



2016-2017 SALES & MARKETING ROAD MAP

visit
knoxville
TENNESSEE

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A MESSAGE FROM OUR PRESIDENT



Dear Friends,

Last year, Visit Knoxville experienced one of its best years ever. Through the combined efforts of our team members, we exceeded sales booking goals, launched a sports commission, earned national press recognition for a variety of our tourism partners, created a brand new waterfront event and wrapped the year with a star-studded, \$2 million film shot almost entirely in Knoxville and Knox County.

That's just the tip of the iceberg, as next year looks to be just as exciting...and successful. Visit Knoxville is fortunate to have the support of Knoxville's tourism partners as we continue our mission to increase visitor and convention business to our community.

Great things are happening throughout Knoxville and Knox County. Expansions at Zoo Knoxville, the opening of the epic trail at Baker Creek Preserve, new hotels and restaurants and an expanding beer scene are attractive draws to our city.

In this 2016-2017 Sales & Marketing Road Map, you will find the goals and strategies we will employ to capitalize on all that makes **#knoxrocks**.

As always, we welcome your comments and questions and appreciate your support.

Sincerely,

Kim Bumpas

President
Visit Knoxville

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TENNESSEE

2016-2017 BOARD OF DIRECTORS

Visit Knoxville appreciates the support of its outstanding Board of Directors. These individuals lend their excitement and encouragement on a daily basis. As active and informed members of this community, they each bring their own fresh perspectives to our goals and activities. They also understand the economic impact of tourism and the importance of sales and marketing. Thanks to them, we continue to make great strides in promoting Knoxville as a premier travel destination for meetings and visitors.

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BOB RAINES
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City of Knoxville Communications Director

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JIMMY DELANEY
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University of Tennessee Athletics Department

CAROL EVANS
Legacy Parks Foundation

LORI FULLER
Knoxville Chamber

ROB HARDIN
University of Tennessee Sports Management

BUCK JONES
University of Tennessee Sports Management, retired

TODD KELLY, SR.
BTG International / Interventional Vascular

BRANDON PARKS
Vol Network / IMG College

JOE WALSH
City of Knoxville Parks and Recreation

2016-2017 ORGANIZATIONAL GOALS

The Visit Knoxville team has put a great deal of collective thought into defining our goals for the coming year. These goals have been shaped by and created in response to our tourism partners. They're also supported heavily by our board of directors. Meeting the needs of our stakeholders helps meet our overall needs and, in turn, allows us to increase the economic impact generated through tourism. A number of goals have been set for this year, and Visit Knoxville will achieve many that have yet to be defined. This list reflects some of our key initiatives designed to increase our marketing effectiveness with both leisure travelers and meeting planners.

- Launch new branding for Knoxville based on FY15-16 research
- Create points-of-entry welcome/directional billboards on I-40 and I-75
- Enhance the overall guest (and local) experience at the downtown Visitors Center with a substantial interior renovation
- Enhance large scale convention hosting capabilities of the KCC through improved/increased WiFi service
- Oversee and fund the installment of a significant art and/or lighting sculpture for downtown Knoxville (Neyland Greenway)
- Increase the quantity and quality of sporting events recruited to Knoxville with a large scale investment in a multi-purpose sports flooring
- Secure \$2.5 million dollars in total film production in Knoxville/Knox County

CONVENTION SALES & SPORTS

The Visit Knoxville sales team is committed to creating the highest possible economic impact for Knoxville's meeting, convention and sports facilities, including the Knoxville Convention Center, The Knoxville Civic Auditorium and Coliseum and Chilhowee Park. To carry out this mission, the team actively and aggressively promotes Knoxville to a variety of associations, organizations and industries.

