

## **DMO ROLES, RESPONSIBILITIES & SERVICES**

### **ROLES**

Develop, manage and market the brand of Puerto Rico as a premier global tourism destination to grow the visitor economy.

Collaborate with public sector, private sector and NGOs to elevate the brand of Puerto Rico and create sustainable economic growth through innovation, marketing, sales and value-added services.

Collaborate with PRTC to support product development and enhancement of the visitor experience, including developing and maintaining a Destination Development Plan.

Manage public and private funds designated for the promotion of tourism and operation of the DMO through efficient, transparent stewardship.

### **RESPONSIBILITIES**

Establish and implement a strategic destination sales and marketing plan designed to expand the visitor economy of Puerto Rico by increasing awareness and desirability of the destination.

Maintain a business plan and operating budget that aligns with the goals and objectives of the DMO and ensures continuity of operations.

Maintain a healthy balance between institutional independence and collaboration with government agencies, including but not limited to the Puerto Rico Tourism Company.

Maintain adequate sales representation, through DMO staff and/or contract services, in strategically-selected markets.

Promote and publicize strategically-selected events and activities to grow the visitor economy and/or attract meaningful publicity of the destination.

Inform and educate private sector partners as to the plans, activities and metrics of the DMO as well as to trends and opportunities that directly or indirectly impact the private sector partners.

Attract, develop and retain a talented team of professionals capable of managing the activities of the DMO.

Develop and maintain a network of strategic alliances and partnerships that enhance the ability of the DMO to grow the visitor economy.

Achieve and maintain DMO Industry Accreditation.

Maintain a Strategic Advisory Board and Client Advisory Board to enhance the DMO's strategic vision and identify opportunities to grow the visitor economy.

Acquire consumer-centric research and essential analytics to ensure a sound, effective marketing strategy.

Maintain necessary committees and/or task forces to optimize industry engagement and address needs and opportunities of the DMO and the tourism industry.

Maintain a reasonable level of transparency to ensure that stakeholders are well-informed of the DMO's activities and plans, including publishing of annual reports and audited financial statements.

Maintain an adequate system of internal controls that ensure the appropriate checks and balances are in place.

Establish and adhere to Industry-standard policies and procedures to ensure efficient, effective operations and optimal use of funds.

Develop a performance reporting model that promotes accountability by measuring, monitoring and communicating DMO activity, performance and productivity.

Develop and maintain an effective program of sales and marketing programs and services designed to attract private sector promotional investments which qualify for matching funds.

Acquire and manage media assets for the purposes of promoting tourism using Industry-standard procedures.

Develop, implement and manage a comprehensive publicity plan designed to secure positive, strategic earned media coverage for the destination.

Develop and implement a strategic sales program designed to attract meetings, conventions, business events, sports events and other select groups to the destination.

Maintain a value-added scope of services offered to meeting and event planners that elevate the brand and the performance of the sales initiatives.

Develop and implement a strategic leisure sales program designed to complement the core campaign of leisure travel promotion and publicity.

Maintain and utilize a CRM system to support and enhance the sales and marketing programs of the DMO.

Develop and maintain a crisis communications plan designed to protect the destination brand from adverse impact of events, actions or activities that may arise.

Manage a reliable system of technology, data and information to enhance the DMO operation and position the DMO to achieve its strategic objectives.

Maintain an adequate level of funds in the DMO bank accounts to ensure continuity of operations.

Hire an external accounting firm to deliver an independent audit.

Establish and maintain adequate guidelines for brand definition, brand position and all creative assets.

Develop, acquire and manage creative content and media assets using Industry-standard methods.

Meet the reporting requirements set forth in Act 17 and the Agreement for Destination Marketing Services (between the DMO and the Puerto Rico Tourism Company).

Maintain an ongoing program of communication and engagement with key stakeholders, including the private sector, media, government and citizens of Puerto Rico.

## SERVICES

Develop, implement and manage promotion and publicity programs, including advertising, to promote Puerto Rico as a tourism destination.

Develop and maintain digital platforms used to promote and publicize Puerto Rico as a tourism destination.

Develop, implement and maintain a sales strategy designed to attract meetings, conventions, business events, sports events and incentive travel to the destination.

Manage a system of services that service the professional planner and enhance their experience in Puerto Rico.

Develop and maintain an Industry-standard communication platform used to educate and inform industry partners about the activities and plans of the DMO.

Prepare and/or publish essential documents, including an annual budget, a strategic business plan, and all reports and statements designed to ensure public accountability of the DMO.

Develop, implement and promote a multi-faceted program of marketing and sales opportunities for private sector partners.