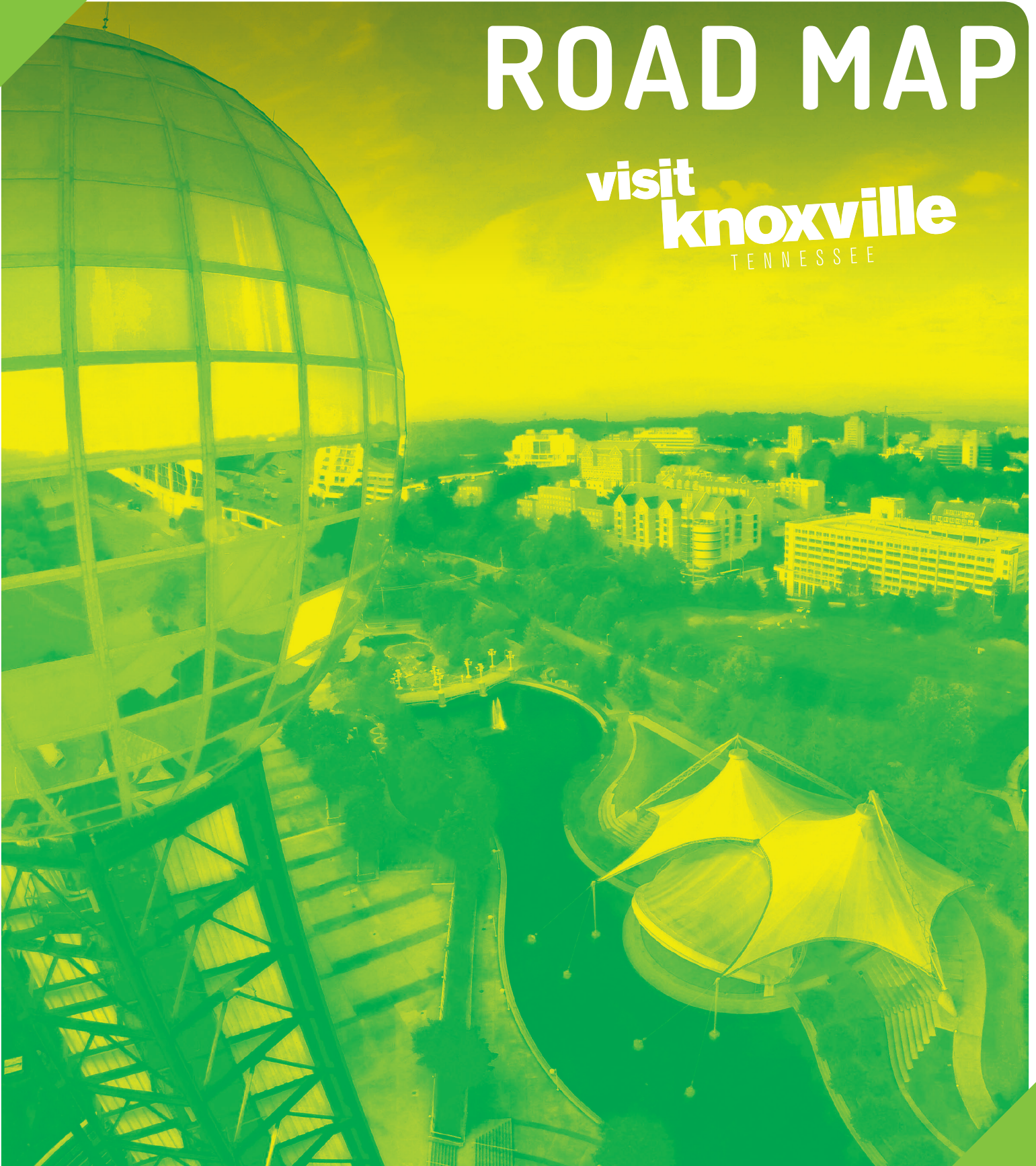


2018 - 2019

SALES & MARKETING

# ROAD MAP

visit  
**knoxville**  
TENNESSEE







- 3. MESSAGE FROM THE PRESIDENT
- 4. BOARD OF DIRECTORS & ADVISORY COUNCILS
- 5. ORGANIZATIONAL GOALS
- 6. CONVENTION SALES & SPORTS COMMISSION
- 8. VISITOR SERVICES
- 9. MARKETING & COMMUNICATIONS
- 13. FILM OFFICE
- 14. A GUIDE TO UTILIZING THE VK TEAM