Sales Goals

Convention Sales and Sports Commission

Total Booking Goal – 112 Groups (43 by Sports Commission)

- Knoxville Convention Center – 26 bookings
- Chilhowee Park – 8 bookings
- Civic Coliseum – 5 bookings
- Hotel, other venues – 73 bookings

Total Lead Goal – 285 (82 by Sports Commission)

Additional Goals

- Attend a Minimum of 28 Trade Shows
- Host 2 Sales FAM Tours
- Host 1 Tour/Travel FAM Tour
- Host a Minimum of 30 Site Visits
- Host 5 Sales Blitzes with Partners to Targeted Markets including Washington DC, Nashville, and Chicago
- Execute a Minimum of 6 Sport Scouting Trips
- Host 2 Trainings for Hoteliers (topics to include VK lead process, responding to VK leads and accessing VK Partner Extranet)
- Launch VK Convention Ambassador Campaign

SALES ACTIVITY TIMELINE

July 26-28, 2016
Council of Engineering & Scientific Society Conferences (CESSE)

August 13-16, 2016
American Society of Association Executives Annual Meeting (ASAE)

TBD
Your Military Reunion Connection Marketplace (YMRC)

August 18-23, 2016
Student & Youth Travel Association Annual Conference (SYTA)

August 25-27, 2016
Connect Corporate Marketplace

August 25-27, 2016
Connect Association Marketplace

August 25-27, 2016
Connect Specialty Marketplace

October 1, 2016
TN Society of Association Executives Annual Luncheon & Trade Show (TNSAE)

October 25-27, 2016
Connect Faith Marketplace

December 1, 2016
Association Forum of Chicagoland Holiday Showcase

January 1, 2017
Connect Diversity Marketplace

January 5-8, 2017
Event Services Professionals Association Annual Conference (ESPA)

January 14-17, 2017
American Bus Association Marketplace (ABA)

February 1, 2017
Destination Marketing Association International Destinations Showcase (DMAI)

February 7-9, 2017
Religious Conference Management Association Emerge Conference (RCMA)

February 26-March 2, 2017
National Tour Association Travel Exchange (NTA)

March 1, 2017
Christian Meetings & Conventions Association Showcase (CMCA)

March 5-7, 2017
Heartland Travel Showcase

March 12-15, 2017
Travel South Domestic Showcase

April 9-13, 2017
ConferenceDirect Annual Partner Meeting

May 23-24, 2017
American Society of Association Executives Xperience Design Project (ASAE XDP)

June 1, 2017
HelmsBriscoe Annual Business Conference

June 1, 2017
IBTM America

June 1, 2017
Cvent Connect

SPORTS ACTIVITY TIMELINE

August 23-27, 2016
Connect Sports Marketplace

September 19-24
US Aquatics Sports Show

September 26-29, 2016
TEAMS Conference & Expo

October 10-14, 2016
AAU National Convention

October 24-25, 2016
NASC Market Segment Meetings

November 9-12, 2016
International Mountain Biking Association (IMBA) World Summit

November 14-19, 2016
USSSA National Convention

March 27-30, 2017
NASC Symposium



VISITOR SERVICES

Visit Knoxville's Visitor Services Department continues to put our full focus on what the visitor experience is for Knoxville, and we do that in many ways. Many visitors' first stop is the Knoxville Visitors Center. A refresher of our visitors center space will occur during this coming fiscal year. The updated space will provide guests with place to plan their next steps in Knoxville in conversation areas and enjoy a better view of the local merchandise in our gift shop. The updated visitors center will feature more area to layout maps and have discussions in an expanded guest services station. These refreshers will keep the Knoxville Visitors Center in line as one of the most unique centers in the country, serving as a venue to assist visitors and entertain locals.

Information is something we strive to get into the hands of all those wanting assistance in planning their trips. Visit Knoxville distributes Visitors and Relocation Guides throughout the state of TN, in AAA offices across the country, along I-75 and 25E into Kentucky, locally in all of the hotels, and in our visitors center. We've also made an effort to identify locations around town where we could reach visitors and make it easier for them to obtain our guides. We call these Visitor Information Centers. While each is unique in location, and many times in information featured, each one allows visitors to see more of Knoxville. These locations are listed below and monitored by our visitor services team:

- Knoxville Convention Center
- Knoxville Museum of Art
- Pinnacle / Turkey Creek
- Sunsphere
- Market House Café
- Outdoor Knoxville
- Backstage at the Tennessee Theatre
- University of Tennessee Visitor Center

The retail location inside the Knoxville Visitors Center has always been a great service provided to visitors, as well as locals. Even corporations take full advantage of having a one stop shop for locally made items and Knoxville gifts when they're looking for a way to say thank you, good-luck, or welcome. This year we are looking to expand our offering by taking our merchandise to more retail shows in the area, as well as to some of the larger groups brought in by our sales department and sports commission. This will allow visitors to grab a few souvenirs in the event they aren't able to make it over to the visitors center. It also provides us one more opportunity to make a strong impression.

