

# CHATTANOOGA AREA CONVENTION AND VISITORS BUREAU 2017 ANNUAL REPORT



Chattanooga Convention &  
Visitors Bureau





## **TABLE OF CONTENTS**

- I. Message from the President**
- II. About the Chattanooga CVB**
  - A. Divisions
  - B. Objectives
- III. Key FY 2017 CVB Accomplishments & FY 2018 Organizational Initiatives, Goals & Focus**
- IV. Building the Chattanooga Brand**
  - A. Bureau Marketing Methodology
  - B. Partners & Cooperatives
  - C. FY 2018 Marketing Initiatives, Goals & Focus
- V. Meetings, Sports & Groups**
  - A. Bureau Activities
  - B. FY 2018 Group Initiatives, Goals & Focus
- VI. Visitor & Member Services**
- VII. Contact Information**





## A MESSAGE FROM THE PRESIDENT:

Over the past 15 years, the Chattanooga Area Convention and Visitors Bureau has worked strategically to establish Chattanooga as a name synonymous with destination travel. Leveraging the man-made and God-given assets of the area, the Convention and Visitors Bureau has worked to double tourism to \$1 Billion in Hamilton County, create jobs, and strengthen the brand of Chattanooga as a city on the rise, a must-see destination.

The CVB is the economic engine of tourism in Hamilton County, working to sustain growth in the tourism sector, improving the quality of life for our residents, lowering local tax burdens, creating entry-level to executive-level jobs, and creating a community in which we all enjoy great restaurants, attractions and events.

A few statistics on how tourism is essential to the fabric of our economy:

- \$1 billion in economic impact for Hamilton County.
- 8,700 direct tourism jobs in Hamilton County.
- In 2016, we welcomed 3.5 million overnight visitors.
- Billions of private dollars invested in our community to continue the growth of tourism.
- Chattanooga Airport grew 40% in enplanements since 2011.
- As a direct result of tourism in Hamilton County, taxpayers enjoy \$643 less in tax burden each year according to Tennessee Department of Tourist Development.
- \$64+ million in state taxes and \$24 million in local taxes are paid by tourists. \$12+ million goes directly to Hamilton County Schools.

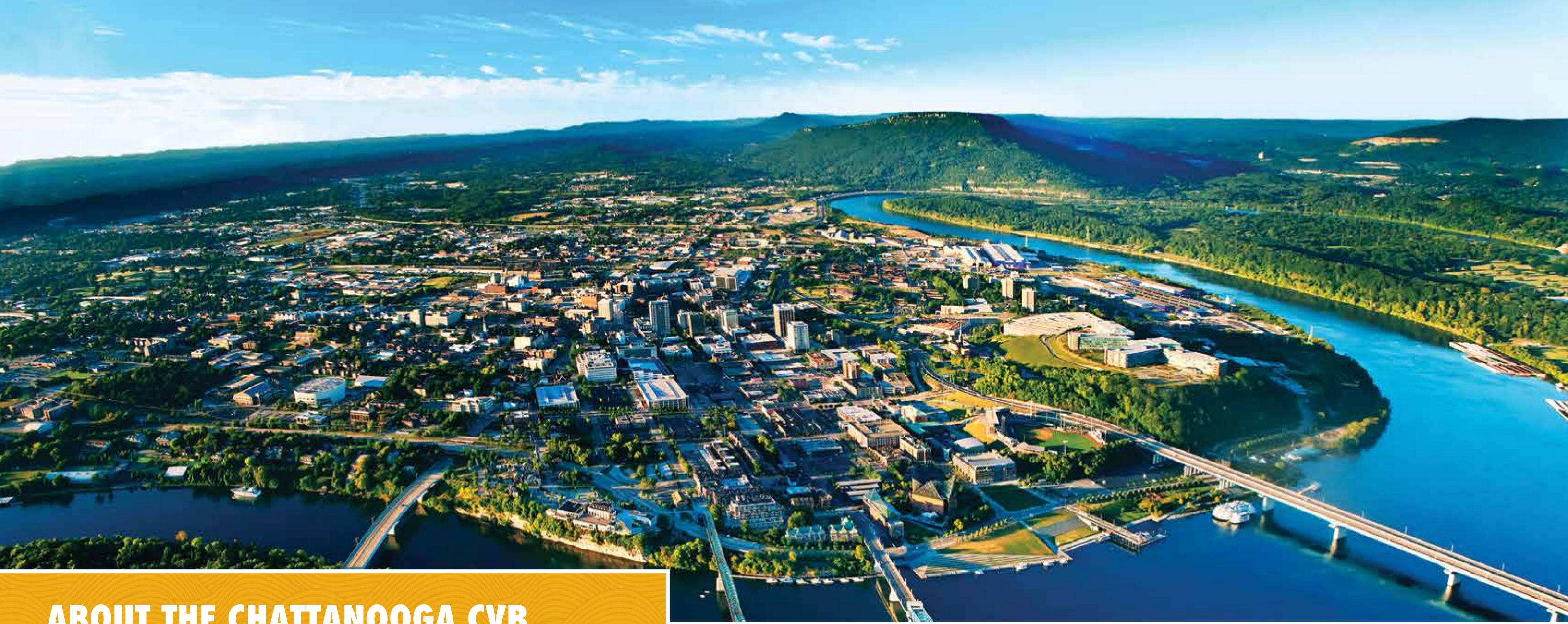
After 35 years in the tourism & hospitality industry, I have decided to retire in early 2018.

Chattanooga has become a thriving and vibrant city and I am humbled to have been a part of that process. During my 15-year tenure at the CVB, the economic impact of tourism in Hamilton County has doubled from \$500 million to \$1 billion annually. It is estimated that during these 15 years, the economic impact of tourism totals more than \$12 billion. It's been a pleasure bringing in millions of visitors from around the world to experience everything that Chattanooga has to offer.

I want to thank my staff, tourism partners and supporters for their dedication to this great and vital industry. It has been an honor to serve as President & CEO of the Chattanooga Area Convention & Visitors Bureau.

Bob Doak  
CEO  
Chattanooga CVB





## ABOUT THE CHATTANOOGA CVB

The Chattanooga Convention & Visitors Bureau is the official destination marketing organization dedicated to promoting tourism in Hamilton County, Tennessee.

**Mission: To strengthen the area economy by marketing Chattanooga as a year-round destination for conventions, meetings, trade shows, sports and leisure travel and to provide information and services that enhance and reinforce that image for the area's visitors.**

The Chattanooga CVB provides each Hamilton County resident with lower taxes, a better city and more jobs. The CVB budget is paid for by hotel guests and not local residents. The CVB markets Hamilton County as a place for vacation, conventions, groups and sporting events.

The CVB is the primary agency responsible for the \$1+ billion tourism industry here that is growing steadily with 8,700 tourism jobs in Hamilton County. Visitors also pay more

than \$64 million in state taxes and \$24 million in local taxes, of which \$12 million goes to Hamilton County schools. Thanks to the tourism industry **we as local residents pay \$643 less per year per household in taxes** according to the Tennessee Department of Tourist Development.