# A MESSAGE FROM OUR PRESIDENT



Dear Friends,

It's that time again! Time to look ahead at another exciting year for Knoxville. Like you, we believe this city has truly hit its stride and there's never been a better time to live here. There's also never been a better time to visit as, once again, our combined efforts have generated more than 1 billion dollars in direct tourism spending.

In some ways, this past year was the year for film and sports. The Visit Knoxville Film Office was pleased to host the Knoxville premier of The Last Movie Star. Many of you joined us at the Tennessee Theatre to see Knoxville play a starring role alongside Burt Reynolds.

You also stood beside us as we cheered on some of the world's best cyclists in the USA Cycling Pro Road Championships. And you were there when we announced the Super Bowl of Fishing... the 2019 Bassmaster Classic, a long over-due event for the Tennessee River.

Film and Sports will continue to play large roles in the coming year, but that's just part of the story. Major gatherings like Southeastern Theatre Conference, Destination Imagination, Wing Ding and numerous other conventions and events will contribute to the economic growth of Knoxville and Knox County. Leisure travel will have a strong impact as well as more and more people head to Knoxville for outdoor adventure, entertainment and yes, food.

We are incredibly excited about what lies ahead for Visit Knoxville and this community. This Roadmap provides some insight as to what we have planned. As always, we welcome your input.

With your continued support, we expect to exceed the goals we've set for ourselves. Thank you for helping us promote all there is to love about Knoxville.

Sincerely,  
  
Kim Bumpas  
President  
Visit Knoxville



2018-2019  
BOARD OF  
DIRECTORS

Visit Knoxville is the official Convention and Visitors Bureau for Knoxville and Knox County. Our mission:

to accelerate sustainable economic growth and development by increasing visitor and convention business to our community.

It's our priority and privilege to promote Knoxville as a destination for visitor, convention and sports business each of which generates tourism dollars that benefit our local economy.

Visit Knoxville is governed by a board of community leaders who willingly commit their time and talents to benefit Visit Knoxville's efforts to promote Knoxville and Knox County. We appreciate the insight and enthusiasm they provide on a daily basis.

EXECUTIVE  
COMMITTEE

LINDA BILLMAN  
Board Chair

BECKY HANCOCK  
Vice-Chair

MICHAEL RILEY  
Secretary, Sales Committee Chair

JAY KRAMER  
Treasurer, Finance Committee Chair

CRYSTAL WASHINGTON  
Marketing Committee Chair

BRAD ANDERS

DR. RACHEL CHEN

RICK EMMETT

EDDIE MANNIS

CORTNEY PIPER

CARMEN TEGANO



ADVISORY COUNCIL

BOB RAINES  
Tennessee State  
Film Commissioner

CHRIS CALDWELL  
Knox County  
Senior Director of Finance

JESSE MAYSHARK  
City of Knoxville  
Communications Director

KRISTIN SHRADER  
Founder, Shrader Communications



ADVISORY COUNCIL

DOUG BATAILLE  
Knox County Parks and Recreation

JIMMY DELANEY  
University of Tennessee  
Athletics Department

DAVID ELLIOTT  
University of Tennessee  
Athletics Department

CAROL EVANS  
Legacy Parks Foundation

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

RANDY SMITH  
Knox County Commissioner

SHERYL ELY  
City of Knoxville  
Parks and Recreation

2018-2019  
ORGANIZATIONAL  
GOALS

Through ongoing board communications, committee meetings and strategy sessions, the Visit Knoxville team continues to create vision and opportunities that will benefit our stakeholders, tourism partners and community at large. New opportunities always present themselves within the year, but Visit Knoxville has identified and placed priority on these overarching goals. Each one is designed to increase the effectiveness of our marketing efforts and enhance our ability to attract top-tier meetings and events.