Our department may seem simple in its purpose, but it is a tall order to ensure a great visitor experience, and we take it very seriously. It's a passion! From the volunteers we recruit, to our hospitality program where we train tourism professionals, to our patience in assisting each visitor – we're creating a community of ambassadors and leading by example to make Knoxville a visitor-friendly community.

MARKETING & COMMUNICATIONS

As a tourist destination, Knoxville and Knox County have never had so much to offer. This makes the job of the Visit Knoxville team easier in some ways, but it also emphasizes the need to develop the best marketing and communications strategies possible. Our team looks forward to meeting and exceeding the goals listed here as we strive to tell the story of this great city.

Marketing & Communications Goals

Expand Social Media Reach via Engagement

- Add/increase activity with platforms (e.g. YouTube, Periscope, Snapchat)
- Utilize new offerings on current platforms (e.g. longer videos and ads on Instagram)

Secure 2,000 Downloads of the new VK App

Utilize the App to:

- Drive engagement
- Assist groups with customized information
- Promote local partners through push notifications

Inspire the LGBT Community to Visit Knoxville

Collaborate with VK's newly formed LGBT Advisory Council to:

- Create a microsite designed specifically for LGBT travel
- Utilize guest bloggers within the local LGBT community
- Develop social media platform(s) specific for LGBT travel

Identify and Connect with 6 Key Influencers to promote Knoxville via Social Media

Recruit 12 Highly Influential Publications to Knoxville*

* In addition to the ongoing hosting of national and international media



Visit Knoxville's marketing and communications team is utilizing the results of last year's research to shape its goals and strategies for FY16-17.

Target Audience

From the web analytics that have been collected over the past year, Visit Knoxville knows the basic demographic makeup of individuals visiting and interacting with the website.

Leisure Visitors

Gender:	Male 39%	Female 61%
Age:	18 – 24	15.6%
	25 – 34	23.7%
	35 – 44	19.9%
	45 – 54	17.4%
	55 – 64	15.2%
	65+	8.0%

Geographic Profile (Top 10 markets for website visitation)

- | | |
|--------------------|--|
| 1. Nashville, TN | 6. Chicago, IL |
| 2. Atlanta, GA | 7. Tri-Cities, TN |
| 3. Charlotte, NC | 8. Chattanooga, TN |
| 4. Washington D.C. | 9. Raleigh-Durham, NC |
| 5. New York, NY | 10. Greenville-Spartanburg, SC/Asheville, NC |



After conducting audience research via several methodologies in FY15-16, a more vivid picture of the Knoxville target audience emerged. Through the modified conversion study and other studies, the following personas were identified for FY16-17:

Primary Target:

- Females
- Ages 45-64
- Geographic Profile
- East North Central (IL, IN, MI, OH, WI)
- South Atlantic (DE, DC, FL, GA, MD, NC, SC, VA)
- East South Central (AL, KY, MS, TN)
- Married
- From two adult household (*either no children or children no longer in the home*)
- HHI \$75K +
- Traits: high spenders, foodies, shoppers
- Affinities: movie lovers, TV lover, news junkies, travel buffs, cooking enthusiasts

Secondary Target:

- Males
- Ages 35-54
- Geographic Profile
- East North Central (IL, IN, MI, OH, WI)
- South Atlantic (DE, DC, FL, GA, MD, NC, SC, VA)
- East South Central (AL, KY, MS, TN)
- Married
- Two adult household
- HHI \$75K +
- Traits: sports enthusiasts, interest in health and fitness
- Affinities: news junkies, travel buffs, technophiles, music lovers, sports fans

The sophisticated targeting capabilities available through the Tombras Digital Trading Desk have virtually put an end to the waste produced through traditional site direct buys. Messaging is no longer placed on specific websites in hopes that the correct target will be exposed to the message. Instead, all known demographics, geographies, traits and affinities about the target are used to more succinctly direct messaging to a very specific audience of people, who are more likely to engage with Visit Knoxville messaging. In essence, we are buying people, not places and are able to target messages to those individual people, wherever they go across the Internet.

