



MONACO

ROADMAP

2009



2013

The Tourist and Convention Authority
of the Principality of Monaco

www.visitmonaco.com

I. Four objectives, sixteen strategic directions, 300 measurable actions

The four objectives of the roadmap define the medium term direction of the tourism industry of the Principality of Monaco. Above all, it is the definition of responsible and sustainable tourism.

Tourism which is fully in line with the vision of H.S.H. the Sovereign Prince:

“ Monaco is a country producing models: a model of life, a model of development, a model of well-being and a model of peace. Monaco is a genuine crossroads of thought, Monaco, a place of outstanding cultural creation ”

The purpose of the roadmap is also to guarantee a position of economic growth in line with the expectations of the Prince's Government.

This growth will be generated by individual leisure tourism which currently represents 77% of hotel activity. Thanks to a world-wide distribution, Monaco is refining its penetration of a growing number of markets which are increasingly widespread notably due to the excellence of the cultural- and events-based offer.

Furthermore, business tourism benefits from all the strategic attention that it deserves due to its complementarities enabling the optimisation of accommodation infrastructures. Its influence in terms of its effects on the Principality's image is far from insignificant. Business tourism events contribute widely to the Principality's reputation as a “world crossroads for thought” and a reference centre in many fields.



At the same time day visitors tourism contributes in its own way to the Principality's economic growth. The museums and tourist attractions, shops and restaurants along with exhibitions and other events depend largely on this sector of activity. It is recommended that it is developed qualitatively.

The roadmap defines the strategy per sector, measurable objectives, the resources to achieve these and the resulting action plans. The roadmap is designed to optimise decision making with the aim of:

- focusing on priorities;
- coordinating, optimising and strengthening actions;
- establishing an operational schedule;
- optimising efforts;
- creating the methods, tools and indicators to drive the roadmap and assess its impact and results;
- ensuring that the roadmap is observed so as not to dilute its effectiveness through isolated initiatives which may distract from the primary objectives.

The partners of the Principality of Monaco's tourism industry play a major role in successfully achieving this ambitious project. Its success depends on their individual and collective involvement.

Without being adopted by Monaco tourism professionals and socio-professionals, this strategic plan has no chance of success. Tourism represents a key economic sector.

Many businesses and services are directly or indirectly related to tourism. This concerns culture, sport, transport, accommodation infrastructures, security, trade etc.



Vision

We are in 2013, tourism in the Principality of Monaco has succeeded in shaping the economic sector through:

A BALANCE

Annual occupation rates for Monaco hotels are optimised through a balanced activity every month of the year. The so-called ‘low season’ has disappeared. The delights and assets of Monaco have been able to convince European consumers. The ‘Monaco Winter Experience’ is now a concept synonymous with a unique way of life.

A BENCHMARK

Monaco has been able to assert itself through the quality of its hospitality and the seriousness of its commitment to responsible tourism. Monaco has become one of the major ports of call in the Northern Mediterranean for luxury cruise liners and yachts.

A MEASURABLE RESULT

The economic effects are significant, despite the predicted crisis. The actions undertaken have raised awareness in sectors where the clientele are less affected by economic hazards.

A NEW FORCE

Synergy with the partners of the Monaco Tourist and Convention Authority, around a shared theme of communication is considerably strengthened.

II. Strengths, weaknesses, opportunities, threats and avenues for innovation for the destination Monaco

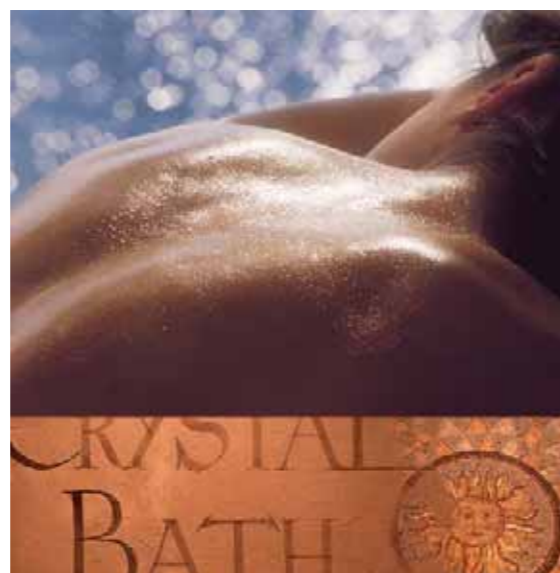
All the Principality's professional and socio-professional partners have met to analyse, the destination's internal identity (strengths and weaknesses) and its position with regards rival destinations on the one hand and in relation to the international situation on the other (opportunities, threats).

One chapter has been dedicated to the major innovations which can be undertaken. Two key themes were covered: Are we ready for Responsible Tourism? Are we in tune with the needs of new markets?



ARE WE ADAPTED TO THE REQUIREMENTS OF TOURISM IN THE 21ST CENTURY?

ARE WE READY FOR RESPONSIBLE TOURISM?	ARE WE IN TUNE WITH THE NEEDS OF NEW MARKETS?
<ul style="list-style-type: none"> Ecological charters established in some hotels and the GFM The Prince Albert II of Monaco Foundation Efficient and affordable public transport Night buses A significant amount of car parking at attractive prices Tunnels and underground roads reducing noise pollution Eco-bikes available at car parks The cleanliness of the city The country's small size, meaning better reactivity Good use of local products 	<ul style="list-style-type: none"> A country on a 'human' scale Political stability The quality of hotel infrastructures and their regular renovations Innovative products and offers (spa, restaurants, shopping) Safety and cleanliness The international aspect (blend of cultures, multilingual) The quality of the collective accommodation infrastructures The image of an 'accessible dream' The number and quality of sports and media events A significant calendar of events Quality cultural offer, diverse and concentrated
<ul style="list-style-type: none"> Cruise liners and pleasure boats not seen as ecological The density of buildings Dense urban traffic Noise pollution of current building sites 	<ul style="list-style-type: none"> Monaco is too often perceived through the prism of simplistic clichés Taxis (lack of punctuality and reliability, impossible to contact) Closure of shops on Sundays Handicapped access to be developed
<ul style="list-style-type: none"> Communicate more about what is already in place (ISO 14001 label) Capitalise on the Prince Albert II of Monaco Foundation Create a 'Green Port' Label Encourage sustainable and responsible luxury Continue the initiatives undertaken in public transport Encourage and develop the use of local, safe and organic produce in restaurants Take advantage of the expertise of the large hotel chains Create a prize rewarding the best 'green' initiatives Develop eco-responsible 'green' conferences 	<ul style="list-style-type: none"> 'Luxury' market very promising despite the economic crisis Environment, promising subject for all types of clientele Communication, advertising, public relations to improve the Destination's positioning Health tourism / well-being offer Encourage a policy of differential marketing Boost the export of cultural events Technology: optimise the use of Web 2.0 Exploit and strengthen cultural and sporting offers (media coverage of major events)
<ul style="list-style-type: none"> Negative publicity Lack of communication Lack of reactivity in the face of change and competition 	<ul style="list-style-type: none"> The aggressiveness of rival destinations such as Singapore and Dubai Low potential of reactivity, creativity and synergy Unfavourable EURO exchange rate
<ul style="list-style-type: none"> Develop pedestrian zones Control city traffic Launch a 'green card' identifying eco-responsible initiatives Organise a 'flagship' event: Ecology Day Give widespread free access to Wi-Fi 	<ul style="list-style-type: none"> Revitalise tourist attractions Become a window on the future: widespread access to Wi-Fi - encourage new technologies (electric bikes and mopeds) Create a committee for innovation Create new events with an international dimension Create gourmet offers suited to emerging countries Certified training for all those involved in tourism in order to meet the specifics of new markets



III. Measurement elements

The roadmap's effectiveness relies on the ability to quantify the results obtained in terms of the objectives set. It is essential to be able to assess and measure the results of the actions undertaken.

It would be tempting to limit the evaluation of the results to a single number of tourists staying at hotels or using a meeting infrastructures in the Principality. This method based on ease would considerably limit the ambitions of a plan, the purpose of which is principally based on:

- Consolidating the excellent results of previous years;
- The search for new clients and the opening of new markets;
- Encouraging visitors to stay longer and spend more;
- Optimising the accommodation infrastructures;
- Fighting seasonality;
- The confirmation of responsible and sustainable tourism;
- Consolidating Monaco's position and international influence;
- Supporting 'major events'.

A table of performance indicators including quarterly activity reports will be established to continually measure the effectiveness of the results obtained. It will consist of already existing statistical indicators as well as information arising from satisfaction surveys on visitors to the Principality and comparative research with other tourist destinations. The involvement of Monaco tourism professionals and socio-professionals will be a determining factor.

The table of performance indicators will also make it possible to assess the effectiveness of efforts undertaken in the opening up of new markets, the launch of new products, the search for new partners and in the implementation of measures related to sustainable and responsible tourism.

It is important to note that the aim of this five-year roadmap does not rely on an increase in the promotional and operating budgets of the Tourism and Convention Authority. The plan is designed to prioritise to more effective decision-making and improved competitiveness.

The plan is mainly based on a readjustment of objectives according to experiences in recent years and with the prospect of a world-wide economic slowdown. Return on investment and optimum use of available budgets are the basic principles of the strategic concept presented below.

OBJECTIVE A

TO BECOME THE BENCHMARK IN TERMS OF RESPONSIBLE TOURISM

Today, climate change plays a determining role in the decision making of governments and companies all over the world. The debate on greenhouse gas emissions (CO₂) is at the heart of both private and public initiatives.

“Protecting our planet, is the challenge of the 21st century”

declared H.S.H Prince Albert at the United Nations forum on 25th September 2007.

The Sovereign Prince notably emphasised “today, the time has come for action. We now know that the future of humanity is at stake. This is a collective responsibility. Faced with this emergency we must raise awareness, mobilise intelligence and revolutionise the way in which we live. This is how we can successfully develop a new relationship with nature.



The Principality aims to become beyond reproach in protecting the environment. With this in mind, every day government services and the various components of civil society are increasingly mobilising themselves in all areas of sustainable development.

Public and private parks cover 420,000 m² of the area, representing 13.5 m² per inhabitant: the result of a determined political will over several decades.

In 1986, the surface area maintained by the State covered 50,000 m², today it represents 270,000 m².

“All public buildings are now High Environmental Quality (HQE)” The Prince’s Government, May 2007.

The High Environmental Quality label takes into consideration targets broken down into categories: site and construction, management, comfort and hygiene, for ‘eco-responsible’ buildings over their life duration.

Seawater heat pumps: a ‘Made in Monaco’ innovation. Today, 64 pumps produce 17% of the energy consumed in the Principality. The use of this renewable energy saves 15,000 tonnes of the equivalent in oil.



The purpose of the Principality’s tourism is to be sustainable and responsible. Much more than a trend, the ecological concept of combating climate change has already changed our state of mind and will mark the tourism industry in the coming years.

This concept can be seen in the creation of the environmental charters with which Monaco tourism companies work. This concept changes behaviours: reduction in paper communications, use of recyclable materials, elimination of waste, a greater place for local products.

Finally, this concept engenders positive actions in aid of the community such as involvement in charity works or supporting local and international causes.

The Prince Albert II of Monaco Foundation has now demonstrated the leading role it unfailingly plays in the international arena.



PRINCE ALBERT II OF MONACO FOUNDATION

A

DIRECTION 1

Support the Prince Albert II Foundation in its development

1.1 Raise the awareness of a very select target clientele (individual and business tourism)

Via a close partnership with the Managing Directors of Monaco hotels, approach a selection of customers frequenting the Principality's hotels in order to inform them about the Foundation's different objectives and invite them to become members or patrons.

1.2 Identify international companies likely to join the Foundation's 'Business Club' and set up joint initiatives.

1.3 Integrate information about the foundation into all business tourism promotional literature, inviting organisers to offset their CO₂ emissions by contributing to the actions of the Prince Albert II Foundation.

A

DIRECTION 2

Coordinate actions that can be jointly undertaken with tourism partners based on the Principality's commitment to fight climate change

Monaco is committed to fighting climate change by implementing practical measures: ISO 14001 standard.

- Norme ISO 14 001
- Heat pumps
- Cogeneration of electricity by the waste incineration factory
- Recycling
- Mountain water to the tap
- 20% green areas and parks
- Used water treatment
- Urban bus networks running on biodiesel
- Electric boat bus
- Electric bike hire
- Value ticket prices on buses
- HEQ (High Environmental Quality) procedures
- Monaco 'Clean Port'
- Professional and general public trade shows on the environment and 'green technologies' (Ever - Trade show for ecological and renewable energy vehicles)

The Grimaldi Forum Monaco conference centre, the major hotels, the Monaco Port operating company and many others involved in tourism have immediately implemented environmental charters and taken practical measures.

2.1 Create a coordination unit within the Monaco Tourist and Convention Authority in order to record what actions are being undertaken and prepared on a regular basis.

2.2 Select the most noteworthy measures to integrate into the Monaco Tourist and Convention Authority's communication strategy.

2.3 Regularly evaluate the effects on the Principality's image resulting from the actions undertaken.

A

DIRECTION 3

Implement initiatives in favour of sustainable and responsible tourism via the creation of new tools.

3.1 Inform as wide an audience as possible about the 'Ethics of Responsible Tourism'

Draft a simple message which can be integrated into all communication media both for the Monaco Tourist and Convention Authority and for partners in the broader sense. This short text will summarise the spirit with which Monaco tourism intends to operate sustainably.

3.2 Print a 'Digest' of the initiatives instigated (Associations, private companies, Government, etc.)

Publish the list of initiatives instigated by the Prince's Government, the different associations and private companies in Monaco.

3.3 Measure the perception of actions

Launch an annual report measuring the perception of the general public and professionals in terms of the actions undertaken.

3.4 Create a culinary 'Green Label'

This label will enable different restaurants offering regional cuisine to be identified within the general process.

3.5 Draft an eco-responsible behaviour manual

To be adopted in the stands set up by the Monaco Tourist and Convention Authority during professional and general public trade shows (ITME, IMEX, EIBTM, BIT, ITB, WTM, ILTM), as well as during any promotional event. It will gradually move towards a 'paperless' policy and the use of entirely recyclable materials.

3.6 Set up a new Press conferences format

Organise an annual press conference on the theme of the environment and tourism bringing together partners in order to take stock of the actions undertaken and the objectives achieved.

3.7 Create suitable press releases

Develop press releases, regular newsletters intended for the press and media and press packs emphasising actions undertaken in aid of the environment and the fight against climate change.

OBJECTIVE B

CONSOLIDATE THE RESULTS OBTAINED WHILE ATTRACTING NEW CLIENTS

This realistic and achievable objective involves increased coordination between the different stakeholders in the Monaco tourism industry.

It is recommended that communication efforts are improved and promotional actions are coordinated in order to strengthen the impact of the 'Monaco' global brand.



B

DIRECTION 4

Launch an unifying communication and public relations campaign

The role of the new Monaco Tourist and Convention Authority advertising agency will be a determining factor in the success of this objective. The concept of customization, of the unique experience of the destination Monaco will be spread across all client sectors and target markets. The positioning of the "Principality of Monaco, premier global brand for exceptional tourism and luxury" will be continued and intensified.

STRUCTURE THE TARGET MARKETS FOR ACTIONS GUARANTEEING THE BEST RETURN ON INVESTMENT

- 4.1 Analyse the activity results and identify promising sectors in priority markets: France, Great Britain, Italy, USA, Japan, Germany.
- 4.2 Analyse the activity results and identify promising sectors in markets that are already open: China, India, Australia, South East Asia, Middle East.
- 4.3 Assess the potential of markets to be opened and identify promising sectors: South Africa, South America.

JOIN FORCES

- 4.4 Share with Monegasque partners the adoption of a shared signature on communications to their target market and clientele and when they explore new markets.
- 4.5 Optimise existing partnerships for the launch of new, occasional operations (hotels, events, institutions, ...). It would be advisable not to seek new partners which potentially compete with companies already involved in publicity and promotional actions with Monegasque entities.

LAUNCH A NEW COMMUNICATION AND PUBLIC RELATIONS CAMPAIGN

- 4.6 Launch an aggressive and innovative promotional and communication plan via the Internet based on web 2.0. 21% of the planet's inhabitants, which is some 1.4 billion Internet users today represent an essential market sector.
- 4.7 Consolidate advertising in the trade press including exclusive annual supplements to destination Monaco.
- 4.8 Schedule receptions for journalists in Monaco depending on the markets and target sectors.
- 4.9 Create a new line of press packs in terms of both format and content.
- 4.10 Create an Intranet exclusively for the press and media including a regular newsletter, photos, videos, etc.

B

DIRECTION 5

Relaunch the winter season

The winter season, from November to March is a magnificent season. The sun shines, nature is welcoming, the temperatures are extremely mild, Nice Côte d'Azur international airport and the road and air links operate and in Monaco, the hotels, restaurants and shops are open. Within a radius of two hours flying time, over 300 million Europeans are enduring cold, fog, rain, snow and ice for more than four months of the year.

However, the tourist industry in Monaco, on the Cote d'Azur and the Italian Riviera generally slows down. No-one is surprised at the low occupation rate in hotels, "it's low season!" From now on this short phrase should no longer sound like an inevitable fact.

One of the roadmap's objectives is to relaunch the year's most beautiful season. The one that has built its reputation since the 19th century at the birth of winter tourism.

LAUNCH A UNIQUE BRAND BRINGING TOGETHER ALL THE INITIATIVES AIMED AT RELAUNCHING THE WINTER SEASON.

5.1 It is advisable to conduct a discussion with the Monaco Tourist and Convention Authority's new advertising agency on the creation of a shared identifier, for example 'Monaco Winter Experience' that can be adapted by each partner.

The creation of a unique brand representing the key arguments and exclusive propositions during the winter months in Monaco provides several advantages:

- Relaunch of the original concept of the birth of Monte-Carlo 'Stylish people winter at Monte-Carlo'.
- Grouping together of partners' proposition and products within a unique concept.
- Bringing together the communication efforts of all the partners concerned under a unifying brand.
- A new source of communication subjects with the press and media.



STRUCTURE THE MARKETS

Priority markets

The some ten million consumers from the markets of northern Europe are avid for sun, light and a more relaxed way of life. Monaco can satisfy the expectations of the most demanding of tourists. These are the ones we must consider a priority. It is recommended that we study their behaviours and shape offers best suited to their needs.

5.2 Initiate research work

through our permanent representative offices in Great Britain/Ireland, Germany/Austria/Switzerland that will establish continual benchmarking activities and research potential targets. They will determine the best products relating to the expectations of consumers in their respective markets.

5.3 Continue the existing collaboration

through the offices of Maison de La France on the Benelux, Scandinavian, Russian, Eastern block and Baltic markets to implement appropriate new offers. Our partnership with Air France and Sky Team will enable us to initiate new actions.

Traditional markets

The traditional base markets such as France and Italy as neighbouring markets, and the United States as a distant market, are integrated in this specific promotional approach for the winter months. Our offices in Milan, New York and Tokyo will be responsible for implementing the actions defined by the roadmap.

5.4 Benchmark rival offers and research new potential target markets.

5.5 Develop the marketing of new appropriate offers.

DEFINE CLIENT SEGMENTS

5.6 Launch a new public relations campaign

The implementation of a public relations campaign for individual leisure visitors travelling independently will raise awareness in the mainstream media (lifestyle, tourism, food, well-being).

It would be advisable to:

- 5.6.1 Develop appropriate press packs for each product line.
- 5.6.2 Design press conferences on the target markets and regularly send press releases (paper and electronic).