- Continue to enhance local amenities (docks, boat ramps, murals...) and improve infrastructure to support tourism-based initiatives, including festivals and events
- Pursue the opening of a second staffed visitor center by December 2019
- Timeline the creation of a new Knoxville Film Festival for late FY18-19 or early FY19-20
- Pursue a partnership that will facilitate a regional tourism shuttle based out of the Visitors Center
- Develop a stake-holder/tourism dashboard based on ongoing in-house data collection and analysis
- Create an annual fundraiser for the VK Sports Commission





## CONVENTION SALES & SPORTS COMMISSION



The Visit Knoxville sales team is tasked with recruiting convention and sporting groups to Knoxville, creating the highest possible economic impact for Knoxville's meeting, convention and sports facilities including the Knoxville Convention Center, the Knoxville Civic Auditorium & Coliseum, Chilhowee Park & Exposition Center and World's Fair Exhibition Hall. To carry out this mission, the team actively promotes Knoxville to associations, organizations, trade industries, and sports event organizers as the ideal destination for meetings and events.

### Sales Goals

#### Convention Sales and Sports Commission

- Total Booking Goal - 132 Groups (56 by Sports Commission)
- Knoxville Convention Center - 33 bookings
  - Chilhowee Park - 5 bookings
  - Knoxville Civic Auditorium & Coliseum - 0 bookings\*
  - Hotel & Other Venues - 94 bookings

Total Lead Goal - 326 (103 by Sports Commission)

\*Due to pending schedule of renovations.

### Additional Goals

- Attend 21 trade shows
- Host 1 Convention Sales FAM Tour
- Host a minimum of 30 site visits
- Host 5 Sales Blitzes to targeted geographical markets including Chicago, Indianapolis, Nashville, Raleigh/Durham, and Washington, DC
- Execute a minimum of 6 Sport Scouting Trips

## CONVENTION SALES

July 2018  
Fraternity Executives Association

July 2018  
Cvent Connect

August 2018  
Connect Association

September 2018  
Professional Fraternities  
Association Convention

October 2018  
Connect Medical

October 2018  
IMEX America

November 2018  
Connect Faith

December 2018  
Tennessee Society of Association Executives

December 2018  
Connect DC

January 2019  
Professional Convention Management  
Association Convening Leaders

February 2019  
Connect Diversity

March 2019  
Experient Envision

March 2019  
ConferenceDirect Annual Partner Meeting

May 2019  
HelmsBriscoe Annual Business Conference

## SPORTS COMMISSION

August 2018  
Connect Sports

September 2018  
S.P.O.R.T.S. - The Relationship Conference

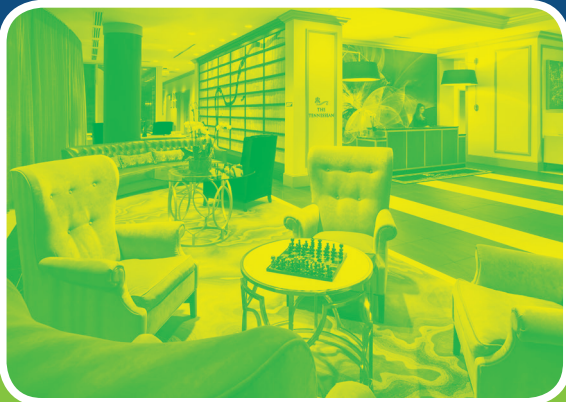
October 2018  
TEAMS/National Congress of State Games