Messaging

Based on brainstorming sessions completed in FY15-16 regarding Knoxville's identity and how we can capitalize on it, VK finalized the following positioning statement for future messaging and branding campaigns:

Core Message

- Knoxville is unexpectedly awesome
- When you're here you're like a local
- Something for everyone - small but mighty

Positioning Statement

For the traveler seeking a destination that will deliver "wow, I had no idea" experiences, Knoxville offers a surprisingly real, truly accessible and unexpectedly sophisticated mix of culture, adventure and cuisine rooted in history and genuine Southern hospitality.

Manifesto

A hidden gem. A secret you can't wait to share. A rare find in the record store. A new path in the woods. A place where everything comes together. Where mountains meet music...art meets adventure...and culture meets cuisine. Where just around the corner takes on an exciting new meaning. America, concentrated in one breathtakingly beautiful spot. Knoxville will surprise you.

Visit Knoxville will base marketing efforts for leisure travel, as well as meetings and conventions, on the above statement to promote and increase awareness of Knoxville, drive engagement with visitors and potential visitors and support its tourism partners.



Strategies

Multi Media Advertising

We will utilize the following to communicate the branding message and drive traffic to our website:

- TV
- Billboards
- Digital (Display and Paid Search)
- Earned Media (via PR initiatives including press releases, FAMs and travel journalists)

Email Marketing

We will distribute 2-3 emails per month to Visit Knoxville's database of more than 120,000 individuals throughout the world. One email serves as a mini itinerary for potential travelers, centered on particular interest groups (i.e. outdoor, cuisine, history, entertainment, live music, etc). The others focus on a single topic based on seasonal emphasis and highlight each of Knoxville's tourism pillars and partners.

Co-Op Partnerships

Based on successes of FY15-16, we will continue to offer digital ad programs that generate economies of scale and allow community partners to reach markets that would otherwise be cost-prohibitive.

Content Distribution

Content marketing continues to be one of the most efficient and effective ways to increase online presence. By using articles, blog posts, pictures, video, surveys, infographics, etc., Visit Knoxville will continue to engage with its audience more deeply throughout the travel cycle.

Community Partnerships

Visit Knoxville will continue to create and build upon partnerships including those formed with the Knoxville Chamber, the University of Tennessee, and Scripps Networks Interactive, as well as Legacy Parks, Arts and Cultural Alliance and a host of festivals, establishments and organizations.



ONGOING RESEARCH

Sojern Travel Lift Reports

Sojern, the media partner currently running digital ads for VK, provides a monthly travel lift report as added value. This report compiles data from various OTAs and travel engines to determine how many flights and hotels are booked to Knoxville during a specified time period. The booking information for the specified time period is compared to the same period year-over-year to determine the increase in bookings for persons exposed to the VK digital message. This information allows VK to translate the campaign's impact into a monetary value.

Analytics Reporting

Web Analytics allow VK to pinpoint exactly how the website is performing. Visit Knoxville collects and analyzes web and marketing analytics through a monthly leisure marketing performance report. This report provides insight and analysis of many important website analytics, such as visitation, bounce rate, average time on site, referral sources, and geographic visitation; Key Performance Indicators (KPIs), such as visitor guide views/requests, book a trip clicks, and newsletter sign-ups; and Marketing Analytics such as search, display, video, television and print advertising performance. Understanding this data allows VK to streamline its marketing efforts, minimize waste, and assess ROI.

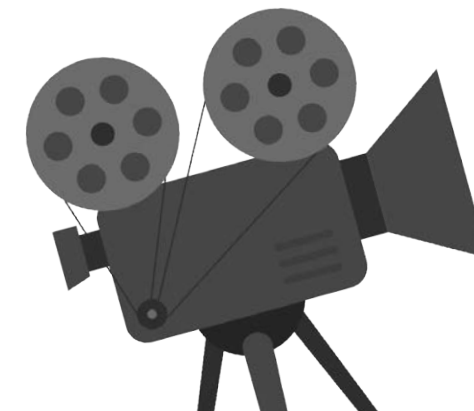
VISIT KNOXVILLE FILM OFFICE

The mission of the Visit Knoxville Film Office is to strengthen Knoxville's economy through the promotion of the city as a premiere filming location. By attracting motion media companies to Knoxville through the marketing of our locations, accommodations, services, crew, and talent, we foster the creation of jobs in the area, stimulate business opportunities and generate exposure.