5.7 Establish an action plan focused on a selection of Leisure contacts

THE 'PASSEPORT' TOUR OPERATORS

- 5.7.1 Thanks to existing long-term and stable commercial relationships, the Monaco Tourist and Convention Authority and its representative offices abroad will individually approach each tour operator in order to optimise the promotion and sale of packages already on the market.
- 5.7.2 Researching new 'Passeport' tour operator partners on the priority target market where we still do not have connections: Ireland, Denmark, Sweden, Norway, Finland, the Netherlands, Luxembourg, Austria, Russia, former Eastern Block countries.

SPECIALIST TOUR OPERATORS

- 5.7.3 In addition to marketing the 'Passeport', a search for specialist tour operators also known as niche tour operators, for the promotion of the newly created products detailed below.

ORGANISERS OF SPECIALIST TRIPS

- 5.7.4 Make a list of those professionals specialising in particular in culture and food on the target markets.
- 5.7.5 Approach each one of them individually and make them aware of our approach and our propositions.
- 5.7.6 Optimise the participation of the Monaco Tourist and Convention Authority and its partners through the promotion of new 'winter' offers.
- 5.7.7 Adapt the existing stand to the image of the 'Monaco Winter Experience' concept.
- 5.7.8 Continue scheduling general public trade shows.

In Monaco: Monte-Carlo Travel Market.

Abroad: WTM London, BIT Milan, ITB Berlin.

5.8 Establish a strategy suited to the specific features of 'Business' intermediaries

In addition to the basic work for business tourism (cf. Page 24, direction 6), it is recommended that a specific strategy is designed to research major business tourism events between November and March. The 'Monaco Meetings' product suited to this approach will be continually evaluated in order to improve its effectiveness.

FORTUNE 500

- 5.8.1 Launch of a marketing campaign focused on 'Fortune 500' companies. The assistance of the Ambassadors and Honorary Consuls of Monaco will be highly valuable in approaching the companies in question.

ASSOCIATIONS

- 5.8.2 Identify associations representing potential targets for holding a conference in Monaco and launch an appropriate campaign.

5.9 Establish a genuine 'product policy'

The product policy is essential. These are the new products or proposals that will enable us to raise awareness among target clientele. The projects will also trigger the attention of the press and media.

SPA/HEALTH AND FITNESS

In addition to the actions launched in order to position Monaco as a genuine destination for well being and Health and fitness (cf. page 30, direction 10), set up specific offers for the winter season offering stays of at least 7 days combining treatments and outdoor activities.

- 5.9.1 Launch a study on rival 'winter' offers and the expectations of clients using the Monaco Tourist and Convention Authority's representative offices in Europe.
- 5.9.2 Build partnerships with those involved in the health and fitness, well-being and spa industries: media, tour operators, specialist websites.
- 5.9.3 Develop an Internet based targeted communication campaign (e-mails, newsletters...).
- 5.9.4 Encourage spa operators and well-being centres to use mostly, or all organic cosmetic products and treatments.



GOLF

- 5-9-5** Create new packages based on existing offers in the Riviera Cote d'Azur region. This activity has an ever increasing number of enthusiasts, especially in Northern Europe. Playing golf has become a highly widespread lifestyle. Monaco has its own private course (SBM). 21 renowned golf courses are also found within an hours car journey of the Principality.
- 5-9-6** Integrate the package developed by the Riviera Côte d'Azur Regional Tourism Committee bringing together 8 prestigious golf courses on the Côte d'Azur / Liguria. This package will form the basis of the offer and will be integrated into the 'Passeport' offer marketed by the tour operators in question.

TENNIS, SQUASH

- 5-9-7** Approach the Monte-Carlo Country Club, the Monaco Tennis Club and the Squash Section of the ASM to study the opportunity for packages (lessons, use of facilities, etc.) for integration into the 'Passeport' offers and as information elements intended for the press and media.
- 5-9-8** Capitalise on the world fame of the Monte-Carlo Masters Series and support its international publicity.

WALKS & HIKES

- 5-9-9** Position Monaco as a base for unforgettable walks and hikes. The Via Alpina, crossing the alpine arc starts at the Place du Palais Princier and ends in Slovenia. More modestly, the magnificent costal paths in the direction of Cap d'Ail or Roquebrune Cap Martin are assets which often remain unexplored by the general public.
- 5-9-10** Capitalise on the geographic proximity of the Mercantour National Park. This national park offers many hiking and outdoor activities (e.g. snowshoes). This relates to both the leisure and business tourism sectors.



WAY OF LIFE, FOOD

- 5-9-11** Capitalise on the well established image of Monaco to launch new proposals intended for target audiences. With 5 Michelin starred restaurants, 4 of which are open in winter as well as several famous restaurants and many quality eateries, Monaco is undeniably a choice destination for international food lovers.
- 5-9-12** Create a gourmet 'pass' on two levels, incorporating:
 1. Haute gastronomy: two internationally famous restaurants.
 2. Two high quality restaurants.
- 5-9-13** Create a cookery workshops program with tastings, in partnership with the Principality's major hotels.
- 5-9-14** Run 'Bar Flying' cocktail competitions.
- 5-9-15** Create a wine tasting program with commentary from a professional wine waiter and create a guided tour discovering the surrounding vineyards including meeting wine producers and tasting.
- 5-9-16** Emphasise the many lounges.
- 5-9-17** In association with the Monaco Chocolaterie, create a discovery program for different teas with tasting.
- 5-9-18** Create exclusive breaks with personalised tours around gastronomy and wines as part of one-off events taking place in the Principality during the winter:
 1. 'Monte Carlo Wine Festival'.
 2. 'Monte Carlo Gastronomy'.
 3. 'Déc'oh Trade show'. Décor and gardens of the French Riviera.
- 5-9-19** Capitalise on the opening of the Alain Ducasse Institute for Culinary Studies in the Principality which is scheduled by 2010 and which will provide post-graduate teaching for students from all over the world.

SHOPPING

Capitalise on and strengthen the 'Monaco Shopping Experience' concept launched during summer 2008, especially with the winter sales starting on 2nd January, fortunately out of sync with the calendar of the neighbouring country.

- 5.9.20** In partnership with the Principality's hotels, create fashion show lunches and/or dinners based on a suitable schedule.
- 5.9.21** Extend the distribution of the ecological 'Monaco Shopping Experience' bag during the winter period to all clients staying in Monaco hotels.
- 5.9.22** Activate the 'Monaco Shopping Experience', website and maintain and update it.

CULTURAL AND SPORTING EVENTS

Place cultural and sporting events at the centre of all promotional and publicity activity.

- 5.9.23** Promote existing events (Ballets de Monte-Carlo, Princess Grace Theatre, Monte-Carlo Philharmonic Orchestra, Monte-Carlo International Circus Festival, SBM Jazz Festival, Monaco-Japan artistic encounters, etc.). Develop the marketing for these events as part of stays scheduled by the 'Passeport' tour operators.
- 5.9.24** Establish a Dinner-Show offer which can be marketed by the 'Passeport' tour operators.
- 5.9.25** Capitalise on exhibitions and shows at the Grimaldi Forum Monaco and increase promotion of these events.
- 5.9.26** Create a 'Culture Pass' based on the Pass set up for past summer exhibitions (Queens of Egypt, Kees VAN DONGEN, Automates) including several cultural events.
- 5.9.27** Optimise the international fame of the Principality's football team and highlight the many matches taking place at home.
- 5.9.28** Work closely with the Monaco Sporting Association to create and market a unique package encompassing a reserved seat at Stade Louis II, dinner, a parking space for personal car,...
- 5.9.29** Capitalise on the Monte-Carlo Rally, an internationally well-known sporting event.
- 5.9.30** Increase publicity around the 'Monaco Dance Forum' taking place in Monaco every two years.
- 5.9.31** Develop a new partnership with the Monte-Carlo Opera in order to optimise performances taking place in the Salle des Princes at the Grimaldi Forum Monaco.

NIGHT LIFE - GAMING

- 5.9.32** Strengthen communication about the activities generated by the many existing establishments and concepts such as Moods, Buddha Bar, Pizz'art, the Brasserie, Zest, Tartine, as well as the European Games and slot machines in the SBM Monte-Carlo Casinos which are subject to special promotions during the winter season.
- 5.9.33** Work closely with the SBM marketing service to develop gaming training for tourists staying in Monaco.

GARDENS

- 5.9.34** Promote Monaco's gardens by distributing the new 'Gardens' leaflet including discount coupons for the 'Monaco Exotic Garden' as well as the different gardens throughout the region and bring back the 'Sculpture Path' brochure on the website. The British market is particularly fond of such offers.
- 5.9.35** Approach niche tour operators to encourage them to schedule new breaks in Monaco.
- 5.9.36** Develop communications suited to the trade press.
- 5.9.37** Optimise partnership opportunities with existing major events on the theme of gardens:
 1. The 'Rêverie sur les Jardins' trade show and International Flower-arranging competition.
 2. Exhibitions in the Exotic Garden.

HELICOPTERS - HELI AIR MONACO

The Monaco helicopter company 'Héli Air Monaco', is an exclusive advantage for the Principality, that rival destinations envy. A regular route connects Nice Côte d'Azur Airport to the Principality of Monaco in several minutes.

- 5.9.38** Combine Héli Air with promotional business tourism events on the target markets.
- 5.9.39** Develop a publicity strategy for cruise line passengers to develop the Héli Air Monaco offers.
- 5.9.40** Integrate the different services, at the request of Héli Air Monaco, into proposals made to organisers of incentive trips.
- 5.9.41** Integrate the Héli Air Monaco 'Ski Day' offer in the 'Passeport' tour operators' schedules and other commercial tours.



MUSEUMS AND PLACES OF INTEREST

- 5.9.42 Keep running the museum and tourist places of interest working group.
- 5.9.43 Increase the dissemination of leaflets offering discount coupons for museums and tourist places of interest with transient clients, cruise line clientele and business clientele through the distribution networks.
- 5.9.44 Develop and optimise distribution of discount coupons via the Monaco Tourist and Convention Authority website - development of the new 2.0 website
- 5.9.45 Promote museums and places of interest with professional organisers of targeted and identified excursion groups by creating a 'Museum Pass'.
- 5.9.46 Continue and intensify the annual publication of the 'Museums and Tourist Attractions' sales manual and the quarterly newsletter.

5.10 Focus on the use of existing communication tools and create new concepts**PUBLICATIONS**

- 5.10.1 Create a specific visual for the 'Monaco Winter Experience'.
- 5.10.2 Create an introductory document for the 'Monaco Winter Experience' in several languages for widespread distribution.
- 5.10.3 Create a specific poster.

MULTIMEDIA

- 5.10.4 Create a micro website for the 'Monaco Winter Experience'.
- 5.10.5 Create a 'Monaco Winter Experience' newsletter intended for distribution networks and the press.
- 5.10.6 Create a short film on Winter in Monaco and set up a specific media library (photographs, videos, etc.).



B

DIRECTION 6

Capitalise on the Principality's economic, scientific and financial centres of excellence to optimise business tourism

Business tourism represents a dual challenge. A challenge in economic terms. A challenge in terms of image. The priority focuses of the Monaco tourism policy place business tourism at the top of the Prince's Government's directions. Essentially these are:

- To face up to increasingly better equipped and aggressive international competition.
- To exceed the expectations of an ever more demanding clientele.
- To develop the modern image of Monaco by selecting events that strike an international chord, in particular in the sectors of finance, new technologies, medical research, environmental protection, sports or cars.

EACH YEAR BECOME MORE SUCCESSFUL BY INCREASING THE VALUE OF THE OFFERS: "MONACO MEETINGS", "MONACO INCENTIVE" AND "MONACO BOARD MEETINGS"



Three key offers bring together and coordinate partners' proposals in terms of business tourism. It would be advisable to strengthen them and make them even more competitive.

- 6.1 Continually assess the results obtained using regular performance indicator tables.
- 6.2 Continue the weekly communication of the 'sales force' table to all partners directly concerned by potential business in order to enable them to fulfil this.
- 6.3 Continue conducting working groups bringing together the sales managers of the key entities involved in order to increase Monaco's competitiveness.

In 2004, the Monaco Convention Bureau (MCB), a division of the Tourism & Convention Authority launched an exclusive offer entitled '**Monaco Meetings**'. This brings together all of Monaco's hotels, agencies specialising in hosting meetings, conferences and other 'incentive' groups as well as its conference centre, the Grimaldi Forum with a simple and competitive pricing offer. This innovative product is supported by an international advertising campaign '**Need a Venue? We offer you a country**'.

Only the Principality, with its small size can claim to mobilise a whole country to host important business tourism events.

The MCB is involved early on in the process, from the moment that a potential organiser wants to inspect the destination Monaco. A special unit quickly establishes a schedule of visits involving all local partners. It is indeed vital to demonstrate in practice the added value of '**the premier global brand for exceptional tourism**'.

The MCB must also be present as business tourism events take place in the Principality. The MCB's mission would not be complete without this personalised support on the ground.

Finally, immediately after the events, while the organisers are still present, the MCB regularly organises 'debriefing' meetings with the local operators involved. A summary report makes it possible to improve services for subsequent years and thus strengthen the loyalty among the best clients and the performance of the destination's offer.

OPTIMISE PROMOTION METHODS AND RESOURCES

- 6.4 Analyse all the tools and methods used by the Monaco Tourist and Convention Authority and its partners for the promotion of business tourism:
 - 6.4.1 Optimise the different isolated actions of the sales team of each partner on external markets. The Offices of the Monaco Tourist and Convention Authority abroad will enter into an ongoing dialogue with each of them.
 - 6.4.2 Approach the personnel of partner hotel central reservation facilities established throughout the world in order to offer them training on the destination Monaco.
 - 6.4.3 Analyse the opportunities related to partners' CRM and databases for the development of joint campaigns (E-mailing, direct marketing).

- 6.5** Increase promotional operations on potential markets by the Monaco Tourist and Convention Authority's representatives abroad and create new opportunities.

SALES BLITZ, SALES CALLS, ROAD SHOWS AND TOURS

- 6.5.1** Refine the selection of visits using in-depth research in order to improve the results.

PROFESSIONAL TRADE SHOWS

- 6.5.2** For each trade show define and publish action plans, before, during and after the shows working closely with participating partners.

OCCASIONAL 'DESTINATION MONACO' OPERATIONS

- 6.5.3** Refine the basic concept for better effectiveness and return on investment (selection of guests, scenario and format of presentations, choice of participants)

RECEPTIONS AND INSPECTION VISITS

- 6.5.4** Strengthen the selection of guests, refine the program of visits and open up new markets for a better return on investment.

COMMUNICATION

- 6.5.5** Convince partners to use a shared 'Monaco Meetings' and/or 'Need a Venue? We offer you a country' type signatures on all business tourism communications.

TRADITIONAL ADVERTISING

- 6.5.6** Economic media, trade press. Publish a 'destination' media plan by coordinating campaigns with partners in order to optimise the presence of the advertising message for the destination Monaco.

SUPPLEMENTS IN PROFESSIONAL MAGAZINES

- 6.5.7** Continue with the publication of exclusive annual publications on target markets including additional runs for ongoing use by the Monaco Tourist and Convention Authority and partners.

DIRECT MARKETING

- 6.5.8** Explore the opportunities for launching annual joint campaigns for the promotion of occasional offers by sharing different existing databases (partners - Monaco Tourist and Convention Authority).

PRESS CONFERENCES FOR THE ECONOMIC AND TRADE PRESS

- 6.5.9** Continue and intensify the organisation and management of conferences in the capitals of target markets by involving Monaco partners and the local honorary consuls of Monaco concerned.

WEBSITE

- 6.5.10** Improve and maintain the Monaco Tourist and Convention Authority's specialist business website 'www.visitmonaco.com' in its 9 existing languages by integrating regular newsletters appropriate to each key market.

DEVELOP JOINT PARTNERSHIP INITIATIVES

THE PRINCE ALBERT II OF MONACO FOUNDATION

- 6.6** Optimise existing relationships with companies organising their business tourism events in the Principality to bring them closer to the Foundation within the framework of the 'Companies Club'.

EMBASSIES AND CONSULATES

- 6.7** Capitalise on the excellence of local contacts in the markets to facilitate contact with major companies.

CDE/AMAF

- 6.8** Continue and develop the 'Monaco Tag' concept on new international markets, successfully organised in Germany and Austria in 2007 and 2008. Establish an annual operational schedule.

ENHANCE CUSTOMER LOYALTY

Establish an exhaustive list of opinion leaders and decision makers that can be the subject of personalised invitations to Monaco and abroad in order to consolidate and maintain a special relationship.

IN MONACO

- 6.9** In addition to the Formula 1 Grand Prix, the Historic Grand Prix, the Monte-Carlo Masters Series and the Monaco Yacht show, explore the different cultural and event opportunities which can be the subject of invitations to professional personalities (for example in 2009: the Grand Start of the Tour de France).

ABROAD

- 6.10** Capitalise on tours by the Ballet, Philharmonic Orchestra and the Monte-Carlo opera to send invitations and organise promotional events.

- 6.11** Explore the feasibility of organising culinary events around 'gourmet weeks' abroad with Monaco chefs in attendance.

DEVELOP MEDICAL AND PARAMEDICAL MEETINGS AND CONFERENCES OVER A SELECTION OF PRIORITY MARKETS

- 6.12** Create an exhaustive file on the Principality's medical offer involving Monaco health managers.

- 6.13** Create a specific file and design an approach targeting organisers of medical and paramedical conferences.

- 6.14** Create a specialist professional European press file for launching a regular publicity campaign in order to position Monaco as a veritable choice destination for organising medical and paramedical conferences over the long term.

B DIRECTION 7 Encourage the shooting of films in Monaco

The SBM is continually investing in this activity where the effects in terms of image are considerable.

7.1 Create a 'Monaco filming location' presentation file

The technical file will present the major opportunities and facilities offered by Monaco for shooting films.

7.2 Strengthen publicity and optimise partnership potential with existing events

- International Television Festival
- Cinema and Literature Forum
- Monte-Carlo Comedy Film Festival

B DIRECTION 8 Position Monaco as a major turn-around harbour for luxury cruise-liners and yachts on Mediterranean cruises

All the actions presented will be carried out by working closely and through regular communication with the SEPM, the Monegasque Association of Cruise Services and those directly concerned (shipping agents, hotels).

ANALYSE THE NEEDS OF CRUISE ORGANISERS AND THE EXPECTATIONS OF THE CRUISE PASSENGERS:

- 8.1 Establish services and products arising from the results of the study started in the fourth quarter 2008 on the initiative of the Prince's Government.

This study will make it possible to establish a long-term reception policy for cruise passengers to Monaco to match the expectations of the cruise organisers and passengers on the one hand and those of the Principality on the other.

- 8.2 Measure and compare the satisfaction rate of cruise passengers and crews using biannual surveys.

DEVELOP PARTNERSHIPS ON INTERNATIONAL MARKETS WITH MAJOR CRUISE COMPANIES:

- 8.3 Establish an exhaustive database of all cruise company managers directly or potentially concerned with Monaco.

- 8.4 Establish commercial and promotional agreements with the major cruise companies on various levels: sales network, publicity, public relations, pre and post cruise stays.

- 8.5 Develop a close working relationship with the world-wide representative offices for major cruise companies in order to establish joint action plans.

REINFORCE EXISTING METHODS AND TOOLS

- 8.6 Strengthen the quality of the welcome for cruise passengers using, where possible, Monaco Tourist and Convention Authority information hostesses aboard ship before their stop in Monaco, to distribute quality information about the Principality.

- 8.7 Continue with and add to the content of the 'Monaco Welcome Cruise Kit' distributed to cruise passengers visiting Monaco and make it available as a download on www.visitmonaco.com.