**Here's how it works:** (See infographic on next page.)

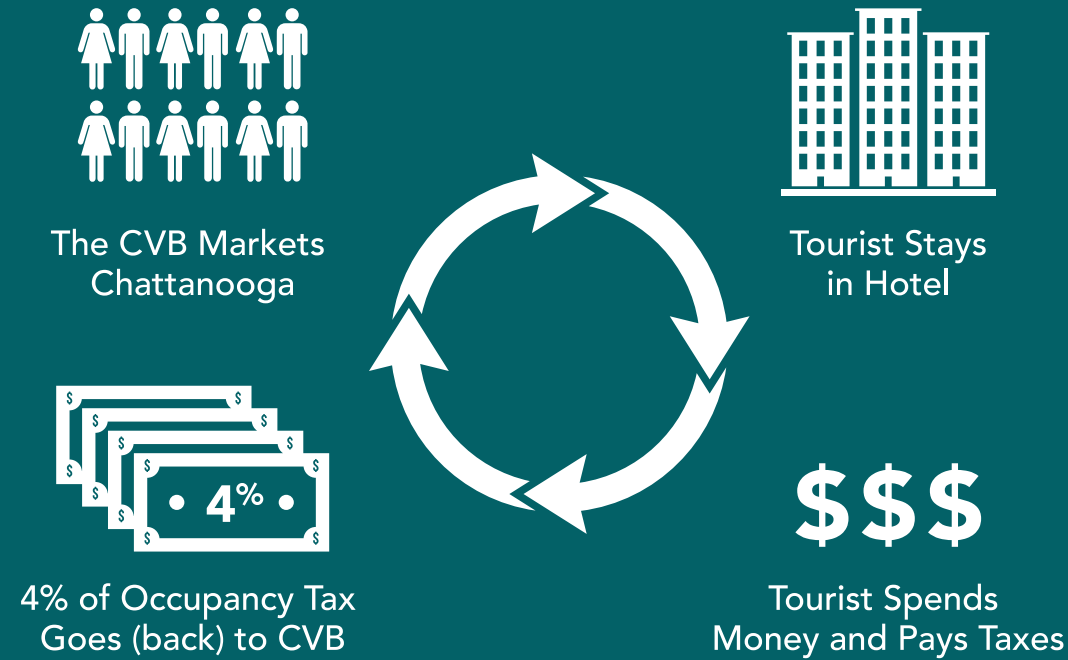
As the CVB works to grow tourism, more jobs

are created and more taxes are paid by visitors, leaving us with an even lower tax burden. It also means that attractions have more money to grow, we can support more restaurants and new events, and live music venues can thrive. The more successful the CVB is, the more amazing place a city is to live, work, and play.

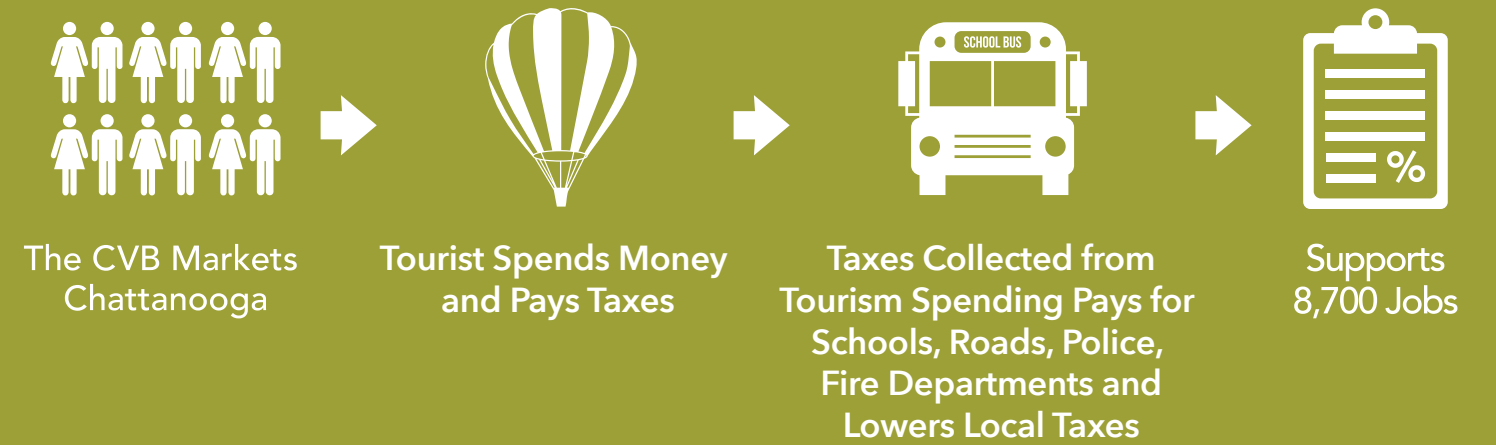
*NOTE: The CVB operates on a Fiscal Year. FY 2018 = July 1, 2017 – June 30, 2018*



**TOURISM IS A \$1 BILLION INDUSTRY & GROWING**

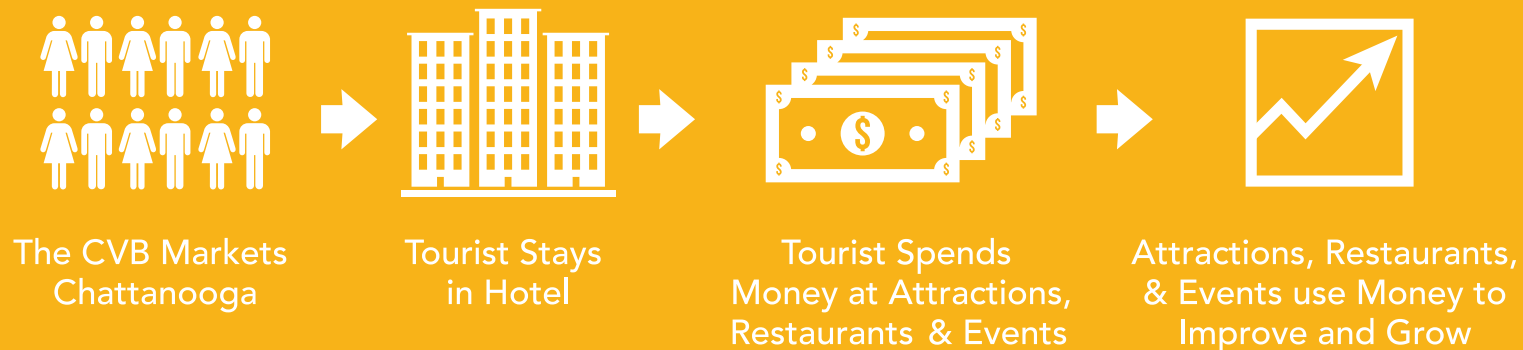


**\$643 SAVED FOR EACH HAMILTON COUNTY HOUSEHOLD BY TOURISM**



**VISITOR FUNDED CVB**

**HOW TOURISM PAYS FOR THE THINGS WE ENJOY AS LOCALS**

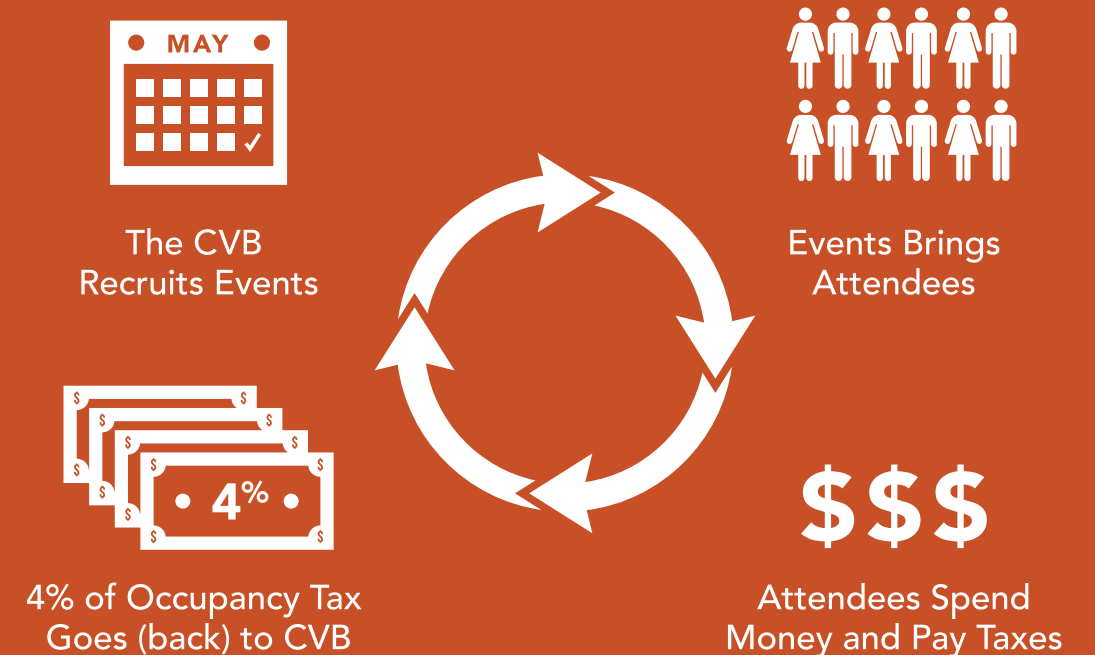


**BILLIONS INVESTED IN HOTELS, ATTRACTIONS AND RESTAURANTS**



**HOW THE CVB BENEFITS YOU**

**HOW THE CVB BRINGS EVENTS TO TOWN**



**\$125 MILLION+ ECONOMIC IMPACT FROM IRONMAN EVENTS ALONE**



## LEADERSHIP

Bob Doak has led the CVB since 2002 as the President and Chief Executive Officer. Under Bob's leadership, tourism has doubled from \$500 million economic impact in Hamilton County, Tennessee to more than \$1 billion. Bob has focused on branding Chattanooga as the tourism destination of choice in the Southeast and brought on senior leadership to grow the leisure, sports and meetings sides of tourism. He has led state-wide tourism initiatives and won the 2016 Tennessee Hospitality and Tourism Association's "Tourism Leader of the Year" award.