October 2018  
AAU National Conference

October 2018  
NASC Market Segment Meetings

November 2018  
USSSA National Convention

May 2019  
NASC Symposium



### VK CONCIERGE

The VK Staff will continue to provide personalized assistance to each of our area hotels. Quarterly visits for FY18-19 are scheduled for:

August 20  
November 5  
February 11  
May 13



## VISITOR SERVICES

**Visitor Services puts the visitor first in a variety of ways. In addition to providing face to face information, we focus on the following:**

### **Downtown Knoxville Visitors Center**

Our center opens directly to our guest services desk where 361 days a year you'll find friendly and knowledgeable staff ready to assist with directions, recommendations and other needs. In FY18-19 our center will continue to provide the most up to date materials, including:

- Brochures and collateral on local and regional attractions
- Local and regional maps
- Driving and walking tour information
- Local magazines
- Video monitors showcasing local attractions, festivals and events

The retail section of our center provides a variety of souvenirs. It also provides local businesses with gifts and locally made items for clients, guests and staff. In FY18-19, VK's retail products will continue to be available at festivals and events throughout Knoxville, as well as online via our website and app. We will also expand our offerings in all locations to include samplings from our ever-growing attraction, restaurant, and brewery partners.

Our venue space allows for free, live music Monday – Saturday during the WDVX Blue Plate Special. In FY18-19 we will look at additional ways to utilize our space for various events.

### **Visitor Information Centers**

In FY18-19, we will look for opportunities to add centers where visitation numbers show a need.

#### **Current locations include:**

- Knoxville Convention Center
- Knoxville Museum of Art
- University of Tennessee Visitor Center
- World's Fair Park Security Office
- The Pinnacle Offices at Turkey Creek
- The Sunsphere Observation Deck
- Backstage at the Tennessee Theatre
- Outdoor Knoxville Adventure Center
- The Tennessean Hotel Offices

### **Additional Distribution Centers**

We work with several distribution services, tourism partners and organizations to distribute Knoxville information at the following locations:

- 96 hotel locations in the Knoxville Metropolitan Area
- Tennessee State Welcome Centers
- AAA Offices
- 62 locations on I-75 from Powell, TN to Richmond, VA (restaurants, regional hotels, chambers...)

In FY18-19, we will continue to assess how and where best to provide visitor information.

### **Gotta Know Knoxville (GKK)**

GKK provides tourism partners (and Knoxville residents) the opportunity to spend one afternoon learning more about Knoxville. Attendees become Ambassadors for Knoxville, encouraging their further engagement into the community. This program is presented once each month, April to October. In FY18-19 we expect to produce over 175 Knoxville Ambassadors.

Visitor Services will continue to serve as the face of Knoxville. Through in-house programming, we will equip and train our community so that anywhere a visitor might go, they'll bump into a well-informed Knoxvillian.

## MARKETING & COMMUNICATIONS

As noted, there has never been a better time to promote Knoxville and all of Knox County to travelers, meeting planners, sports planners and journalists. As a destination, Knoxville continues to surprise these groups with big city offerings and small town hospitality.

**Working alongside and on behalf of our tourism partners, the Marketing and Communications team will continue to utilize a mix of traditional and digital strategies to promote Knoxville tourism and drive hotel bookings.**

**Media strategies for FY18-19 will involve multiple channels to maximize awareness and track on-site conversions based on the over-arching goal:**

**Increase hotel/motel tax growth by 3%.**

### **Marketing Strategies for FY18-19**

Note: The methodology referenced here is geared towards the leisure traveler. The Marketing and Communications Team works in conjunction with Convention Sales and Sports to place advertising geared directly to meeting and sports planners. These methods include digital and traditional print advertising, email campaigns, trade show materials, and more.

Visit Knoxville will generate awareness on traditional and digital channels that contextually align with its audience personas\*. In addition, we will have broad reach through outdoor vehicles (i.e. billboards). Finally, digital media will play a key role in targeting granularly and building a retargeting pool by identifying frequent VisitKnoxville.com visitors and potential tourists.