- 8.8 Optimise the annual joint presence of the Monaco Tourist and Convention Authority, the SEPM and the Monaco Association of Cruise Services at the Miami Seatrade Show through the implementation of exclusive events for managers of major cruise companies.

- 8.9 Design an umbrella brand (for example : 'Monaco Cruise Experience') bringing together all the initiatives and commercial offers of Monaco partners involved in the cruise sector, notably packages including gateway port stops and hotel stays.

- 8.10 Involve Monaco shopkeepers through this unifying brand in order to develop their sales with cruise passengers.



B DIRECTION 9 Optimise the economic effects of luxury yachting

- 9.1** Evaluate the satisfaction rate of yachtsmen relating to the quality of the welcome and the services available in Monaco ports.
using comparative bi-annual surveys.
- 9.2** Optimise the economic effects
From arrival in Monaco Ports, develop the distribution of information on shops, restaurants and bars as well as occasional events in order to optimise the economic benefits
- 9.3** Improve information and the welcome for yachtsmen
Complement the website www.visitmonaco.com through the creation of a micro website 'Monaco Luxury Yachting' along with a hyperlink to the Monaco Ports Operating Company (SEPM).
- 9.4** Strengthen the publicity of existing major events and optimise partnership opportunities with:
 - Monaco Yacht Club
 - Monaco Yacht Show
 - Monaco Showboats International
 - Monaco Classic Week

B DIRECTION 10 Position Monaco as a genuine 'spa destination' for long health and fitness stays throughout the year

Over the years, Monaco has invested considerably in first-rate health and fitness infrastructures.

Today the Principality has three large spas:

- Thermes Marins de Monte-Carlo (7 000 m²)
- The ESPA centre at the Metropole Monte-Carlo Hotel (1000 m²)
- The Cinq Mondes Spa at the Monte-Carlo Bay Hotel (900 m²)

From autumn 2008, the Monte-Carlo Fairmont Hotel will begin important works to create a 900 m² spa which is expected to open in May 2009.

- 10.1** Analyse the requirements of consumers from the target markets
 - 10.1.1** Identify the most promising markets enabling long term hotel stays (from 4 nights) to be developed.



10.2 Launch the unique brand 'Monaco SPA Experience'

FITNESS, HEALTH AND WELL-BEING BREAKS

- 10.2.1** Encourage the creation of fitness and well-being offers in all the Principality's hotels.
- 10.2.2** Draft a specific action and publicity plan to facilitate the marketing and promotion of the following themes:

HEALTHY EATING

- 10.2.3** Raise the awareness of hotels and restaurants to increase the number of establishments offering diet and healthy menus.
- 10.2.4** Integrate healthy cookery workshops scheduled by the Monaco establishments in the publicity and promotion.

FITNESS PROGRAM

- 10.2.5** Make a list of activities already offered and integrate them into the publicity and promotion.
- 10.2.6** With Monaco's partners, study innovations that may be provided in order to meet international clients' expectations.
- 10.2.7** Encourage the different operators of spas and well-being centres in Monaco to use preferably and in time exclusively, organic cosmetic products and treatments.

Publicity and promotion tools

- 10.3** Create a leaflet called 'Monaco SPA Experience' summarising the new destination offer.
- 10.4** Establish publicity and public relations campaigns (press packs and releases).
- 10.5** Create a micro website.
- 10.6** Coordinate an internet based targeted advertising campaign in partnership with the Monegasque professionals concerned.

B

DIRECTION 11

Become the essential tourist destination for ultra rich individuals 'URI'

The world has 9.5 million great fortunes according to the 11th World Wealth Report by Merrill Lynch and Capgemini. This study covers 71 countries totalling 98% of the world GDP and 99% of stock market capital.

The wealth of 'High Net Worth Individuals', or individuals with a financial inheritance of over one million dollars excluding the primary residence increased in one year by 11.4% to reach 37,200 billion dollars in 2006. Their number has now increased to 9.5 million, which is an increase of 8.3% in comparison to 2005.

Among them the 'ultra rich' or the extremely large fortunes are also growing by 11.3%. The world population of individuals with over 30 million dollars excluding the primary residence has now increased to 94,970 people.

The 'ultra rich' do not consume like the rich.

According to Le Monde 2 magazine:

"ultra luxury has nothing to do with luxury: The objects that the ultra rich want are not manufactured by a skilled hand. Is it enough to put a 3.5 carat diamond on the clasp and produce thirteen of the bags to clinch the deal? We are thinking of the Diamond Forever by Chanel and the Birking by Hermès also 'distorted', by its bright clasp..."

The ultra rich belong to a 'hyperclass', 'hypernomadic'.

Still according to Le Monde 2:

"The business of ultra luxury is neither displayed in shop windows or catalogues" or even "ultra luxury, it is the ultimate society game which is played between clients and outstanding salesmen".

11.1 Identify target markets

Target the 'B.R.I.C.' markets (Brazil, Russia, India, China) as well as Chile, Mexico, Argentina, South Africa and Japan. These markets have significant potential in terms of new clientele with extremely strong purchasing power.

11.2 Launch the 'URI' concept

'URI' is a marketing concept based on a close partnership between the Tourism & Convention Authority and the Monegasque world of luxury. It is a question of capitalising on the tested formula of the so-called private sales that representatives of the great luxury brands regularly practice with success. It is also a question of underlining the exclusive benefits of Monaco such as its prestigious events (Monaco Yacht Show, Top Marques, ...), its gourmet cuisine (Alain Ducasse, Joël Robuchon ...) and its world-wide exclusives (cellars of the Hotel de Paris, private lounges at the Casino de Monte-Carlo...).

'URI' is inherently very exclusive in terms of its communication and distribution. A limited number of 'URI' consumers will be identified annually and approached individually. The personalisation of the approach will play a key role.

On their request, and after confirmation, the URI selected consumers, holders of a personalised file, will be exclusively welcomed in participating Monaco boutiques.

Product presentations may also be organised in private locations such as lounges or hotel suites.

The plan will also be to help them discover the Principality's cuisine, art and culture. Visits to apartments and private yachts may be planned after an inventory of the owners wanting to show their properties as is done in other prestigious destinations.

11.3 Develop suitable tools

PRIVATE SALES IN LUXURY BOUTIQUES

- 11.3.1 List potential boutiques agreeing to privatise the room upon reservation and/or agreeing to organise a private presentation of their collections externally.
- 11.3.2 Formalise partnership agreements. The signature of a booking contract by participating boutiques will be essential.

GASTRONOMY - OENOLOGY

- 11.3.3 Identify top quality restaurants agreeing to welcome 'URI' clients to the 'chef's table'.
- 11.3.4 Identify establishments offering exclusive tastings.

VISITS TO PRIVATE AND EXCLUSIVE LOCATIONS

- 11.3.5 Identify a selection of private apartments agreeing to exclusive visits.
- 11.3.6 Identify the owners of yachts agreeing to exclusive visits.

TRADE SHOWS AND OCCASIONAL EVENTS

- 11.3.7 Negotiate special access to luxury brand trade shows and define exclusive services.

PRIVATE JETS

- 11.3.8 Develop partnerships with private jet hire companies for transportation on request for 'URI' clients.

LUXURY CARS AND YACHTS

- 11.3.9 Negotiate agreements with a selection of luxury car dealerships and luxury yacht sellers for presentations and trials of new models.

11.4 Mark the offer with the creation of a gift box

Design 'packaging' in keeping with the image of the 'URI' concept. A recognition card in credit card format will be integrated into this gift box.

11.5 Develop specific distribution channels

Define a list of personalities with the Monaco Consulates located in the priority markets identified. It is recommended to hand the 'URI' gift set to the selected beneficiaries.

11.6 Develop appropriate publicity

- 11.6.1** Ban all forms of advertising. Instead optimise public relations actions in order to take advantage of articles and reports reinforcing the luxury image of the Principality of Monaco.

B**DIRECTION 12 Establish and optimise an 'innovation' forum**

The involvement of all those directly or indirectly concerned with the Principality's tourism policy is key. It is vital to start an ongoing discussion guaranteeing the tourist destination Monaco remains an exclusive experience unique in the world.

It is recommended that all creative opportunities encouraging the imagination are identified in order to strengthen our strong points, gradually remove our weaknesses and move away from potential threats.

The 2009-2013 roadmap will continually be fed on good ideas arising from shared discussions. The internet will be the tool used to facilitate this discussion. The different actions to be undertaken are as follows:

12.1 Create a database

This will group together tourism professionals and socio-professionals who are invited to express their views in the 'Innovation' forum. It will continually be added to.

12.2 Maintain the Internet platform: www.visitmonaco-innovation.com

This new website will enable any person featuring on the database to register for free. A personal access code will guarantee the security of exchanges.

12.3 Create an editorial committee

This committee will meet twice a month and will be responsible for creating a summary of the great ideas set out in the Forum and suggest new subjects for discussion.

12.4 Select key monthly themes about which the members can suggest innovative ideas

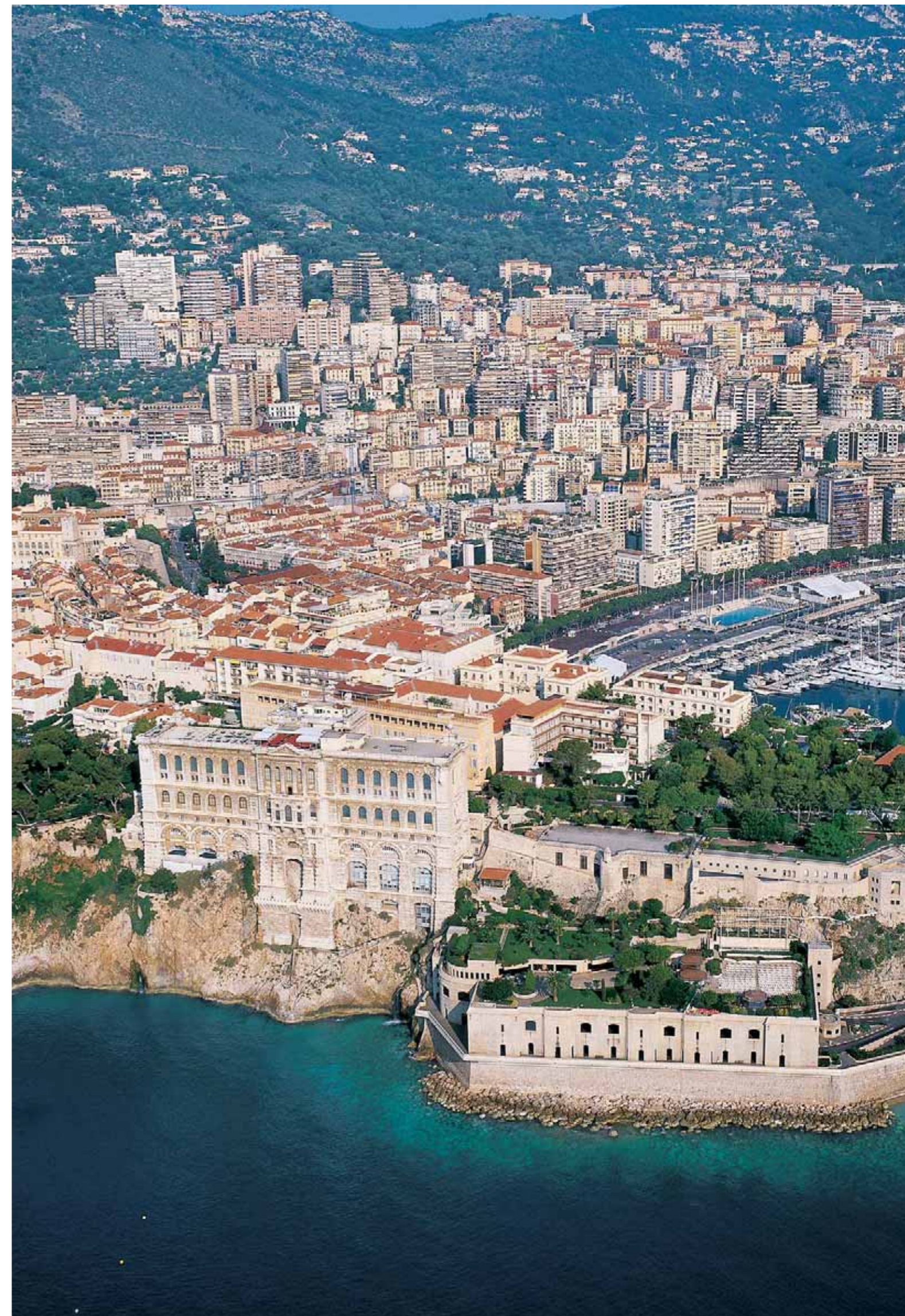
The Forum will stimulate innovating ideas through the launch of monthly unifying themes. (For example: Key meetings, Monaco Winter Experience, responsible tourism...)

12.5 Launch a monthly newsletter

Draft an electronic newsletter summarising the key ideas on each of the existing subjects distributed to subscribers.

12.6 Organise an Annual Innovation Forum with prize giving

Design an annual event bringing together all members of the Innovation Forum along with the press. Award different prizes recognising the best innovative ideas.



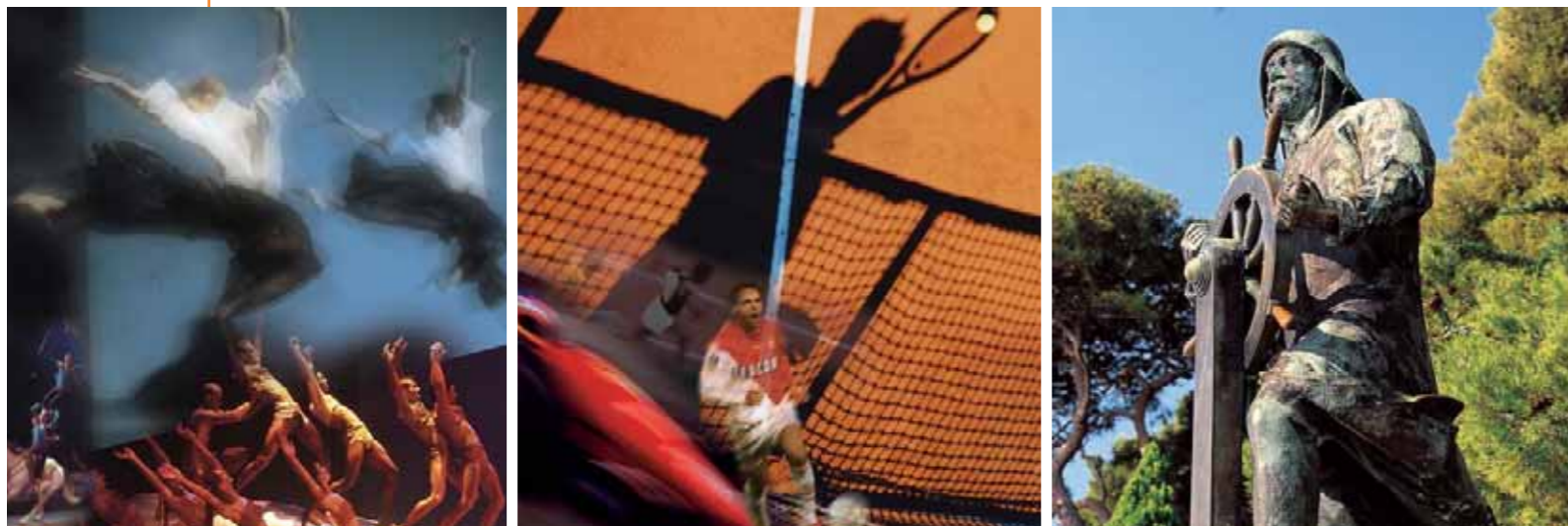
OBJECTIVE C

CAPITALISE ON MAJOR EVENTS: ANNIVERSARIES, CELEBRATIONS, MAJOR CULTURAL AND SPORTING EVENTS

The exceptional events and celebrations that will take place in Monaco over the course of the next five years represent an outstanding opportunity for Monaco tourism.

The cultural, sporting and historical aspect of major events to come will enable Monaco to attract the attention of the international media. The measurable actions described below provide the partners of the Principa-

lity's tourism industry with the tools and methods to differentiate themselves from their competitors and consolidate their market share.



C

DIRECTION 13

Develop specific promotional initiatives action around the major events of 2009

13.1 THE CENTENARY OF THE BALLETS RUSSES

13.1.1 Develop a specific action plan.

From June 2009, the Principality's major cultural institutions: the Ballets of Monte-Carlo, the Philharmonic Orchestra and the Monte-Carlo Opera as well as the Grimaldi Forum or even the Spring Arts Festival will work together to offer a range of events, under the leadership of the Department of Cultural Affairs, on the centenary of Diaghilev and the Ballets Russes. It is recommended that this rich program, which will continue until 2010 is accompanied by exclusive events.

13.1.2 Develop specific communication tools.

13.1.3 Jointly create press packs and press releases with the Principality's major cultural venues.

13.1.4 Create a dedicated micro website.

13.1.5 Provide logistics support for the creation of an international 'advertorial' campaign.

13.1.6 Explore the possibility of setting up a temporary exhibition of archives and visuals from the SBM illustrating the history of the Ballets Russes.

13.1.7 Develop a banner campaign in the main streets in Monaco.

13.1.8 Publish a brochure for general distribution in 5 languages.

13.1.9 Schedule and conduct press conferences in the main international capitals.

13.1.10 Develop a regular e-mail information campaign (journalists, opinion leaders, professionals...).



- 13.1.11 Create short break programs for a selection of international tour operators marketing the 'Passeport pour Monte-Carlo'.
- 13.1.12 Approach large regional and international companies to encourage them to include the anniversary events in their invitations to their best clients.
- 13.1.13 Optimise the communication media of the Monaco Tourist and Convention Authority and its partners.
- 13.1.14 Combine the welcome program and invitations for journalists introduced by the organisers of the centenary.

13.2 'PRINCESS GRACE' TOURING EXHIBITION

After Monaco, Paris and Moscow, London (2010) and Rome (2010) are the two confirmed destinations at the time of the roadmap going to print (end 2008).

- 13.2.1 Organise the reception of and information for visitors (in the same way as the Japanese tour and the exhibition at the Town Hall in Paris) through the presence of hostesses recruited on site by the Monaco Tourist and Convention Authority.
- 13.2.2 Print a range of specific documentation in the language of the host country for distributing to visitors.
- 13.2.3 Invite key opinion leaders, journalists and tourism professionals from the host country to private tours of the exhibition.
- 13.2.4 Closely involve Monaco's official representation abroad, its diplomatic network and related partners such as the Maison de la France offices, Air France or even the principle tour operators to increase the value of the presence of this exceptional exhibition using all available resources.



13.3 GRAND START OF THE TOUR DE FRANCE

This event with its international dimension will project Monaco to the heart of international news in summer 2009. The spotlights of the entire world will be focused on the Principality. We must develop this exceptional opportunity and optimise the results in terms of image.

- 13.3.1 Communicate with all press invited to Monaco by ASO and send them a detailed press pack in order to generate reports to benefit Monegasque tourism.
- 13.3.2 Boost requests for interviews using themed files intended to stimulate the interest of the participating journalists.
- 13.3.3 Encourage hotels and tourist agencies in the Principality to create new packages making it possible to combine a short stay in Monaco with the exclusive experience of the Grand Start of the Tour de France. Define the most sensitive target markets such as the United States, Great Britain, Italy or even of course France for special promotion of these exclusive packages.
- 13.3.4 Seize the opportunity of this major meeting to promote the 'Monaco Winter Experience 2009-2010' with the general public and press present (see Direction 5 page 14).
- 13.3.5 Schedule an invitation to Monaco for the key opinion leaders of Monaco tourism in order to allow them to enjoy a unique experience. To do so, work closely with ASO, the event organisers.

