



2017-2018
Sales & Marketing
**ROAD
MAP**

visit **knoxville**
TENNESSEE

Contents

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
14. TRAVEL TRENDS
16. FILM OFFICE
18. A GUIDE TO UTILIZING THE VK TEAM

Dear Friends,

In November 2017, Visit Knoxville will celebrate its fifth year as the Official Convention and Visitors Bureau for Knoxville and Knox County. Throughout the course of those five years, this organization has marked some significant milestones – not the least of which was helping to generate more than 1 billion dollars in direct tourism spending in 2015.

Visit Knoxville has grown to support a Film Office and Sports Commission, each of which works in conjunction with our Marketing, Sales and Visitor Services teams to promote and contribute to the economic growth of Knoxville and Knox County.

As we look at the year ahead, we see amazing potential to build on the foundation we've built alongside our outstanding tourism and community partners. In 2017-18, we'll celebrate the opening of new hotels, new restaurants and breweries, new attraction expansions, new trails and more. Visit Knoxville will also continue to support the area's outdoor and arts initiatives.

We will welcome new meetings and sporting events... and bring back some long-time favorites. And just wait til you see all that's slated for film production in Knoxville!

Needless, to say, it's going to be another strong year – not just for Visit Knoxville, but for all of our tourism partners. This Roadmap details our goals and the strategies we will utilize to reach... and exceed them.

As always, we welcome your feedback.

Sincerely,

Kim Bumpas



President
Visit Knoxville

A MESSAGE FROM OUR PRESIDENT



visit
knoxville
TENNESSEE



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 and convention 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.

2017-2018 BOARD OF DIRECTORS

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

RICK EMMETT

EDDIE MANNIS

FRED MARCUM

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

JOE WALSH
City of Knoxville
Parks and Recreation

The Visit Knoxville team continues to work with our board and community partners to create vision and opportunities that will benefit our tourism stakeholders and our community at large. New opportunities will no doubt present themselves throughout the coming year, but Visit Knoxville has identified and placed priority on these overarching goals. As in previous years, many goals are shaped in response to the needs of our stakeholders. Each one is designed to increase the effectiveness of our marketing to both leisure travelers and meeting/event planners.

- Partner with the City of Knoxville and SMG to rebrand and promote the Knoxville Convention and Exhibition Center
- Continue to improve facility infrastructure for Knoxville sporting events
- Timeline the opening of a second staffed visitor center for late FY17-18 or early FY18-19
- Revamp the Outdoor Section of visitknoxville.com to more fully brand and promote Knoxville's Urban Wilderness
- Launch visitknoxville.com's EXTRANET to improve partner accessibility to listings and community partner access to events
- Secure \$2.5 million in total film production for Knoxville/Knox County through the Visit Knoxville Film Office
- Continue partnership with Local Motors to offer paid tours for conventions and visitors on Olli, the self-driving passenger shuttle that will launch in late FY17-18

2017-2018 ORGANIZATIONAL GOALS





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 and Coliseum and Chilhowee Park. To carry out this mission, the team actively promotes Knoxville to associations, organizations, industries, and sports event organizers as the ideal destination for meetings and events.

Sales Goals Convention Sales and Sports Commission

- Total Booking Goal – 130 Groups (55 by Sports Commission)
- Knoxville Convention Center – 32 bookings
 - Chilhowee Park – 7 bookings
 - Knoxville Civic Auditorium & Coliseum – 2 bookings
 - Hotel, other venues – 89 bookings

Total Lead Goal – 320 (100 by Sports Commission)

Additional Goals

- Attend a minimum of 27 Trade Shows
- Host 2 Sales FAM Tours
- Host a minimum of 30 Site Visits
- Host 5 Sales Blitzes with Partners to Targeted Markets including Chicago, Nashville, and Washington DC
- Execute a minimum of 6 Sport Scouting Trips

SALES ACTIVITY TIMELINE

CONVENTION & SALES

- August 2017**
American Society of Association Executives Annual Meeting (ASAE)
- August 2017**
Connect Association Marketplace
- August 2017**
Connect Corporate Marketplace
- August 2017**
Connect Specialty Marketplace
- October 2017**
Connect Faith Marketplace
- October 2017**
Connect Medical Marketplace
- November 2017**
Tennessee Society of Association Executives Annual Luncheon & Trade Show (TNSAE)
- November 2017**
Pharmaceutical Meeting Professionals Summit
- December 2017**
Association Forum of Chicagoland Holiday Showcase
- January 2018**
Religious Conference Management Association
Emerge Conference (RCMA)

