aventura	7	1.2%
Bal Harbour	39	6.8%
Bay Harbour	7	1.2%
Miami	42	7.3%
Miami Beach	13	2.3%
North Miami	10	1.7%
Georgia	7	1.2%
Illinois	11	1.9%
Chicago	10	1.7%
Massachusetts	11	1.9%
Boston	6	1.0%
Maryland	7	1.2%
New Jersey	10	1.7%
New York	**85**	**14.7%**
Brooklyn	14	2.4%
New York	45	7.8%
Ohio	10	1.7%
Pennsylvania	10	1.7%
Texas	7	1.2%

Florida (**31%**) and New York (**15%**) represent the bulk of domestic travelers.

Key Markets	000s	As a %
South Florida	164	28.4%
Greater New York	71	12.3%
Argentina	26	4.5%
Brazil	14	2.4%
Canada	60	10.4%
Total Key Markets	**335**	**58.1%**

When looking at key markets, there are five that make up almost **60%** of visitors

So, how do visitors rate Surfside?

Factor	EVAL
Beach	**4.3**
Unhurried Pace	**4.0**
Restaurants	**3.9**
Local Culture	3.8
Downtown Area	3.7
Quality Hotels	3.6
Crowded	3.5
Shopping	3.4
Recreational Activities	3.3
Kosher Restaurant Options	3.2
Parks	3.0
Parking	**2.7**
Traffic	**2.7**
Community Center	**2.3**

The top 3 features or factors are the **beach, the unhurried pace and the restaurants**.

The bottom 3 include **Parking and Traffic**, as expected, and the **Community Center**. Though, in the case of the Community Center it was more of not knowing enough: what is it, where is it, who has access to it?

Summary

———————

— 46% of Surfside visitors are between ages 35-54, only 1/3 come with children

— Majority of respondents know and love Surfside –almost 50% have visited 5 or more times

— Hotels are still the most popular place to stay (33.4%), with International visitors (44%) more apt to choose hotels over other accommodations vs. Domestic visitors (29%)

— Domestic visitors are more likely to own their own homes in Surfside (37.4%) vs International Visitors.

— Features that resonate with respondents: the beach, the unhurried pace and the restaurants

Research Comparison: Surfside vs Greater Miami Convention & Visitors Bureau

02

Contrasts between the GMCVB and Surfside's Research

The GMCVB does not disaggregate Surfside from its research. However, because Surfside's research does not account for full year findings, this is a baseline comparison.

Country	GMCVB 000s	GMCVB as % of Total	Surfside as % of Total
Brazil	462	3.9%	2.4%
Colombia	422	3.5%	0.5%
Argentina	364	3.0%	4.5%
Canada	357	3.0%	10.4%
UK	353	2.9%	1.9%
Germany	314	2.6%	1.2%
Venezuela	229	1.9%	0.5%
Mexico	226	1.9%	0.9%
France	216	1.8%	1.7%
Ecuador	207	1.7%	0.2%
Bahamas	173	1.4%	0.2%
Spain	172	1.4%	0.5%
Australia	115	1.0%	-
Chile	103	0.9%	-
Peru	101	0.8%	-
DR	96	0.8%	-
T&T	94	0.8%	-
PR	94	0.8%	-
Netherlands	89	0.7%	-
Italy	85	0.7%	-
Total International	**5,800**	**48.3%**	**29.6%**
Total USA	**-**	**51.7%**	**70.4%**
Total SFL	**-**	**-**	**27.9%**

Some Notable Differences:

- International visitors represent **48%** of all visitors measured by the GMCVB but only **30%** of Surfside's
- Brazilians represent **4%** of the total for Greater Miami and only **2.4%** for Surfside.
- **Colombia** is the third largest origin for Greater Miami at **3.5%** but only represents **0.5%** for Surfside
- Canada is only **3%** for Greater Miami but is more significant for Surfside at **10.4%**.

There are significant differences between the GMCVB data and the data that was gathered specific to Surfside, therefore an adjustment to the GMCVB strategy is necessary to make it more sound.

	GMCVB			Surfside	
Accommodations	Intl.	Domestic	FL	Int.	Domestic
Hotel/Motel/Resort	68%	75%	75%	44%	29%
Stayed with friends/relatives	22%	15%	27%	17%	17%
Rented house/condo/room	10%	9%	2%	33%	26%
Stayed own residence	2%	2%	3%	19%	33%
Campground	0%	0%	1%	-	-
Other	2%	3%	1%	-	-

There are also significant differences as to where people stay in Greater Miami vs. Surfside:

- For Greater Miami, **75%** of domestic and **68%** of international visitors stay in a **Hotel, Motel or Resort**. Only **44%** of international visitors to Surfside and **29%** of domestic visitors follow suit.
- Only around **10%** of visitors to Greater Miami stay in rented homes; **30%** of Surfside visitors did.
- Significantly, while only **2%** of Greater Miami visitors stayed in their own home, **19%** and **33%** of international and domestic visitors to Surfside did.
- **No one** stayed in a campground due to the lack of campground accommodations in Surfside.

There are also big differences in age groups among domestic and international visitors to Greater Miami and visitors to Surfside.

Age Dist. of all Visitors	GMCVB	Surfside
55+	18%	26%
45-54	14%	22%
35-44	15%	24%
25-34	21%	16%
18-24	14%	9%
Under 18	18%	3%

There are other important differences:

	GMCVB			Surfside		
	Intl.	Domestic	FL	Int.	Domestic	SFL
Average Age (12+)	37.5	36.4	38.9	43.3	44.2	44.9
Index to GMCVB	-	-	-	116	122	-
With Children	19%	12%	33%	30.3%	38.6%	27.4%
Index to GMCVB	-	-	-	159	322	-
Had visited Miami before	52%	62%	-	-	-	-
Had visited Surfside before	-	-	-	67.8%	80.3%	93.9%

- Surfside visitors are **older** than Greater Miami by around 7 years.
- International and domestic visitors to Surfside are almost **twice** as likely to travel with Children.
- A **large majority** had visited before

Summary
Surfside vs GMCVB

———

— Slightly older visitor (Early 40s vs. late 30s)

— A more loyal visitor (68% - 94% visited before vs. 52% - 62%)

— Stays in his/her own place (32%) or vacation rental (28%) vs. GMCVB data: 65%+ stay in hotels

— Travels more with children than GMCVB data

Executive Summary

03

"A brand is the collection of positive experiences over time"

The Surfside brand is, evidently, a big collection of positive experiences over time. This is evident in the number of repeat visitors (75% have visited Surfside at least once) and the number of those who have visited 5+ times (78% of the 75%).

It is time to spread the message of positive experiences to a broader audience and begin to attract more visitors to Surfside.

Basic Principles:

1. **Use money wisely:** Segment potential visitors by their most relevant passion points.

2. **Drive revenue:** Propose new initiatives to generate revenues for Surfside businesses that will increase resort taxes.

3. **Focus:** It is impossible to do everything, be everything to everybody. Focus will be put where the most results can be achieved with the least amount of resources.

4. **Kaizen:** Follow a philosophy of continuous improvement.

5. **Total Integration:** All platforms build on each other to amplify each message.

Leveraging and Creating Trends

Because it is impossible to achieve everything with a limited (and even an unlimited) budget, below are some of the trends and they are prioritized where Surfside would benefit the most.

1. **Power of Social –** as part of the 2018-19 and beyond budget, beefing the social media actions are going to be a focus and extending them to international. For example requesting feedback and reviews from stays in Surfside, asking for user-generated content and targeting Latin American users.

2. **Mobile Booking –** exploring ways in which the Surfside website and booking engine can incorporated into the mobile/PWA.

3. **The approach has been focused on GenXers,** those with disposable budgets and families, expanding to Millennials as well as Baby Boomers too.

4. **Health & Wellness –** H&W is not something that is "town" oriented; there is no room for big conventions in the hotels, however there are certain specific sub-trends such as Happy Retreats and Architectural Wellness, in addition to developing healthy menus that can be done by individual hotels and restaurants. Creating some guidelines as to the trends and getting more involved with the hotels is recommended.

Additionally, placing a stronger emphasis on Surfside's built-in fitness opportunities via events and through social media are goals.

Capture Screen
Capture Screen in the Website
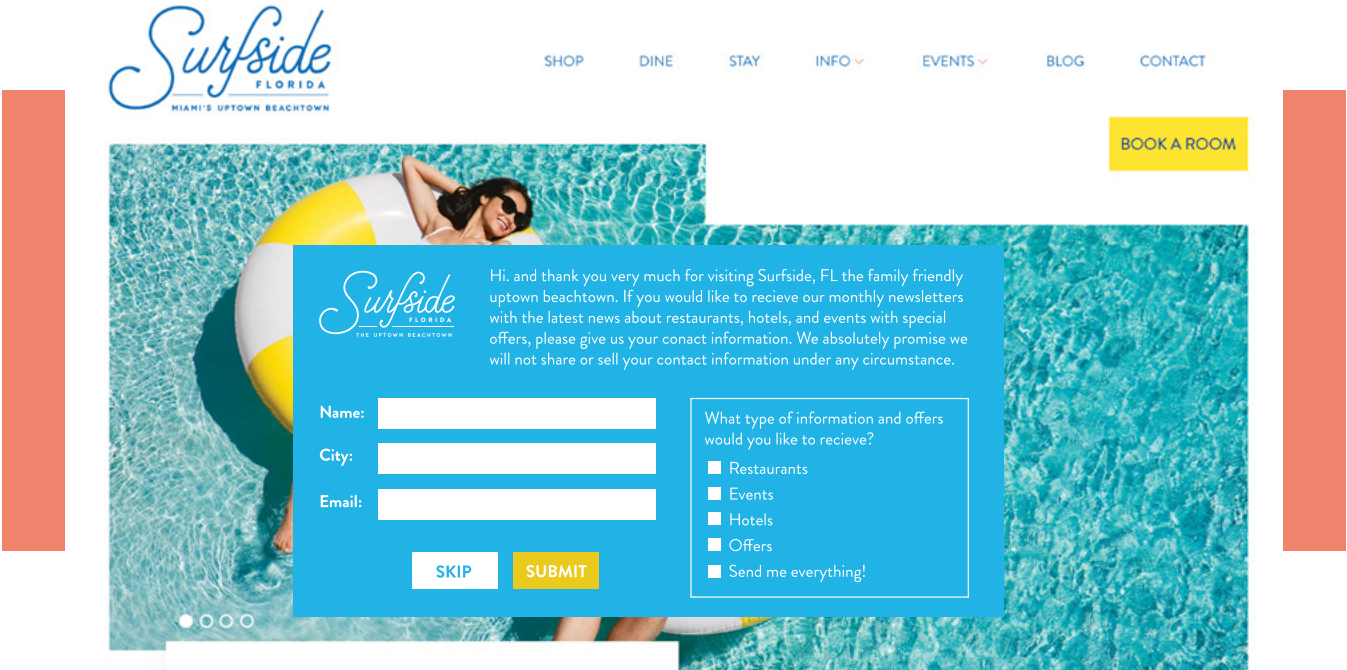
The Surfside Website stands in the cross-roads of the entire marketing and advertising program.

Every media leads, in one way or another, to the website. The website is central for our booking engine as well as to give presence and relevance to every business in Surfside.

The addition of an information capture screen to the www.visitsurfsidefl.com website was proposed this year. The screen will pop up a few seconds after the person has opened the website and stayed there, so as to not affect the rankings. Capture screens are a tried and true method of obtaining basic contact information from users. Cookies will prevent users from seeing the screen multiple times.

The use of even small details like "city" will also allow us to fine tune and optimize our marketing budget by allowing us to geo-target more effectively. The information captured will, of course, be integrated immediately into the CRM database.

<u>Beach Renourshment</u>

The federal government has dedicated $158 million in funding for County beach renourishment. Surfside is slated to be in the first phase of the project.

The U.S. Army Corps of Engineers, in coordination with Miami-Dade County, will use between *240k to 300k cubic yards of quality sand from an upland mine to renourish the public beach in Surfside and to address critical erosion. This project is part of the Miami-Dade County Beach Erosion Control and Hurricane Protection Project. The U.S. Army Corps of Engineers is evaluating the possibility of performing the beach renourishment in 500-feet increments at a time. The U.S. Army Corps of Engineers also will try to minimize disruptions to residents and visitors, but keep in mind the trucking route and activity along the beach is necessary in order to renourish the beach.