13.4 25th ANNIVERSARY OF THE MONTE-CARLO SPRING ARTS FESTIVAL

- 13.4.1 Along with the organisers of the Spring Arts Festival conduct press conferences in the main international capitals.
- 13.4.2 Support the development of a regular e-mail information campaign (journalists, opinion leaders, professionals...).
- 13.4.3 Create short break programs for a selection of international tour operators specialising in the organisation of cultural holidays.
- 13.4.4 Approach large regional and international companies to encourage them to include the anniversary events in their invitations to their best clients.
- 13.4.5 Optimise the communication media of the Monaco Tourist and Convention Authority and its partners for coordinated and continuous information.
- 13.4.6 Combine the welcome program and invitations for journalists introduced by the organisers of the Festival.

13.5 50th ANNIVERSARY OF THE MONTE-CARLO PHILHARMONIC ORCHESTRA CONCERTS IN THE COUR D'HONNEUR OF THE PRINCE'S PALACE

- 13.5.1 Promote the collection of annual concerts by the Monte-Carlo Philharmonic Orchestra by highlighting the 50th anniversary of the concerts in the Cour d'Honneur of the Prince's Palace.
- 13.5.2 Along with the managers of the Monte-Carlo Philharmonic Orchestra conduct press conferences in the main international capitals.
- 13.5.3 Support the development of a regular e-mail information campaign (journalists, opinion leaders, professionals...).
- 13.5.4 Create short break programs for a selection of international tour operators specialising in the organisation of cultural holidays.
- 13.5.5 Approach large regional and international companies to encourage them to include the MonteCarlo Philharmonic Orchestra concerts in their invitations to their best clients.
- 13.5.6 Optimise the communication media of the Monaco Tourist and Convention Authority and its partners for coordinated and continuous information (newsletters, information brochures, display boards).
- 13.5.7 Combine the welcome program and invitations for journalists introduced by the Monte-Carlo Philharmonic Orchestra.



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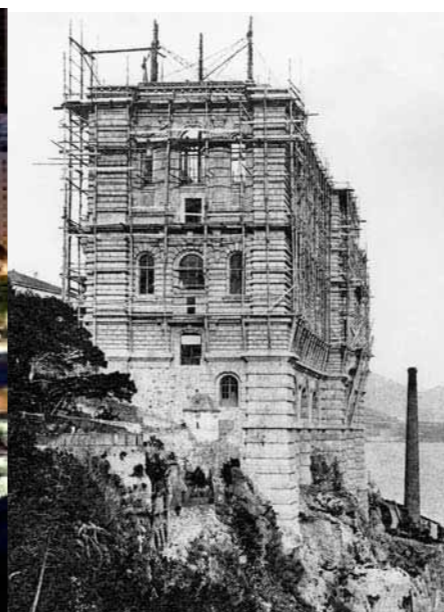
DIRECTION 14

Develop specific promotional initiatives around the major events of 2010

14.1 50th ANNIVERSARY OF THE INTERNATIONAL TELEVISION FESTIVAL

- 14.1.1 Organise a working group with the managers of Monaco Mediac and the Monaco hotels in order to develop a suitable communication and promotion strategy for the 50th anniversary of the Festival.
- 14.1.2 Jointly create press packs and press releases with the Festival.
- 14.1.3 Create a dedicated micro website.
- 14.1.4 Provide logistics support for the creation of an international 'advertorial' campaign.
- 14.1.5 Share in the development of a banner campaign in the main streets in Monaco.
- 14.1.6 Publish a brochure for general distribution in 5 languages.
- 14.1.7 Schedule and conduct joint press conferences with the managers of Monaco Mediac in the main international capitals.
- 14.1.8 Develop a joint regular e-mail information campaign (journalists, opinion leaders, professionals...).
- 14.1.9 Create exclusive holiday programs for a selection of international tour operators.
- 14.1.10 Create exclusive VIP offers (such as those developed for the Cannes Film Festival for example) and approach large regional and international companies to encourage them to include the events of the 50th anniversary in their invitations to their best clients.
- 14.1.11 Optimise the communication media of the Monaco Tourist and Convention Authority and its partners (newsletters, information brochures, display boards, ...).
- 14.1.12 Combine the welcome program and invitations for journalists introduced by the Festival's organisers.





14.2 10th ANNIVERSARY OF THE GRIMALDI FORUM MONACO

- 14.2.1 Organise a working group with the managers of the Grimaldi Forum Monaco order to develop a suitable joint communication and promotion strategy for the 10th anniversary of the GFM.
- 14.2.2 Analyse the partnership opportunities for business tourism and cultural events, with all those involved in tourism in the Principality (hotels, specialist intermediaries, shops,...).
- 14.2.3 Create exclusive '10th Anniversary' promotional offers for business tourism organisers and 'Passeport' tour operators for the specific promotion of the summer exhibition.
- 14.2.4 Schedule and conduct joint press conferences with the managers of the GFM in the main international capitals.
- 14.2.5 Develop a joint regular e-mail information campaign (journalists, opinion leaders, professionals...).
- 14.2.6 Identify and approach large companies celebrating their 10th anniversary or a multiple of '10 years' for a special GFM offer.
- 14.2.7 Optimise the communication media of the Monaco Tourist and Convention Authority and its partners (newsletters, information brochures, display boards, ...).
- 14.2.8 Develop a specific schedule of receptions and invitations for journalists as well as business and culture tourism professionals.

14.3 100th ANNIVERSARY OF THE OCEANOGRAPHIC MUSEUM

- 14.3.1 Organise a working group with the managers of the Oceanographic Museum. In order to develop a suitable communication and promotion strategy for the 100th anniversary of the Museum.
- 14.3.2 Jointly create press packs and press releases with the Museum.
- 14.3.3 Create a dedicated micro website.
- 14.3.4 Develop a banner campaign in the main streets in Monaco.
- 14.3.5 Publish a brochure for general distribution in 5 languages.
- 14.3.6 Involve the partners of Monaco tourism in the initiatives undertaken by the Oceanographic Museum.
- 14.3.7 Jointly conduct press conferences with the managers of the Museum in the main international capitals.

- 14.3.8 Jointly with the Oceanographic Museum, develop a regular e-mail information campaign (journalists, opinion leaders, professionals...).
- 14.3.9 Create exclusive short break programs including visits to the Museum for a selection of international tour operators and cruise companies.
- 14.3.10 Create exclusive welcome offers to the destination for the organisers (loyal and prospects) of business tourism events.
- 14.3.11 Optimise the communication media of the Monaco Tourist and Convention Authority and its partners (newsletters, information brochures, display boards, ...).
- 14.3.12 Manage a specific schedule for welcoming and inviting journalists.

14.4 UNIVERSAL EXHIBITION IN SHANGHAI

Make the Monaco pavilion the essential meeting place for the tourism industry, not only of China but also the greater Asia region.

- 14.4.1 Work closely with 'Monaco Inter Expo', to optimise a 'tourism' area within the Monaco pavilion.
- 14.4.2 Establish an operational entity based in Shanghai via the permanent representation of the Monaco Tourist and Convention Authority in this city to apply the strategy and coordinate the actions to benefit Monaco's tourism.
- 14.4.3 Examine the temporary creation of specific promotion and communication entities as relays between the geographical areas with strong potential such as Peking, Seoul, Taipei, Hong Kong, Sydney, Bombay and Singapore.
- 14.4.4 Develop a strategic promotional, action and communication plan bringing together all the partners of the tourism industry in Monaco.
- 14.4.5 Design suitable publicity materials (paper and electronic).



14.5 100th ANNIVERSARY OF THE MUSEUM OF PREHISTORIC ANTHROPOLOGY

- 14.5.1 Organise a working group with the managers of the Museum in order to develop a suitable communication and promotion strategy.
- 14.5.2 Jointly create press packs and press releases with the Museum.
- 14.5.3 Create a dedicated micro website.
- 14.5.4 Provide logistics support for the creation of a brochure to promote the centenary.
- 14.5.5 Develop a joint regular e-mail information campaign (journalists, opinion leaders, professionals...).
- 14.5.6 Optimise the communication media of the Monaco Tourist and Convention Authority and its partners (newsletters, information brochures, display boards, ...).
- 14.5.7 Manage a specific schedule for welcoming and inviting journalists.



15.2 150th ANNIVERSARY OF MONTE-CARLO (2013)

- 15.2.1 Organise a working group with the managers of the SBM and all the entities directly or indirectly involved in this 150th anniversary in order to develop a suitable communication and promotion strategy.
- 15.2.2 Create press packs and press releases.
- 15.2.3 Create a dedicated micro website.
- 15.2.4 Develop a banner campaign in the main streets in Monaco.
- 15.2.5 Publish a brochure for general distribution in 5 languages.
- 15.2.6 Schedule and conduct joint press conferences with the principal Monegasque partners concerned in the main international capitals.
- 15.2.7 Jointly develop a regular e-mail information campaign (journalists, opinion leaders, professionals...).
- 15.2.8 Create exclusive '150th Anniversary' short break programs for a selection of international tour operators, cruise companies and large companies.
- 15.2.9 Optimise the communication media of the Monaco Tourist and Convention Authority and its partners (newsletters, information brochures, display boards, ...).
- 15.2.10 Develop a specific schedule of receptions and invitations for journalists and tourism professionals.

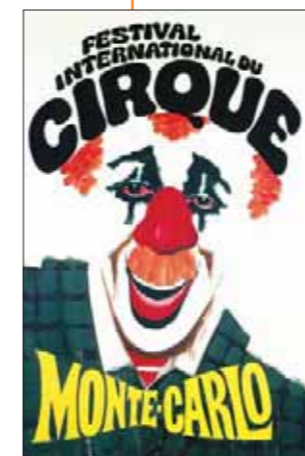
C

DIRECTION 15

Develop specific promotional actions around the major events in 2011-2013

15.1 35th ANNIVERSARY OF THE MONTE-CARLO INTERNATIONAL CIRCUS FESTIVAL (2011)

- 15.1.1 Organise a working group with the managers of the Monte-Carlo International Circus Festival in order to develop a suitable communication and promotion strategy for the 35th anniversary of the Museum.
- 15.1.2 Jointly joint press packs and press releases with the Festival.
- 15.1.3 Create a dedicated micro website.
- 15.1.4 Publish a brochure for general distribution in 5 languages.
- 15.1.5 Schedule and conduct joint press conferences with the managers of the Festival in the main international capitals.
- 15.1.6 Develop a joint regular e-mail information campaign (journalists, opinion leaders, professionals...).
- 15.1.7 Create exclusive short break programs (like Cirque du Soleil) for a selection of large companies and international tour operators.
- 15.1.8 Optimise the communication media of the Monaco Tourist and Convention Authority and its partners (newsletters, information brochures, display boards, ...).
- 15.1.9 Manage a specific schedule for welcoming and inviting journalists.



OBJECTIVE D

EACH YEAR BECOME MORE SUCCESSFUL IN THE WELCOME RESERVED FOR VISITORS TO THE PRINCIPALITY

The quality of the welcome reserved for visitors passing through or tourists staying in Monaco must be above perfection. The unique experience developed above depends on it. A high quality welcome results from hard work. It is a state of mind above all.

Monaco must be constantly innovating so that each of its visitors feels unique.

Today, modern luxury is no longer ostentatious, oppressive, fawning and synonymous with a high price. Modern luxury is essentially reflected in the recognition of the client and the unforgettable experience that it will enable him or her to enjoy.

Modern luxury is available at all levels. At the bottom as well as at the top of the scale of benefits and services. The variety of modern luxury is above all a sincere smile and a desire to please.

The welcome to Monaco must become the quintessential of reinvented luxury. Everyone involved, near or far, in the Monaco tourism industry must therefore become an ambassador for the Monaco brand. It is through the personal efforts of each person that the quality of the welcome will progress and be maintained at the highest level.

The performance of the welcome will distinguish Monaco from other tourist destinations. In a period of economic instability, the welcome will be a determining differentiating factor.

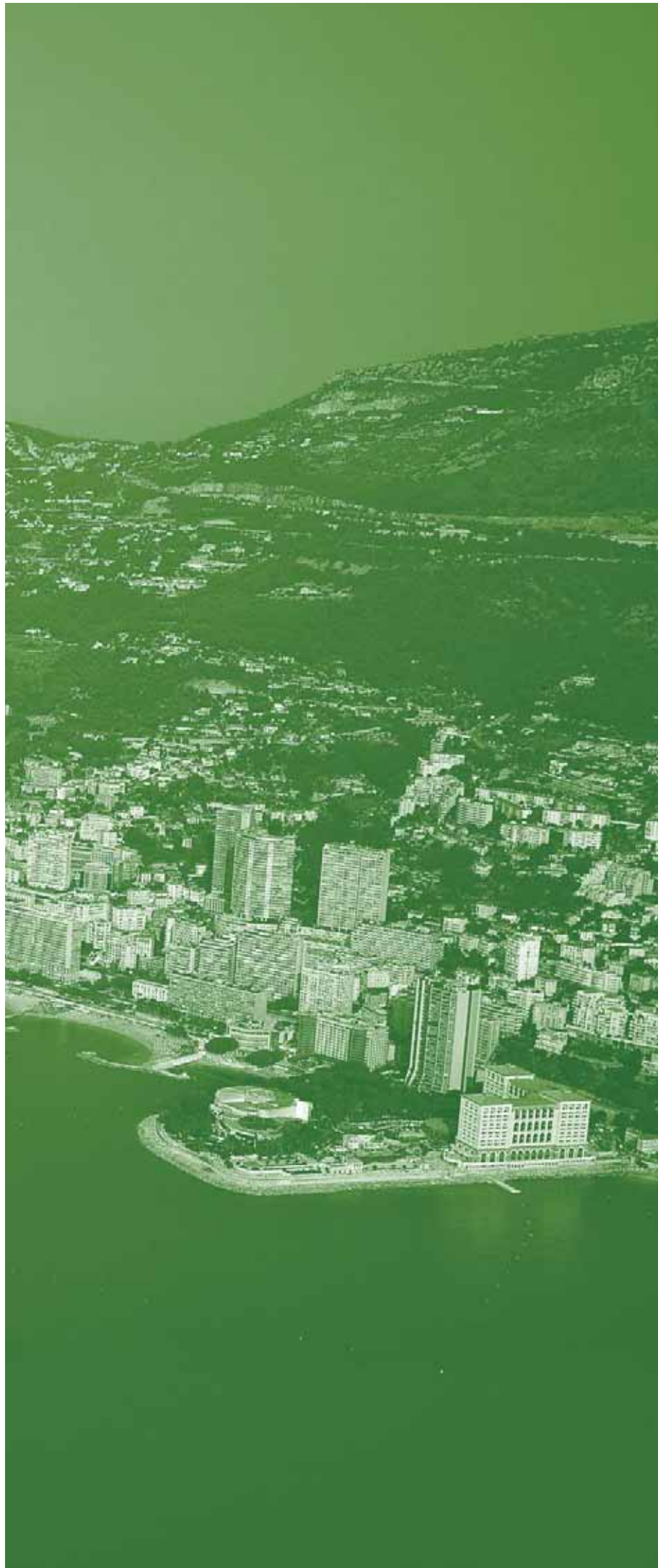


DIRECTION 16 Create the tools and methods that will allow the optimum level of the quality welcome to be achieved in the Principality

- 16.1 Set up regular information sessions to benefit professional guides responsible for guided tours in the Principality
- 16.2 Inform managers of socio-professional sectors
Such as public car park managers, drivers of city buses, police, shopkeepers, taxi drivers and chauffeurs..., through the distribution of a practical manual, a genuine guidebook to the welcome.
- 16.3 Provide up to date and constant information in terms of access and traffic depending on the many works in progress and to come for all professionals concerned
- 16.4 Strengthen the Information
 - 16.4.1 Increase information points in the Principality for the general public on a partnership basis (shops, restaurants).
 - 16.4.2 Develop multimedia information technologies SMS, GPS, NFC...
- 16.5 Continually innovate in the adaptation of the documentation made available to the general public
Develop new brochures in foreign languages relating to the new markets researched.
- 16.6 Improve the information relating to the conditions for accommodating coaches
 - 16.6.1 Continue sending the annual manual and regular newsletters to the European professionals in question.
 - 16.6.2 Launch a biannual satisfaction survey with the major European coach companies.
- 16.7 Work closely with the public services concerned to establish signage in the city
 - 16.7.1 Each year become more successful in the development of town signage.

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MONACO

**Tourist and Convention
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MONACO



ROADMAP
2009  2013
STATISTICAL ELEMENTS

The Tourist and Convention Authority
of the Principality of Monaco

www.visitmonaco.com



2008 - Some meaningful figures

The Monegasque tourism industry experienced a particularly thriving 2008. The last estimate at the end of September counts on an increase in the number of hotel nights of 3% despite a constant number of arrivals.

The turnover for hotels at the end of September 2008 leapt by 5.68%, which is 426,102,735 Euros, confirming the excellent health of the tourism sector in the Principality.

The average stay in Monegasque hotels is 3 nights. The four principle nationalities of tourists staying on average three nights in hotels in the Principality are, in order of importance, Italian, French, British and North Americans.

With over 40% of the clients who stay in the Principality coming from an increasing number of different countries which are increasingly further away, in recent years, Monaco has been confirmed as a veritable international tourism brand.

► BUSINESS TOURISM

Business tourism represents 21% with 159,110 overnight stays per person. At the end of September, 500 events had been hosted in the Principality, 60% of which comprised of new clients or for new business.

Conferences constitute the most significant event type. France and Great Britain top the list for Monaco's international business tourism.

The sectors of medical, IT, finance, sport and cars account for 85% of the total overnight stays for Monegasque business tourism.

► LEISURE TOURISM

International demand and the leisure sector are the true drivers of this growth. Leisure tourism represents 79% of the total of hotel activity with 610,140 overnight stays per person.

► **CRUISES**

Avec quelques 205 escales, les croisières engendrent l'arrivée de plus de 231 000 passagers. 38% d'entre eux sont originaires d'Amérique du Nord, 54% de l'Union européenne, 4% d'Asie Océanie, 2% d'Amérique du Sud et 3% d'Europe hors Union européenne.

► **TOURISM WITHOUT ACCOMODATION**

Tourists without accommodation visiting Monaco during the day are estimated at over 5 million each year.

The hostesses at the different reception counters of the Tourist & Convention Authority provide information for some 260,000 tourists over the course of the year.