## THREE DIVISIONS

The Chattanooga CVB is made up of three divisions: Marketing, Sports and Sales. Each works to achieve goals that bring growth to the city of Chattanooga's tourism economy.

## OBJECTIVES

The Chattanooga CVB FY 2018 Marketing Plan is presented in support of the CVB mission and seeks to:

- Serve as an economic engine for Hamilton County, Tennessee.
- Drive visitation to: hotels, attractions, restaurants, retail and events - all things that contribute to the local economy and create jobs in Hamilton County.
- Create, capture and cultivate sporting and year-round events in Hamilton County that bring in overnight visitors.
- Grow the brand platform for Hamilton County in the region and expand its reputation and brand recognition nationally as a destination of choice.
- Engage local leaders in tourism in a sustainable plan to improve the quality of life for residents of Hamilton County through an ongoing growth plan for the year-round visitor industry.
- Fill the convention center, meeting rooms, and event spaces in Hamilton County with business that drives hotel stays and local spending.
- Shine a spotlight on Hamilton County as a destination for leisure, meetings, and sports events through regional, national, and international media coverage highlighting the local attractions and reasons to visit.

## MARKETING



**400,000**  
SOCIAL MEDIA  
FOLLOWERS



**50,000**  
EMAIL  
SUBSCRIBERS

**100'S OF MILLIONS**  
OF ADVERTISING IMPRESSIONS

## ENGAGEMENT

**10,000+**  
**CHATTAFANATICS**  
BRAND ADVOCATES

## TOURISM ECONOMIC IMPACT

**\$1.06 BILLION INDUSTRY**

**3.5 MILLION**  
VISITORS

**\$24 MILLION**  
LOCAL SALES TAXES  
GENERATED BY TOURISTS

**\$12 MILLION**  
SALES TAXES  
DIRECTLY TO SCHOOLS

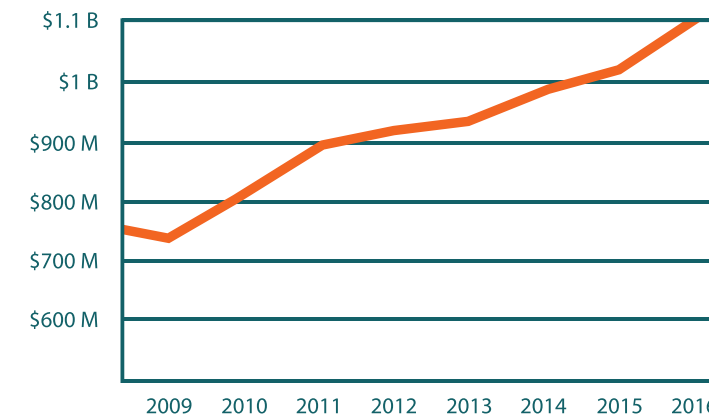
**\$643 LESS**  
IN TAXES PER  
HAMILTON COUNTY HOUSEHOLD

### VISITORS BENEFIT LOCALS

Thanks to the investment in tourism by the Hamilton County Commission, we continue to see private investment grow in tourism projects and employment. Visitors are contributing at record levels through spending and local taxes making Hamilton County an even better place to live, work and play.

**8,700 TOURISM JOBS**

## TOURISM GROWTH



### VISITOR FUNDED CVB

Tourists pay 4% Lodging Tax in Hamilton County. The Hamilton County Commission invests that money in the CVB to recruit more tourists through marketing and event support that brings in even more spending and tax revenue to Hamilton County.

## GUEST SERVICES

**114,082**  
VISITOR CENTER  
GUESTS



**400,000**  
VISITORS GUIDES  
DISITRIBUTED



**2.5 MILLION**  
WEBSITE VISITORS

## PUBLIC RELATIONS

TV, Radio, Print & Digital

**\$25 MILLION**  
AD EQUIVALENCY

**300 MILLION**  
IMPRESSIONS





SongBirds  
Guitar Museum



The Edwin Hotel



Matilda Midnight



IRONMAN®  
CHATTANOOGA

## WHAT'S NEW IN CHATTANOOGA?

### Attractions

Songbirds Guitar Museum  
Lemur Forest – Tennessee Aquarium  
Sculpture Fields  
Ruby Falls Expansion

### Hotels

Edwin Hotel (Opening '18)  
Read House Renovation (Completed '18)  
Moxy Hotel (Spring '18)  
Westin (Opened Fall '17)  
Hampton Inn (Fall '18)  
Hilton Tru (Fall '18)

### Restaurants

Moe's Original BBQ  
Polly Claire's  
Chatter Box Cafe  
Deli Boys  
Jack Brown's Beer & Burger Joint  
University Pizza & Deli  
Alchemy  
Dorato Lobby Bar  
Edley's BBQ

### Events

IRONMAN 70.3 World Championships (Fall '17)  
Levitt AMP Chattanooga Music Series  
(Summer/Fall)  
Chattanooga Marathon (Spring)



## BUILDING THE CHATTANOOGA BRAND

The Chattanooga CVB is the primary agency responsible for marketing Hamilton County as a destination for leisure, meetings, groups and sports tourism. The CVB works to grow the brand awareness of Chattanooga and raise the intent to visit Chattanooga through marketing efforts targeted at the individuals and markets that are most likely to have the highest return on investment.

The Marketing Department is led by VP Marketing, Dave Santucci who works with a full-time staff of five to grow Chattanooga's brand, drive visitation, and support the Meetings, Groups and Sports divisions.

## CVB MARKETING METHODOLOGY

CVB marketing starts with solid research.



## MARKET RESEARCH

Gaining insight into what drives people to Chattanooga, or what keeps them away, and what motivates them to tell others about the destination is key to the recent success and growth of the Chattanooga tourism industry. Highlights from a brand perception study conducted by the CVB in partnership with RRC Associations in summer 2017 on Chattanooga tells following story:

**Methodology:** 1,200 people in Chattanooga's top five markets (Atlanta, Nashville, Knoxville, Huntsville, and Birmingham) were asked to take an online survey.

## CHATTANOOGA'S TOP 5 MARKETS



**Competition:** Chattanooga is compared to four key competitors in the market, with two being clearly ahead of Chattanooga in terms of visitor spending, one being relatively close, and one chasing Chattanooga.