- February 2018**
Connect Diversity Marketplace
- February 2018**
Connect Meeting Professionals International
TN Educational & Marketplace (MPI)
- March 2018**
Christian Meetings & Conventions
Association Showcase (CMCA)
- March 2018**
Destinations International (formerly DMAI)
Destinations Showcase
- March 2018**
ConferenceDirect Annual Partner Meeting
- March 2018**
Experient Envision Conference
- April 2018**
HelmsBriscoe Annual Business Conference
& Partner Fair
- May 2018**
Fraternity Executives Association Annual Meeting
- June 2018**
Cvent Connect
- June 2018**
IBTM America

SPORTS COMMISSION

- August 2017**
Olympic Sports Link/Connect Sports
Marketplace
- September 2017**
AAU Leadership Conference
- October 2017**
NASC Market Segment Meeting
- October 2017**
TEAMS/National Congress of State Games
- November 2017**
USSSA Convention
- April 2018**
IEG Sponsorship Conference
- April 2018**
NASC Symposium

VK CONCIERGE

The Sales Team will continue to partner with the VK Staff to provide personalized assistance to each of our area hotels. Quarterly visits for FY17-18 are scheduled for:

- August 14, 2017**
- November 13, 2017**
- February 12, 2018**
- May 14, 2018**

VISITOR SERVICES

Visitor Services puts the visitor first in a variety of ways. In addition to providing face to face information from our friendly staff, the newly designed Visitors Center provides:

- Brochures, maps and other collateral on local and regional areas and attractions
- Locally made products and souvenirs – many from local tourism partners
- Free, live music Monday – Saturday during the WDVX Blue Plate Special, a live performance radio show

Visitor Information Centers

People enter our community in a variety of ways at a variety of locations, so we also provide Knoxville information at a number of Visitor Information Centers. In FY17-18, we plan to add 2 Centers.

Current locations include:

- Knoxville Convention Center
- Knoxville Museum of Art
- Market House Café
- Outdoor Knoxville
- Pinnacle / Turkey Creek
- The Sunsphere
- Backstage at the Tennessee Theatre
- University of Tennessee Visitor Center
- World's Fair Park Security Office

Additional Distribution Centers

Visit Knoxville also works with a number of distribution services, tourism partners and organizations to distribute Knoxville information at the following locations:

- Tennessee State Welcome Centers
- AAA offices
- Knox-area Hotels
- Knox-area Attractions

In FY17-18, visitor services will continue to assess entry points for visitors, where they are traveling from and how best to provide visitor information.

GKK

Gotta Know Knoxville provides tourism partners (and Knoxville residents) the opportunity to spend one afternoon learning more about the Knoxville area. Attendees become Ambassadors for Knoxville. The program is presented once each month, from April to October and is expected to produce over 200 Knoxville Ambassadors this fiscal year through both public and private classes.

Retail

The retail portion of the Visitors Center provides a valuable service to visitors looking for souvenirs. It also provides a wonderful service for local businesses, providing Knoxville gifts and locally made items for clients, VIP guests, and staff. In FY17-18, VK's retail products will continue to be available at festivals and events in the Knoxville area. We will also expand our offerings to include samplings from our ever-growing attraction, restaurant, and brewery partners.

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 Knoxvillean.

MARKETING & COMMUNICATIONS

Knoxville and Knox County continue to offer a wealth of opportunities for visitors as well as meetings and event planners. As a destination, Knoxville does indeed surprise (and impress) people each and every day. The Marketing and Communications Team enjoys telling that story and finding new ways to share it. It's our privilege to collaborate with our tourism partners as we develop new and unique options for advertising and promotion.

Most of the marketing and communications discussed here targets the leisure traveler. The Marketing and Communications Team works closely with VK's Convention Sales and Sports Commission Directors to develop ongoing ways to connect with planners via email marketing, collateral materials and video, trade show materials and trade publications.

With this in mind, we are focusing on the following goals for the year ahead:

Expand the Marketing Mix to Include Over the Top (OTT) Programming

- OTT programming refers to premium long-form film and television content provided via a high-speed internet connection rather than a cable or satellite provider. Ads delivered are fast-forward disabled and non-skippable in short commercial pods (average :60 seconds). These ads can be viewed on any device and they can be targeted by zip code, DMA, age and gender. They can also be viewed on connected TVs such as Apple TV, Roku, Xbox One or Chromecast. **OTT long-form viewing is expected to nearly double by 2019.**

Utilize Programmatic Advertising Campaigns to reach Meeting and Event Planners

- Due to its success in the leisure travel marketplace, Programmatic Advertising (targeted, digital advertising to people – not places – based on pre-selected demographics, geographies, traits and affinities), has evolved in its own form. Visit Knoxville will incorporate this method of advertising to meeting and event planners in FY17-18.