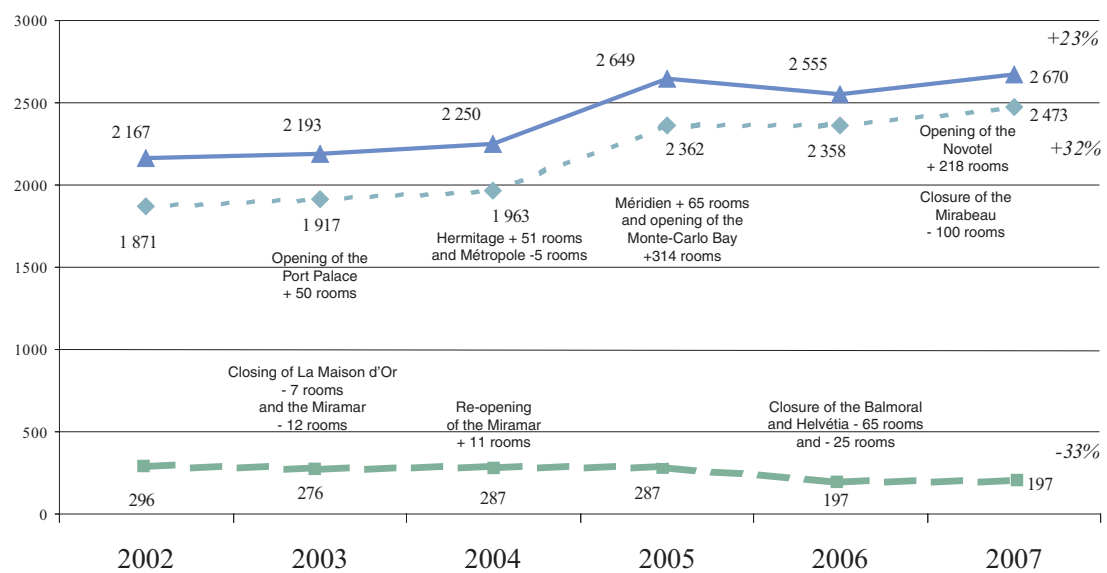
► **HOTEL CAPACITY**

The number of hotel rooms in 2008 increased to 2,623 which is an increase of 21% in comparison to 2002..

Tourist activity and trends

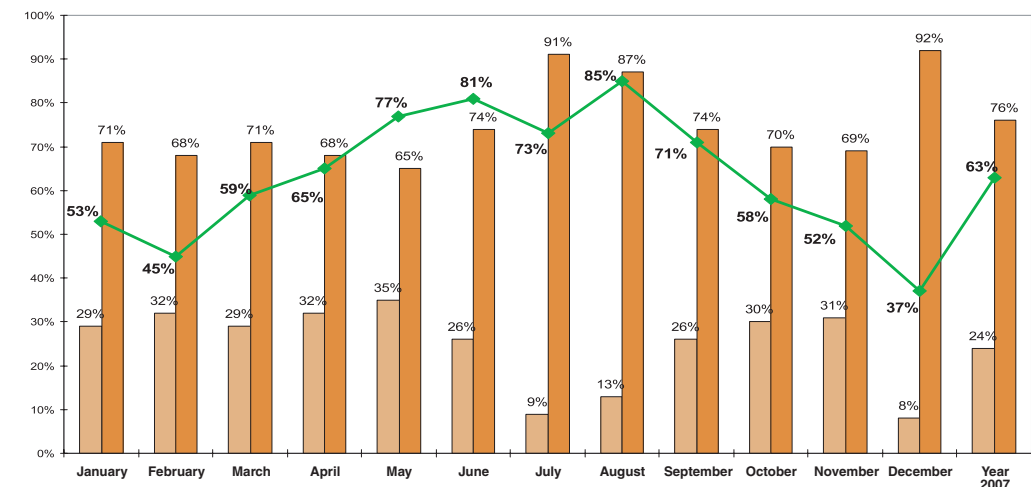
Hotels (occupation rates, arrivals, overnight stays, average stay, breakdown per sector, geographic origins, seasonality).

► Monegasque Hotels Capacity 2002 - 2007

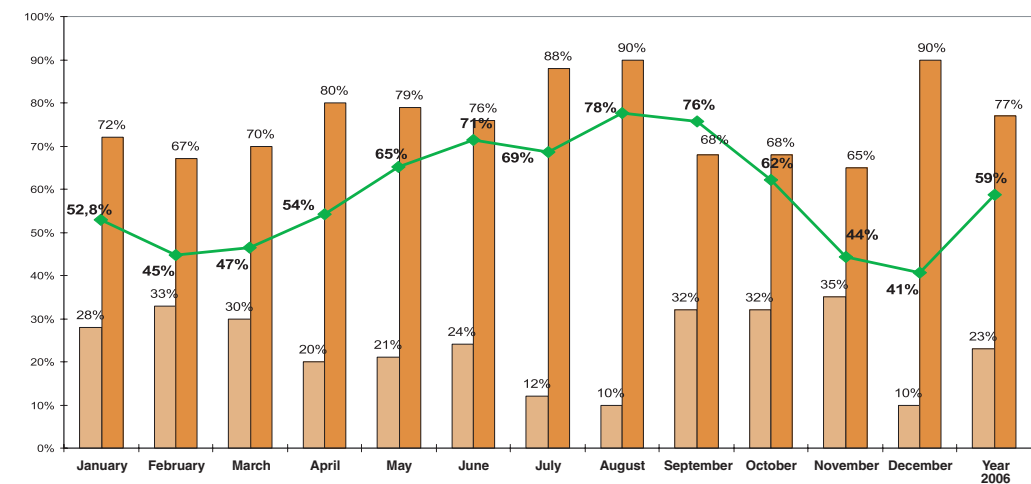


► Proportion of Business and Leisure overnight stays / Occupation rate
 monthly % of overnight business and leisure stays out of the total overnight stays generated monthly + year total

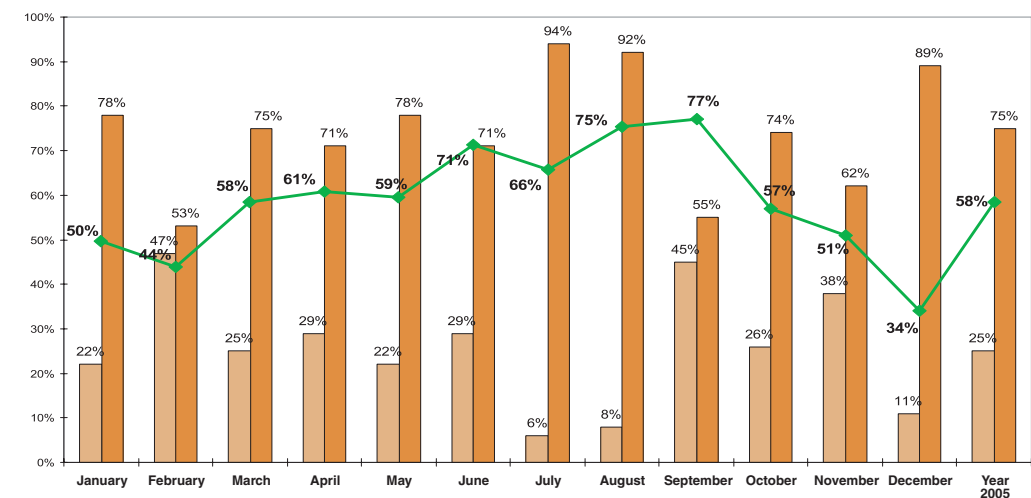
2007 Source : GFM, Hôtels, DTC



2006



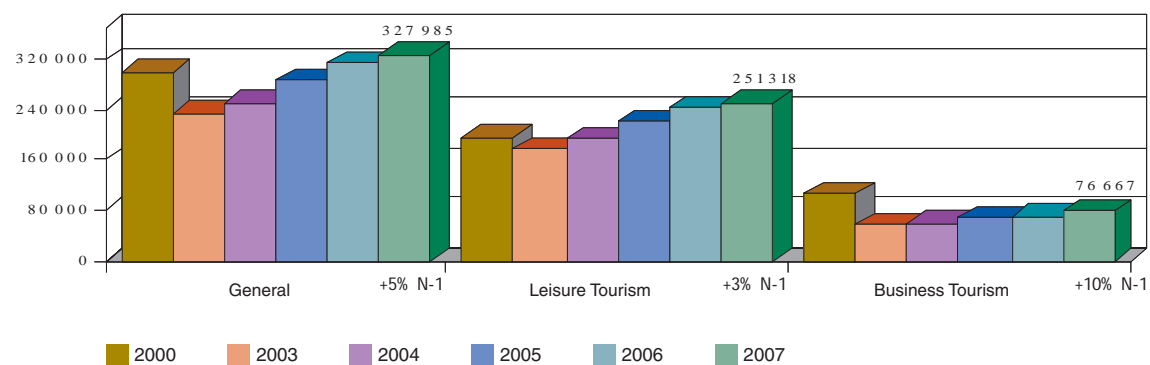
2005



Business Tourism Leisure Tourism Occupation Rate

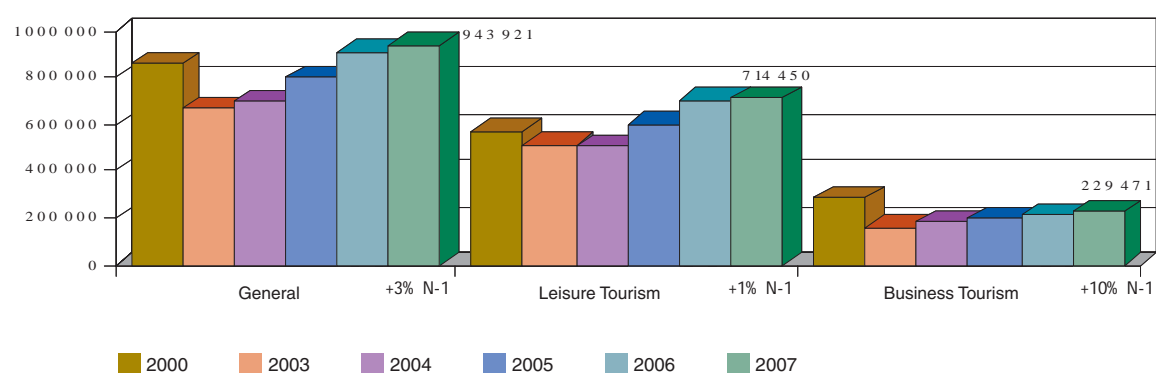
► Hotel arrivals (per person)

Source : GFM, Hotels, DTC



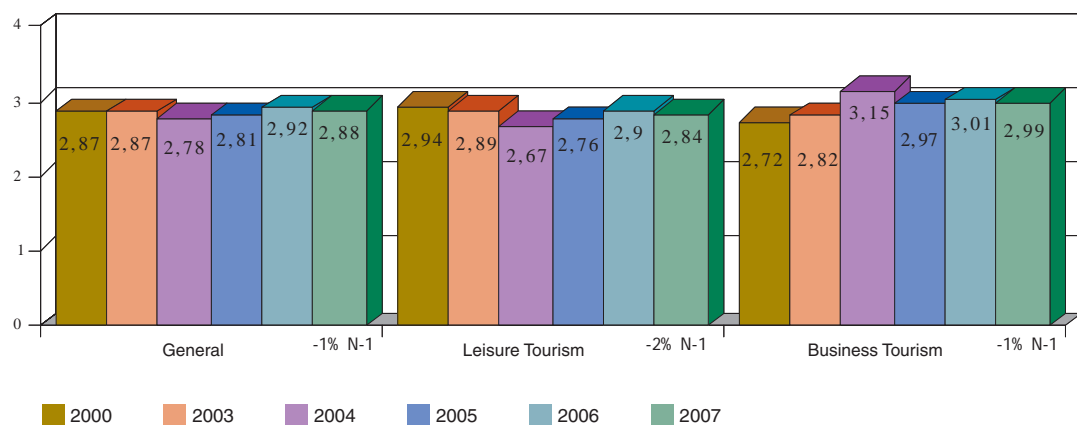
► Overnight stays in hotels (per person)

Source : GFM, Hotels, DTC



► Average stay in hotels (Number of days)

Source : GFM, Hotels, DTC

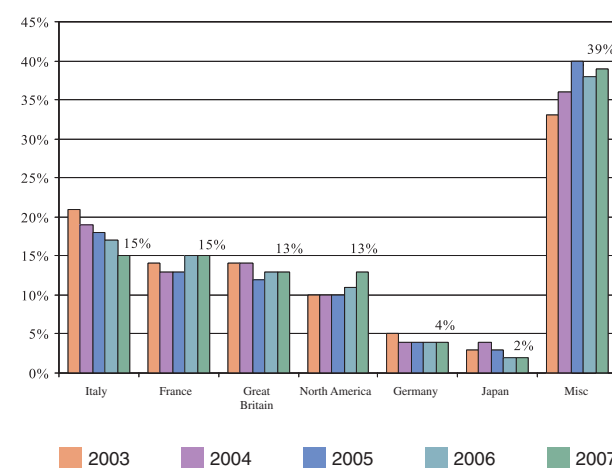


► Comparison per geographic origin for overnight hotel stays (per person) between Monaco and the Côte d'Azur

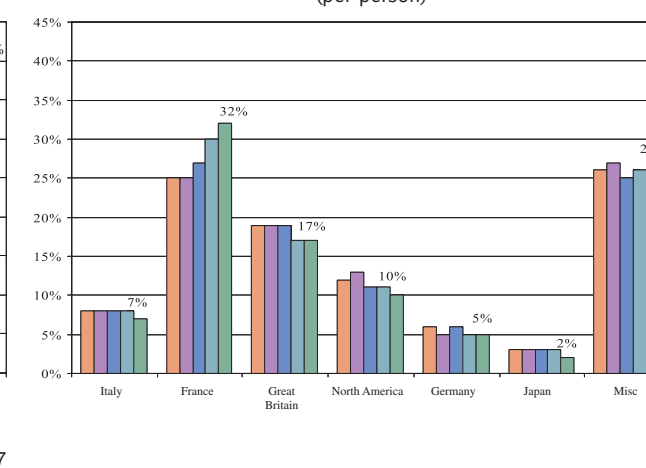
Source : CRT, DTC

	MONACO (across all hotels) Number of overnight stays (per person)					COTE D'AZUR (4* and luxury 4* hotels) Outside Monaco				
	2004	2005	2006	2007	Ev. 07/06	2004	2005	2006	2007	Ev. 07/06
Italy	133 930	145 022	153 926	144 124	-6%	197 768	211 562	204 545	181 557	-11%
France	88 740	103 665	133 679	137 226	+3%	647 377	742 961	787 376	842 162	+7%
Germany	26 957	34 526	37 074	35 717	-4%	139 273	158 115	136 607	133 247	-2%
Great-Britain	93 897	99 846	117 676	118 825	+1%	496 592	516 017	445 713	448 659	+1%
N. America	69 036	78 644	100 972	125 030	+24%	328 579	310 193	288 614	279 639	-3%
Japan	29 148	21 345	20 764	17 850	-14%	85 605	79 379	73 346	61 855	-16%
Misc	253 557	319 666	351 555	365 149	+4%	686 778	686 784	687 307	727 987	+6%
Total	695 265	802 714	915 646	943 921	+3%	2 581 972	2 705 011	2 623 508	2 675 106	+2%

Monaco (across all hotels) % overnight stays (per person)



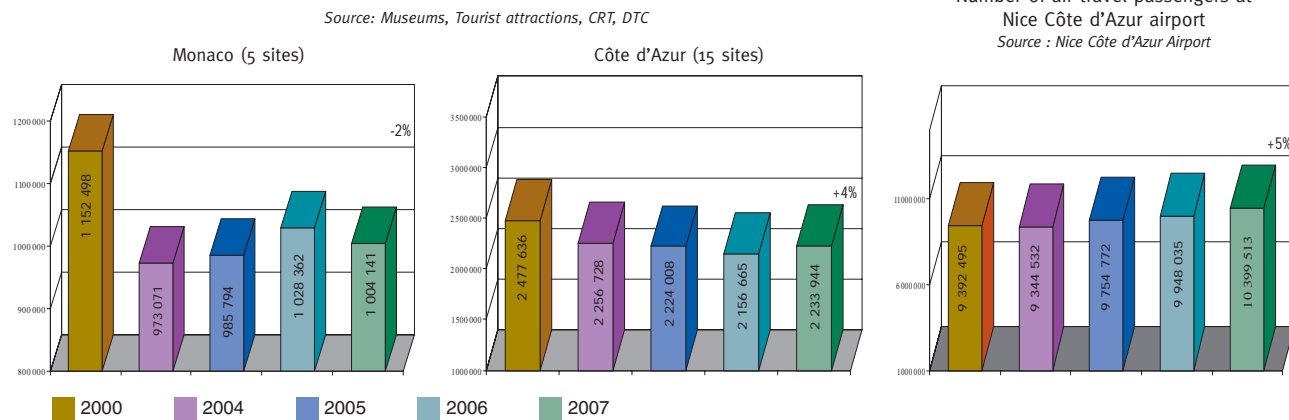
Côte d'Azur (4* and luxury 4* hotels) % overnight stays (per person)



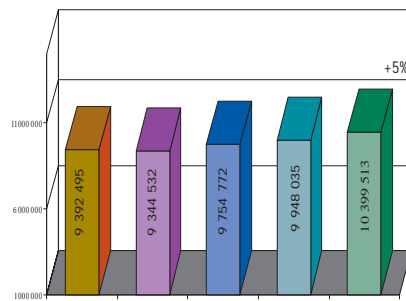
► Monaco has become a global brand
International arrivals

	1984	%	1990	%	2000	%	2007	%
Italy	43.169		72.455		70.795		62.975	
France	48.842		45.851		48.335		57.976	
North America	57.384	79 %	34.641	76 %	39.819	69 %	37.085	67 %
Great-Britain	15.393		18.902		32.993		48.332	
Germany	14.086		13.364		15.566		12.807	
MISCELLANEOUS	48.970	21 %	59.427	24 %	92.677	31 %	108.810	33 %
GENERAL TOTAL	227.844		244.640		300.185		327.985	

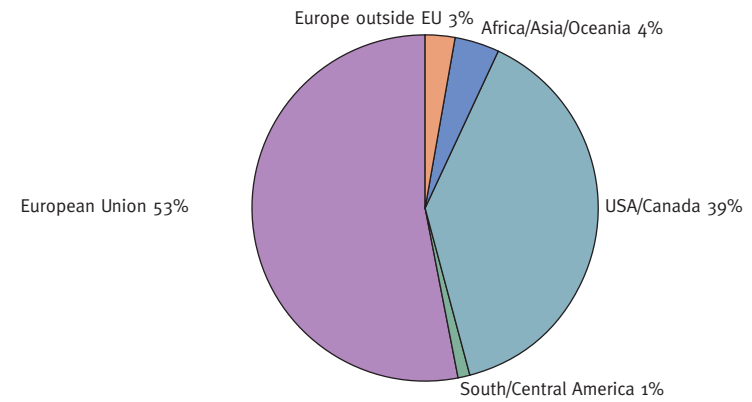
Museums and tourist attractions (tickets)



Number of air travel passengers at Nice Côte d'Azur airport
Source : Nice Côte d'Azur Airport



▶ Geographic origin of cruise passengers (2007)



Cruises (ports of call, passengers, ship categories).