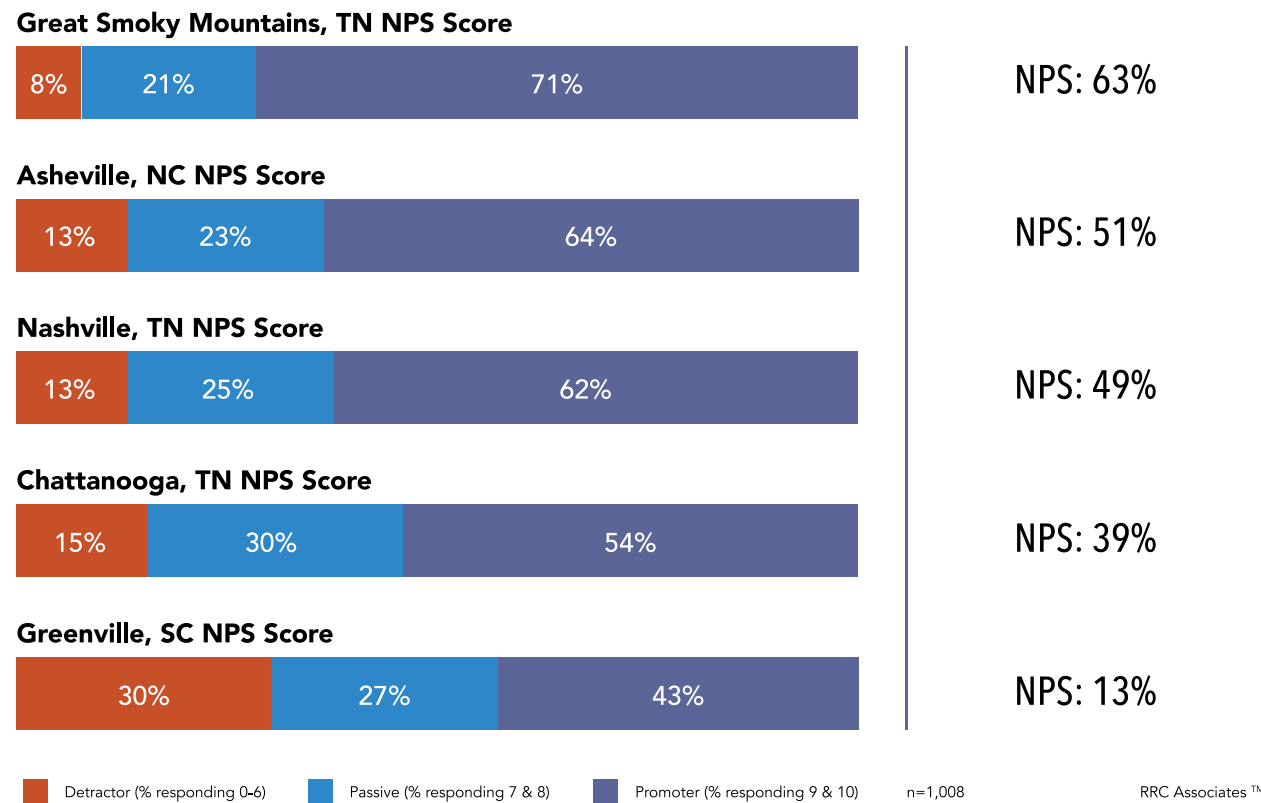
- Nashville, TN
- Great Smoky Mountains, TN (Sevier County)
- Asheville, NC
- Greenville, SC

**Advertising Awareness:** Chattanooga advertising awareness is strong in our key markets with 44% recalling an ad produced by the Chattanooga CVB. Chattanooga outperformed Nashville (40%), Asheville (36%) and Greenville (16%). Only the Great Smoky Mountains outperformed Chattanooga with 68%. NOTE: This survey was done during peak advertising for the Smokies with additional state sponsored ads running in these markets to help them recover from the forest fires of 2016.

**Likelihood to Visit:** Chattanooga outperformed Greenville and Asheville and slightly trailed Nashville and the Smokies.

**Net Promoter Score (NPS):** The competitive set of destinations are compared on their NPS score with Chattanooga receiving a score of 39 percent total.





This score is a major measurement of success for Chattanooga as a destination. It measures the likelihood a visitor will recommend the destination. This is word of mouth marketing, which is the most trusted information source. In 2015, Chattanooga’s NPS was 28%, trailing Nashville at 47%. In two years, Chattanooga’s NPS moved to 39%. Furthermore, visitors that came in the past two years gave Chattanooga an NPS score of 46%, nearly equal to Nashville (49%) and Asheville (51%).

Additionally, from this research we can see that visitors who came in the spring are most likely to recommend Chattanooga, while winter visitors are least likely.

**FY 2018 Initiative:** Make the community aware that additional winter activities are needed for locals and visitors to enjoy.

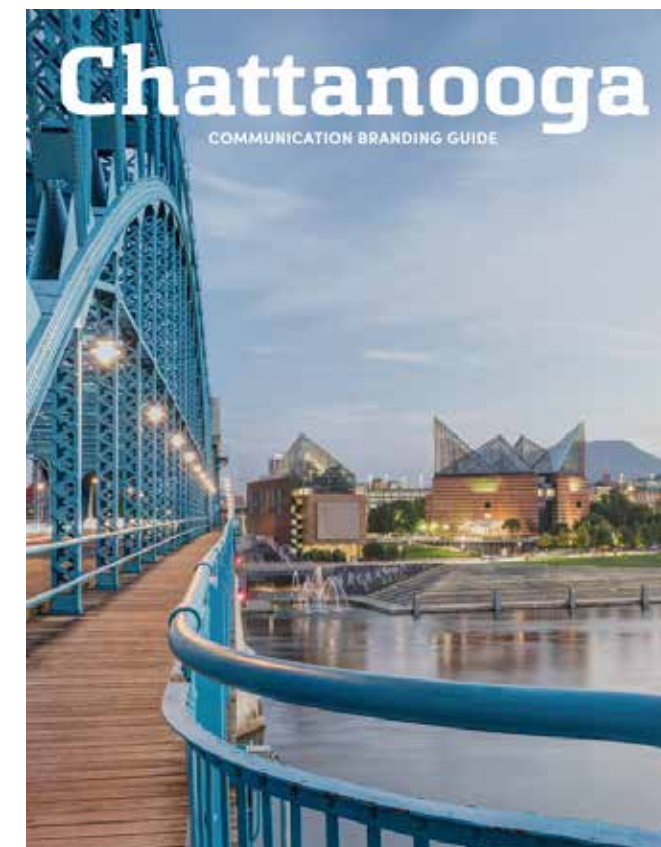
## CHATTANOOGA’S BRAND PERSONALITY

Chattanooga is unique, unlike any other city. When asked what city is Chattanooga most like, **“NONE”** was by far the most common answer.

Given the chance to rank Chattanooga’s characteristics, people stated Chattanooga was scenic, outdoorsy, down to earth, historic, authentic and relaxing.

### Brand Voice:

Through research we know Chattanooga’s personality in the eyes of our visitors. The CVB has developed a brand voice that captures the authenticity of Chattanooga’s personality to guide everyone who communicates on behalf of the CVB.





## TOP BARRIERS

1. TIME & MONEY
2. LACK OF INFORMATION
3. PERCEPTION NOT ENOUGH ADULT ACTIVITIES

FY 2018 Initiative: Grow Marketing investment in adult-only groups

## SATISFACTION

1. EASY TO GET TO
2. RELAXING PLACE
3. VARIETY OF DINING

**33% SPRING**  
VISITORS FAVORITE TIME TO VISIT CHATTANOOGA

**29% SUMMER**  
VISITORS FAVORITE TIME TO VISIT CHATTANOOGA

**27% FALL**  
VISITORS FAVORITE TIME TO VISIT CHATTANOOGA

## MUSIC/FESTIVALS

**44% OF VISITORS**  
MOTIVATED TO VISIT BY MUSIC/FESTIVALS

**64% OF VISITORS**  
SATISFIED OR VERY SATISFIED WITH MUSIC SCENE

FY 2018 Initiative: Grow music marketing and product development

## FOOD

"Trendy & Unique with Traditional Roots"

**#3 REASON**  
FOR VISITATION

**#2 REASON**  
FOR REPEAT VISITATION

FY 2018 Initiative: Develop campaign that captures Chattanooga's unique food scene

# CHATTANOOGA VISITOR PROFILE

## TOP MOTIVATION

**SPEND TIME WITH LOVED ONES**  
#1 MOTIVATION

**TENNESSEE AQUARIUM**  
#1 ACTIVITY MOTIVATION

**LOOKOUT MOUNTAIN**  
#2 ACTIVITY MOTIVATION

**UNIQUE LOCAL RESTAURANTS**  
#3 ACTIVITY MOTIVATION

**TRIP FREQUENCY EVERY 9 MONTHS**

## FUTURE CONSIDERATION

**72% VACATION**

**44% MUSIC/FESTIVALS**

**30% REUNION**

**27% SPORTING EVENT**

**26% MEETING/CONVENTION**

**24% RELOCATION/MOVING**

**11% WINTER**  
VISITORS FAVORITE TIME TO VISIT CHATTANOOGA



### Higher-End Accommodations

2015 research showed a desire for higher-end accommodation options in Chattanooga. In 2018, new higher-end hotel accommodations are coming online to meet the market demand. The new 2017 research shows a few things about this audience:

- 14% prefer hotel rooms price \$150+/night
- 71% are between 25 and 54 with the largest group being 25-34 (29%)
- 63% are from Atlanta
- 23% reported household incomes >\$150k
- Shopping is more important to this group

**FY 2018 Initiative:** Develop a marketing strategy to this niche group and fill the higher-end supply coming online in 2018.