The Film Office wrapped FY15-16 with the monumentally successful filming of *Dog Years*, starring Burt Reynolds and Ariel Winter. With this success under our belts, we have high expectations for the year ahead.

Film Office Goals

- Secure \$2.5 million in total production
- Secure a scripted feature film for production
- Utilize State film incentives on at least one film project
- Pitch the film created by the 2015 Knoxville Film Festival 7-Day Shoot Out winner to at least three film festivals
- Obtain at least \$250,000 in earned media for the Film Office and related projects





TRAVEL TRENDS IMPACTING MARKETING STRATEGIES

Expansion of Social Media Advertising

Gone are the days of bragging about “likes”. Savvy marketers will make a modest investment in their Facebook audience to activate engagement and drive website traffic. New accessibility to Instagram advertising and marketers will also play a key role.

Inspirational Websites

DMO websites play a far more influential role in “inspiring prospective visitors” than converting their interest to bookings. Travelers cite destination websites as the fourth most influential source of “inspiration” when considering possible destinations and travel suppliers (after “Friends/Family,” “Search Engines” and “Magazine Articles”). Hence, destination websites should be designed and marketed primarily to inspire prospective visitors.

User Generated Content (UGC)

Integrating and automating user-generated content (UGC) platforms. We’re seeing more and more clients not only utilizing UGC, but utilizing systems to moderate and measure consumer engagement to ultimately boost their impact.

Content Over Campaigns

Campaigns are clever, but content is compelling. Content can add value. It actually works in all phases of the travel cycle, and is more likely to be consumed and shared. The key to being a good marketer is to always add value to the end user, so allocate your resources to create more content versus more campaigns.

Cultivating Relationships with Digital Influencers

More than ever, consumer loyalties belong to influential online personalities. It takes time and energy to identify an influencer whose coverage aligns seamlessly with your destination’s messaging, but the resulting endorsement is invaluable. While academics and experts remain the most trusted source of information about companies, trust in “a person like me” has increased significantly since 2009 and will continue to gain importance. DMOs’ marketing and communication strategies for 2016 and beyond should include collaboration with digital influencers, who are considered in the “people like me” category.

Technology and Travel

The two are becoming even more closely intertwined. In fact, technology is revolutionizing the way consumers access information and travel by allowing for an enhanced vacation experience. More travelers are becoming comfortable adopters of technology (largely due to the growth of mobile) regardless of their age or income level.

Local Knowledge Base

On the convention services side, DMOs are promoting their local knowledge base more aggressively to differentiate the attributes of a specific destination, above and beyond the meetings and convention infrastructure. This shift from promoting “urban hardware to intellectual software” is being driven by planners and attendees seeking a higher value proposition and greater business outcomes for traveling to large business events.

SOURCE: Destination Association Marketing International

OUR TEAM IS HERE TO SUPPORT YOUR TEAM! GET TO KNOW WHO'S WHO AT VISIT KNOXVILLE.



Chief Financial Officer
KATHY WILLIAMS



Sr. Dir. of Operations
LANEY PALMIERI



Sr. Dir. of Marketing
ANGIE WILSON



Sr. Dir. of Sales
SARAH ROWAN



Sports Commission Sr. Dir.
CHAD CULVER



President
KIM BUMPAS

SALES & SERVICES



Sr. Dir. of Convention Services
KELLI GIBSON



Director of Convention Services
CHRISTINA SULLIVAN



Sales Director
PEARL DORSEY



Sales Director
TAMMY IVEY



Sales Director
KRISTEN COMBS



Sports Sales Director
PARKER MEDLEY



Director of Event Services
KELLI RYMAN

COMMUNITY PARTNERSHIPS & SPECIAL PROJECTS



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Sports Partnerships Director
KENDALL ACHO

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ERIN DONOVAN



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BRAD KEATON



Film Office Director
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Visitor Services Manager
HEATHER FAWVER



Visitor Center Manager
MARIA BECKHAM



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HOLLY STEELE

ADMINISTRATIVE



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NIKKI SHARP



Executive Assistant
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Tech Support Manager
Tammy Bozeman



Sales Administration & Housing Manager
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