Enhance the User Experience at visitknoxville.com

- Restructure hotels section to improve online bookings
- Revamp the Outdoor Section to focus on experiences
- Update the Live Music section to include the Sound Knoxville feed of area performances
- Incorporate more video into the site
- Add a Trip Planner option for visitors to create their own Travel Itineraries
- Add the option for visitors to purchase tickets for tours, attractions and events

Incorporate Video Produced in 2016-17 into Branding Campaigns for 2017-18

- Example: pre-roll that runs prior to viewing visitknoxville.com pages

Expand Outdoor Billboard Campaign Beyond County Lines

- In FY17-18, Visit Knoxville will maintain two "Sense of Arrival" billboards as well as two outlying highly-visible interstate boards.





MARKETING & COMMUNICATION PLAN FOR FY17-18

Visit Knoxville will continue to utilize a mix of traditional and digital strategies to promote Knoxville tourism and drive hotel/motel revenue. Multiple media channels will be used to maximize awareness and secondarily track on-site conversions.

Targeted campaigns will be executed through various channels to reach specific audiences that contextually align with its audience personas*. Broad-reaching channels like outdoor billboards and television will also be employed. Finally, as always, digital media will play a key role in targeting and retargeting visitors and potential visitors.

Targets

- Primary: Leisure Travelers
- Primary Sub: Women 35-64
- Secondary 1: Outdoor Enthusiasts
- Secondary 2: Festival/Event Attendees
- Secondary 3: Urban Millennials
- Secondary 4: Football fans

Geo Targets: One hundred mile radius around metros with the highest number of website visits and conversion rates for FY 2016-17; including Nashville, Atlanta, Chicago, Indianapolis, Chattanooga, Tri-Cities, Charlotte, Greenville/Spartanburg, Lexington, Dallas-Ft. Worth, Greenville NC, Memphis, Raleigh-Durham, Cincinnati, Louisville.

*Examples of Audience Personas:

Leisure Travelers

- Age: 25+; Married, HHI \$75k+
- Foodies; Interest in eateries
- Emphasis on breweries
- Shoppers; boutiques and festivals
- Enjoys Arts/Culture
- Seeks unique events
- Seeks weekend getaway; short vacations

Outdoor Enthusiasts

- Age: 25-54
- Key on health and fitness (e.g. yoga, hiking)
- Enjoys outdoor activities/sports
- Backpacking, climbing, fishing, mountain biking, paddle boarding, hiking

Urban Millennials

- Age: 25-49
- Festival frequenters
- Skews toward Indie artists; prefers smaller settings for concerts
- Supports local businesses (e.g. coffee shops, eateries)

Types of Campaigns:

Awareness Driven

The campaign will extend Visit Knoxville's efforts to bring awareness to the distinct attractions and events offered in Knoxville and Knox County. Geo-targeting will range from broad to precise, while layering demographic and interest targeting.

Channels Include:

- Broadcast Television & Over the Top Programming (see pg. 9 for details)
- Print
- Outdoor Billboards
- Paid Social Video, Carousel Ads and Dark Posts (seen only out of market or by select audiences)

Conversion Driven

These campaigns focus on key performance indicators that will be tracked through on-site conversions (i.e. visitor guide requests, e-newsletter sign ups). In addition to retargeting previous Visit Knoxville landing page visitors, ads will also target potential new tourists that align with Visit Knoxville's audience segments.

Channels Include:

- Cross-Device Display/Pre-Roll linking to visitknoxville.com
- Paid Search text ads linking to visitknoxville.com
- Paid Social posts linking to visitknoxville.com
- Pay per Inquiry Vacation Guide requests
- Print programs that generate Vacation Guide requests



ADDITIONAL CHANNELS

Social Media

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, carousel and image posts. Each initiative consists of its own demo and interest targeting.

Email Marketing

Visit Knoxville distributes 2-3 e-newsletters per month to Visit Knoxville's database of more than 133,000 active 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.

Co-Op Partnerships

Visit Knoxville will continue to offer community partners digital ad co-op programs that generate economies of scale and increased exposure in markets that might otherwise be cost-prohibitive.

Official Knoxville Visitors & Relocation Guide

A continued increase in requests for the Knoxville Visitors & Relocation Guide reflects the quality and value of this publication. VK will again partner with the Knoxville Chamber to produce 225,000 copies of the 2018 guide, including a digital version.

VK Network & VKTV (In-Room)

Visit Knoxville will continue to add locations and hotel rooms (respectively) to these VK products. The video loops on the VK Network (seen at high traffic locations like the Visitors Center, Zoo Knoxville and KMA) and VKTV are the same. Both feature Knoxville tourism partners and events.



Earned Media

This includes, but is not limited to, unpaid/PR initiatives like press releases, FAMs, travel journalists and influencers.