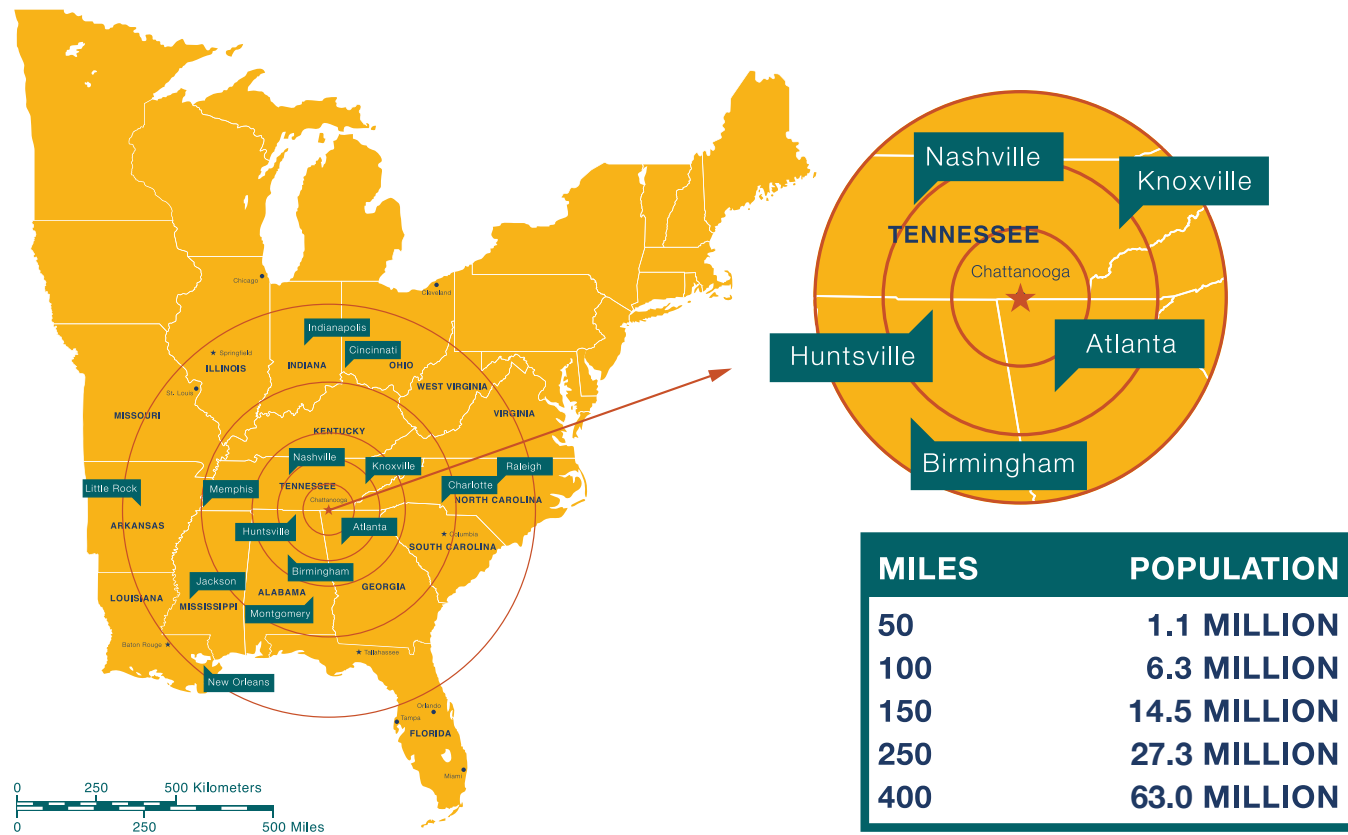
**Summary:** This study paints a picture of opportunity for Chattanooga. The branded advertising to targeted audiences have reached 44% of the market creating an intent to visit of 70%. Visitors' description of their ideal destinations matches many of Chattanooga's strengths: Easy to get to, safe, relaxing, variety of accommodations and dining, with exciting activities and attractions.

**70%**  
**INTEND TO VISIT**

With so much changing in Chattanooga and the NPS score rising from 28% to 46%, the 63% that have not visited in the past 2 years create a golden opportunity for growing tourism to Hamilton County.







## AUDIENCE TARGETING

The information gained from this study has set the path where the Chattanooga CVB with 75% of its marketing budget, pursues 14.5 million people who live within 150 miles of Hamilton County.

Within a 150-mile radius of Chattanooga, the CVB uses every marketing tool in the book to reach its audience including TV, radio, billboard, digital and print advertisements, public relations, email, social, app, website and more.

Beyond the 150-mile radius, the Chattanooga CVB uses precision marketing tools primarily through digital media for a highly-targeted approach to developing outer markets. Key markets in development include: Western TN, OH, KY, Northern FL, MS, LA and IL. Cooperative marketing with the State of Tennessee assists with development of these markets.

Within all markets, the Chattanooga CVB targets core audiences and growth audiences as defined below:

**Family Core Audience:** At the core of Chattanooga’s tourism industry is the affordable family weekend getaway. This is a market that Chattanooga has owned in the region for decades and continues to be the #1 visitor profile coming to Chattanooga. Chattanooga outpaces all but the Smoky Mountains for “Family Getaway” with 36% reporting Chattanooga as the “Best” for families in the region.

**Couples & Friends Growth Audience:** Over the past eight years, Chattanooga has focused

growth on the “Romantic Getaway” audience. This generally is the pre- and post-kid age groups traveling for a weekend trip. This audience enjoys the attractions, history, outdoor activities, restaurants, romantic accommodations, arts and music.

As Chattanooga’s arts, food, nightlife, and live music scenes have grown, so has the CVB’s marketing of these new and exciting aspects of the city. Food, arts, music and nightlife support the romantic getaways audience, but also guys and girls weekends, traveling with friends, conventioner and these attributes are especially important to millennials.

**Food:** 2017 research revealed that food is the #3 driver for visitation and #2 for repeat visitation. Chattanooga’s food scene is regionally recognized. The CVB will develop a campaign to support that growth, leverage the growing reputation and capture Chattanooga’s unique food scene.

**Music & Nightlife Audience:** 61% of those surveyed in 2015 said Chattanooga’s #1 need is a better music and nightlife scene. Only 3% said Chattanooga had the best music scene in the region and 5% nightlife. For the past two years, the Chattanooga CVB has put an emphasis on helping the music and nightlife scene develop in Chattanooga by marketing the many offerings of live music in the city. The music marketing manager, focuses on how to bring more people to Chattanooga to listen to live music and connect more locals with local music.

- 130% growth of live music events since 2013
- 72% growth of live music attendees since 2013
- 100% growth in interest in year-round live music since 2015
- 700% growth in interest in live music fall-spring since 2015

2017 research shows 44% would be motivated by music/festival for visitation.

**New Luxury Audience:** 44% of those surveyed in 2015 said the #1 need Chattanooga has is for high-end accommodations. In FY 2018, we expect the Edwin Hotel and Westin hotels to open and the Read House to renovate its rooms into luxury accommodations. These rooms will add more than 500 luxury rooms to some already wonderful properties in Chattanooga. This creates an opportunity for the CVB to raise the awareness of the luxury accommodations so many people are looking for in Chattanooga. These visitors will spend more money than the average visitors and leave more tax dollars in the city to support our local services and schools. The 2017 Research shows 14% of those polled have a price preference of \$150+/night. With targeted marketing, we will invite this group to Chattanooga using their interests as the driver and upgraded accommodations as the closer.