▶ Cruise activity at Monaco, Villefranche, Nice and Cannes Ports

Source : Port operating companies, Department of Riviera Ports, DTC

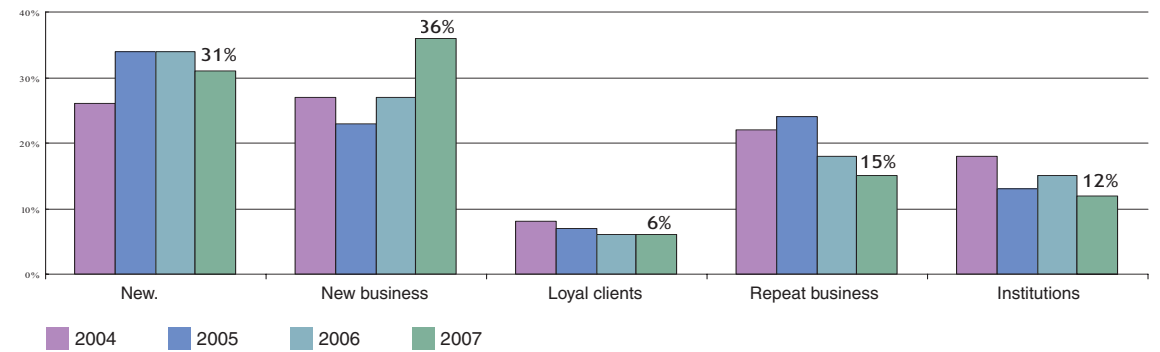
NUMBER OF PORTS CALL						NUMBER OF PASSENGERS							
Ports	2004	2005	2006	2007	Ev. 07/06	Ports	Arrival type	2004	2005	2006	2007	Ev. 07/06	%
Monaco	177	192	199	192	-4%	Monaco	Transit	104 202	101 458	140 967	101 318	-28%	56%
							Terminal	20 757	31 634	39 042	80 674	+107%	44%
							Total	124 959	133 092	180 009	181 992	+1%	
Villefranche	202	200	180	231	+28%	Villefranche	Transit	269 045	266 808	314 377	394 830	+26%	99%
							Terminal	3 959	2 280	4 434	4 222	-5%	1%
							Total	273 004	269 088	318 811	399 052	+25%	
Nice	209	210	259	183	-29%	Nice	Transit	56 231	52 694	87 892	60 453	-31%	56%
							Terminal	50 875	42 850	59 584	47 842	-20%	44%
							Total	107 106	95 544	147 476	108 295	-27%	
Cannes	104	151	158	124	-22%	Cannes	Transit	63 176	122 829	150 424	135 000	-10%	95%
							Terminal	7 185	6 846	8 305	7 631	-8%	5%
							Total	70 361	129 675	158 729	142 631	-10%	

Business Tourism (client types, event types, business sectors)

▶ Client types

Market share (% business overnight stays per person / total overnight stays per person)

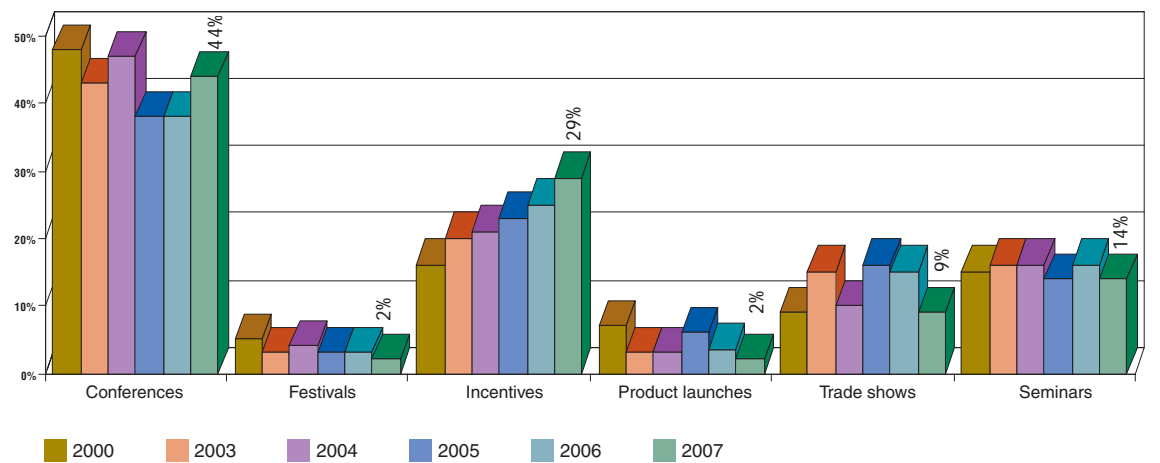
Source : GFM, Hotels, DTC



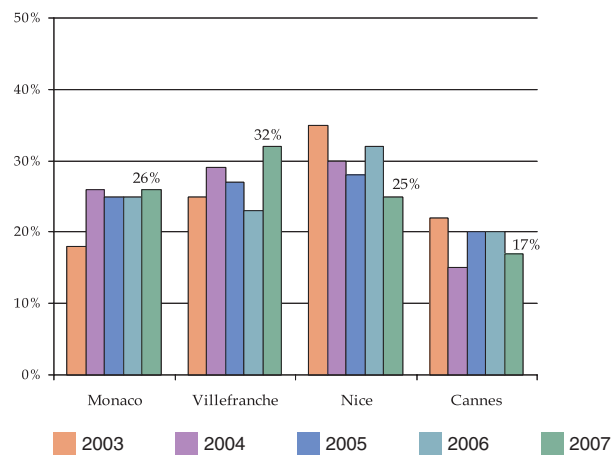
▶ Nature of the event

Market share (% business overnight stays per person / total overnight stays per person)

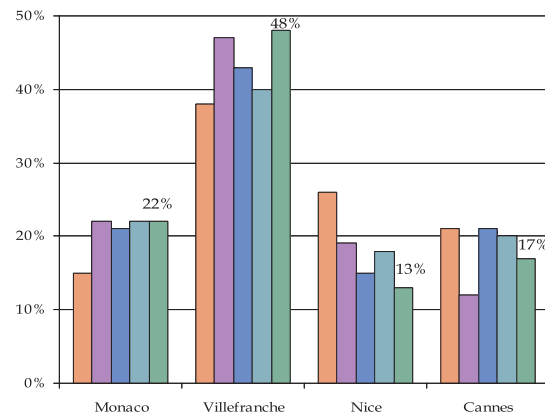
Source : GFM, Hotels, DTC



Market share for major ports (ports of call)



Market share for major ports (passengers)

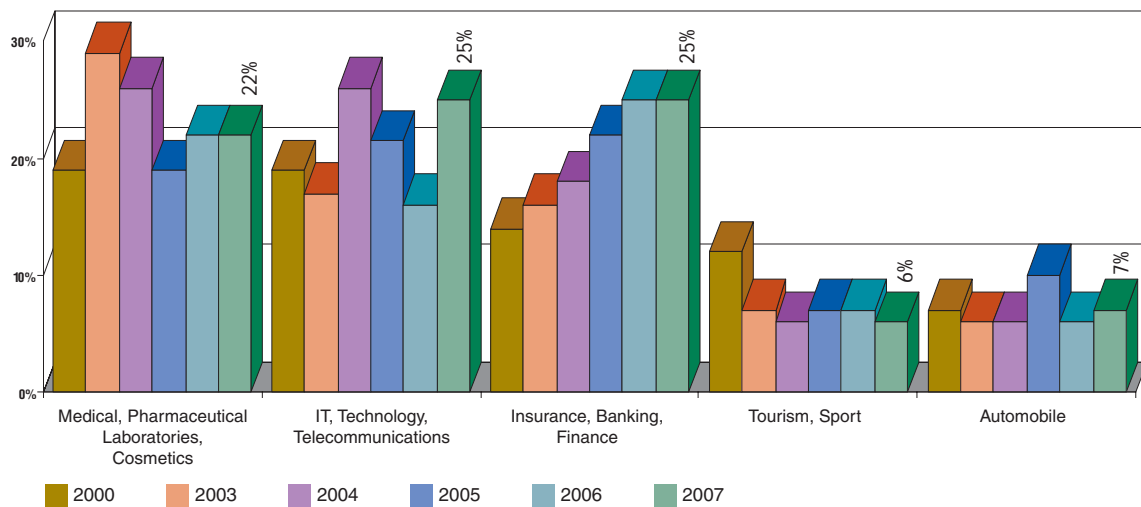


ROADMAP 2009 2013 STATISTICAL ELEMENTS

Business sectors

Market share
(% business overnight stays per person / total overnight stays per person)

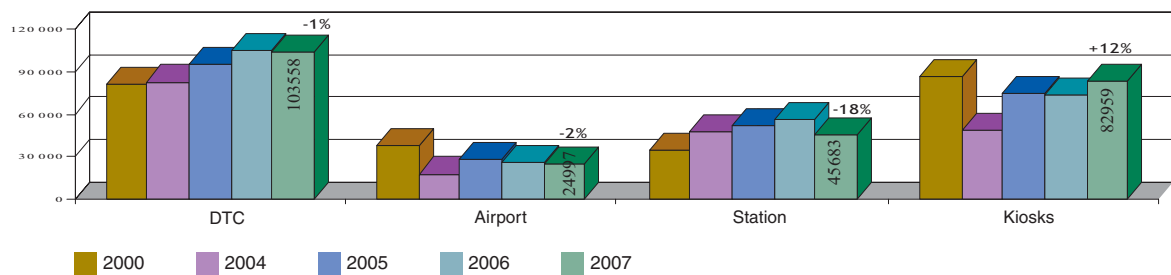
Source : GFM, Hotels, DTC



Public Information (requests, information types)

Requests recorded at the different reception counters

Source : DTC



Breakdown of requests

Source : DTC



Abbreviations

TOURISM & CONVENTION AUTHORITY (DTC)

ACC	Welcome centres
CRM	Customer relationship management
CRP	Communications and PR department
CVB	Convention Bureau
DC	DTC Cruise department
EDS	Printing Service
EVL	Events Service
MKG	Marketing Department
@	Multimedia
TL	Leisure Tourism
OBS	Observatory

REPRESENTATIVE OFFICES ABROAD

HA	Hanover office
LN	London office
MI	Milan office
NY	New York office
SH	Shanghai office
TO	Tokyo office

GOVERNMENT

CPM	Monaco Press Centre
CR	Traffic Regulation Control
DAC	Department for Cultural Affairs
DEE	Department for Economic Expansion
DI	Department of the Interior
DRE	Department for External Relations
MA	Monaco Town Hall
PKG	Public Car Parks
SDAU	City Planning Department
SEPM	Port Operating Company
SP	Public Health and Safety

PARTENAIRES

AA	Audiovisual archives
AC	UCAM et GIE
ACM	Monaco Automobile Club
AIHM	Association of the Monaco Hotel Industry
AIM	Monaco Property Agents
AM	Shipping agents
AMC	Monaco Association of Cruise Services
AMAF	Monaco Association of Financial Activities
ASM	Monaco Sporting Association
ASO	Amaury Sport Organisation
BMC	Ballets de Monte-Carlo
CA	Monaco Alpine Club
CAM	Monaco Bus Company
CDE	Chamber for Economic Development
CM	Monaco Chocolaterie
CNM	Concessionaries of Monaco
CRT	Regional Tourism Committee
DCH	Sales Directors of Hotels
DGH	Managing Directors of Hotels
DMC	Incoming agencies
FA2	Prince Albert II Foundation
FCMC	Monte-Carlo Circus Festival
GFM	Grimaldi Forum Monaco
HAM	Heli Air Monaco
JP	Private jets
MAP	Museum of Prehistoric Anthropology
MCA	Museums and Tourist Attractions
MCCC	Monte-Carlo Country Club
MCGC	Monte-Carlo Golf Club
MIE	Monaco Inter Expo
MM	Monaco MediAx
MO	Oceanographic Museum
OP	Monte-Carlo Opera
OPMC	Monte-Carlo Philharmonic Orchestra
OS	Trade Show Organisers
PDA	Spring Arts Festival
RDC	Diplomatic/Consular Network
RES	Restaurants or nightlife
SBM	Société des Bains de Mer
SPA	Spas of the SBM, Metropole and Fairmont Monte Carlo
TPG	Princess Grace Theatre
YCM	Monaco Yacht Club



MONACO

Tourist and Convention Authority of the Principality of Monaco

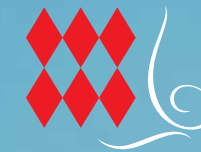
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MONACO

ROADMAP

2009

2013

MEASURABLE OBJECTIVES

The Tourist and Convention Authority of the Principality of Monaco

www.visitmonaco.com

ROADMAP
2009 2013
MEASURABLE OBJECTIVES

ACTIONS		MEASURABLE OBJECTIVES					DTC - ADMINISTRATION PARTNERS	PAGE	
Objective A: To become the benchmark in terms of responsible tourism									
Direction 1 Support the Prince Albert II Foundation in its development									
1.1	Raise the awareness of a very select target clientele (Business and leisure tourism)	100 gift sets distributed per year.	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, HA, LN, MI, SH, NY, TO, FA2, DGH	10
1.2	Identify international companies that could potentially become 'Business Club' members of the foundation	50 companies identified per year.	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, HA, LN, MI, SH, NY, TO, FA2, DGH	10
1.3	Develop a communication strategy with the Foundation intended for business tourism event organisers	Distribution of 2 annual press releases	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, HA, LN, MI, SH, NY, TO, FA2	10
Direction 2 Coordinate actions that can be jointly undertaken with tourism partners based on the Principality's commitment to fight climate change									
2.1	Create a 'Responsible Tourism' coordination unit in the DTC	Unit management with action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, DGH, GFM	11
2.2	Identify significant measures initiated by partners for widespread communication	Monthly report	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, DGH, GFM	11
2.3	Measure the effects generated in terms of image	Table + monthly report	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, DGH, GFM	11
Direction 3 Implement initiatives in favour of sustainable and responsible tourism via the creation of new tools.									
3.1	Inform the public about 'the Ethics of Responsible Tourism'	Short text to be included in all DTC and partner documentation	✓ 2009					MKG, HA, LN, MI, SH, NY, TO, DGH, GFM	11
3.2	Print a 'digest' of the initiatives instigated	Monthly summary of key actions	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, DGH, GFM	11
3.3	Measure the perception of actions	Monthly report	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, HA, LN, MI, SH, NY, TO, DGH, GFM	11
3.4	Create a culinary 'Green Label'	Conduct a selection committee and define criteria	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, DGH, GFM	11
3.5	Draft an eco-responsible behaviour manual	Publish and distribute the manual	✓ 2009					MKG, DGH, GFM	11
3.6	Set up a new Press conferences format	Drafting process to be followed for application by DTC offices	✓ 2009					CRP, HA, LN, MI, SH, NY, TO	11
3.7	Create suitable press releases	Printing of specific press packs	✓ 2009					CRP, HA, LN, MI, SH, NY, TO	11
Objective B: Consolidate the results obtained while attracting new clients									
Direction 4 Launch a unifying communication and public relations campaign									
Structure the target markets for actions guaranteeing the best return on investment									
4.1	Analyse the activity results and identify promising sectors in priority markets	Monthly table of performance indicators	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	HA, LN, MI, SH, NY, TO, DGH, GFM	13
4.2	Analyse the activity results and identify promising sectors in markets already open	Monthly table of performance indicators	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	HA, LN, MI, SH, NY, TO, DGH, GFM	13
4.3	Assess potential markets to be opened and identify promising sectors	Quarterly report by each DTC office	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	HA, LN, MI, SH, NY, TO	13
Join forces									
4.4	Adopt a shared signature on communications with partners	Publication of a 'Tool box' graphic charter for the Monaco brand	✓ 2009					MKG	13

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4.5	Optimise existing partnerships for the launch of new, occasional operations	Program of practical proposals	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG	13
Launch a new communication and public relations campaign									
4.6	Launch an innovative Internet communication plan (web 2.0)	Annual strategic plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG	13
4.7	Consolidate advertising in the trade press and supplements	Integrated annual campaign	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG	13
4.8	Schedule receptions for journalists according to target markets and sectors	2 annual receptions per priority market	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	CRP, HA, LN, MI, SH, NY, TO	13
4.9	Create a new line of press packs	New print run press packs generation	✓ 2009					CRP, EDS	13
4.10	Create a specific press/media Intranet	Run specific unit + Intranet creation	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	CRP, @	13
Direction 5 Relaunch the winter season									
Launch a unique brand bringing together all the initiatives aimed at relaunching the winter season									
5.1	Conduct a discussion on the creation of a shared identifier that can be adapted by each partner	Working group and quarterly activity report	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, DGH	14
Structure the markets									
5.2	Initiate research work on priority markets (Offices)	Analysis report by each office	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	TL, MI, LN, HA	15
5.3	Continue working with the MDLF on the rest of Europe	Annual action program	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, MI, LN, HA, MDLF	15
5.4	Benchmark rival offers and research new targets on traditional markets	Quarterly report by each DTC office	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	TL, MI, LN, HA	15
5.5	Develop the marketing of new offers on traditional markets	Schedule 2 new offers per office per year	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	TL, MI, LN, HA	15
Define client segments									
5.6	Launch a new public relations campaign	Annual strategic plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	CRP, HA, LN, MI, SH, NY, TO	16
5.6.1	Develop appropriate press releases	Creation of specific press packs	✓ 2009					CRP, EDS, HA, LN, MI, SH, NY, TO	16
5.6.2	Design press conferences on target markets	Schedule of actions	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	CRP, HA, LN, MI, SH, NY, TO	16
5.7	Develop an action plan focused on a selection of Leisure tourism contacts	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, TL, HA, LN, MI, SH, NY, TO	16
5.7.1	Passeport : optimise existing packages	Revamp Passeport contents	✓ 2009					TL, EDS, HA, LN, MI, SH, NY, TO	16
5.7.2	Passeport : Search for new partners on priority markets	Continual targeted approach and monthly report	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	TL, MKG, MI, LN, HA	16
5.7.3	Research specialist 'niche' TOs	2 new tour operators per year	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	TL, MI, LN, HA	16
5.7.4	Research specialist tour organisers - culture and food	2 new tour operators per year	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	TL, MI, LN, HA	16
5.7.5	Manage and inform the distribution network (travel agencies)	Monthly report	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	TL, MKG, MI, LN, HA	16
5.7.6	Promote the new 'Winter' offers at general public trade shows	Annual schedule of actions	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, HA, LN, MI, SH, NY, TO	16
5.7.7	Adapt the stand for specialist trade shows to the 'Monaco Winter Experience' concept	Invitations to tender for specialist providers	✓ 2009					MKG, HA, LN, MI, SH, NY, TO	16

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5.7.8	Take part in WTM / ITB and BIT	Annual action plan	✓ 2009				MKG, TL, LN, MI, HA	16	
5.8	Refine new business tourism events (November to March)	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, CVB,	17
	5.8.1 Launch Fortune 500 marketing campaign	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, CVB, HA, LN, MI, SH, NY, TO	17
5.8.2	Identify potential associations	Design suitable campaign	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, CVB, HA, LN, MI, SH, NY, TO	17
5.9	Establish a Genuine 'product policy'	Quarterly report	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, CVB	17
Spa									
5.9.1	List of partially competitive 'Winter' offers	Twice yearly report	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	LN, MI, HA, SPA	17
5.9.2	Build partnerships with other specific actors (media, TO, Internet)	Convince 2 partners per market	✓ 2009		✓ 2011		✓ 2013	LN, MI, HA, SPA	17
5.9.3	Develop an Internet based targeted communication campaign	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, HA, LN, MI, SH, NY, TO, SPA	17
5.9.4	Encourage Monaco Spas to use organic products	List of organic products on the market + ongoing publicity	✓ 2009		✓ 2011		✓ 2013	MKG, SPA	17
Golf									
5.9.5	Establish commercial and promotional partnerships with the region's main golf courses	5 agreements with regional golf courses	✓ 2009					MKG, MCGC, CRT	18
5.9.6	Include 'Golf' offers (including those developed by the Riviera CRT) in the TO Passeport programs	Action plan	✓ 2009					MKG, TL, HA, LN, MI, SH, NY, TO, MCGC, CRT	18
Tennis, Squash									
5.9.7	Study package opportunities for tennis and squash for integration into 'Passeport'	Agreement with MCCC	✓ 2009					MKG, MCCC	18
5.9.8	Strengthen partnerships with the Monte-Carlo Masters Series	Annual VIP invitations	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, MCCC	18
Walks & hikes									
5.9.9	Complement Monaco's image with the rambling aspect	Public relations campaign	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	CRP, HA, LN, MI, SH, NY, TO, CA	18
5.9.10	Capitalise on the geographic proximity of the Mercantour National Park both for business and leisure tourism	Marketable incentive offer	✓ 2009					MKG, HA, LN, MI, SH, NY, TO, CRT, CA	18
Way of life, food									
5.9.11	Launch new offers for breaks with and without accommodation	Marketable incentive offer	✓ 2009					MKG, DGH, RES	19
5.9.12	Create a 'Gourmet pass' on two levels (haute gastronomy and high quality restaurants)	Marketable incentive offer	✓ 2009					MKG, DGH, RES	19
5.9.13	Create a cookery workshops and tasting program	Marketable incentive offer	✓ 2009					MKG, DGH, RES	19
5.9.14	Run 'Bar Flying' cocktail competitions	Marketable incentive offer	✓ 2009					MKG, RES	19
5.9.15	Create a program of wine tasting and discovery tours of the surrounding vineyards	Marketable incentive offer	✓ 2009					MKG, DGH, RES	19
5.9.16	Create a 'Lounge Pass'	Marketable incentive offer	✓ 2009					MKG, DGH, RES	19
5.9.17	Create a 'Monaco Chocolaterie' tea discovery program	1 marketable offer	✓ 2009					MKG, CM	19
5.9.18	Create exclusive breaks around food and wine as part of occasional events	2 marketable offer	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, DGH, RES	19