The immediate impact, during work will be significant and inevitably result in reduced Average Daily Rates (ADR), and potentially reduction in occupancy. Long term impact will be immensely positive. With a renourished beach it will become the widest beach in South Florida. How the the short-term impact mitigated, and positive messaging for the long implemented was a large part of the efforts in 2018/19.
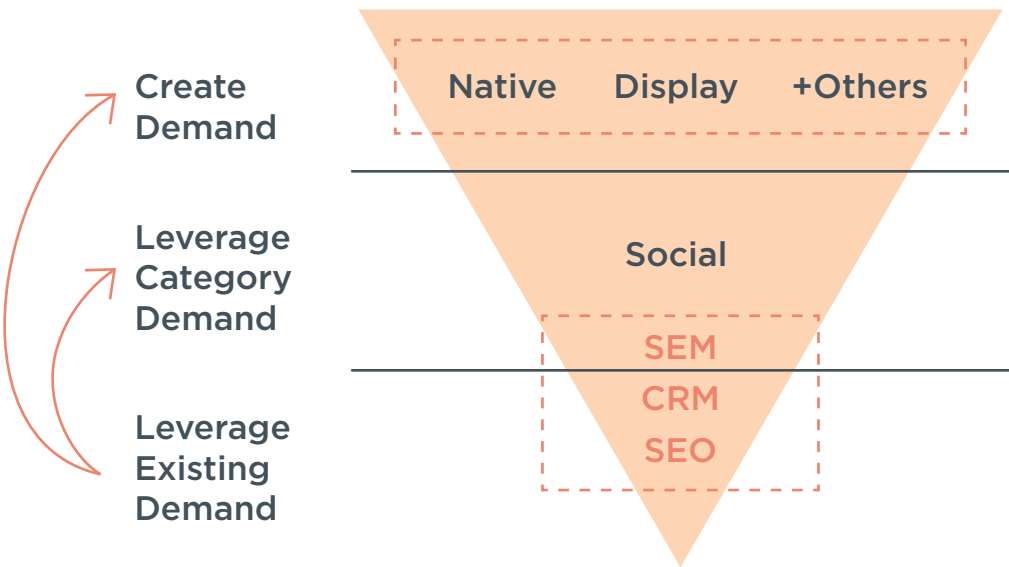
Lead and
Manage the conversation.
Don't React.

Goal: Generate New Visitors

Surfside is a town that generates loyalty among its visitors. By focusing on increasing the number of new visitors Surfside will practically assure that it will continue to generate resort tax revenues for many years to come. And, as the number of new visitors increase, the number of repeat visitors will increase in parallel, improving resort tax revenues that fund the Community Center and the Tourist Bureau.

Create Demand — Native   Display   +Others

Leverage Category Demand — Social

Leverage Existing Demand — SEM / CRM / SEO

Strategy

Continue the successful search and segment strategy currently in place while beginning to shift resources to top-of-the-funnel media.

3 Year Strategic Recommendations

1. **INTERNATIONAL & DOMESTIC VISITORS**
   a. Leveraging & Creating Trends
   b. Data-Driven Approach
   c. Search
   d. Retargeting & Remarketing
   e. Lookalikes
   f. Social Media
   g. Video
   h. Tactical Digital
   i. Email Marketing

7. **MIAMI DADE RESIDENTS**
   a. Search and Retargeting
   b. Native Advertising
   c. Social Media
   d. Video
   e. Surfside App
   f. SMS Campaign
   h. Local Events
   i. Surfside Newsletter
   j. Surfside Blog

8. **THE FUTURE**
   a. Surfside Loyalty Card
   b. Capture Screen
   c. Surfside App
   d. CRM
   e. Pop Up Stores/Events
   f. Website
   g. AI Bot
   h. AR/VR

The Present: Specific Actions

04

The Present: Specific Actions

1. Concentrate more of the budget on the geographic areas that generate the majority of visitors, while still maintaining a presence to emerging areas that show positive intent.

Survey Results

Key Markets	As a %
South Florida	28.4%
Greater New York	12.3%
Argentina	4.5%
Brazil	2.4%
England	1.91%
Canada	10.4%
Total Key Markets	**58.1%**

Booking Portal Data - Top 5 International Countries

Location	%
Mexico	17.84%
Peru	13.36%
Argentina	10.9%
Brazil	7.87%
Colombia	7.57%
Total	**57.54%**

As a result, targeting efforts will be consolidated to the following

- **South Florida**

- **Domestic**
  - New York
  - Chicago
  - Washington DC
  - Boston
  - Philadelphia
  - Atlanta
  - Detroit

- **International**
  - Argentina
  - Brazil
  - Canada
  - England
  - Mexico
  - Colombia

2. Continue successful actions

- Pay per Click (PPC) – Achieved average CTR (Click-through rate) of 1.84% and CPC of $0.88, 42% below the industry average of $1.53
- Achieved a 111% increase in visitors and sessions
- Increased social media impressions by 124% and users by 17%
- 300% increase in website page views and 279% in unique visitors
- 231% increase in website referrals to restaurant partners
- 198% increase in newsletter subscribers

3. Begin shifting resources to top of funnel to attract visitors

- Paid social, native and display in selected premium sites
- Drive to website for referral to hotel and restaurant partners

4. Increase Surfside advertising reach

- Create a new targeted campaign to attract local Miami-Dade/SFL residents to discover Surfside as a dinner and staycation oasis, thus closing the gap on potential seasonality dips, and mitigate any losses from beach renourishment.
- Continue to gather information and consumer insights from actual visitors by placing opportunities for submitting online surveys at various touchpoints online and throughout Surfside.
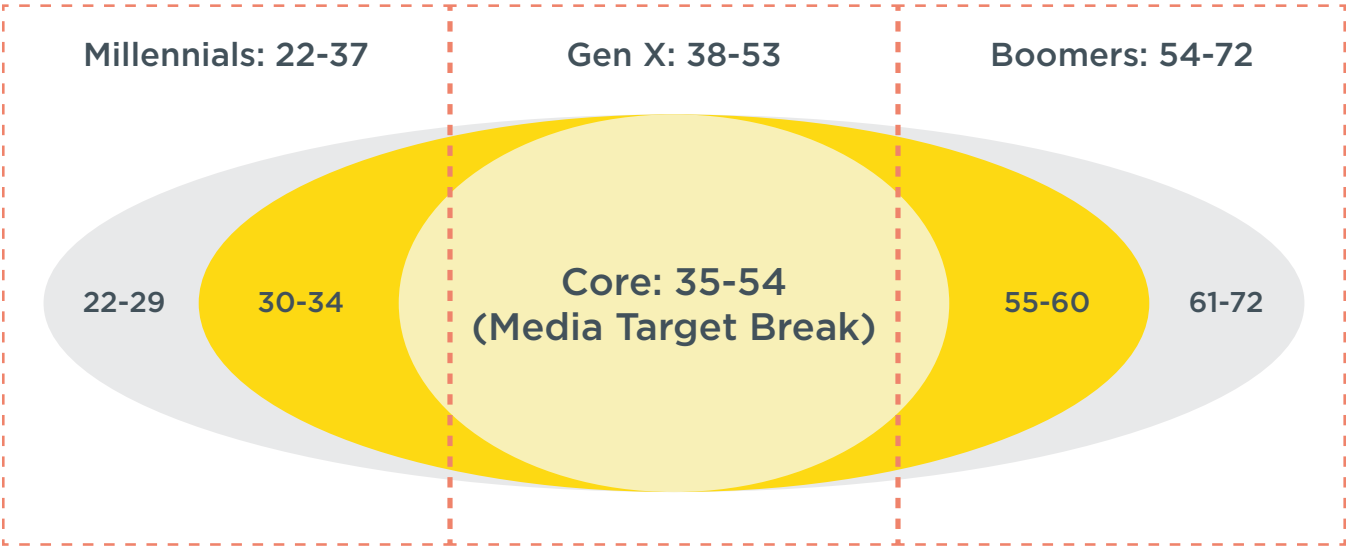
5. Internal Actions

- Create a local campaign to highlight the value that tourism brings to the community through the creation of a strategic marketing campaign to be displayed in the community center, stores, and other businesses.
- Create a Town of Surfside marketing sell sheet to attract new businesses to Surfside.

6. Target Market

The primary target will be upscale men and women **ages 35-54** both couples and traveling with young families.

The secondary targets will include **older Millennials** and **Xennials** (30-35)

Millennials: 22-37 | Gen X: 38-53 | Boomers: 54-72

22-29 | 30-34 | Core: 35-54 (Media Target Break) | 55-60 | 61-72

There is a difference between how media traditionally defines its targets and how research defines generations. Advertising will be aimed squarely at **upscale GenXers with families**. However, Surfside will also target secondarily the older part of **Millennials.**

In the case of older Millennials or Xennials, now is the optimal time to start promoting Surfside as a destination for them to visit with their families as they get older and wealthier.

Generations - How the US population is generally distributed

Generation	Born	Age of Adults in 2018	Share of Adult Population	% Non-Hispanic White
Post Millennial	1997+	18-24	5%	53%
Millennial	1981-1996	22-37	28%	56%
Generation "X"	**1965-1980**	**38-53**	**26%**	**61%**
Baby Boomers	1945-1964	54-72	29%	72%
Silent Generation	1928-1944	73-90	11%	79%
Greatest Generation	1901-1927	91+	1%	-

Source: PEW Research

7. CRM

CRM (Customer Relationship Management) is a powerful tool that has many advantages:

- Increase engagement with Surfside and thus, repeat visits.
- Drive new visitors to book their trip.
- Create referral programs to increase the reach of the advertising budget. These can include simple placements of more share and like buttons (according to Edelman, a national PR firm, the "Like" button is clicked 4.5 billion times a day) to creating some incentives for people to send contact information from a number of friends in exchange for the incentives. At the core, this is an effort that says "Hey, you love Surfside, how about sharing the love and letting your friends discover what Surfside is all about?"

8. Website

Over the course of this fiscal year, significant updates have been made to the structure and usability of the website.

- The first priority was to make the entire site ADA compliant. Currently the site now meets level A compliance, with many measures of AA compliance also in place.
- The second major website upgrade has come in the form of an expanded "Shop" and "Dine" section, thereby giving each local business an expanded digital platform to communicate and entice prospective visitors. In these new pages, users can easily and quickly find out pertinent information such as business hours, menus, reviews, and even book a table.
- The next phase of this upgrade will include tying User Generated Content (UGC) from various platforms to further cement the authenticity of the Surfside experience.

Thus far, VisitSurfsideFL.com has seen improvements translated on a YoY basis:

- **300%** increase in page views
- **279%** increase in unique visitors
- **33%** increase in referrals to Surfside partners (50.4% to hotels, 231% to restaurants)

9. Surfside eNewsletter

The Surfside database this year has seen tremendous growth, in large part due to an increased effort to capitalize on capturing visitor data across a variety of spectrums: events, trade outreach, and visitors to the site.

- **198%** increase in the database to 4,015 subscribers
- **82%** increase in total clicks with an open rate of **21%**, well above the industry average of 14%

10. Search and Display

The primary objective of the paid search and display and search engine optimization campaigns are to support the "heads in beds" initiative by driving visitors to the hotel partner websites and booking engine along with the partner sites including restaurants and local businesses. The paid accounts are managed and evaluated internally by a cost per event metric, our focus being to get more and more "bang for the buck". There has been significant YoY improvement across all campaigns.

- TOTAL EVENTS
  - 345.16% INCREASE (4,692 vs 1,054)
- Organic search traffic up +101.62%
- 14,799 unique visitors vs. 7,340 over same time period.
- Hotel Partner Events
  - Four Seasons 481 to 656 = 36.3% increase
  - Grand Beach 685 to 881 = 28.6% increase
  - Marriott (residence inn) 230 to 331 = 43.9% increase
  - Solara/Bluegreen 158 to 261 = 65.1% increase
  - Sun Harbour 170 to 290 = 70.5% increase

Summary

Group	Miami-Dade, SFL	Domestic	International
Target	**Primary:** Men & Women, 35-54, Couples **Secondary:** Men & Women 30-35, couples	**Primary:** Men & Women, 35-54, Couples or With Families **Secondary:** Men & Women, 55-65 Couples or Families; Men & Women 30-35 couples or families	**Primary:** Men & Women, 35-54, With Families **Secondary:** Men & Women, 55-65 with Families; Men & Women 30-35 couples or families
Action	• Surfside for Dinner • Staycation • Weekend vacation	• Surfside for family vacation • Surfside for a couples vacation	• Surfside for family vacation • Surfside for a couples vacation
Media Touchpoints	• Mobile • Native • Social (Organic + Paid) • Search • Display • Premium Sites (food) • Newsletter	• Mobile • Native • Social (Organic + Paid) • Search • Display • Newsletter	• Mobile • Social (Organic + Paid) • Search • Display • Newsletter
Specific Tools	Match audience & lookalikes in social media	Match audience & lookalikes in social media	Match audience & lookalikes in social media
Timing	Continuously	As continuously as the budget allows but heavy ups **1-2 months** before peak holidays	Begin advertising **1-2 months** before traditional vacation holidays

Total Integration
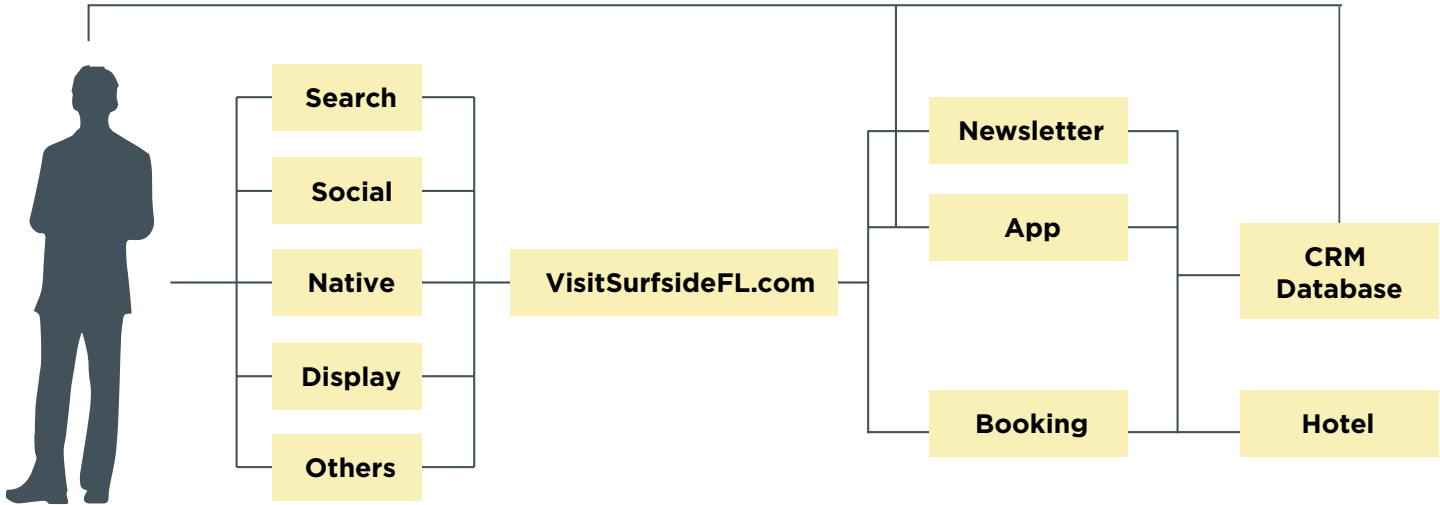
Both for International & Domestic visitors as well as for local residents, total channel integration will be key for this exercise.