**New Winter Audience:** Chattanooga’s winter attractions have grown over the past few years and are anchored by Lookout Mountain’s festivities. Working with partners, the Chattanooga CVB worked to market the city as a winter holiday destination. In 2015, only 8% of respondents saw Chattanooga as a destination of choice for winter holidays. The 2017 research shows that number rose to 11% actual visitation. Since 2014, December visitation has grown by 30% to the top winter attractions and 30% in hotel tax collections. Additionally, marketing for the winter attractions



keeps Chattanooga top of mind through the winter and increases peak spring and summer visitation.

**New Geographic Audience:** Testing in the Midwest in FY 2017 proved that Ohio and Illinois have the highest ROI for Hamilton County beyond the surrounding states. Expand the marketing message across the Midwestern United States.

**Media Buying Strategy:** In FY 2018, the Chattanooga CVB will merge its television and digital budgets to better adjust to the way in which people consume media. Separating television and digital buys no longer makes sense as consumers are consuming television in many ways beyond broadcast television. Instead, the CVB will look at the way in which people consume media and purchase accordingly across broadcast, streaming and online videos. Video is a huge strength of the Chattanooga marketing platform and the digital media purchased will largely consist of video placements.

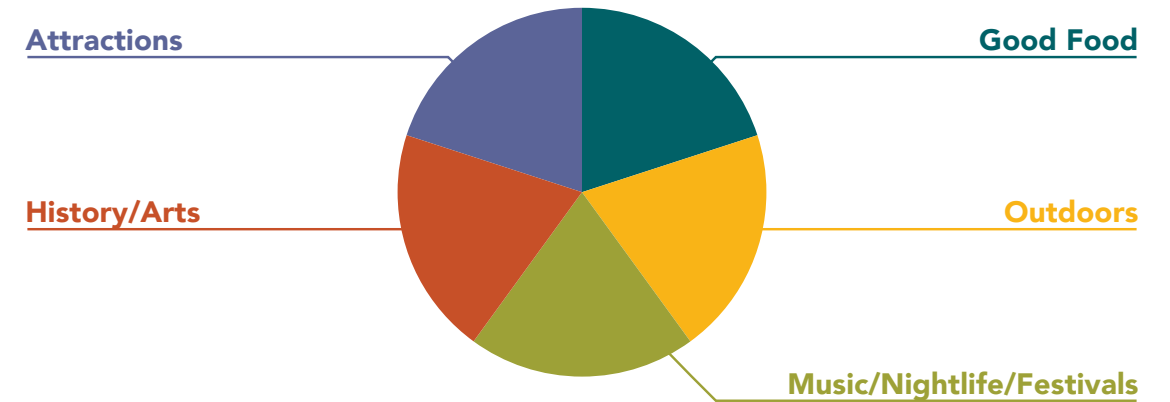
**New Creative:** In FY 2018, the Chattanooga CVB will be introducing new creative into the marketplace. This includes new logo, tagline, video commercials and print advertising. The new creative is based on the findings of the new research and will be tested with visitors before it is debuted in market in January 2018. The new creative is being designed to be easily used across fun, sports and meetings.

## GOAL SETTING

- **Organizational Goal:** Grow economic impact of tourism in Hamilton County to \$1.1 Billion.
- **Overall Marketing Goal:** Grow intent to visit Chattanooga in the core markets surrounding the city from 42% (2015) to 50% including: Atlanta, Nashville, Knoxville, Huntsville and Birmingham. ACHIEVED (2017 research shows 53%).
- **Grow NPS** from 27% (2015) to 50% (2018). Currently at 46% in 2017.
- **Couples & Friends Goal:** Grow music to 15% participation (Currently 11%), Unique restaurants to 50% (Currently 39%).
- **Music & Nightlife Goal:** Grow brand awareness, NPS and event attendance by 10%.
- **Luxury Audience Goal:** Raise awareness of Chattanooga's new luxury accommodations in Chattanooga. Utilize the interests of those that tend to stay in luxury accommodation to market the whole package of a vacation including outdoors, arts, music, food and more.
- **Winter Audience Goal:** Raise percentage winter visitation to 15% for FY 2018 from 11%.
- **Geographic Goal:** Raise awareness in OH and IL so as to capture a night or two on Southern road trips. Tracked through attraction attendance reports.

## CREATIVE DEVELOPMENT

Chattanooga's Brand Pillars:



### Integrated Marketing

The CVB takes an integrated marketing approach to developing audiences and raising intent to visit in the surrounding markets.

The best example is the Spring Break Safari campaign the CVB has been running for nearly a decade to develop Chattanooga's reputation as a destination for spring break for families. Involved in the campaign is the coordination with attractions, restaurants and hotels to provide an extraordinary experience for spring break families. It is a truly integrated campaign involving every aspect of the way the CVB markets.

### The Campaign Includes:

- Micro-site Development
- Creative Advertising Development
- TV, Radio, Billboard, Print & Digital Advertising
- Press Release
- Media Pitching
- Regional and National Media Visits
- Online Influencer Familiarization Tour (FAM)
- Social Media & Email Promotion
- Spring Break Safari Guide



**The Result:** Since the program was launched in 2009, March/April attendance at the top attractions have increased by 50% and hotel revenue has doubled.

**FY 2018 Initiative:** Expand integrated marketing programs adding new winter program in FY 2018 centered around family winter holidays and supporting winter holiday growth.



## REAL-TIME OPTIMIZATION

In order to ensure the Chattanooga CVB is reaching its goals, there is no “set it and forget it” approach. The CVB monitors its marketing effectiveness with digital marketing tools including Google Analytics, Quantcast, Adara, n-Sight, and more to shift additional dollars and human resources towards the campaigns that are the most effective. This optimizes the campaign, quickly stops the less-effective campaigns, and maximizes the ROI of every dollar entrusted to the CVB.

Success of the campaigns will be measured through the following means:

- Total Economic Impact
- Hotel Revenue Growth
- Attraction Attendance Growth
- Campaign Metrics
- Website Analytics
- Long-Term Engagement Audience

## COOPERATIVE MARKETING

Chattanooga CVB works with the Tennessee Department of Tourist Development and Chattanooga Attractions to cooperatively market the area. When memberships and advertising revenue are included, these partnerships extend the reach of the marketing budget by \$1.1 million, making the total marketing budget \$4.7 million in FY 2017.

**FY 2018 Goal:** Grow partnership marketing opportunities to extend the reach of the marketing campaigns so that the CVB can market with significant impact across the Midwest of the United States.

## PUBLIC RELATIONS

In Fiscal Year 2017, Chattanooga experienced record coverage of the city through earned media or public relations. More than 300 Million impressions were made through the media resulting in a \$25 Million ad equivalency. On the following page, we’ve highlighted just a few of the many media organizations that covered Chattanooga as a direct result of the CVB’s public relations efforts.

**\$25 MILLION**  
AD EQUIVALENCY

**300 MILLION**  
IMPRESSIONS

**FY 2018 Goal:** \$30 Million Ad Equivalency in Earned Media

## PUBLIC RELATIONS COVERAGE HIGHLIGHTS







## MEETINGS & CONVENTIONS

Numerous cities vying for the same piece of business making recruiting meetings and conventions to Chattanooga a highly competitive business. The department focuses on citywide events that use multiple hotels, and fill the Chattanooga Convention Center and other meeting spaces around the city.

The Chattanooga CVB's Convention Department consists of seven full-time professionals that recruited and serviced 194 events filling 68,547 hotel rooms in

FY 2017 alone. These events include everything from a cheerleading convention to a tow truck industry convention. Larger events attract upwards of 5,000 people who stay for days at a time in the hotel rooms when they would otherwise be empty. The CVB works to place these large groups at times when the city needs the business most. For example, 5,000 young Christians come to town for the Campus Outreach Ministries convention over the week between Christmas and New Years. During this week, the Convention Center, surrounding

hotels, and restaurants would typically be empty.

**FY 2018 Goal:** Retain and grow existing events; create and capture new meeting events that generate hotel room demand in need times.

These groups pay a hotel tax that is used to fund the CVB and pay for the waterfront revitalization. And they pay a sales tax that funds schools, roads, fire, and police lowering the amount Hamilton County residents need to

pay in taxes.