#### **\*Audience Personas:**

Primary: Leisure Travelers  
Primary Sub: Women 25-64  
Secondary: Outdoor Enthusiasts  
Secondary: Festival/Event Goers

Secondary: Urban Millennials  
Secondary: Football Fans  
Secondary: Business Travelers

### **Geo Targeting:**

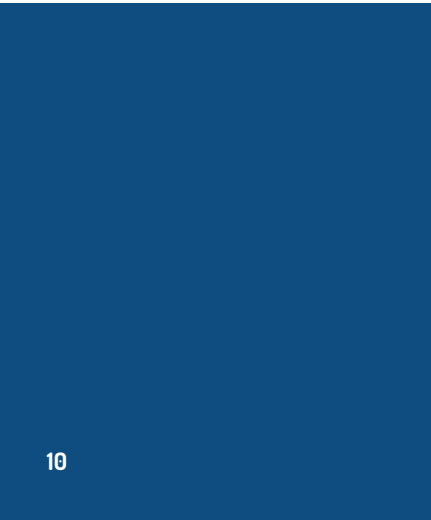
We will move away from the 175-mile radius around Knoxville (excluding 50 miles around the center of Knoxville) to instead target the top 25 metro areas based on site traffic.

### **Audience Targeting:**

Look-alike audience –based on paid search traffic and the top 25% of site traffic by time spent

Retargeting site traffic on paid social  
Retargeting previous page engagers





# Priorities

**Drive Awareness** – These campaigns will extend our efforts to bring awareness to the distinct tourist attractions and events offered in East Tennessee. Geo-targeting will range from broad to precise, while layering demographic and interest targeting.

- Channels Include:
- Print
  - Outdoor Billboards
  - YouTube
  - Paid Social Video, Carousel Ads & Dark Posts seen only out of market or by select audiences

**Drive Conversions** – These campaigns will focus on KPIs (key performance indicators) that will be tracked through on-site conversions (i.e. hotel bookings, e-newsletter sign ups, visitors guide requests). In addition to retargeting previous Visit Knoxville landing pages visitors, ads will also target potential tourists that align with Visit Knoxville’s audience segments.

- Channels Include:
- TripAdvisor
  - Cross-Device Display/Pre-Roll linking to visitknoxville.com
  - Paid Search text ads linking to visitknoxville.com
  - Paid Social posts linking to visitknoxville.com
  - Print Programs that generate visitors guide requests and e-newsletter sign-ups

## Methodologies

**Print** – Utilize print to create awareness among both leisure and business travelers. Example: publications targeting the states of GA, TN, AL, FL, MS, LA, TX, KY, NC, OH, PA, SC, VA, WV, DC

**Outdoor** – Target travelers in and around Knoxville with bulletins on I-40 and I-75. The number of bulletins will depend on the locations chosen and their cost, but we anticipate 3-4 interstate bulletins.

**Targeted Display** – Digital display ads will be used as a direct response tactic, using banners that have a strong CTA (call-to-action) to incentivize viewers to click/book. We will be measuring bookings as the primary KPI, with guide views and requests as secondary. Using banners will ensure better cost efficiencies and consider viewers who have already shown some interest in visiting Knoxville (previous browsing history, offline purchase data, etc.).

**TripAdvisor** – TripAdvisor will be used to drive hotel bookings on visitknoxville.com. We will use a combination of tactics to acquire bookings, using Knoxville hotel and content pages on TripAdvisor and then retargeting users who have shown purchase intent. We will A/B test different messaging and tactics like metasearch and display on TripAdvisor.

**Email Marketing** – The VK Newsletter is emailed an average of 2x per month to subscribers throughout the world. These e-newsletters promote our tourism partners and events as well as groups served by VK’s Convention Sales and Service Team, including the Sports Commission.