There are two key objectives:

1. **Leverage** the entire media budget to get visitors to book a trip or table in Surfside

2. **Create a social-media push for a UGC (User Generated Content)** where people will post their original content for a chance to win discounts, a hotel stays and more. This will expand the reach of the campaign quickly and cost-efficiently.

Specific Tools

- **Audience Match and Lookalikes** will be used to fine tune the focus and expand the reach of the message.
- **Retargeting & Remarketing** – part of the search budget has been very successfully used in retargeting visitors to the website and remarketing to them. Retargeting is one of the most effective tools in order to get people to visit the website again.
- **Video** – Increase the use of video on Social Media. Video has been shown to increase engagement and responses.
- **Surfside Newsletter:** As mentioned, the Newsletter database has increased and will continue to do so. Other features that are recommended:
  - Permanent link to the Surfside survey in order to collect information continually
  - User-generated content
- **Surfside Blog:** As mentioned, the blog has expanded and will continue to do so. The Surfside blog is important in many aspects:
  - Contribute to high SEO rankings in search engines.
  - Acts as a trip-planning tool.
  - Feature new products, offers, discounts as they happen
  - Create content that can be liked and shared, extending the reach of the campaign
  - Feature new merchants, improvements to Surfside, etc., as they happen.

# Factors that will affect communication

05

Factors that will affect communication

Because it is impossible to achieve everything with a limited (and even an unlimited) budget, below are some of the trends and they are prioritized where Surfside would benefit the most.

Advertising Factors

Social & Mobile will be cornerstones of the 2019 Strategic Plan with UGC (User Generated Content) being a key priority this year.
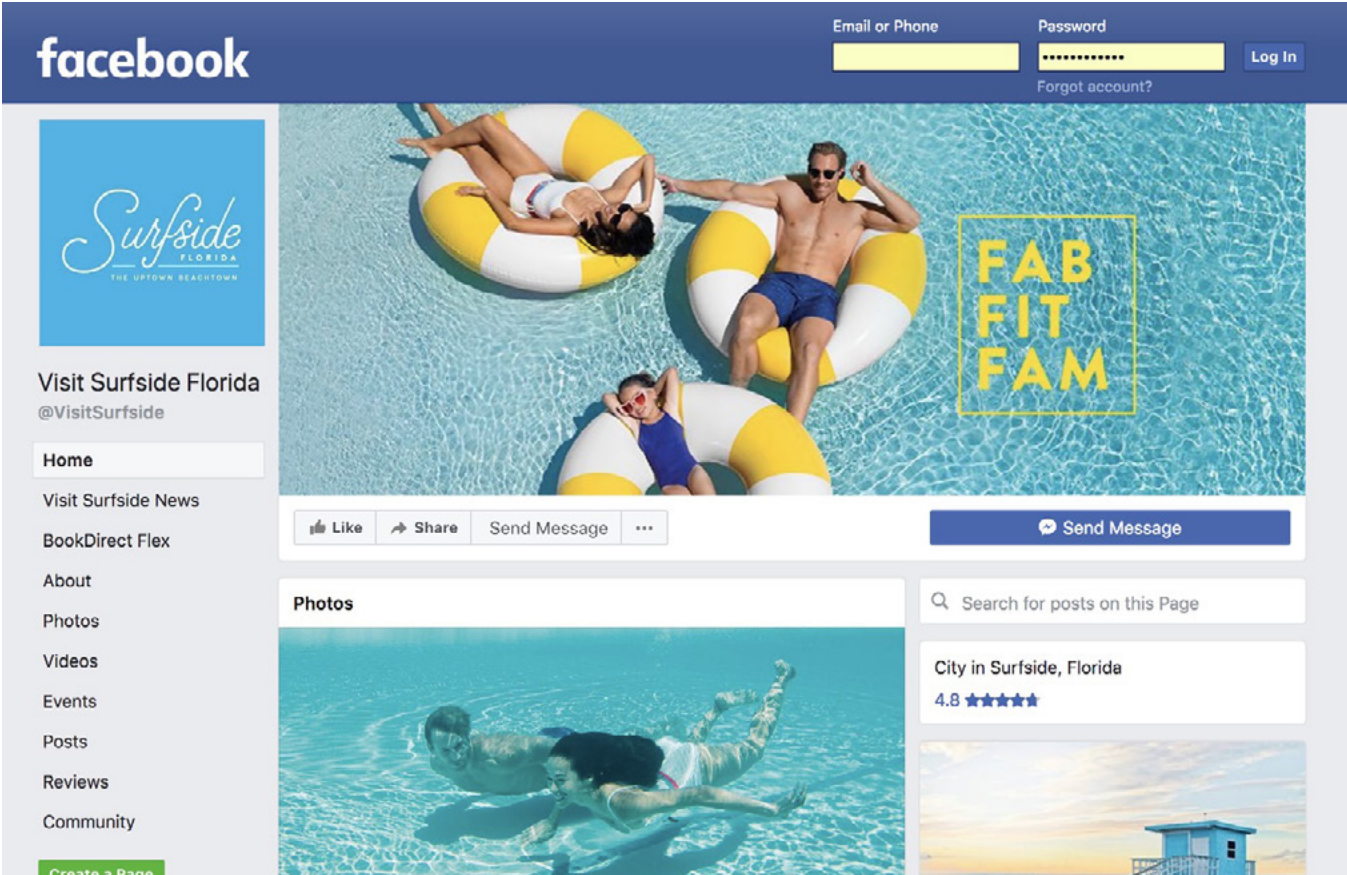
Social Media

Social Media continues to be named as the most influential travel media across all age groups. Surfside will continue expanding its social media footprint by including not only organic postings and paid advertising, but also beginning a UGC action.

Last year, these were the numbers:
When looking at booking a trip, for example, Facebook was named the most influential by:
- GenZ   64%
- Millennials   71%
- GenX   52%
- Baby Boomers   34%

Today, Social is so entrenched that it doesn't make it as a "trend," it is the new normal.

Edelman, an international PR firm has this to say: Social media platforms – particularly Instagram – have exploded in popularity: there are now one billion active users on Instagram; **the "like" button is used 4.2 billion times per day**; and 72 percent of users have bought a product they saw on Instagram. Instagram's new action button could be a gamechanger for the travel industry. Social media will continue to be influential with the travel booking process.

Different sources including Adobe, Expedia, Facebook, Frommer's, Hotels.com, and Marriott were reviewed and the information points out to the same direction.
- **30%** of U.S. travelers turn to social media to find trip inspirations
- **40%** of UK millennials consider how "Instagrammable" a location is when planning a trip

User Generated Content (UGC)

User Generated Content (UGC) will be a priority this coming year. When it comes to driving inspiration, UGC is key:
- 52% of Facebook users say that their friends' photos inspire their travel plans
- The "pre-trip" can be as exciting as the trip.
- 52% of consumers liked a page related to an upcoming vacation
- 59% posted a status update about an upcoming vacation
- 74% of travelers use social media while on vacation
- 60% of travelers share photos to social media while traveling
- 97% of millennials share photos to social media while traveling
- Younger travelers also use social media extensively to "check in" while traveling
- Travelers are seeking insider information as well as authentic images taken by real travelers. In other words, inspiration is key -- luxury travelers expect high-quality imagery and insider information more than they seek special offers.
- Not only do luxury travelers enjoy the act of vacationing, but they also relish sharing their experiences as well. Half enjoy sharing their travel experiences on social media, while a third admit they post vacation photos on social media to make their friends and family jealous.

Reviews

Continue building strong and positive online reviews – Today's equivalent of traditional Word of Mouth. Strengthening already considerable and positive Surfside reviews is essential.
- 46% of travelers post a hotel review when they are back from their vacation
- 40% post activity or attraction reviews
- 40% post restaurant reviews
- 55% "like" Facebook pages specific to a vacation

Word-of-mouth (WOM) has traditionally been one of the biggest, if not the single biggest, factors affecting all sorts of purchasing decisions. Online reviews have become the "de facto" WOM of times across every age group.

Factors that Influence Purchase Decisions According to US Internet Users, by Generation, March 2016
% of respondents

Millennials
- Reviews: 78%
- Friends & family: 50%
- Ads: 25%

Gen X
- Reviews: 76%
- Friends & family: 53%
- Ads: 29%

Baby boomers
- Reviews: 59%
- Friends & family: 32%
- Ads: 16%

Seniors
- Reviews: 48%
- Friends & family: 19%
- Ads: 7%

■ Reviews   ■ Friends & family   ■ Ads

Note: millennials ages 18-34; Gen X ages 35-49; baby boomers ages 50-68; seniors ages 69+
Source: Bigcommerce survey in partnership with Kelton as cited in company blog, June 6, 2016
211673   www.eMarketer.com

This e-Marketer graph shows how the influence of online reviews transcends the usual impression that it is only for "young" people; it is a massive influence across all ages.

From a recent study: "Impact of Review Content on the Booking Behavior of Digital Natives" conducted by: IUBH University of Applied Sciences in cooperation with TUI and TrustYou (Germany):

- 83% of the digital natives say that reviews play an important or a very important role for making a booking decision
- To trust a review, young travelers appreciate an authentic writing style (73%) as well as detailed (69%) and current (66%) reviews, not older than 3 months
- For hotel bookings, they prefer Booking.com (68%), followed by Google (61%), TripAdvisor and Expedia with 30% each as a review source.
- 80% of the participants said that images - either professional or consumer images – are important and very important to assess a hotel and make a booking decision
- 68% believe the best way to present reviews is on a scale, 51% consider a consolidated representation (combination of scale, score, and recommendation rate in percent) to be good and 29% prefer widgets.

Mobile

A sizeable amount of the media investment will be Mobile First – Most professionals agree that mobile bookings are the new default. Consumers use mobile as their main gateway into the web.
- 57.5 million U.S. adults will use a smartphone to book a trip this year.
- U.S. travel spend via mobile reached $86.2 billion in 2018
- 42% of consumers use their phones for travel inspiration
- 40% use them to actually book their travel
- 85% use their mobiles to book activities during their vacations
- 60% use navigation apps while traveling
- A 2018 TrekkSoft survey found that 82% of bookings were made through a website and 49% were made on mobile. Completion rate of mobile bookings is lower than that of other industries, but has grown significantly compared to 2016, which was at 31%.

This is important for two reasons:
1. Increase mobile-first ad efforts
2. The creative (imagery, offers…) must work well in mobile formats
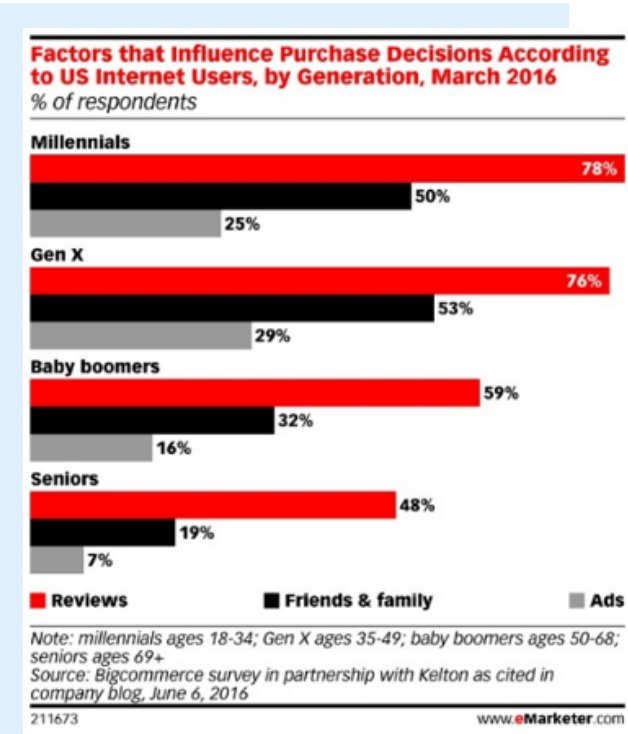
Native Advertising

Focus will be on leveraging the combination of influencer and trusted sources that many premium sites have.
Native advertising –which closely mimics the host site—has a higher CTR and engagement than search and retargeting. This is an example of native advertising running in www.miamiherald.com

Naturally, thematic native ads will be created that closely mimic the site. It will drive people to either a custom landing page or the restaurant page in our website.
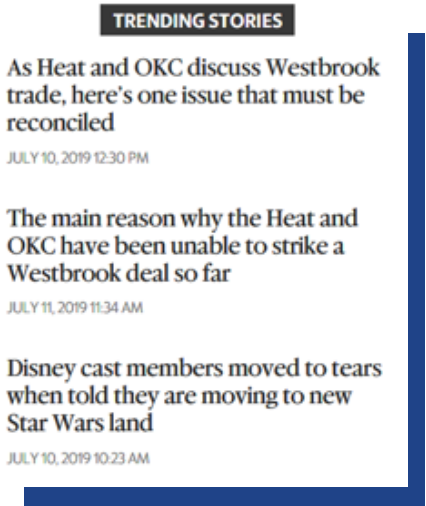
TRENDING STORIES

As Heat and OKC discuss Westbrook trade, here's one issue that must be reconciled

JULY 10, 2019 12:30 PM

The main reason why the Heat and OKC have been unable to strike a Westbrook deal so far

JULY 11, 2019 11:34 AM

Disney cast members moved to tears when told they are moving to new Star Wars land

JULY 10, 2019 10:23 AM

Target Focus

The approach has been solidly focused on GenXers, those with disposable budgets and families, and will continue to be. Expanding the core target to include up and coming consumers will begin creating an image of Surfside as a desirable destination.

