



Orlando & Orange County Convention & Visitors Bureau

## UNDERSTANDING THE RELATIONSHIP BETWEEN GOVERNANCE AND ONLINE MARKETING SUCCESS

The Orlando CVB Gets a New Convention Center Site And Realizes Both Internal and Consumer Facing Success

*“Vantage Strategy served as a trusted advisor keeping us up to speed on key online marketing trends and provided a disciplined approach to change that helped us move faster and more effectively in shifting the emphasis to online marketing. We were able to increase our online marketing ROI and also were able to make better informed online marketing investment decisions with greater confidence.”*

**Danielle Courtenay**  
Chief Marketing Officer  
OOCVB

### Situation

Upon the arrival of the new CEO for the Orlando and Orange County Visitors & Convention Bureau, the senior management team felt the need to take an inventory of the online marketing industry trends to get a sense of the nature of their overall competitiveness from a destination marketing perspective.

The key issue, as with many destinations moving into online marketing, revolved around how much the Orlando CVB should invest in online versus traditional media. Should they continue to print destination guides as a key source of revenue and if so, for how long? What other sources of revenue might come from the online market? What are travelers looking for the destination to provide online? In summary, they were in need of an online strategy.

Vantage Strategy was selected to

initially provide an online strategy and was subsequently hired on retainer for 18 months to help implement the strategy. The areas of strategic focus included organizational development and human resource structure, technology supplier assessments, application providers’ analysis, distribution and e-commerce suppliers benchmarking, online consumer research and internal governance modeling.

### Methodology

Vantage Strategy started with an internal assessment of stakeholders from industry and staff. In addition we recommended that our partner, I-perceptions, install an in depth study on the Orlando website to better understand why consumers came to the site and how well the site was satisfying their needs. In addition Vantage Strategy performed a online partner marketing environmental scan uncovering all potential partners and

organized them in priority sequence based on the objectives of the site as well as potential ROI for the CVB. The technical platform was also assessed and recommendations were made as to how well the platform architecture served current and future needs of the site.

## Process

The Vantage Strategy team assigned different experts to assess the following key areas:

- Resource Management
- Technology Applications
- Platform Architecture
- Online Media Partners
- Distribution and Booking Engines
- Content Management Systems

Governance was the first process improvement where staff adopted the RACI governance tool and the site objectives were established and each area of the site was clearly segmented by consumer, meetings and industry needs.

Vantage Strategy also performed a website and search audit and identified 300 highly searched word phrases. The metrics and analytics were also analyzed and a new reporting dashboard system was established to measure natural search performance. The content resources were assigned to modify content to address the natural search performance.

Vantage Strategy also interviewed all the various PR and Advertising agencies contracted with the Orlando CVB on a global basis to identify the unique needs of the website from an international perspective.

Vantage identified several areas where the site could be modified to improve performance and assisted the Orlando team to make the enhancements. The one in particular worth noting was the part of the site targeting meetings planners. Vantage Strategy worked as the general contractor with the Orlando programmers to build out a new section for meeting planners with an RFP as well.

## Results

During the first phase of the engagement Vantage Strategy facilitated the governance in such a way that the stakeholders could gain a consensus on the objectives of the website. The focus then moved to site traffic. Through the Vantage Strategy site audit, the effort focused on developing content to improve natural search. The result was that the site's traffic increased 40% in 90 days.

The meeting planning site was launched in 4 months with the RFP application operational and available to meeting planners. Additionally a complete process to assess booking engines and distribution partners was performed and provided in a complete report with recommendations.

An online marketing strategy document was also created with recommendations to focus on search partners and Vantage Strategy assisted in introductions at the senior levels of large media organizations. Vantage also met with the client on a monthly basis to review progress and reported on marketing ROI improvements.

An overall assessment document was developed outlining the next generation website and Vantage Strategy assisted in developing the RFI and RFP for that project. Recommendations on improvements were developed by Vantage and acted upon by the client and today an entire Digital Marketing Team is in place.

Vantage Strategy also assisted in rationalized new investments in online marketing with specific recommendations on allocations to key advertising options. Recommendations were made on the mobile market and vendors to add a mobile site were presented to the Orlando executive team.