**Paid Social** – In addition to the ongoing presence Visit Knoxville maintains online via in-house management of Facebook, Instagram, Twitter and Pinterest, Visit Knoxville also utilizes paid social to bring awareness of different events in Knoxville. Traffic to visitknoxville.com is generated through video, carousels, canvas ads and image posts. Each initiative consists of its own demo and interest targeting.

**Paid Search** – We will drive prospective Knoxville visitors to hyper-relevant landing pages that offer event/festival/attraction information with primary KPIs of website visits (clicks) and cost-per-click. Ads will be primarily targeted to searchers using 175-mile geographic radius targeting, excluding zip codes inside 50 miles from the center of Knoxville to ensure most efficient use of dollars. The paid search media strategy will include four campaigns, each one broken out into hyper-focused ad groups.

**YouTube** – With over 1.5 billion monthly logged-in users, all consuming user-selected content, YouTube has a massive reach. As a result, YouTube audiences are highly engaged, typically consuming content that they enjoy seeing (as opposed to news content, etc.).

We will use YouTube as an awareness-driven tactic while also utilizing its new video targeting capabilities to create a mid-funnel digital tactic. We will use many targeting parameters, from messaging to users based on measured intent across Google Search, Maps, and App results to custom affinity and look-alike parameters.

NOTE: YouTube allows advertisers to greatly refine targeting parameters and efficiently spend on the most in-market audiences across the YouTube network. Advertisers only pay when people choose to watch 100% of the ad, or engage with the ad – like clicking on a call-to-action overlay to go to the website.





Additional Marketing Tools

Visit Knoxville will continue to produce and utilize the following vehicles to maximize exposure and spending:

- Co-Op Partnerships with the Tennessee Department of Tourist Development
- VisitKnoxville.com & the Visit Knoxville App
- The Official Knoxville Visitors & Relocation Guide – 225,000 copies printed annually
- UT Visitor Guide – 100,000 copies printed annually
- VK TV & VK Network now airing in 2300 Knoxville hotel rooms & 27 high-traffic areas throughout Knox County
- Earned Media – includes, but is not limited to, unpaid/PR initiatives like press releases, FAMs and stories produced by hosted journalists/influencers

Testing

Throughout the campaigns, we will implement various A/B or multi-variate tests for campaigns, creative, ad copy, ad groups, keywords and audiences. Simple shifts in ad copy, ad groups, keywords, bids, and targeting settings will be implemented to improve primary key performance indicators. Learnings from these tests will be implemented within future creative units on a continual basis.

Research & Analysis

Visit Knoxville will track important key performance indicators for all media in the campaigns and make necessary adjustments to maximize conversions. Visit Knoxville has partnered with ADARA to collect travel data to determine advertising campaign effectiveness to better target potential visitors. ADARA's travel intelligence platform provides advertisers with insights, such as travel purchase patterns, individual preferences, and shopping behavior patterns of customers and prospects.



FILM OFFICE

The Visit Knoxville Film Office continues to make progress in its mission to grow Knoxville into a film hub and strengthen the economy of our city by promoting Knoxville and Knox County as a top location for productions to call home.

The VK Film Office is actively recruiting production companies that have a large slate of films to relocate to Knoxville.

- A \$300,000 Paul Harrill film with Elizabeth Moss as Executive Producer, scheduled for July/August 2018.
- A \$250,000 project with a Civil War theme is scheduled to shoot in September/October of 2018.
- A horror film produced by Brian Conley with a \$300,000-\$500,000 budget is scheduled to film in Knoxville in Spring of 2019.
- Stargazer Entertainment plans to shoot two films with budgets of \$500,000 each in Knoxville in FY18-19.

This, combined with new projects coming on line, indicate that FY18-19 will be a very busy year.

Attracting motion media companies through the marketing and promotion of our locations, accommodations, service, crew, and talent fosters the creation of jobs in this area and stimulates business opportunities and growth.