Pay Per Click - Search & Display

Events are defined as an action a user takes using the hotel booking engine or any referral click to a partner website (hotel, shop, restaurant) from VisitSurfsideFL.com

TOTAL EVENTS - (apples to apples) outgoing links, NOT including jackrabbit events
264.62% INCREASE
2,844 vs 780

TOTAL EVENTS - including jack rabbit events (started jackrabbit 3/22/2018)
345.16% INCREASE
4,692 vs 1,054

Paid search and display results have continuously improved over time, resulting in more hotel booking actions at lower costs. Efficiency has been achieved through constant optimization, including improvements to ad copy and creative, targeting and bid strategy. Display campaigns have benefited by leveraging artificial intelligence to create high quality target audiences. The search strategy of diverting folks searching for Miami and Miami Beach related keyword phrases, such as 'miami beach vacation', to the Surfside website has continued to produce. Their engagement with the booking portal proves it's a lot easier and more economical to convince someone already interested in visiting Miami to stay in Surfside than it is to start from scratch, with an introduction to the town.

Not only are the PPC search & display campaigns driving more visitors to the website, these visitors are taking action. Going forward the performance of the accounts will continue to improve, taking advantage of artificial intelligence potentially and other new technologies made available through the advertising platforms.

Organic Search Engine Optimization (SEO)

KPI: Organic search traffic up +101.62%
14,799 unique visitors vs. 7,340 over same time period.

October-June YoY Organic Search traffic has doubled, improving 101.62%, which is a direct result of improvements to the rankings for key search queries. Search engine optimization is an ongoing practice, adapting to the changing algorithms by addressing both on and off page ranking factors. "Searcher satisfaction" was the objective of the most recent Google update and fared well. Local and National keyword phrase rankings will continue to be a benchmark for improvement.

Market Factors

It is easy to get lost "trend watching"; trends come and go, are pontificated without data and sometimes seem more like wishful thinking (travel to space) than real trends (that is, something that is being done by thousands).

The biggest real trends this year center around **customization** and **personalization**. This is influenced not only by today's more powerful service bots, but by a movement to integrate Virtual Reality (VR) and Augmented Reality (AR) into the travel selection and booking experience. While this is out of the reach of Surfside today (an uncontrolled experience and expensive path) 360 videos for the website have already been created.

Dozens of articles about travel and tourism trends identified by a wide range of experts have been reviewed. Highlighted in red are those that apply to Surfside as a destination.

Mentions	Trend
18	Personalization, customization
8	Off the beaten path, ecological
6	Family orientation; family holidays
4	Wellness oriented
4	Solo travel
3	Couples; romantic travel
3	Local experience; cultural travel
2	Bleisure
2	Groups

The real focus right now is a marriage of three trends to achieve better results:

Customization & Personalization + Social + Mobile

=

Delivery of Personal Messaging

On a practical level this will mean an increased use of social, native and other forms of display advertising that will bond Surfside and a handful of other popular travel trends:

- The high-ranked Beach, Restaurant and Pacing of Surfside with elements that make sense for young couples (e.g., romantic restaurants, wellness, fitness), for families (e.g., beach, family-friendly atmosphere, walkable downtown) and solo travelers (e.g., safety, security, non-South Beach)
- Online reviews – a mix of social + content—will be on the radar in an effort to increase positive reviews by leveraging use of social and mobile

When experts elaborate on which trends will be powerful during the next couple of years, Surfside "checks the boxes" on several factors:

1. Safety
2. Experience local cuisine/customs – restaurants are among the top 3 top rated features
3. Ease of getting to the destinations
4. Beach experience
5. Fine dining
6. "Other outdoor adventures" – Walking & biking paths

So, again, personalizing and customizing messages to target very specific groups with these core factors is essential.

Continuing the dive into what makes people choose a destination, many common factors appear in the Portrait of the American Traveler. For example:

- Beautiful scenery
- Safety
- Experiencing local cuisine
- Ease of getting to the destination
- Fine dining

These core factors will transform into examples that drive the different groups (family, solo, couples, groups…) to explore Surfside. For example, an ad directed at romantic couples might highlight Thomas Keller's restaurant in the Surf Club while ads for families will highlight the many cafes and inexpensive but fun restaurants in Surfside. Customization means transforming the same core advantage into very personalized imagery.

When looking at the rest of the research, it is clear that Surfside does indeed fill many of the boxes.

According to a recent STR research report, the #2, #3 and #4 things that travelers look for is ease of travel, rest and relaxation and food & drink. It is easy to see how these factors can be customized and adapted to the media in which the messaging is placed.

Some Creative Considerations

Cost is the #1 barrier to for every traveler. However, cost is very relative and can be offset by value and convenience. There is value in having a truly relaxed environment, good restaurants and a fantastic beach and those three factors were the top rates among visitors to Surfside. There is an ample amount of convenience built into being able to walk anywhere in the town, not having to touch I-95 or US1.

Security is a huge concern among Boomers and X-Gens and while Miami in general and Miami Beach in particular have been the subject of really bad press during Spring Break, etc., Surfside has a strong story to tell: relaxed, small-town feeling, no "bad" neighborhoods.

DCO – Dynamic Creative Optimization – Will allow improvement to advertising by optimizing the combination of headlines, offers, price points, etc. and determine the combination that generates the most leads.

Surfside Community Center – Many visitors do not know either about the Community Center or that they have access to this unique amenity that Surfside has to offer. Advertising will be dedicated and mentions will be increased in the newsletter and blog.

Near Future

06

Near Future – Years 2 & 3

The near future will see both the evolution and improvement of some of the tools and processes that are already in use and the creation of effective and efficient new actions to drive visitors.

All of the main objectives of this chapter are guided by the basic principles previously outlined for this appendix to the Surfside Tourism Strategic Plan. The Tourism Bureau will assist the Town in creating new sources of revenue and using budgets effectively, so Surfside can both reach target demographics, accumulate additional resort tax revenues, and connect to visitors' "passions."

By focusing on specific targets with intended messaging, the Town can have the biggest impact. Exploring the best solutions for the ROI with the most up-to-date technology accessible continuously improves the approach and creating integrated platforms.

1. **Improved CRM (Customer Relationship Management)** – Increase the level of segmentation of the CRM platform to include more information about interests of the recipient. At the same time, beef up the level of customization possible with emails to address these interests.

   Create a referral program –sharing pictures, stories, events—in order to leverage the fact that about 50% of Surfside visitors have been here 5+ times and make them into Surfside influencers.

   As we noted before, email is one of the most effective tools for travel and tourism. We will seek to improve our CRM several ways:
   - Increasing the database – Several efforts, which go from "capture screens" to asking fans to forward emails to their friends, will pay special attention to local residents, as they have the opportunity to visit often.
   - A/B Testing – Testing subject lines in order to improve open rates.
   - Customization – In order to make email more relevant, it is suggested to improve the data associated with each user. If a person is interested in events, the email should have an event-related headline and show events first.
   - Automatization – there are several areas where automatization will yield excellent results:
     - Welcome or initial email when the person signs up for the newsletter
     - Anniversary emails when the person has been, say, 12 months in the mailing list
     - Birthday emails with special offers
     - Contextual emails based on interests that have been captured

2. **Website** – There are several improvements to the website:

   Employing a translation service on the website in several languages to improve engagement and conversion among visitors. These languages will initially be Spanish and Portuguese to address Latin American and Brazilian visitors.

3. **User-Generated Content (UGC)** – UGC is a very powerful tool: basically it transforms everyone into a Surfside influencer as people not only share but allow to use their content. The Tourist Bureau and it's partners will be identifying platforms that will allow to implement it painless and seamlessly.

4. **A New Progressive Web App** – Progressive Web Applications, or PWAs, turn your website into a powerful source of engagement. They combine the best aspects of both web and native apps. They can be accessed from a browser just like a website, and they can work offline, send push notifications, load from home screen and so on. And with Web APIs, PWAs can provide a full native-like experience on a browser.

Progressive Web App Key Advantages

- **Fast:** PWAs provide experiences that are consistently fast. From the moment a user downloads an app to the moment they start interacting with it, everything happens really fast. Because the data can be cached, it is extremely fast to start the app again even without hitting the network.

- **Integrated user experience:** PWAs feel and behave like native apps. They sit in a user's home screen, send push notifications like native apps, and have access to a device's functionalities like native apps. The experience feels seamless and integrated, without the need to ever "download" from the app store.

- **Reliable experience:** With the help of service workers, Surfside can reliably paint a picture on a user's screen even when network has failed.

- **Engaging:** Because notifications can be sent to a user, engagement can be driven up by keeping the user notified and engaged with the app.

- **Marketing:** PWAs are fully indexable by search engines, so no need for extra app store marketing efforts. They also allow for push notifications, which is a great tool for local businesses and hotels to harness the power of loyalty marketing.

The Future

07

The Future

Continuously seek to take advantage of new technologies to improve engagement, conversion and increase the number of visitors. Among these recommendations and considerations:

1. Creation of a Pop-Up program
Fill the empty storefronts with pop-up galleries and other community activations. Some of the features of the program:
- The Surfside Tourist Bureau and it's partners will work to streamline the permitting process and make this project a viable one that can generate resort tax revenues
- Advertise via email and other media to galleries.
- Advertise via internal communication: newsletter, Surfside Gazette, website, to merchants in the area
- Specific communications to owners of the empty stores.
- The Tourist Bureau and its partners will collaborate with the Downtown Vision Advisory Committee to try to make this opportunity a reality.

2. AI Bot – Artificial Intelligence Bots
AI Bots are commonly used today to handle everything from customer-service live-chats to selling on the web. There are innumerable advantages to the use of Artificial Intelligence:
- It can not only sell, but also upsell visitors
- Because it is powered by Watson, it can handle thousands of simultaneous conversations
- If tied to the booking mechanism, can book visitors directly into a hotel, make reservations and much more.

3. AR/VR – Augmented Reality/Virtual Reality
Augmented Reality – is mobile based and can be used very effectively for Surfside:
- It is an interactive experience of a real-world environment whose elements are "augmented" by computer-generated perceptual information, sometimes across multiple sensory modalities.
- This allows to present a hyper-real Surfside to potential visitors.
- Augmented reality is used to enhance natural environments or situations and offer perceptually enriched experiences.
- With the help of advanced AR technologies (e.g. adding computer vision and object recognition) the information about the surrounding real world of the user becomes interactive and can be manipulated digitally.
- Information can be virtual or real – for example, a dinner in a restaurant, a stay at the beach, a day at the spa.

This includes the creation of 360 videos which have already been implemented into VisitSurfsideFL.com. More AR/VR initiatives would be recommended in the third year.

Virtual Reality – which will take longer to implement, replaces the real world with something else (digitally). There might be several ways in which a VR experience can be profitable for Surfside and fun for its visitors:
- A partnership with a manufacturer, such as Niantic, to have the next "Pokemon Go" in the beach at Surfside
- A scavenger hunt that would employ virtual signposts along Surfside storefronts.