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5.9.19	Communicate about the opening of the Alain Ducasse Institute for Culinary Studies	Publicity campaign	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	CRP, HA, LN, MI, SH, NY, TO, SBM	19
Shopping									
5.9.20	Create fashion show lunches/dinners with partners	1 marketable offer	✓ 2009					MKG, DGH	20
5.9.21	Extend distribution of the 'Monaco Shopping Experience' bag in winter	Distribution network	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	EVL,	20
5.9.22	Activate, maintain and update the 'Monaco Shopping Experience' website	1 micro website	✓ 2009					EVL, @, DEE	20
Cultural and sporting events									
5.9.23	Promote existing events and develop marketing with Passeport TOs and specialist TOs	2 new tour operators per year	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, TL, HA, LN, MI, SH, NY, TO	20
5.9.24	Establish a dinner-show offer offer for Passeport TOs	1 marketable offer	✓ 2009					MKG, HA, LN, MI, SH, NY, TO, DGH, BMC, OPMC, FCMC, OP, TPG	20
5.9.25	Capitalise on and promote shows and exhibitions at the Grimaldi Forum Monaco	Publicity campaign	✓ 2009					CRP, HA, LN, MI, SH, NY, TO, GFM	20
5.9.26	Create a 'Culture Pass'	1 marketable offer	✓ 2009					MKG, DAC, BMC, OPMC, OP, TPG	20
5.9.27	Optimise on the fame of the Monaco Sporting Association and highlight home games	Publicity campaign	✓ 2009					CRP, HA, LN, MI, ASM	20
5.9.28	Create an AS Monaco package - football and tourist services	1 marketable offer	✓ 2009					MKG, ASM	20
5.9.29	Capitalise on the Monte-Carlo Rally	Publicity campaign	✓ 2009					CRP, HA, LN, MI, SH, NY, TO, ACM	20
5.9.30	Increase publicity around the 'Monaco Dance Forum' taking place in Monaco every 2 years	Publicity campaign	✓ 2009					CRP, HA, LN, MI, SH, NY, TO, BMC	20
5.9.31	Strengthen the existing OPMC partnership	Annual action plan	✓ 2009					MKG, EVL, HA, LN, MI, SH, NY, TO, OPMC	20
Night life, Gaming									
5.9.32	Strengthen communication publicity about existing establishments	Publicity campaign	✓ 2009					CRP, HA, LN, MI, SH, NY, TO, DGH, RES	20
5.9.33	Develop gaming training with the SBM	1 marketable offer	✓ 2009					MKG, SBM	20
Gardens									
5.9.34	Promote the gardens through a new leaflet	Discount coupons	✓ 2009					MKG, HA, LN, MI, SH, NY, TO, SDAU	21
5.9.35	Approach niche TOs to encourage them to schedule new breaks	2 new TOs	✓ 2009					MKG, HA, LN	21
5.9.36	Develop communications suited to the trade press	Publicity campaign	✓ 2009					CRP, HA, LN, MI, SH, NY, TO	21
5.9.37	Optimise partnerships with existing events	1 marketable offer	✓ 2009					MKG, SDAU	21
Helicopters - Heli Air Monaco									
5.9.38	Combine Héli Air with promotional business tourism events	Annual action plan	✓ 2009					MKG, CVB, HAM	21
5.9.39	Develop a publicity strategy for cruise passengers	Annual action plan	✓ 2009					MKG, HA, LN, MI, SH, NY, TO, HAM	21
5.9.40	Integrate services into the proposals for organisers of incentive trips	1 marketable offer	✓ 2009					MKG, HA, LN, MI, SH, NY, TO, HAM	21

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5.9.41	Integrate the Héli Air Monaco 'ski day' offer into the hotel offers	1 marketable offer	✓				MKG, HAM, DGH	21
Museums and places of interest								
5.9.42	Continue with the museum and tourist attractions working group.	Run the quarterly working group	✓				MKG, MCA	22
5.9.43	Increase the distribution of leaflets with discount coupons	Annual booklets	✓				MKG, EDS, HA, LN, MI, SH, NY, TO, MCA	22
5.9.44	Develop and optimise the distribution of coupons via the website	micro site Internet	✓				MKG, @, HA, LN, MI, SH, NY, TO, MCA	22
5.9.45	Create a 'Museums Pass'	Marketing of the pass	✓				MKG, MCA	22
5.9.46	Continue and intensify the annual publication of the sales manual and the newsletter	Annual manual and quarterly newsletter	✓				MKG, CRP, EDS, HA, LN, MI, SH, NY, TO, MCA	22
Publications								
5.10	Focus on the use of existing communication tools and create new concepts	Annual action plan	✓				MKG, EDS	22
5.10.1	Create a specific visual for the 'Monaco Winter Experience'	logo/slogan	✓				MKG	22
5.10.2	Create an introductory document for the 'Monaco Winter Experience'.	Annual brochure	✓				MKG, EDS	22
5.10.3	Create a specific poster	Annual poster	✓				MKG, EDS	22
Multimedia								
5.10.4	Create a micro website for the 'Monaco Winter Experience'	new micro website	✓				MKG, @	22
5.10.5	Set up logistics enabling the online translation of press releases	Weekly newsletter	✓				CRP, @	22
5.10.6	Create a short film and a specific media library	new audio visual document	✓				MKG, @	22
Direction 6 Capitalise on the Principality's economic, scientific and financial centres of excellence to optimise business tourism								
Each year become more successful by increasing the value of the offers : "Monaco Meetings", "Monaco Incentive", "Monaco Board Meetings"								
6.1	Assess the results using reports and performance indicator tables.	Weekly and monthly reports	✓				CVB, OBS, CRM, SP, DEE, GFM, DGH	25
6.2	Continue the weekly 'sales force' communication with the partners concerned	Weekly report	✓				CVB, OBS, SP, DEE, GFM, DGH	25
6.3	Continue with the Hotel Sales Directors working groups	Monthly meetings	✓				CVB, DCH	25
Optimise promotion methods and resources								
6.4	Analyse the tools and methods used to promote the business tourism	Weekly report	✓	✓	✓	✓	CVB, OBS, CRM, DMC, DCH, GFM	25
6.4.1	Optimise the actions of the sales team of each partner on external markets	Annual action plan	✓	✓	✓	✓	CVB, HA, LN, MI, SH, NY, TO, DMC, DCH, GFM	25
6.4.2	Train the personnel of partner hotel central reservation facilities	Weekly report	✓	✓	✓	✓	CVB, HA, LN, MI, SH, NY, TO, DMC, DCH, GFM	25
6.4.3	Analyse CRM and BDD opportunities with partners for joint campaigns	Weekly report	✓	✓	✓	✓	CVB, HA, LN, MI, SH, NY, TO, DMC, DCH	25

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6.5	Optimise promotional operations on promising markets by offices abroad	Annual action plan	✓	✓	✓	✓	CVB, HA, LN, MI, SH, NY, TO, DMC, DCH, GFM	26
Sales blitz, sales calls, road shows and tours								
6.5.1	Refine the selection of tours	Annual strategic plan	✓	✓	✓	✓	CVB, HA, LN, MI, SH, NY, TO, DMC, DCH, GFM	26
Professional trade shows								
6.5.2	Define action plans for each trade show with participating partners	Annual action plan	✓	✓	✓	✓	CVB, HA, LN, MI, DMC, DCH, GFM	26
Occasional 'Destination Monaco' operations								
6.5.3	Refine the basic concept (selection of guests, scenario, format...)	1 suitable event format per market	✓				CVB, HA, LN, MI, DMC, DCH, GFM	26
Receptions and inspection visits								
6.5.4	Strengthen the selection of guests, refine the program of visits and open up new markets	Annual action plan	✓	✓	✓	✓	CVB, HA, LN, MI, SH, NY, TO, DMC, DCH, GFM	26
Communication								
6.5.5	Develop a shared signature	Annual action plan	✓	✓	✓	✓	CVB, DMC, DCH, GFM	26
Traditional advertising								
6.5.6	Publish a coordinated 'destination' media plan with partners	Annual action plan	✓	✓	✓	✓	CVB, MKG, DCH, GFM	26
Supplements in professional magazines								
6.5.7	Continue with the publication of supplements on target markets	Annual action plan	✓	✓	✓	✓	CVB, MKG, HA, LN, MI, DCH, GFM	26
Direct Marketing								
6.5.8	Explore the opportunities for launching annual joint campaigns for occasional offers	Annual action plan	✓	✓	✓	✓	CVB, MKG, HA, LN, MI, DCH, GFM	26
Press conferences (trade and economic press)								
6.5.9	Intensify the organisation of press conferences on target markets with consuls and partners	Annual action plan	✓	✓	✓	✓	CVB, CRP, HA, LN, MI, DGH, RDC	26
Website								
6.5.10	Improve and maintain the business tourism website www.visitmonaco.com	Annual action plan	✓	✓	✓	✓	CVB, @, HA, LN, MI, SH, NY, TO	26
Develop joint partnership initiatives								
6.6	Prince Albert II Foundation: optimise relationships with companies organising business tourism events in the Principality	Annual action plan	✓	✓	✓	✓	CVB, DGH, FA2, AIHM	27
6.7	Embassies and consulates: Capitalise on these contacts to approach large companies	Annual action plan	✓	✓	✓	✓	CVB, HA, LN, MI, NY, TO, RCD, CDE	27
6.8	CDE/AMAF: Continue and develop the 'Monaco Tag' on new markets	Annual action plan	✓	✓	✓	✓	CVB, RCD, CDE, AMAF	27
Enhance customer loyalty								
6.9	Explore cultural and event opportunities in Monaco : invite professional personalities	Annual invitations program	✓	✓	✓	✓	MKG, CVB, CRP, TL, HA, LN, MI, SH, NY, TO	27
6.10	Capitalise on tours by the Ballet, Philharmonic Orchestra and Monte-Carlo Opera abroad	Annual action plan	✓	✓	✓	✓	MKG, CVB, TL, HA, LN, MI, SH, NY, TO, BMC, OP, OPMC, GFM	27
6.11	Develop the organisation of culinary events abroad with tours by Monaco chefs	Annual action plan	✓	✓	✓	✓	MKG, HA, LN, MI, SH, NY, TO, DGH, RES, AIHM	27
Develop medical and paramedical meetings and conferences on priority markets								
6.12	Create an exhaustive file on the medical offer in the Principality	1 specific file	✓				MKG, CVB	27

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6.13	Create a specific file and design a targeted approach for medical meetings organisers	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	CVB, HA, LN, MI, NY, GFM	27
6.14	Create a specialist European press file	Database	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	CRP, CVB, MKG HA, LN, MI	27
Direction 7		Encourage the shooting of films in Monaco							
7.1	Create a 'Monaco filming location' presentation file	Specific file	✓ 2009					MKG, CRP, SBM	28
7.2	Strengthen publicity and optimise partnership potential with existing events	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, CRP	28
Direction 8		Position Monaco as a major turn-around harbour for luxury cruise-liners and yachts on Mediterranean cruises							
		Analyse the needs of cruise organisers and the expectations of cruise passengers							
8.1	Establish services and products from the study of the 4 th quarter 2008	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, SEPM, AM, AMC	28
8.2	Launch satisfaction surveys	1 survey every 2 years	✓ 2009		✓ 2011		✓ 2013	MKG, SEPM, AM, AMC	28
		Develop partnerships on international markets with major cruise companies							
8.3	Establish an exhaustive database of all cruise companies potentially concerned with Monaco	Database	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, HA, LN, MI, NY, SEPM, AM, AMC	28
8.4	Establish commercial and promotional agreements with the major cruise companies	Annual action plan	✓ 2009					MKG, HA, LN, MI, NY, SEPM, AM, AMC	28
8.5	Develop partnerships on international markets with the representative offices of the major cruise companies	1 annual operation with each of the major cruise companies	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, HA, LN, MI, NY, SEPM, AM, AMC	28
		Reinforce existing methods and tools							
8.6	Strengthen the quality of the welcome for cruise passengers	Seasonal planning - put in place welcome hostesses	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	DC	29
8.7	Continue with and add to the content of the 'Monaco Welcome Cruise Kit'	Annual document	✓ 2009					DC, MKG, EDS	29
8.8	Continue with the annual presence at 'Sea Trade' in Miami	1 joint stand	✓ 2009					DC, MKG, NY, SEPM, AM, AMC	29
8.9	Launch a brand bringing together all the marketing initiatives of cruise partners	Working group	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	DC, MKG, SEPM, AM, AMC	29
8.10	Manage the shopkeeper's network to develop sales with cruise passengers	Working group	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	DC, MKG, SEPM, AM, AC, AMC, DGH	29
Direction 9		Optimise the economic effects of luxury yachting							
9.1	Evaluate the satisfaction rate of yachtsmen	Annual survey	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, SEPM, YCM, AM	30
9.2	Optimise the economic effects	Suitable documentation and publicity	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, EDS, SEPM, AC, YCM, AM	30
9.3	Improve information and the welcome for yachtsmen	Creation of a micro website	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, @, SEPM, YCM, AM	30
9.4	Strengthen publicity and optimise partnership opportunities	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, LN, MI, HA, NY, SEPM, AC, YCM, AM	30
Direction 10		Position Monaco as a genuine 'SPA DESTINATION' for long health and fitness stays throughout the year							
10.1	Analyse the requirements of consumers from the target markets	Research study	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, LN, MI, HA, SPA	30
10.1.1	Identify the most promising markets for long term hotel stays +4 nights	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, LN, MI, HA, SPA	30

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10.2	Launch the unique brand 'Monaco SPA Experience'	Working group	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, DCH, SPA	31
		Fitness, health and well-being breaks							
10.2.1	Creation of health and fitness offers	Working group	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, DCH, SPA	31
10.2.2	Develop the communications strategy	Annual action plan	✓ 2009					MKG, LN, MI, HA, DCH, SPA	31
		Healthy eating							
10.2.3	Raise awareness among hotels and restaurants to develop healthy eating offers	Working group	✓ 2009					MKG, RES, DGH	31
10.2.4	Integrate healthy cookery workshops into the publicity and promotion	1 marketable offer	✓ 2009					MKG, CRP, TL, LN, MI, HA, NY, TO, SH, RES, DGH	31
		Fitness program							
10.2.5	List the activities already offered	1 inventaire	✓ 2009					MKG, DCH	31
10.2.6	Explore innovations to improve the offer	Innovation platform	✓ 2009					MKG, CRP, @, LN, MI, HA, NY, TO, SH, DCH	31
10.2.7	Encourage the operators of Monaco Spas/ Fitness centres to use organic products	Working group	✓ 2009					MKG, DGH, SPA	31
10.3	Create a leaflet called 'Monaco SPA Experience' summarising the new offer	nouvelle brochure	✓ 2009					MKG, EDS, SPA	31
10.4	Develop publicity and public relations	Publicity campaign	✓ 2009					MKG, CRP, LN, MI, HA, NY, TO, SH	31
10.5	Optimise electronic communication tools	New micro website	✓ 2009					MKG, @, LN, MI, HA, NY, TO, SH	31
10.6	Coordinate a targeted publicity campaign via the Internet	Annual action plan	✓ 2009					MKG, LN, MI, HA, NY, TO, SH	31
Direction 11		Become the essential tourist destination for Ultra Rich Individuals 'URI'							
11.1	Identify target markets	Research study	✓ 2009					MKG, LN, MI, HA, NY, TO, SH DRE, RCD	32
11.2	Launch the 'URI' concept	Working group	✓ 2009					MKG, DRE, DGH, AC	32
11.3	Develop suitable tools	Annual action plan	✓ 2009					MKG, LN, MI, HA, NY, TO, SH DRE, DGH, AC	33
		Private sales in luxury boutiques							
11.3.1	List boutiques agreeing to privatise their room upon reservation	Working group	✓ 2009					MKG, DGH, AC	33
11.3.2	Formalise partnership agreements	Partnership agreements	✓ 2009					MKG, DGH, AC	33
		Gastronomy - oenology							
11.3.3	Identify top quality restaurants offering the 'chef's table'	Working group	✓ 2009					MKG, DGH, RES	33
11.3.4	Identify restaurants offering exclusive tastings	Working group	✓ 2009					MKG, DGH, RES	33
		Visits to private and exclusive locations							
11.3.5	Identify private apartments agreeing to exclusive visits	Working group	✓ 2009					MKG, AIM	33
11.3.6	Identify the owners of yachts agreeing to exclusive visits	Working group	✓ 2009					MKG, SEPM, YCM, AM	33

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Trade shows and occasional events									
11.3.7	Negotiate special access to luxury brand trade shows and define exclusive services	Working group	✓ 2009					MKG, OS	33
Private jets									
11.3.8	Develop partnerships with hire companies for transportation of 'URI' clients	Working group	✓ 2009					MKG, JP	33
Luxury cars and yachts									
11.3.9	Negotiate agreements with luxury car dealerships and luxury yacht sellers for trials	Working group with luxury car dealerships	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, CNM	33
11.4	Mark the offer with the creation of a gift box	1 gift box	✓ 2009					MKG, EDS	33
11.5	Develop specific distribution channels	Annual strategic plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, HA, LN, MI, SH, NY, TO, RDC	33
11.6	Develop appropriate publicity	Publicity campaign	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, CRP	34
11.6.1	Optimise public relations actions	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, CRP, HA, LN, MI, SH, NY, TO	34
Direction 12 Establish and optimise an 'innovation' forum									
12.1	Make a list of potential professionals and socio-professionals	Database	✓ 2009					MKG, CVB, CRP, HA, LN, MI, SH, NY, TO	34
12.2	Maintain the Internet platform www.visitmonaco-innovation.com	IT program	✓ 2009					@	34
12.3	Create an editorial committee	Working group	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	@, CRP	34
12.4	Select key monthly themes	Working group	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	CRP, MKG, CVB	34
12.5	Launch regular information	Monthly newsletter	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	CRP, MKG, CVB, HA, LN, MI, SH, NY, TO	34
12.6	Organise an Annual Innovation Forum event with prize giving	Annual forum	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	CRP, MKG	34