Film Office Goals for FY18-19

- Achieve \$2 million in total film production
- Secure a minimum of two scripted feature films for production that utilize state and local film incentives
- Obtain a minimum of \$250,000 in earned media for the Film Office and related projects
- Form additional partnerships with out-of-town production companies to bring multiple projects to Knoxville





# A GUIDE TO UTILIZING THE VK TEAM

The Visit Knoxville Team is here to provide whatever assistance you need with conventions, events, planning, advertising, promotion and more. Here's a list of who to call for what:

## LEADERSHIP TEAM

**Kim Bumpas, President**

342-9123 • kbumpas@knoxville.org

**Chad Culver, Sports Commission Sr. Director**

342-9117 • cculver@knoxville.org

**Kelli Gibson, Sr. Director of Convention Services**

342-9106 • kgibson@knoxville.org

**Jami Kiger, Sr. Director of Finance & Administration**

342-9103 • jkiger@knoxville.org

**Laney Palmieri, Sr. Director of Operations**

342-9143 • lpalmieri@knoxville.org

**Shera Petty, Sr. Director of Marketing Partnerships**

342-9124 • shera@knoxville.org

**Sarah Rowan, Sr. Director of Sales**

342-9156 • srowan@knoxville.org

**Angie Wilson, Sr. Director of Marketing & Communications**

342-9108 • awilson@knoxville.org

## CONVENTION SALES & SPORTS COMMISSION

**To book a convention/group in Knoxville**

Sarah Rowan, Sr. Director of Sales

342-9156 • srowan@knoxville.org

**To book a sporting event in Knoxville**

Chad Culver, Sports Commission Sr. Director

342-9117 • cculver@knoxville.org

**To utilize the VK Housing System**

Erin Simcox, Housing Manager

342-9118 • esimcox@knoxville.org

**To sponsor a Knoxville sporting event**

Chad Culver, Sports Commission Sr. Director

342-9117 • cculver@knoxville.org

**To partner with a convention group or an event in town**

Shera Petty, Sr. Director of Marketing Partnerships

342-9124 • shera@knoxville.org

## VISITOR SERVICES

**To add an event to the Visit Knoxville events calendar or to request brochures or Visitors Guides**

Maria Beckham, Visitor Center Manager

342-9150 • visitorcenter@knoxville.org

**To sell products in the Visitors Center**

Holly Steele, Retail Manager

342-9145 • hsteele@knoxville.org



## ADVERTISING & MEDIA RELATIONS

**To advertise with VK**

Shera Petty, Sr. Director of Marketing Partnerships

342-9124 • shera@knoxville.org

**To inquire about website listings**

Gretchen Pardon, Web Content Manager

342-9102 • gpardon@knoxville.org

**All Media Inquiries**

Kristen Combs, Director of Communications & Social Strategies

342-9127 • kcombs@knoxville.org

## VISIT KNOXVILLE FILM OFFICE

**To produce or inquire about a film, music video, or TV show in Knoxville**

Curt Willis, VK Film Office Director

342-9139 • cwillis@knoxville.org

## COMMUNITY OPPORTUNITIES

**To volunteer with VK or sign up/learn more about Gotta Know Knoxville**

Heather Fawver, Director of Visitor Services

342-9144 • hfawver@knoxville.org

**To discuss a new or existing festival**

La Vonna Hamer, Executive Assistant

342-9141 • lhamer@knoxville.org

## INVOICING or PAYMENTS

Jami Kiger, Sr. Director of Finance & Administration

342-9103 • jkiger@knoxville.org

## EMPLOYMENT SERVICES

Paige Drinnon, Director of Human Resources

342-9101 • pdrinnon@knoxville.org







The Official Destination Marketing Organization for  
the City of Knoxville and Knox County, Tennessee

**#KNOXROCKS**

301 S. Gay Street Knoxville, TN 37902

865-523-7263

**VisitKnoxville.com**