Jacober Creative Key Performance Indicators

08

Website Analytics

Q1-Q3 Aggregates

466,858

Total page views

185,533

Total users

1:48

Avg time on page

- Total Pageviews increased by **256% YoY**
- Total Users increased by **152% YoY**
- Time on page stayed relatively flat, only decreasing by 2 seconds

Year Over Year

+256%

Total page views

+152%

Total users

-2%

Avg time on page

Statistics are as of June, 2019

Q1-Q3: YOY by Month (October 2018 - June 2019)

MONTH	TOTAL PAGE VIEWS	TOTAL USERS	AVG TIME OF
October 2018	10,127	5,280	2:05
November 2018	40,520	23,675	1:48
December 2018	43,690	19,007	1:44
January 2019	51,989	20,772	1:44
February 2019	43,462	19,124	1:36
March 2019	46,635	21,301	1:46
April 2019	42,408	22,029	1:45
May 2019	112,353	59,018	1:54
June 2019	75,674	38,966	1:49

Q1-Q3: YOY by Month (October 2017 - June 2018)

MONTH	TOTAL PAGE VIEWS	TOTAL USERS	AVG TIME OF
October 2017	9,294	5,616	01:43
November 2017	5,606	2,898	01:54
December 2017	11,019	7,033	01:38
January 2018	9,718	4,632	01:47
February 2018	9,703	4,463	01:36
March 2018	17,830	11,083	01:47
April 2018	14,311	9,044	02:00
May 2018	20,150	12,336	02:21
June 2018	33,585	19,823	01:43

Q1-Q3: YOY by Month (Total Page Views)

FY 18-19 values: 10,127 · 40,520 · 43,690 · 51,989 · 43,462 · 46,635 · 42,408 · 112,353 · 75,674

FY 17-18 values: 9,294 · 5,606 · 11,019 · 9,718 · 9,703 · 17,830 · 14,311 · 20,150 · 33,585

Months: October · November · December · January · February · March · April · May · June

Legend: FY 18-19 · FY 17-18

Q1-Q3: YOY by Month (Total Users)

FY 18-19 values: 5,280 · 23,675 · 19,007 · 20,772 · 19,124 · 21,301 · 22,029 · 59,018 · 38,966

FY 17-18 values: 5,616 · 2,898 · 7,033 · 4,632 · 4,463 · 11,083 · 9,044 · 12,336 · 19,823

Months: October · November · December · January · February · March · April · May · June

Legend: FY 18-19 · FY 17-18

PPC

PPC Report Search + Display

	IMPRESSIONS	CLICKS	COST PER CLICK	CLICK THRU RATE
North America				
Q1 - Q3	1,446,143	22,488	$1.05	1.61%
LY	2,488,735	14,055	$1.48	0.66%
Latin America				
Q1 - Q3	9,721,322	316,542	$0.01	2.87%
LY	1,729,554	20,944	$0.77	0.58%
Europe				
Q1 - Q3	325,799	4,075	$1.43	1.23%
LY	675,958	3,738	$1.59	0.77%
Q1-Q3 Totals	**11,493,264**	**343,105**	**$0.83**	**1.90%**
LY Totals	**4,894,247**	**38,737**	**$1.28**	**0.67%**
YOY INCREASE	**6,599,017**	**304,368**	**-$0.45**	**1.23%**
	134.83%	**785.73%**	**35.16%**	

USA Search + Display

USA	IMPRESSIONS	CLICKS	COST-PER-CLICKS	CLICK THRU
October 2018	204,027	2,338	$1.06	1.15%
November 2018	146,186	2,226	$1.10	1.55%
December 2018	134,255	2,511	$0.98	1.87%
January 2019	186,501	2,725	$0.90	1.46%
February 2019	205,556	2,981	$0.92	1.45%
March 2019	196,218	3,335	$0.86	1.70%
April 2019	151,596	1,770	$1.39	1.17%
May 2019	88204	1885	$1.23	2.14%
June 2019	133600	2717	$1.05	2.03%

USA	IMPRESSIONS	CLICKS	COST-PER-CLICKS	CLICK THRU
October 2017	667,748	3,063	$0.88	0.46%
November 2017	232,041	1,007	$1.31	0.64%
December 2017	264,042	1,484	$1.33	0.56%
January 2018	159,324	977	$1.69	0.61%
February 2018	125,903	1,001	$2.00	0.80%
March 2018	117,281	1,035	$2.01	0.88%
April 2018	160,857	1,087	$1.93	0.68%
May 2018	535,725	2,645	$0.98	0.49%
June 2018	225,814	1,756	$1.15	0.78%

USA Search + Display (Clicks)

3,063
2,338
2,226
2,511
2,725
2,981
3,335
1,770
1,885
2,717
1,007
1,484
977
1,001
1,035
1,087
2,645
1,756

October November December January February March April May June

■ FY 18-19   ■ FY 17-18

USA Search + Display (Click Thru)

1.5%
1.6%
1.9%
1.5%
1.5%
1.7%
1.2%
2.1%
2.0%
0.5%
0.6%
0.6%
0.6%
0.8%
0.9%
0.7%
0.5%
0.8%

October November December January February March April May June

■ FY 18-19   ■ FY 17-18

USA Search + Display (Cost per Clicks)

$1.06
$1.10
$0.98
$0.90
$0.92
$0.86
$1.39
$1.23
$1.05
$0.88
$1.31
$1.33
$1.69
$2.00
$2.01
$1.93
$0.98
$1.15

October November December January February March April May June

■ FY 18-19   ■ FY 17-18
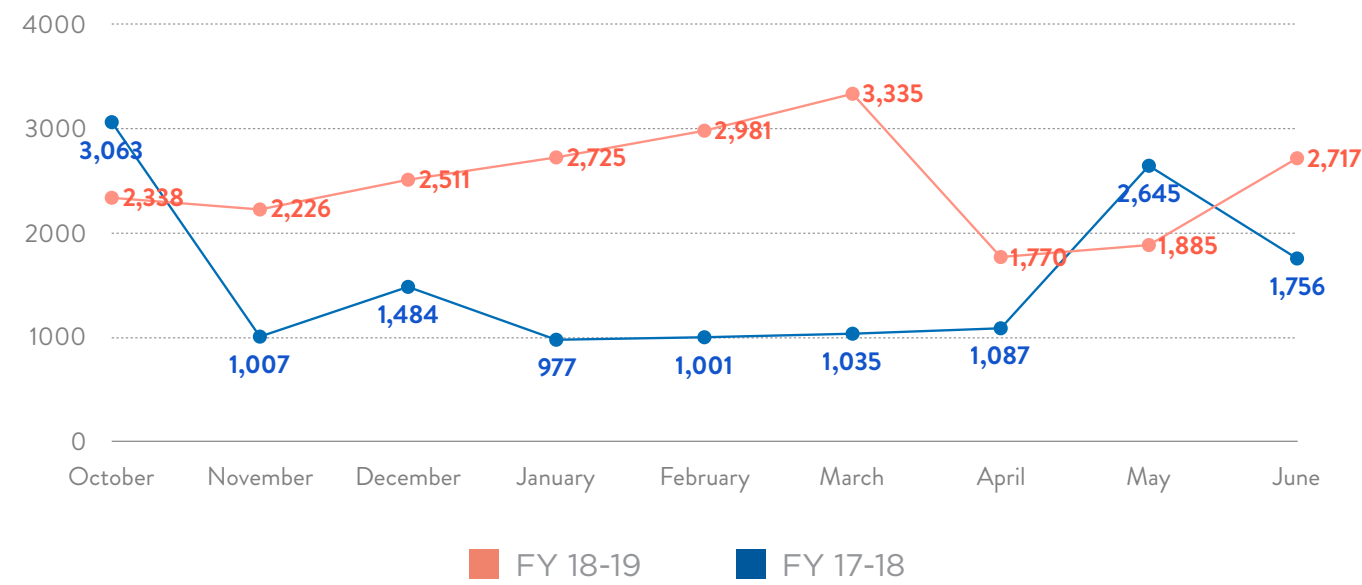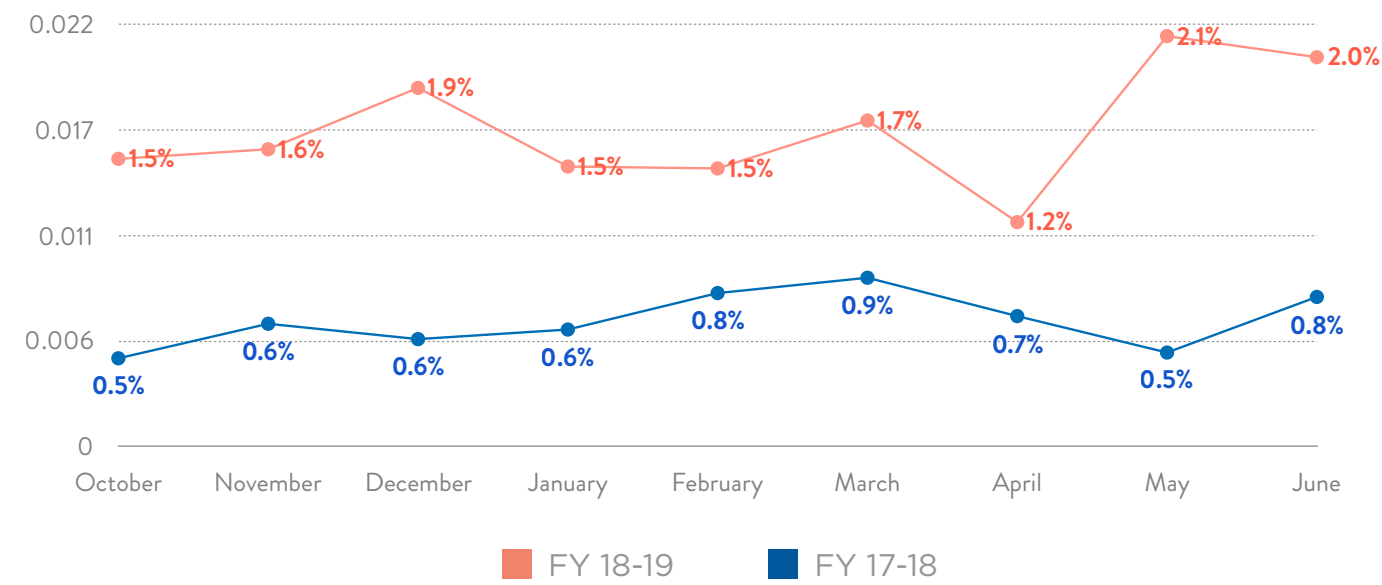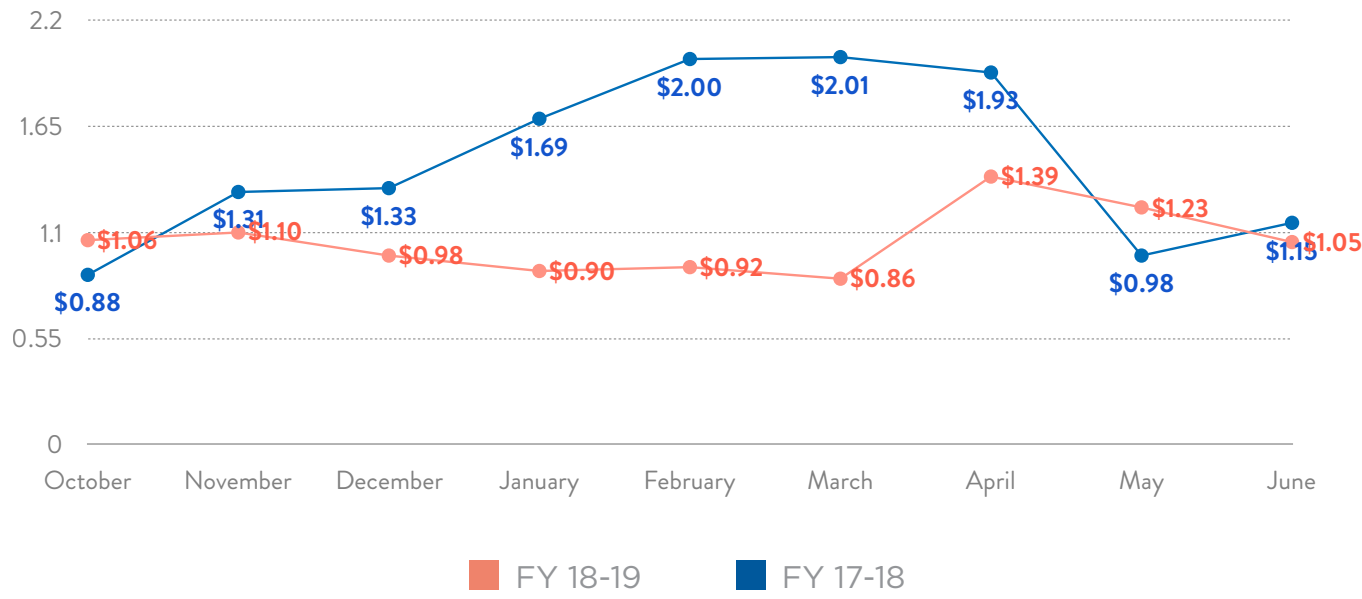
LATAM Search + Display

USA	IMPRESSIONS	CLICKS	COST-PER-CLICKS	CLICK THRU
October 2018	0	0.00	$0.00	0.00%
November 2018	1,145,660	33,703	$0.01	2.94%
December 2018	975,169	37,165	$0.01	3.81%
January 2019	1,442,808	43,165	$0.02	2.99%
February 2019	1,103,561	31,079	$0.01	2.82%
March 2019	996,939	33,581	$0.02	3.37%
April 2019	913,105	24,930	$0.03	2.73%
May 2019	1,552,559	54037	$0.01	3.48%
June 2019	1,591,521	58882	$0.01	3.70%

LATAM Search + Display (continued)

USA	IMPRESSIONS	CLICKS	COST-PER-CLICKS	CLICK THRU
October 2017	408,096	1,724	$0.68	0.42%
November 2017	0	0	0	0
December 2017	0	0	0	0
January 2018	75,235	381	$1.04	0.51%
February 2018	64,271	378	$1.58	0.59%
March 2018	93,823	543	$1.46	0.58%
April 2018	112,889	568	$1.40	0.50%
May 2018	217,922	986	$0.75	0.45%
June 2018	757,318	16,364	$0.04	2.16%