Content Distribution

Articles, blog posts, photos, videos and infographics continue to efficiently and effectively enhance online presence and engagement.

Community Partnerships

Visit Knoxville is pleased to partner with a number of community organizations and entities including the Knoxville Chamber, the University of Tennessee, CBID, Scripps Networks Interactive, Legacy Parks, Arts and Cultural Alliance, Knox Area Brewers Association and many others.

TESTING

Visit Knoxville will maintain continual testing and optimization of campaign messaging. 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.

REPORTING

Reporting on the channels here and others utilized throughout the year will continue to be included in Visit Knoxville's quarterly reports, highlights for which can be found under the media section of the VK website.

TRAVEL TRENDS IMPACTING MARKETING STRATEGIES

The majority of travelers today use different websites during the travel purchase journey, either to find information about a destination, read reviews or to book travel online. Emarketer estimates that 52% of travel bookers use online platforms to make their bookings. According to Statista, by 2019, the online travel industry is forecasted to grow to \$762 billion (U.S.).

This data makes digital marketing techniques like Search Engine Optimization (SEO), User Experience (UX) and Social Media Marketing absolutely critical to success in the travel industry. Keeping up with the latest trends in digital marketing impacting the travel sector is crucial for ensuring future success.

Below are some key trends set to transform the travel industry:

Big Data

Big data involves very large data sets which are analyzed usually by computers to reveal patterns and trends usually relating to trying to understand human behavior and interactions.

As travelers seek more relevant and trusted content, Online Travel Agencies (OTA) are increasing their investment in Big Data analytics. Robust data capabilities help identify visitors across different channels and devices, driving personalized marketing and customer journeys.

According to a whitepaper published by the World Travel and Tourism Council travelers are more informed than ever before.

In an American Express study, 83% of millennials said they would allow travel brands to track their habits in exchange for a better, more individualized experience. Meanwhile, 85% of respondents across all age groups said that customized itineraries are far more appealing than one-size fits all solutions. As analytics become more sophisticated, travel companies are targeting different customer demographics personally in email and social media messages.

43% of travel companies named “targeting and personalization” as the top priorities in their digital strategy.



Multi-Channel Marketing Becomes the Norm

A great deal of the traffic diverted away from Bricks and Mortar toward digital platforms is accredited to the rise in people traveling for leisure and business. Globally, the online travel sector is expected to grow at an annual rate of 3.8% over the next 10 years to \$11.4 trillion.

Driven by digitization, and consumer reliance on mobile devices OTAs continue to remain buoyant. For example, Expedia's second-quarter gross bookings for 2016 grew by 25% YoY (year-over-year) to \$18.8 billion. Its main OTA grew by 25% to \$17.1 billion. However, in regions such as the US and Europe the online travel market appears to be maturing.

Market Realist claims that online booking accounts for more than 40% of total travel sales. In most countries, online bookings are seeing healthy growth. The main market drivers for OTA companies are higher digitization, mobile adoption, and international expansion.

SOURCE: Destinations International (formerly Destination Marketing Association International)



FILM OFFICE

Screenshot from "Hush Little Baby"
(entitled "Nanny Nightmare" on Lifetime Movie Network)
filmed in Knoxville December 2016
Image from a scene shot at the
Knoxville Convention Center

Established in 2014, the Visit Knoxville Film Office has already made great strides in its mission to strengthen Knoxville's economy through the promotion of Knoxville/ Knox County as a premier filming location. The Film Office expects to announce a Knoxville premier event for "Dog Years" within this fiscal year. This film, starring Burt Reynolds and Ariel Winter, was shot here in the summer of 2016 and premiered at the Tribeca Film Festival in April 2017.

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.

With this in mind, the office has established the following goals for FY17-18:

Film Office Goals

- Secure \$2.5 million in total film production
- Secure at least two scripted feature films for production that utilize state and local film incentives
- Obtain at least \$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
- Continue to work closely with local filmmakers to foster feature film production



Save the Date

- November 3, 2017 -

November 1st will mark the 5th Anniversary of Visit Knoxville.
Join us at the Visitors Center on November 3 as we celebrate the past... the present... and the future of Visit 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 Commissioner 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 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, Sr. Director Visit Knoxville

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

Shannon McCall, Director of Sports Partnerships

342-9130 • smccall@knoxville.org

To partner with a convention group or an event in town

Shera Petty, Sr. Director 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 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

Erin Donovan, Director of Communications & Social Strategies

342-9127 • edonovan@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

Katherine Ogle, Executive Assistant

342-9141 • kogle@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





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VisitKnoxville.com | T E N N E S S E E

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

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301 S. Gay Street Knoxville, TN 37902
865-523-7263

VisitKnoxville.com