The sales team takes phone calls, answers emails and goes to visit meeting planners that are looking for a city to host their meeting and may bring thousands of people to Chattanooga.

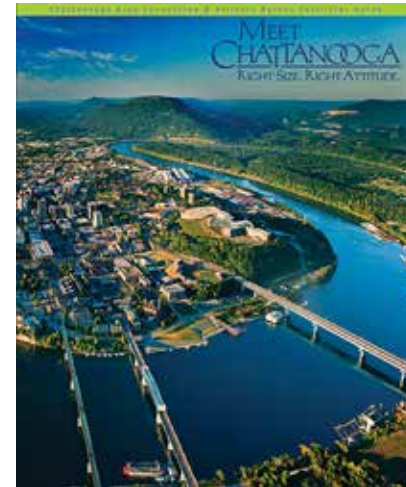


### List of Trade Shows:

- TnSAE (TN Society of Association Executives)
- ConnectMarketplace / Collaborate Marketplace
- Connect Faith
- RCMA (Religious Conference Management Association)

They also show them the best of Chattanooga when they come to town in order to try to win the business and bring it to Chattanooga, rather than a competing city.

The CVB maintains information to assist meeting planners at ChattanoogaMeetings.Com and produces digitally and in print a Facilities Guide to help meeting planners find the best facility for their event. Chattanooga has 30 meeting facilities that can host groups from 10 to 10,000 attendees.



## CONVENTION SERVICES

Once the convention is planned for Chattanooga, the service team takes over and ensures all of the needs of the meeting planner are well taken care of, to make sure Chattanooga has a reputation for being easy to host a meeting, and that the convention comes back year after year. In fact, 98% of meeting planners say they were satisfied or highly-satisfied with hosting their meeting in Chattanooga. This is a testament to the high level of service provided by the CVB, the Convention Center, and the entire community.

## MEETINGS MARKETING

Conventions and meeting recruitment is a highly competitive business. The overall brand building efforts of the CVB work to make Chattanooga a more well-known city as a destination that is not only desirable to visit, but also to host or attend a conference. These efforts aid the sales staff while they are out selling the city as a place of choice for conventions and meetings. A marketing campaign specifically targeted to meeting planners complements these efforts to drive the maximum interest in Chattanooga as a meeting or convention destination of choice.

ChattanoogaMeetings.com  
Facebook.com/chattanoogameetings

## MEETINGS MARKETING PLAN

**Overall Goal:** Grow the economic impact of tourism in Hamilton County by increasing the awareness and use of Chattanooga as a meetings and conventions destination.

### Increased Measureable Outcomes

- Record high room nights – Internal tracking, STR and tax collections
- Higher traffic on owned media – Google Analytics, email & social tracking
- Better earned media coverage – DCI Reports
- Increased RFP requests – Provide monthly or quarterly feedback

**Overall Marketing Strategy:** A combination of an integrated marketing approach across owned, earned, and paid media with a lead generation strategy.

**Steps:** Through internal and external research, develop a new marketing message  
Hire an agency to develop new creative driven by a new message - NEW  
Integrate new creative and message into owned, earned and paid media placements

### Owned Media

- LinkedIn: Leverage LinkedIn platform to develop local leads
- Social: Integrate new message into meetings content to drive engagement
- Web: Create monthly blog content for meetings site - NEW
- Email: Develop monthly email strategy including database and content - NEW
- Collateral: Develop new materials based on new marketing message - NEW

### Paid Media

- Develop FY 2018 ad campaign
- Review ad placements to make sure fits with new strategy
- Google Grant – Drive traffic to Meeting Site – NEW

### Targeted Meeting Publications

- Connect Association – National
- Connect Corporate – National
- Connect Faith – National
- Convention South – Southeastern
- GSAE – Georgia
- TSAE – Tennessee

### Earned Media

- Work with DCI on national opportunities
- Develop local PR initiative around Meeting lead development
- Shows, speaking, etc.

**98%**  
Meeting Planner Satisfaction





**Reunions:** A reunion specialist on staff helps families and military to plan reunions in Chattanooga. Reunions bring dozens of people at a time to Chattanooga that stay in hotels, go to attractions in large groups, and dine in our group-friendly restaurants.

**FY 2018 Initiative:** Utilize social media interest targeting and targeted content to reach reunion planners with message about Chattanooga.

**These ads have been placed in:**

- Reunions – National
- Urban Voice – Regional
- CityScope Magazine – Local
- HealthScope Magazine – Local

## MEETINGS SURVEY

October 2017

**Top Level Findings**

- 97% meeting hosts would plan another meeting in Chattanooga
- Top satisfaction with Chattanooga is CVB Services
- Meeting planners gave very high 8.8 rating to Chattanooga
- #1 most recognized meeting brand in Southeast was Chattanooga
- 67% of meeting planners choose the destination 6-24 months before the event
- 70% of those surveyed have hosted a meeting in Chattanooga







## CHATTANOOGA SPORTS

### CREATE, CAPTURE, & CULTIVATE

The Chattanooga Sports Committee, an integrated division of the CVB, works to create, capture and cultivate sporting events in the Chattanooga area. The CSC exists to support local and out-of-town event organizers with their sporting events with an end goal of mutually beneficial success.

**Mission:** The mission of the Chattanooga Sports Committee is to maximize sports tourism-related sporting events and business that have an economic and social impact on the Chattanooga region.

**Vision:** The Chattanooga Sports Committee will define the Chattanooga region as a premier sports destination by creating new sporting events, capturing new sports business and cultivating the growth of sustainable annual sports activity. Through CSC leadership efforts

and focus on maintaining mutually beneficial relationships, sports tourism will have a positive impact on the region's economy and its citizens' quality of life.

CSC is a division of the CVB and a 501(c)(3) that shares resources, office space, and mutual goals with the CVB. A staff of four focuses daily on sports tourism. The team filled 90,595 hotel rooms with sporting events in FY 2017.

**FY 2018 Goal:** Retain and grow existing events;

create and capture new sporting events that generate hotel room demand in need times. Below are just three examples of the 87 events supported by the Chattanooga Sports Committee.

### CREATE

The Chattanooga Marathon was created as a not-for-profit community event that showcases the characteristics of our innovative community & family friendly destination while providing



a quality product for our residents and tourists. This event has grown to more than 3,500 participants in its first 2 years and is expected to grow each year going forward. The CSC brings together community partners to animate our city on an otherwise slow weekend in Chattanooga for tourism.

## CAPTURE

IRONMAN will host 11 events in Chattanooga over 5 years with a total economic impact of more than \$125 million. The 11 events will bring 25,000+ athletes plus their families to Chattanooga for days at a time.

### 2017 IRONMAN Calendar

- May 21 – IRONMAN 70.3 (Half)
- September 9 – IRONMAN 70.3 Women’s World Championships
- September 10 – IRONMAN 70.3 Men’s World Championships
- September 24 – IRONMAN (Full-Distance)

The CSC works to capture events such as IRONMAN by building relationships, going to visit event planners, hosting event planners, and offering support to bring their event to Chattanooga. Once in Chattanooga, the CSC also works to service the event which makes permitting, working with the city and county and finding sponsors easier. This gives the city a reputation for being a great place to do business and the event returns year after year.

## CULTIVATE

Scenic City Cup is a soccer tournament hosted annually in early May at Camp Jordan, Redoubt Soccer Complex and North River Soccer Complex. By working closely with local and regional soccer entities, the CSC has been able to cultivate the growth of one of the region’s premiere youth soccer tournaments. Scenic City Cup hosts over 200 teams with an economic impact of \$750,000 annually.

## SPORTS MARKETING

The Sports Committee, led by Tim Morgan, visits trade shows and sporting event planners throughout the year in order to attract business to Chattanooga. The team also brings planners to Chattanooga to showcase the city as the next location for their sporting event.

The work done to build Chattanooga’s brand continues to assist the Sports Committee in booking business as Chattanooga becomes a more widely known destination, higher on people’s list of must-see places.

**FY 2018 Initiative:** Leverage the 4 IRONMAN events held in 2017 in Chattanooga as evidence Chattanooga can host world-class events. A combination of earned, owned, and paid media will be used to reach sporting event planners and raise the profile of Chattanooga as the playground of the South.