LATAM Search + Display (Clicks)
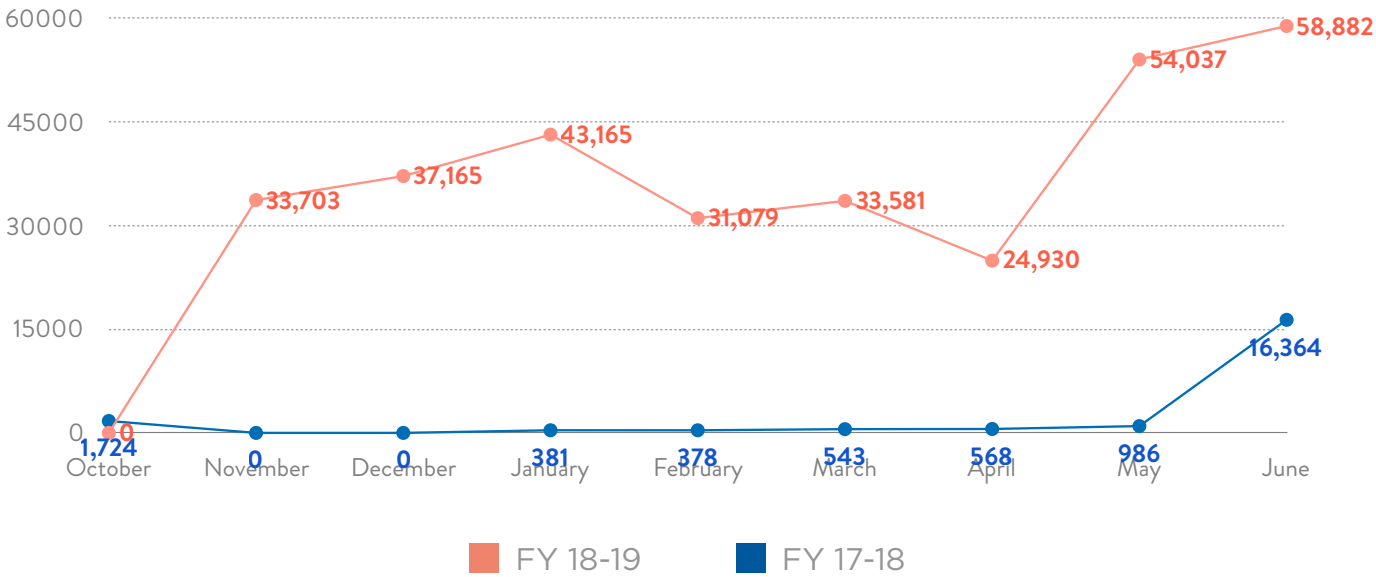
1,724 / 0 — October
33,703 / 0 — November
37,165 / 0 — December
43,165 / 381 — January
31,079 / 378 — February
33,581 / 543 — March
24,930 / 568 — April
54,037 / 986 — May
58,882 / 16,364 — June

■ FY 18-19 ■ FY 17-18

LATAM Search + Display (Click Thru)

0.0% / 0.5% — October
2.9% / 0.0% — November
3.8% / 0.0% — December
3.0% / 0.5% — January
2.8% / 0.6% — February
3.4% / 0.6% — March
2.7% / 0.5% — April
3.5% / 0.5% — May
3.7% / 2.2% — June

■ FY 18-19 ■ FY 17-18

LATAM Search + Display (Cost per Clicks)

$0.00 / $0.68 — October
$0.01 / $0.00 — November
$0.01 / $0.00 — December
$0.02 / $1.04 — January
$0.01 / $1.58 — February
$0.02 / $1.46 — March
$0.03 / $1.40 — April
$0.01 / $0.75 — May
$0.01 / $0.04 — June

■ FY 18-19 ■ FY 17-18
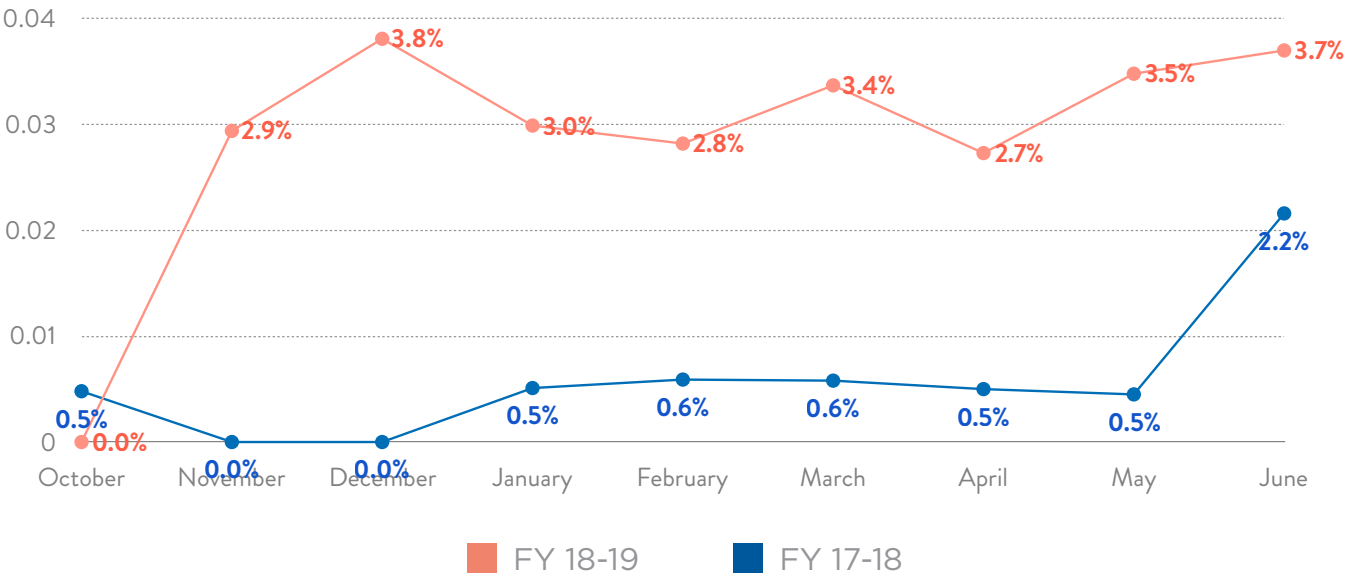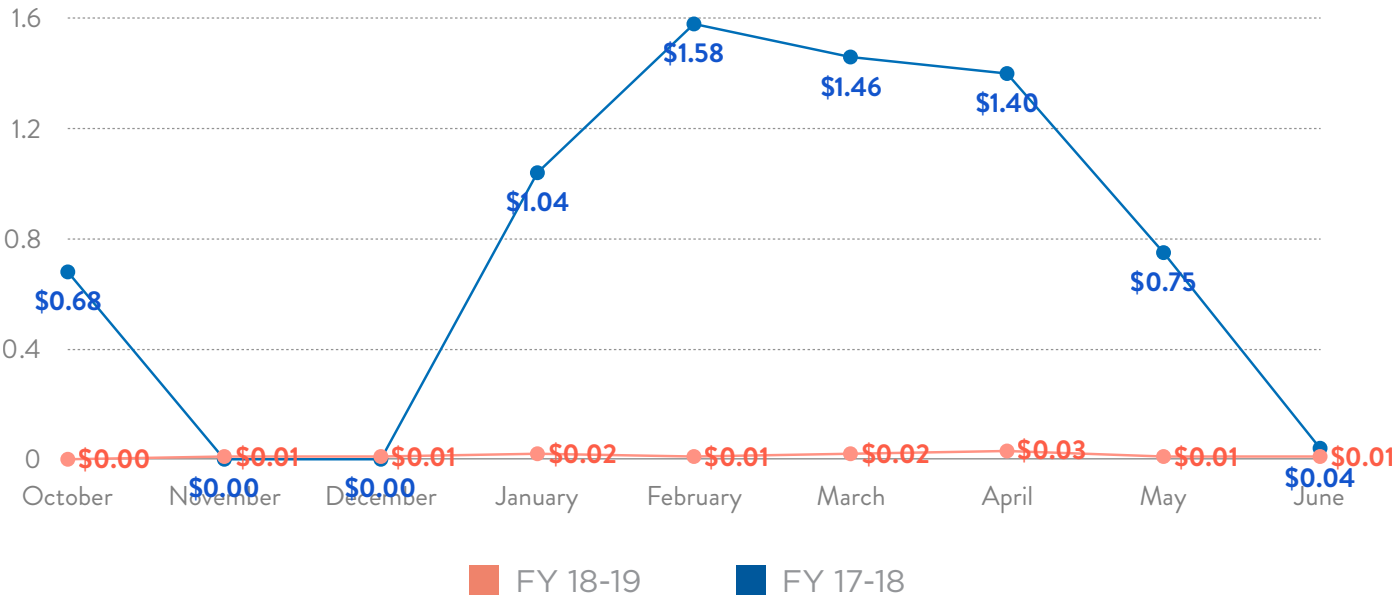
Europe Search + Display

USA	IMPRESSIONS	CLICKS	COST-PER-CLICKS	CLICK THRU
October 2018	15,058	158	$2.77	1.05%
November 2018	20,894	242	$2.03	1.16%
December 2018	22,417	295	$1.68	1.32%
January 2019	30,167	372	$1.32	1.23%
February 2019	37,412	511	$1.50	1.37%
March 2019	45,887	498	$1.39	1.09%
April 2019	38,388	434	$1.54	1.13%
May 2019	56,919	726	$0.32	1.28%
June 2019	58,657	839	$0.36	1.43%

Europe Search + Display (continued)

USA	IMPRESSIONS	CLICKS	COST-PER-CLICKS	CLICK THRU
October 2017	10,264	235	$3.11	2.29%
November 2017	80,089	364	$1.26	0.45%
December 2017	153,960	514	$0.98	0.33%
January 2018	51,546	274	$1.52	0.53%
February 2018	36,139	222	$1.82	0.61%
March 2018	64,331	443	$1.78	0.69%
April 2018	61,493	368	$1.67	0.60%
May 2018	168,377	842	$1.09	0.50%
June 2018	49,759	476	$1.05	0.96%

Europe Search + Display (Clicks)

FY 18-19   FY 17-18

Europe Search + Display (Click Thru)

FY 18-19   FY 17-18

Europe Search + Display (Cost per Clicks)