ACTIONS		MEASURABLE OBJECTIVES	DTC - ADMINISTRATION PARTNERS					PAGE	
Objective C : Capitalise on major events: anniversaries, celebrations and major cultural and sporting events									
Direction 13 Develop specific promotional initiatives around the major events of 2009									
13.1 The centenary of the Ballets Russes (2009/2010)									
13.1.1	Define a promotion strategy	Action plan	✓ 2009	✓ 2010				CRP, MKG, DAC, CPM, DI, BMC, OPMC, OP, AA, DGH	37
13.1.2	Develop specific communication tools	Annual action plan	✓ 2009	✓ 2010				CRP, MKG, DAC, CPM, DI, BMC, OPMC, OP, AA, DGH	37
13.1.3	Create press packs and press releases	Annual action plan	✓ 2009	✓ 2010				CRP, MKG, DAC, CPM, DI, BMC, OPMC, OP, AA, DGH	37
13.1.4	Create a dedicated micro website	New micro website	✓ 2009	✓ 2010				CRP, MKG, @, DAC, CPM, DI, BMC, OPMC, OP, AA, DGH	37
13.1.5	Provide logistics support for the creation of an advertorial campaign	Working group	✓ 2009	✓ 2010				CRP, MKG, DAC, CPM, DI, BMC, OPMC, OP, AA, DGH	37

ACTIONS		MEASURABLE OBJECTIVES	DTC - ADMINISTRATION PARTNERS					PAGE	
13.1.6	Examine the possibility of setting up a temporary exhibition illustrating the history of the Ballets Russes	1 temporary exhibition	✓ 2009	✓ 2010				CRP, MKG, DAC, SBM, BMC	37
13.1.7	Develop a banner campaign in the main streets in Monaco.	Banner campaign	✓ 2009	✓ 2010				CRP, MKG, MA, BMC, OPMC, OP, AA, DGH	37
13.1.8	Publish a brochure for general distribution in 5 languages	New brochure	✓ 2009	✓ 2010				MKG, EDS, CRP, DAC, CPM, BMC, OPMC, OP, AA, DGH	37
13.1.9	Schedule and conduct press conferences in the main international capitals	3 press conferences	✓ 2009	✓ 2010				MKG, CRP, LN, MI, HA, NY, TO, SH, DAC, CPM, BMC, OPMC, OP, AA, DGH	37
13.1.10	Develop a regular e-mail information campaign	Monthly newsletter	✓ 2009	✓ 2010				MKG, CRP, LN, MI, HA, NY, TO, SH, DAC, CPM, BMC, OPMC, OP, AA, DGH	37
13.1.11	Create short break programs marketing the 'Passeport pour Monte-Carlo'	1 marketable offer	✓ 2009	✓ 2010				MKG, CRP, TL, DAC, CPM, BMC, OPMC, OP, AA, DGH	38
13.1.12	Approach large companies	1 direct marketing campaign	✓ 2009	✓ 2010				MKG, CRP, LN, MI, HA, NY, TO, SH, DAC, CPM, BMC, OPMC, OP, AA, DGH	38
13.1.13	Optimise the communication media of the DTC and its partners	Annual action plan	✓ 2009	✓ 2010				MKG, CRP, EDS, ACC, DAC, CPM, BMC, OPMC, OP, AA, DGH	38
13.1.14	Combine the welcome program and invitations for journalists introduced by the organisers of the centenary	3 journalist groups	✓ 2009	✓ 2010				MKG, CRP, LN, MI, HA, NY, DAC, CPM, BMC, OPMC, OP, AA, DGH	38
13.2 'Princess Grace' touring exhibition									
13.2.1	Organise the reception of and information for visitors through the permanent presence of hostesses	Plan according to markets	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, GFM	38
13.2.2	Print a range of specific documentation in the language of the host country	Printing of suitable documents	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, EDS, GFM	38
13.2.3	Invite key opinion leaders from the host country to private tours of the exhibition	One off action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, EDS, LN, MI, GFM	38
13.2.4	Closely involve Monaco's official representation abroad	One off action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, EDS, LN, MI, GFM	38
13.3 Grand Start of the Tour de France									
13.3.1	Send a detailed press pack to generate reports to benefit Monaco	Publicity campaign	✓ 2009					CRP, LN, MI, HA, CPM	39
13.3.2	Boost requests for interviews	Publicity campaign	✓ 2009					CRP, LN, MI, HA, CPM	39
13.3.3	Encourage hotels and tourist agencies in Monaco to create new packages	List of available offers	✓ 2009					MKG, DGH, DMC, ASO	39
13.3.4	Seize the opportunity of this major meeting to promote the 'Monaco Winter Experience'	Publicity campaign	✓ 2009					MKG, CRP, LN, MI, HA, DGH	39
13.3.5	Schedule an invitation to Monaco for the key opinion leaders of Monaco tourism	One off action plan	✓ 2009					MKG, CRP, CVB, LN, MI, HA	39
13.4 25th anniversary of the Monte-Carlo Spring Arts Festival									
13.4.1	Conduct press conferences with the organisers of the Spring Arts Festival in the main international capitals	2 press conferences	✓ 2009					CRP, DAC, PDA	39
13.4.2	Support the development of a regular e-mail information campaign	Monthly newsletter	✓ 2009					CRP, LN, MI, HA, NY, TO, SH, PDA	39
13.4.3	Create short break programs for with tour operators specialising in the organisation of cultural holidays	2 new specialist tour operators	✓ 2009					MKG, TL, PDA	39
13.4.4	Approach large companies	Direct marketing campaign	✓ 2009					MKG, LN, MI, HA, NY, TO, SH, PDA	39

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13.4.5	Optimise the communication media of the DTC and its partners for coordinated and continuous information	Action plan	✓ 2009		MKG, EDS, ACC, CPM, PDA	39
13.4.6	Combine the welcome program and invitations for journalists introduced by the organisers of the Festival	1 group of journalists	✓ 2009		CRP, LN, MI, HA, NY, TO, SH, CPM, PDA	39
13.5	50th anniversary of the concerts in the Cour d'Honneur of the Prince's Palace					
13.5.1	Establish one off promotional strategy	Action plan	✓ 2009		MKG, CRP, LN, MI, HA, NY, TO, SH, DAC, OPMC	40
13.5.2	Conduct press conferences with the managers of the OPMC in the main international capitals.	2 press conferences	✓ 2009		MKG, CRP, LN, MI, HA, NY, TO, SH, DAC, OPMC	40
13.5.3	Support the development of a regular e-mail information campaign	Monthly newsletter	✓ 2009		MKG, CRP, LN, MI, HA, NY, TO, SH, DAC, OPMC	40
13.5.4	Create short break programs for tour operators specialising in the organisation of cultural holidays	2 new specialist tour operators	✓ 2009		MKG, CRP, LN, MI, HA, NY, TO, SH, DAC, OPMC	40
13.5.5	Approach large companies	Direct marketing campaign	✓ 2009		MKG, CRP, LN, MI, HA, NY, TO, SH, DAC, OPMC	40
13.5.6	Optimise the communication media of the DTC and its partners for coordinated and continuous information	One off action plan	✓ 2009		MKG, CRP, EDS, ACC, DAC, OPMC	40
13.5.7	Combine the welcome program and invitations for journalists introduced by the OPMC	1 group of journalists	✓ 2009		MKG, CRP, LN, MI, HA, NY, TO, SH, DAC, CPM, OPMC	40
Direction 14	Develop specific promotional initiatives around the major events of 2010					
14.1	50th anniversary of the international television festival					
14.1.1	Organise a working group in order to develop a suitable communication and promotion strategy	Working group	✓ 2009	✓ 2010	MKG, CRP, DGH, MM	41
14.1.2	Jointly create press packs and press releases with the Festival.	Action plan		✓ 2010	MKG, CRP, MM	41
14.1.3	Create a dedicated micro website	Publicity campaign		✓ 2010	MKG, CRP, @, MM	41
14.1.4	Provide logistics support for the creation of an advertorial campaign	Working group	✓ 2009	✓ 2010	MKG, CRP, EDS, MM	41
14.1.5	Share in the development of a banner campaign in the main streets in Monaco	Banner campaign		✓ 2010	MKG, CRP, MA, MM	41
14.1.6	Publish a brochure for general distribution in 5 languages	New brochure		✓ 2010	MKG, CRP, EDS, MM	41
14.1.7	Schedule and conduct press conferences in the main international capitals	2 press conferences		✓ 2010	MKG, CRP, LN, MI, HA, NY, TO, SH, MM	41
14.1.8	Develop a regular information campaign	Monthly newsletter		✓ 2010	MKG, CRP, LN, MI, HA, NY, TO, SH, MM	41
14.1.9	Create exclusive short break programs for international tour operators	2 new tour operators		✓ 2010	MKG, TL, CRP, LN, MI, HA, NY, TO, SH, MM	41
14.1.10	Create exclusive VIP offers and encourage large companies to promote the events of the 50 th anniversary	Direct marketing campaign		✓ 2010	MKG, CRP, ACC, LN, MI, HA, NY, TO, SH, MM	41
14.1.11	Optimise the communication media of the DTC and its partners	One off action plan		✓ 2010	MKG, CRP, ACC, EDS, MM	41
14.1.12	Combine the welcome program and invitations for journalists introduced by Festival organisers	1 group of journalists		✓ 2010	MKG, CRP, LN, MI, HA, NY, TO, SH, MM, CPM	41
14.2	10th anniversary of the Grimaldi Forum Monaco					
14.2.1	Organise a working group in order to develop a suitable communication and promotion strategy	Working group	✓ 2009	✓ 2010	MKG, CRP, CVB, GFM	42

ACTIONS		MEASURABLE OBJECTIVES		DTC - ADMINISTRATION PARTNERS		PAGE
14.2.2	Analyse partnership opportunities for business tourism and cultural events.	Working group	✓ 2009	✓ 2010	MKG, CRP, CVB, LN, MI, HA, NY, TO, SH, GFM	42
14.2.3	Create exclusive '10 th Anniversary' promotional offers for business tourism and passport TOs	Working group with GFM	✓ 2009	✓ 2010	MKG, CRP, CVB, TL, GFM	42
14.2.4	Schedule and conduct press conferences in the main international capitals	2 press conferences		✓ 2010	MKG, CRP, LN, MI, HA, NY, TO, SH, GFM	42
14.2.5	Develop a joint regular e-mail information campaign	Monthly newsletter		✓ 2010	MKG, CRP, CVB, LN, MI, HA, NY, TO, SH, GFM	42
14.2.6	Identify and approach large companies celebrating their 10 th anniversary or a multiple of 10 years	Direct marketing campaign		✓ 2010	MKG, CRP, CVB, LN, MI, HA, NY, TO, SH, GFM	42
14.2.7	Optimise the communication media of the DTC and its partners	Action plan	✓ 2009	✓ 2010	MKG, CRP, ACC, EDS, GFM	42
14.2.8	Develop a specific schedule of receptions for journalists and tourism professionals	2 journalist groups	✓ 2009	✓ 2010	MKG, CRP, LN, MI, HA, NY, TO, SH, GFM, CPM	42
14.3	100th anniversary of the Oceanographic Museum					
14.3.1	Organise a working group in order to develop a suitable communication and promotion strategy	Working group	✓ 2009	✓ 2010	MKG, CRP, MO	42
14.3.2	Jointly create press packs and press releases with the Museum.	Publicity campaign		✓ 2010	MKG, CRP, MO	42
14.3.3	Create a dedicated micro website	New micro website		✓ 2010	MKG, CRP, @, MO	42
14.3.4	Develop a banner campaign in the main streets in Monaco.	Banner campaign		✓ 2010	MKG, CRP, MA, MO	42
14.3.5	Publish a brochure for general distribution in 5 languages	New brochure		✓ 2010	MKG, CRP, EDS, MO	42
14.3.6	Involve the partners of Monaco tourism in the initiatives undertaken by the Museum	Working group	✓ 2009	✓ 2010	MKG, CRP, DMC, MO, DGH	42
14.3.7	Conduct press conferences with the managers of the museum in the international capitals	2 press conferences		✓ 2010	MKG, CRP, LN, MI, HA, NY, TO, SH, MO	42
14.3.8	Jointly develop a regular e-mail information campaign with the Museum	Monthly newsletter		✓ 2010	MKG, CRP, LN, MI, HA, NY, TO, SH, MO	43
14.3.9	Create exclusive short break programs for TOs and cruise passengers including Museum visits	One off action plan	✓ 2009	✓ 2010	MKG, CRP, TL, LN, MI, HA, MO	43
14.3.10	Create exclusive welcome offers for the organisers of business tourism events	Direct marketing campaign		✓ 2010	MKG, CRP, CVB, LN, MI, HA, NY, TO, SH, MO	43
14.3.11	Optimise the communication media of the DTC and its partners	One off action plan		✓ 2010	MKG, CRP, ACC, EDS, MO	43
14.3.12	Manage a specific schedule for welcoming and inviting journalists	2 journalist groups		✓ 2010	MKG, CRP, LN, MI, HA, NY, TO, SH, MO, CPM	43
14.4	Universal exhibition in Shanghai					
14.4.1	Work with 'Monaco Inter Expo', to optimise a 'tourism' area (Monaco pavilion)	Working group	✓ 2009	✓ 2010	MKG, CRP, MIE	43
14.4.2	Establish an operational entity based in Shanghai	Temporary working agreement with new local entity	✓ 2009	✓ 2010	MKG, CRP, SH, MIE	43
14.4.3	Manage promotional and publicity entities in the Asia region	Temporary working contracts with promotional and publicity agencies	✓ 2009	✓ 2010	MKG, CRP, MIE	43
14.4.4	Draft a strategic plan for promotion, management and communication bringing together tourism partners	Action plan	✓ 2009	✓ 2010	MKG, CRP, SH, MIE, CPM, DGH, GFM	43

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14.4.5	Design suitable publicity materials	New brochures	✓ 2009	✓ 2010	MKG, CRP, EDS, MIE	43	
14.5	100th anniversary of the Oceanographic Museum						
14.5.1	Organise a working group with museum managers in order to develop a communication and promotion strategy	Working group	✓ 2009	✓ 2010	MKG, CRP, MAP	44	
14.5.2	Jointly create press packs and press releases with the Museum.	Publicity campaign	✓ 2009	✓ 2010	MKG, CRP, MAP	44	
14.5.3	Create a dedicated micro website	New micro website	✓ 2009	✓ 2010	MKG, CRP, @, MAP	44	
14.5.4	Provide logistics support for the creation of an introductory brochure	Specific brochure	✓ 2009	✓ 2010	MKG, CRP, EDS, MAP	44	
14.5.5	Develop a joint regular e-mail information campaign	Newsletter, monthly e-mail	✓ 2009	✓ 2010	MKG, CRP, @, LN, MI, HA, NY, TO, SH, MAP	44	
14.5.6	Optimise the communication media of the DTC and its partners	Action plan	✓ 2009	✓ 2010	MKG, CRP, ACC, EDS, MAP	44	
14.5.7	Manage a specific schedule for welcoming and inviting journalists	1 group of journalists	✓ 2009	✓ 2010	MKG, CRP, LN, MI, HA, NY, TO, SH, CPM, MAP	44	
Direction 15	Develop specific promotional actions around the major events in 2011 - 2013						
15.1	35th anniversary of the Monte-Carlo International Circus Festival						
15.1.1	Organise a working group with managers in order to develop a communication and promotion strategy	Working group		✓ 2011	MKG, CRP, FCMC	44	
15.1.2	Jointly create press packs and press releases with the Festival.	Publicity campaign		✓ 2011	MKG, CRP, FCMC	44	
15.1.3	Create a dedicated micro website	New micro website		✓ 2011	MKG, CRP, @, FCMC	44	
15.1.4	Publish a brochure for general distribution in 5 languages	New brochure		✓ 2011	MKG, CRP, EDS, FCMC	44	
15.1.5	Schedule and conduct press conferences with the managers in the main international capitals	2 press conferences		✓ 2011	MKG, CRP, LN, MI, HA, NY, TO, SH, FCMC	44	
15.1.6	Develop a joint regular e-mail information campaign	Monthly newsletter		✓ 2011	MKG, CRP, LN, MI, HA, NY, TO, SH, FCMC	44	
15.1.7	Create exclusive short break programs for large companies and tour operators	Direct marketing campaign		✓ 2011	MKG, CRP, TL, LN, MI, HA, NY, TO, SH, FCMC	44	
15.1.8	Optimise the communication media of the DTC and its partners	Action plan		✓ 2011	MKG, CRP, ACC, EDS, FCMC	44	
15.1.9	Manage a specific schedule for welcoming and inviting journalists	1 group of journalists		✓ 2011	MKG, CRP, LN, MI, HA, NY, TO, SH, CPM, FCMC	44	
15.2	150th anniversary of Monte-Carlo						
15.2.1	Organise a working group with SBM and the entities concerned in order to develop a communication and promotion strategy	Working group		✓ 2012	✓ 2013	MKG, CRP, SBM	45
15.2.2	Create press packs and press releases	Publicity campaign		✓ 2012	✓ 2013	MKG, CRP, SBM	45
15.2.3	Create a dedicated micro website	New micro website		✓ 2012	✓ 2013	MKG, CRP, @, SBM	45
15.2.4	Develop a banner campaign	Banner campaign		✓ 2013		MKG, CRP, SBM, MA	45
15.2.5	Publish an introductory brochure in 5 languages	New brochure		✓ 2013		MKG, CRP, EDS, SBM	45

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15.2.6	Schedule press conferences with partners in the main international capitals	4 press conferences	✓ 2012	✓ 2013	MKG, CRP, LN, MI, HA, NY, TO, SH, SBM	45			
15.2.7	Develop a regular e-mail information campaign	Monthly newsletter	✓ 2012	✓ 2013	MKG, CRP, LN, MI, HA, NY, TO, SH, SBM	45			
15.2.8	Create exclusive programs with TO, cruises and large companies	Direct marketing campaign	✓ 2012	✓ 2013	MKG, CRP, TL, LN, MI, HA, NY, TO, SH, SBM	45			
15.2.9	Optimise the communication media of the DTC and its partners	Action plan	✓ 2012	✓ 2013	MKG, CRP, ACC, EDS, SBM	45			
15.2.10	Develop a specific schedule for welcoming journalists	4 journalist groups	✓ 2012	✓ 2013	MKG, CRP, LN, MI, HA, NY, TO, SH, SBM, CPM	45			
Objective D: Each year become more successful in the welcome reserved for visitors to the Principality of Monaco									
Direction 16	Create the tools and methods that will allow the optimum level of the quality welcome to be achieved in the Principality								
16.1	Set up regular information sessions for professional guides	4 annual information sessions	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, ACC, EDS, MCA	47
16.2	Inform managers of socio-professional sectors	Publicity campaign	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG	47
16.3	Provide constant information in terms of access and traffic	Publicity campaign	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, ACC, CRP, CR, SP, CAM	47
16.4	Strengthen the information	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, ACC	47
16.4.1	Increase information points in the principality	2 new points per year	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, ACC	47
16.4.2	Develop new information technologies	Annual action plan	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, ACC, @,	47
16.5	Continually innovate in the adaptation of the documentation made available to the general public	Develop new brochures	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, ACC, EDS	47
16.6	Improve the information relating to the conditions for accommodating coaches	Publicity campaign	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, ACC, CRP, PKG, CR	47
16.6.1	Distribute the annual manual and newsletters to the European professionals in question.	Annual manual and twice yearly newsletter	✓ 2009					MKG, ACC, EDS, LN, MI, HA	47
16.6.2	Launch a biannual satisfaction survey with European coach companies	Survey every 2 years	✓ 2009		✓ 2011		✓ 2013	MKG, ACC, LN, MI, HA, PKG, CR	47
16.7	Work with public services to establish signage in the city.	Working group	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, ACC, CR, SP	47
16.7.1	Become more successful in the development of town signage	Working group	✓ 2009	✓ 2010	✓ 2011	✓ 2012	✓ 2013	MKG, PKG, CR, SP	47