## GROUP TRAVEL

If you see a school or tour bus rolling down the streets of Chattanooga, in all likelihood the CVB has worked to recruit that group to visit Chattanooga.

The Director of Tourism works to recruit leisure groups to Chattanooga year-round. These groups may visit as adult tours, school groups, church groups, scout outings, bank travelers, international tours, or any group of 10 or more people traveling together for fun. The CVB

provides itinerary planning to these groups along with attraction brochures, maps, coupon books, and shuttle guides. When groups spend the night we provide free MoonPies.

Before arriving each customer is provided with either a Group Tour Manual (for professional travel companies) or a Group Leader and Field Trip Combo Booklet. These resources contain profiles of our CVB members interested in booking leisure groups. Published once a year, they also include detailed itineraries, annual

event listings, maps, trivia, and history notes as well as our hotels, restaurants, and attractions that offer group-friendly rates.

In 2017, the CVB attended these national and regional shows to recruit leisure groups to Chattanooga:

- American Bus Association
- National Tour Association
- Travel South Domestic USA Showcase

- Heartland Showcase
- International POW WOW
- Travel South International Showcase
- Select Travel

Advertisements for leisure groups ran in AL, GA, VA, South Central (AR, LA, MS, TX), NC, SC and TN through print ads in industry magazines with reader card response forms, and on social media platforms.



**FY 2018 Initiative:** Send an eNewsletter to group clients highlighting the 100th Anniversary of Chattanooga MoonPies and offering free MoonPies for overnight group bookings.

## INTERNATIONAL FIT & LEISURE GROUP TRAVEL

Chattanooga CVB works closely with the Tennessee Department of Tourist Development to recruit international visitors to our area. A UK-based firm Lofthouse Enterprises and a German based firm, TextTransfer, work in collaboration with TDTD, and Tennessee destination partners, to sell the state and Chattanooga as a place to visit for Foreign Independent Travelers (FITs) and leisure groups.

The results have been outstanding and Chattanooga is featured more than 60 tour company brochures and has received some high-profile international media attention as well. We are currently featured in itineraries in these countries: UK, Germany, France, Switzerland, Austria, Norway, Sweden, Italy, and Brazil.

International Familiarization Tours in conjunction with the TDTD and Brand USA (the marketing arm for the USA), show off Chattanooga and Tennessee. Last year we hosted Familiarization Tours with individuals from China, India, Brazil and Europe.

With Atlanta International Airport only 2 hours away and the new 2018 direct flight from London, UK to Nashville, we should continue to see more Europeans in the months to come. FY 2018 Initiative: Bring top international travel journalists to Chattanooga via partnership with Tennessee Department of Tourist Development and TN destinations to raise awareness of the city in top European Cities.

FYI – we usually consider Canada as domestic since we share a border, and Canadian source markets.

### **FY 2018 Initiatives:**

- Produce a 2-minute Outdoor Chattanooga video in partnership with BrandUSA to be distributed in UK and Germany promoting Chattanooga.
- Produce a 45-second Culinary Chattanooga video in partnership with Brand USA to be distributed in the UK promoting Chattanooga.
- Produce a 2-page ad with the Lookout Mountain Attractions and Knecht-Reisen Tour Company to distribute to 12,000 Swiss customers.

## AAA/CAA LEISURE TRAVELERS

Chattanooga CVB continues to maintain relationships with AAA/CAA offices in the USA and Canada. Two to three times a year staff makes sales calls on AAA offices, place ad in the nationally distributed AAA TourBook, co-ops 3 AAA travel shows with Mills Marketing Group (MMG) in Columbus, OH, Birmingham, AL, and Uniondale, NY. We also distribute the Visitors Guide to over 125 AAA offices yearly, and host our annual AAA FAM every

September to help to keep Chattanooga top of mind for their 55 million members.

**FY 2018 Initiative:** Send an eNewsletter highlighting local events 3-5 times/year.

## CONSUMER TRAVEL SHOWS

Chattanooga CVB partners with MMG to distribute the Chattanooga Visitors Guide to consumers throughout the year at various travel shows and expos.

Some of those are military bases in Warner Robbins, GA, Ft. Rucker, AL, Ft. Stewart and Hunter Army Airfield, GA, 2 large retirement Expos (The Villages, FL & Generations 55+, Atlanta, GA), 7 Southern Women's Shows in Richmond, VA, Memphis & Nashville, TN, Charlotte & Raleigh, NC, Charleston, SC and Orlando, FL along with the Chicago Golf Show, and the Indianapolis Boat & Travel Show.

Chattanooga MoonPies are used as giveaways at each show enticing consumers to visit the Southern Destinations booth and take away a Visitors Guide.

## RETIRE CHATTANOOGA

Chattanooga CVB also works to promote Chattanooga and Hamilton County as a place for retirement along with the Tennessee Department of Tourist Development and their Retire Tennessee program. Surveys show that retirees will visit potential places for retirement 3-4 times before making a decision, therefore staying in hotels, eating in restaurants, and experiencing the art and culture of a community before deciding to move there.

Our Chattanooga retirement page, <https://www.chattanoogaofun.com/plan-your-trip/retire/> averages more than 1,000 monthly views due to marketing the page through earned and owned media and social channels. Along with TDTD the CVB attends one to two Ideal Living (Retirement) Trade Shows and then responds to more than 3,600 inquiries from the trade shows, Retire TN website, and our webpage. Potential retirees receive a targeted email message or Visitors Guide that includes our new targeted Live Here! section.

**FY 2018 Goal:** Drive more than 1,500 monthly views to the retirement page.



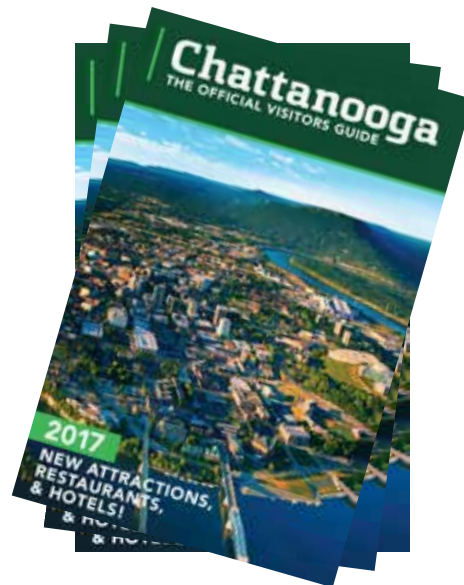


## VISITOR SERVICES

The Chattanooga CVB assists visitors with information about visiting Chattanooga to make their trip planning easier, extend the length of their stay, and entice them to return more frequently. Visitors who contact the CVB are more likely to visit, more likely to stay longer, and more likely to spend more money in Chattanooga. The CVB operates two Visitors Centers located in Downtown Chattanooga at Shuttle Park North and one at the kiosk inside Hamilton Place Mall. Visitor Services is operated by three full-time staff and supported by several part-time staff.

### Visitors can gain information in the following ways:

- Visitors Centers (Downtown & Hamilton Place): 114,082
- Website: 2.5 Million Visitors
- Visitor Guide: 400,000 Printed
- App: 1,000's Downloads
- Social Media: 400,000+ Followers
- Email: 50,000+ Subscribers
- Phone: 1,000+ Callers
- 2017 Official Chattanooga Visitors Guide



## MEMBER SERVICES

Chattanooga CVB is a membership organization with more than 600 members in FY 2017. Membership is led by the Director of Partnership Marketing. As a benefit, members receive promotion of their business to visitors/groups and can advertise through the Chattanooga CVB for additional exposure through the website, visitors guides, visitors center, email, and social media.

Partner memberships and advertising sales with the CVB help fund essential operations including one of the most trafficked websites in the industry, one of the most high-quality visitors guides, and two visitor centers staffed with informative and helpful individuals.

The CVB produces a Membership Guide each year:

**FY 2018 Initiative:** Allow members to control their own listings and advertisements through an extranet.

### FY 2018 Focus Goals:

- Greatly increase communication with members through email, extranet, social media and public relations.
- Grow membership and advertisers promoting nightlife, live music and events in Chattanooga.





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