FY 18-19   FY 17-18
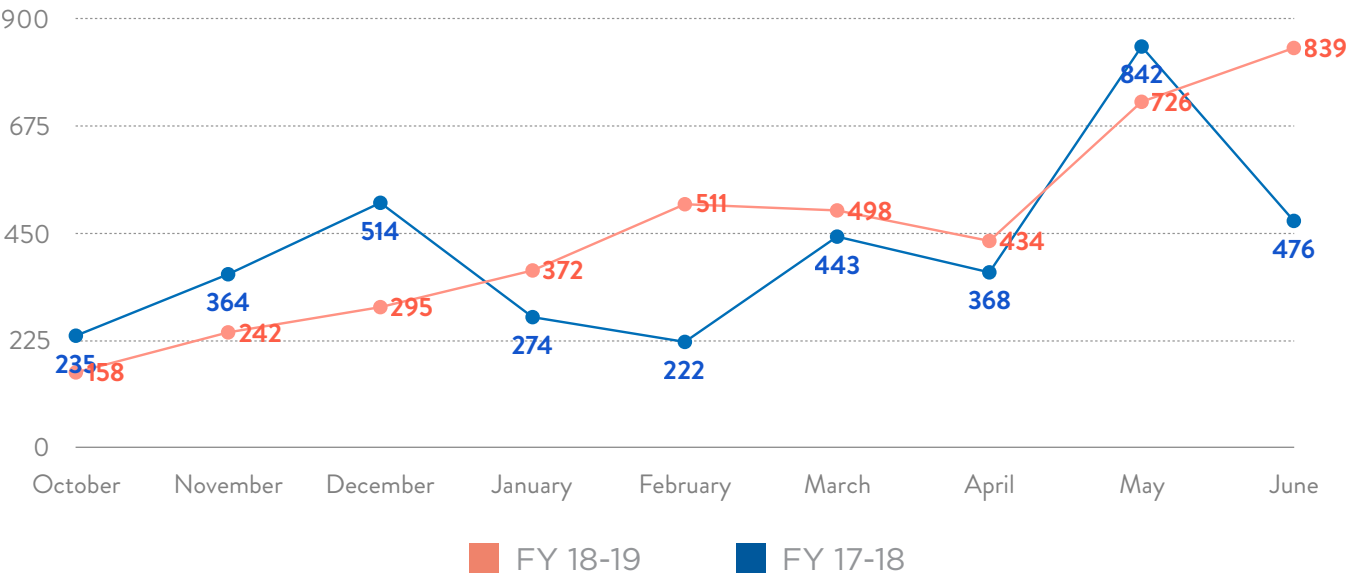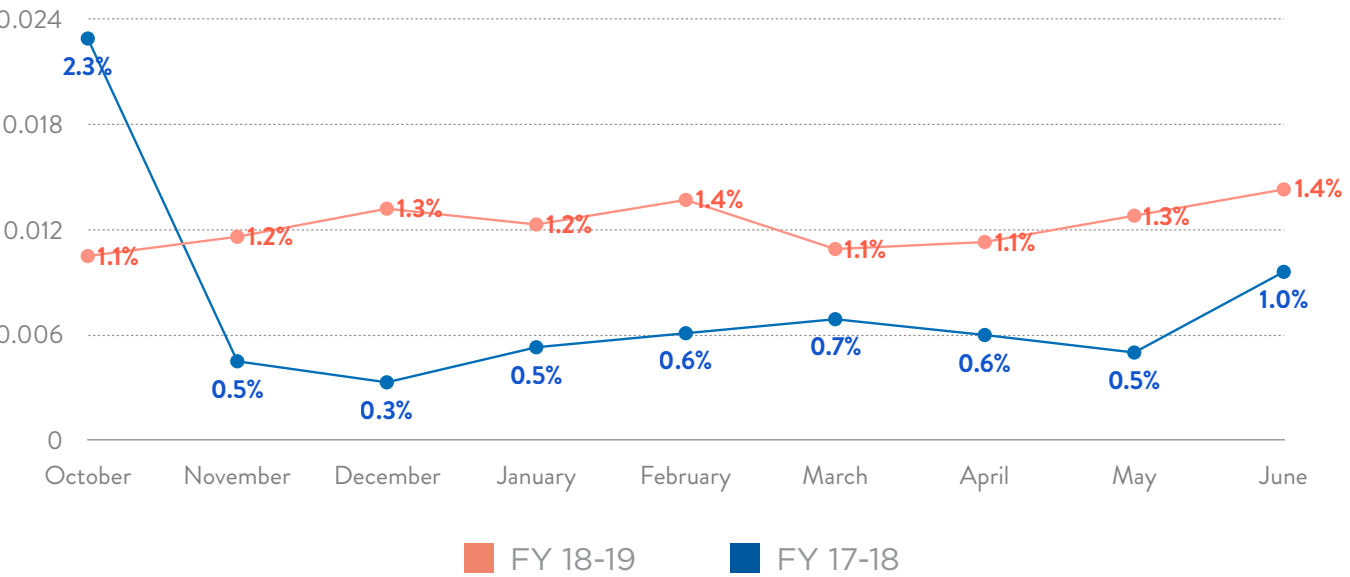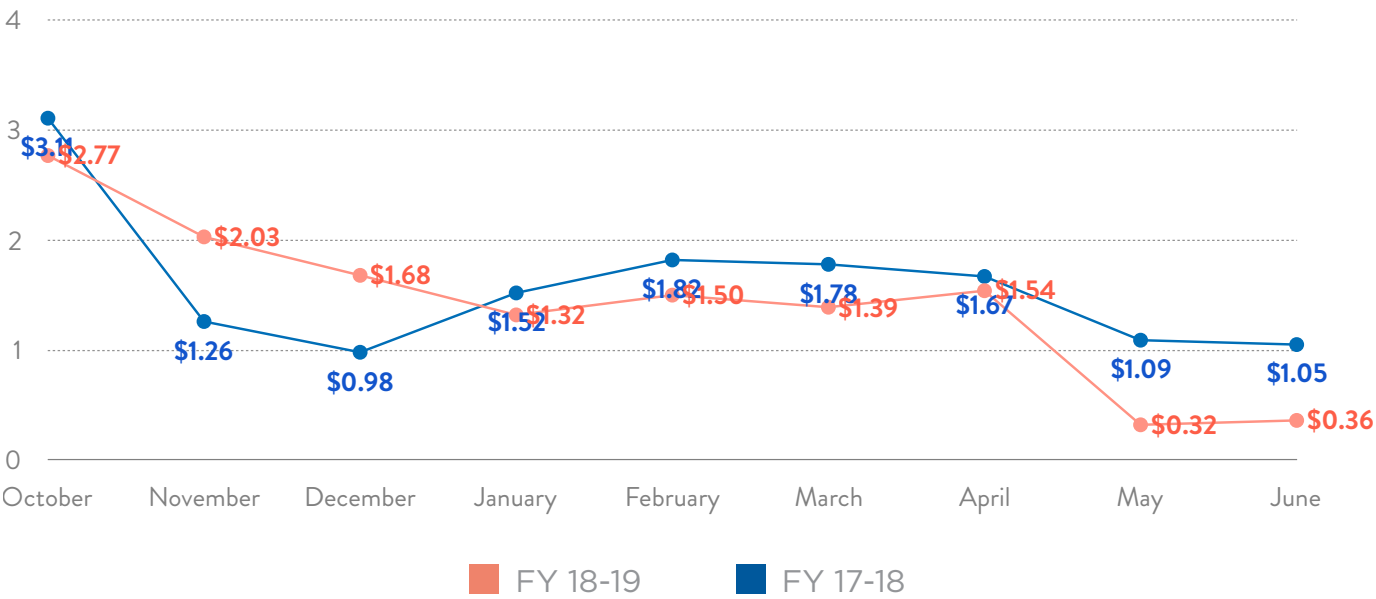
SEO

SEO Analysis

	SESSIONS	USERS (UNIQUE VISITS)	AVG TIME ON PAGE
FY 18-19			
October	1,480	1,278	01:58
November	1,533	1,377	01:57
December	1,774	1,572	02:07
January 2019	2,224	1,923	02:23
February	2,229	1,908	02:02
March	2630	2,276	01:59
April	2,026	1,573	01:31
May	1805	1,539	01:50
June	1690	1,470	01:19
	17,391	**14,916.0**	**1m 54s**

	SESSIONS	USERS (UNIQUE VISITS)	AVG TIME ON PAGE
FY 17-18			
October	465	370	01:56
November	423	344	01:45
December	637	546	02:03
January 2018	909	761	02:02
February	1,049	890	01:52
March	1,297	1,166	02:00
April	1,304	1,128	02:00
May	1,387	1,160	02:10
June	1,334	1,139	02:18
	8805	**7,504.0**	**02:01**

Q1-Q3 YOY INCREASE	**8,586**	**7,412.0**	**00:07**
	97.5%	**98.8%**	**-2%**

Referrals to Partners

	Total Partner Events	Total Restaurant + Shops	Total Hotel Referrals	Grand Beach Hotel Surfside		Sun Harbour Boutique Hotel		The Four Seasons at The Surf Club		Residence Inn Surfside		Solara Surfside Resort	
				Referrals	Booking Portal	Referrals	Booking Portal	Referrals	Booking Portal	Referrals	Booking Portal	Referrals	Booking Portal
October	551	210	341	100	43	29	9	71	7	35	24	18	5
November	555	207	348	82	42	31	12	69	25	29	25	21	12
December	451	172	279	68	45	21	20	42	13	27	22	16	5
January	895	442	453	122	46	28	16	103	19	44	19	36	20
February	884	397	487	118	45	42	18	102	27	42	38	33	22
March	809	261	548	142	56	48	20	103	25	49	44	52	9
April	640	106	193	68	44	68	2	43	25	32	40	23	6
May	1,056	188	202	63	52	26	24	59	36	30	38	24	13
June	1,201	255	317	114	55	41	32	86	45	41	30	35	20
Q1-Q3 Totals	**7,042**	**2,238**	**3,168**	**1,305**		**487**		**900**		**609**		**370**	
LY Q1 - Q3 Totals	**3,482**	**1,376**	**2,069**	**823**		**241**		**533**		**281**		**192**	
YOY INCREASE	**3,560**	**862**	**1,099**	**482**		**246**		**367**		**328**		**178**	
	102%	**63.0%**	**53.0%**	**59.0%**		**102.0%**		**69.0%**		**117.0%**		**93.0%**	

Referrals to Partners

Chart — Referrals to Partners

FY 18-19 (red):
- October: 627
- November: 838
- December: 938
- January: 1,216
- February: 1,365
- March: 1,220
- April: 1,119
- May: 1,155
- June: 1,290

FY 17-18 (blue):
- October: 230
- November: 219
- December: 204
- January: 418
- February: 566
- March: 759
- April: 797
- May: 736
- June: 788

■ FY 18-19   ■ FY 17-18
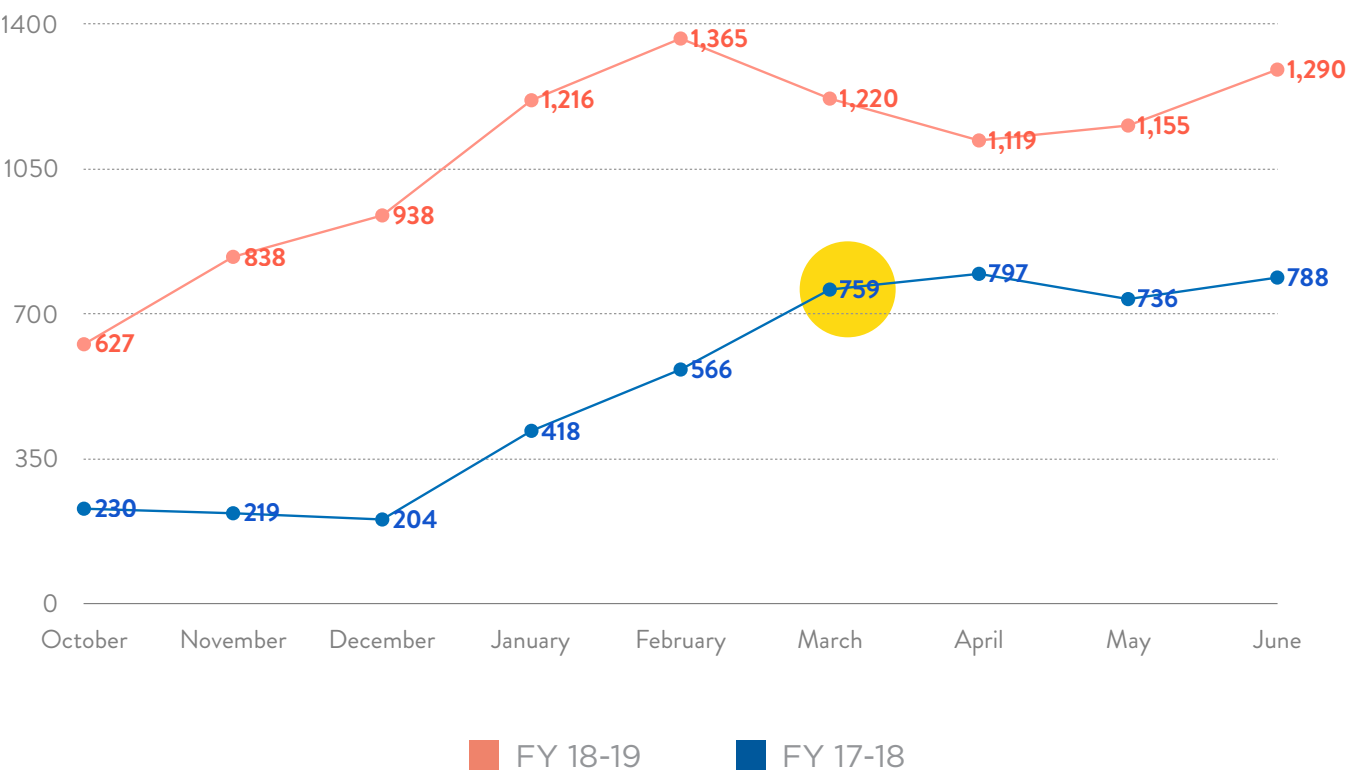
Booking Portal

Booking Portal Metrics

	Searches	Referrals	Book Direct	Referral to Search Ratio
FY 2018/2019				
October	234	88	36	38%
November	375	121	46	32%
December	390	105	37	27%
January	383	120	30	31%
February	511	150	46	29%
March	636	154	57	27%
April	340	117	35	34%
May	724	163	28	23%
June	688	182	27	27%
TOTALS	**4,281**	**1200**	**342**	**29.78%**

- Overall, Searches on the booking portal increased by **454 (194%)** from October to June
- Referrals increased by **94 (106%)**
- Book Direct referrals peaked in **March** — largely reflective of Surfside's busiest time of year

2018/19	BOOKDIRECT BUTTON	GET PHONE LINK	PICTURE LINK	TITLE	WEBSITE	TOTAL
Solara Surfside Resort	N/A	3	38	28	43	112
Sun Harbour Boutique Hotel	41	1	74	19	18	153
Grand Beach Hotel Surfside	136	5	160	63	64	428
Residence Inn Surfside	166	3	N/A	48	68	285
Four Seasons Hotel At The Surf Club	67	1	95	30	29	222
Totals	410	13	367	188	222	1,200

APRIL 2018 - JUNE 2018	BOOKDIRECT BUTTON	PICTURE LINK	TITLE	WEBSITE	TOTAL
Solara Surfside Resort	N/A	7	12	7	26
Sun Harbour Boutique Hotel	17	14	8	3	42
Grand Beach Hotel Surfside	57	39	23	6	125
Residence Inn Surfside	28	N/A	14	10	52
Four Seasons Hotel At The Surf Club	23	15	8	9	55
Totals	125	75	65	35	300

Surfside Booking Conversions

	Searches	Referrals
	4,281	1,200
Avg Lead Time	71	72
Avg Length of Stay	4.54	5.19
Avg Daily Rate	$520.44	$320.69
Avg Booking Value	$2,362.80	$1,664.38

Referral to Booking CVR		2.8%
Est Bookings		33
Est Value		$53,845

- The average lead time over the course of Q1-Q3 ended up evening out, despite large disparities in Q1 and Q2
- Q3 avg lead times **47** for searches and **56** for referrals, a strong contrast to Q1's 96 and 69, respectively
- As a very conservative estimate, the booking portal has generated approx **$54k** in Hotel Stays this FY

Surfside Blog

Blog Content Strategy (Q1 - Q3)

Miami Spa Month in Surfside

All About Miami Swim Week

Spotlight: Surfside Community Center

A Guide to Fourth of July in Surfside

41
Total blog posts

18,207
Total page views

346
Page views of most popular post

1:40
AVG Time on page

Blog Posts Q1 - Q3 Overview

Published this FY	Best Performing Overall
Third Thursdays Return **346 Page Views**	Discover Surfside's Green Parrots **5,419 Page Views**
Shuttle Around Surfside in Style **305 Page Views**	A Guide to Surfside's Kosher Eats **654 Page Views**
Morelia Gourmet Paletas Opens in Surfside **241 Page Views**	Eight Best Things To Do in Surfside **346 Page Views**

Blog Takeaways

The top performing overall posts this fiscal year are posts that have evergreen content that have proven utility and staying power with visitors.

Of those that were published this year, service-oriented posts like the announcement of Third Thursdays, a test run of the Surfside Shuttle, and the opening of Morelia Gourmet Paletas, prove that visitors use the blog as a news source for filling their itineraries.

Newsletters

Surfside's Bootcamp & Brews: January

10,667
Total Recipients

3,180
Total Opens

112
Total Clicks

23%
Avg Open Rate

1.6%
Avg Click Rate

Rad Dad: June

6,428
Total Recipients

1,311
Total Opens

100
Total Clicks

18%
Avg Open Rate

2.05%
Avg Click Rate

Get Physical: March

6,122
Total Recipients

1,545
Total Opens

99
Total Clicks

20%
Avg Open Rate
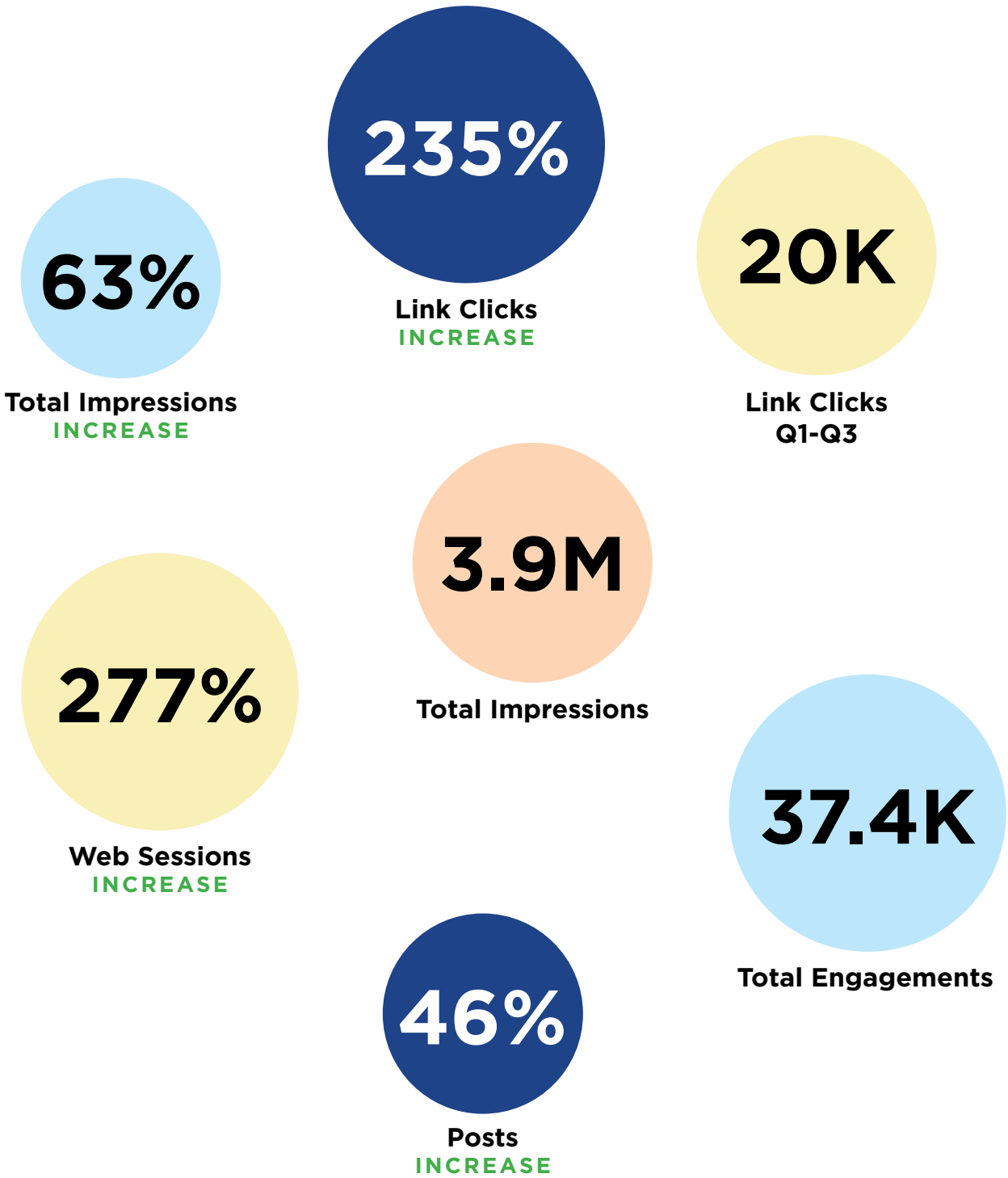
1.4%
Avg Click Rate

Q1 - Q3 Overview All Lists

LIST	TOTAL RECIPIENTS	OPEN RATE	TOTAL OPENS	CLICK RATE	TOTAL CLICKS
Surfside News & Events	2420	21.92%	9,531	3%	1,094
Travel Trade List	3843	14.96%	9,440	0.32%	220
Concierge List	57	21.8%	229	1.96%	9
Surfside Businesses	108	24.8%	307	1.66%	28
Totals	**6428**	**20.87%**	**19507**	**1.735%**	**1351**

Newsletter Takeaways

- January still had the best open and clickthrough rates of all the monthly newsletters.
- The dedicated Bootcamp & Brews email also had high open and click through rates — showing the need for more relevant and curated content.
- The Surfside News & Events List performs really well due to the relevant and timely content.
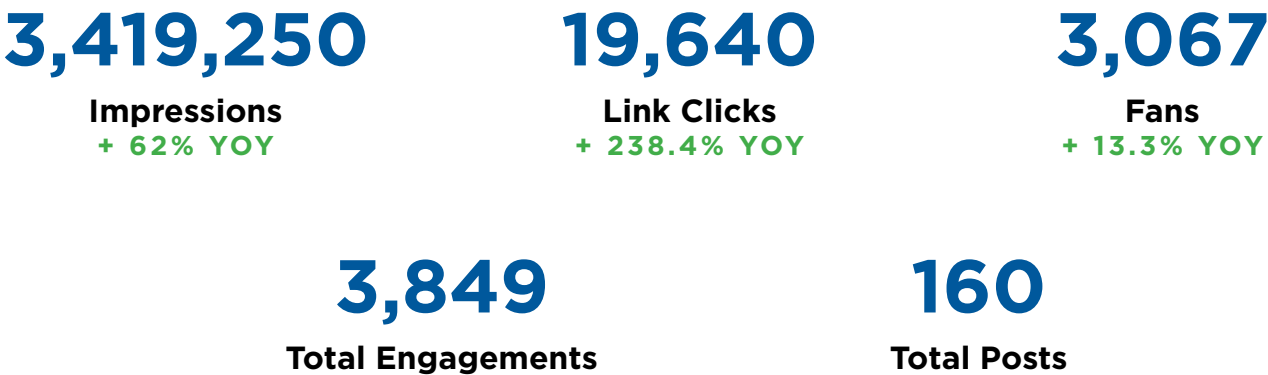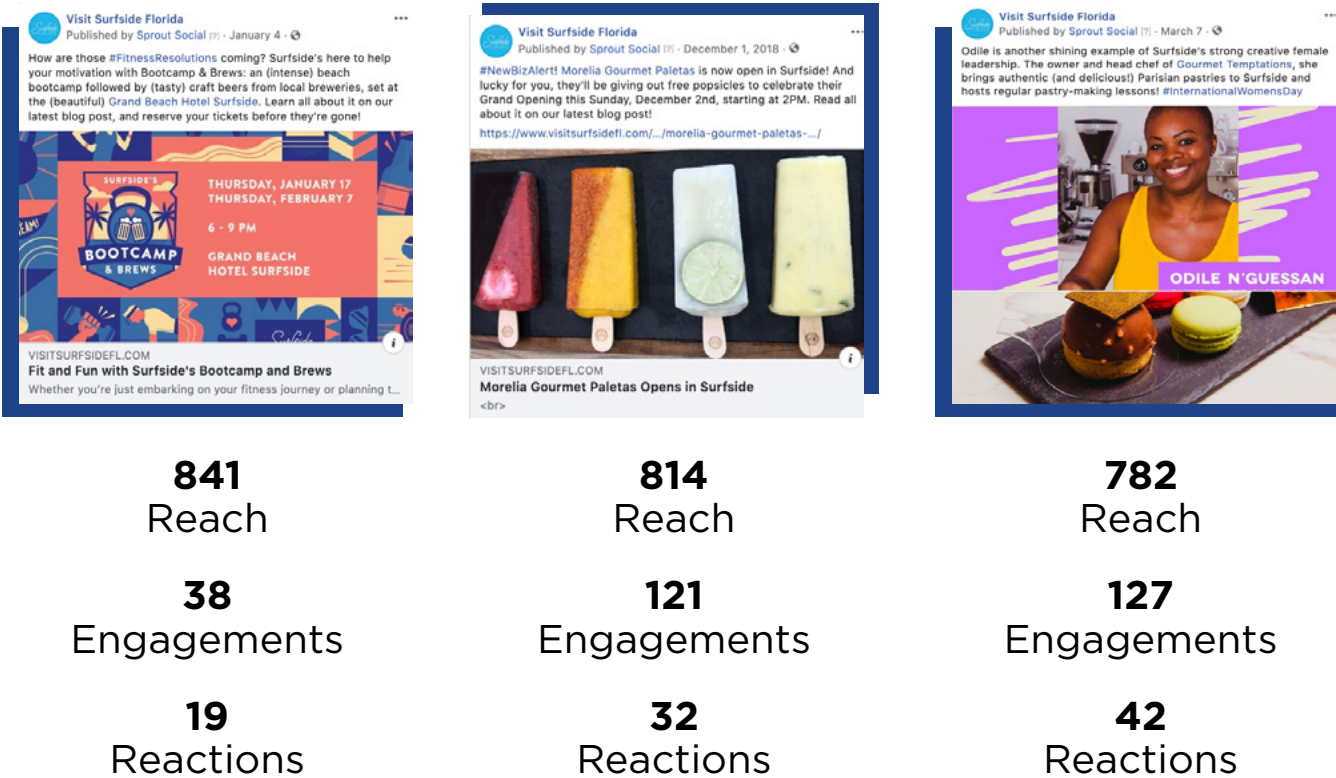
Social Media by the Numbers

63%
Total Impressions
INCREASE

235%
Link Clicks
INCREASE

20K
Link Clicks
Q1-Q3

277%
Web Sessions
INCREASE

3.9M
Total Impressions

37.4K
Total Engagements

46%
Posts
INCREASE

*Compared to LY Q1-Q3

Facebook

3,419,250
Impressions
+ 62% YOY

19,640
Link Clicks
+ 238.4% YOY

3,067
Fans
+ 13.3% YOY

3,849
Total Engagements

160
Total Posts

Top Facebook Posts by Reach

841
Reach

38
Engagements

19
Reactions

814
Reach

121
Engagements

32
Reactions

782
Reach

127
Engagements

42
Reactions

Instagram

448,655
Impressions
+ 88.7%

427
Profile Clicks
+ 85%

8,276
Followers
+ 16.5% YOY

32,422
Total Engagements

825
Net Follower Growth

Twitter

68.2k
Impressions
+ 27% YOY

56
Link Clicks

466
Followers
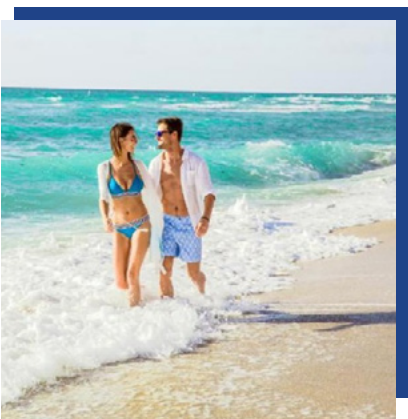+ 19% YOY

1,491
Total Engagements
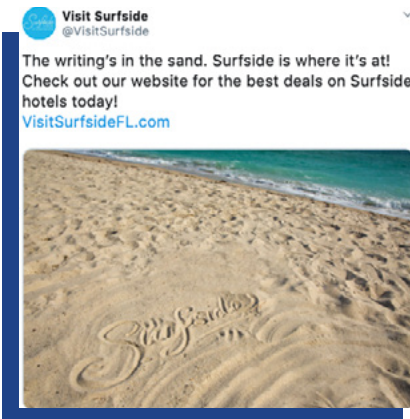
164
Total Posts

Top Instagram Posts by Engagement

442
Engagements

412
Engagements

407
Engagements

Top Twitter Posts by Engagement

612
Impressions

18
Engagements

587
Impressions

21
Engagements

574
Impressions

31
Engagements

Social Media Takeaways

Each platform has its own set of posts that perform well, and this is increasingly solidifying. **Facebook:** blog posts. **Twitter:** food pics! **Instagram:** news and events.

Posts that include site links have continued to be pushed and have seen an increase in link clicks of **235%** compared to Q1-Q3 last year.

Website increased sessions by **277%** with the incorporation of active social media profiles.

Advertising

Fab Fit Fam — US + LATAM

2,909,592
Impressions

765,497
Reach

28,012
Link Clicks

$10
CPM

Events - Local Domestic

416,985
Impressions

277,996
Reach

4,380
Link Clicks

$17
CPM

Social Ad Performance

3,326,577
Impressions

772,460
Reach

22,866
Link Clicks

$6.41
Average CPM

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