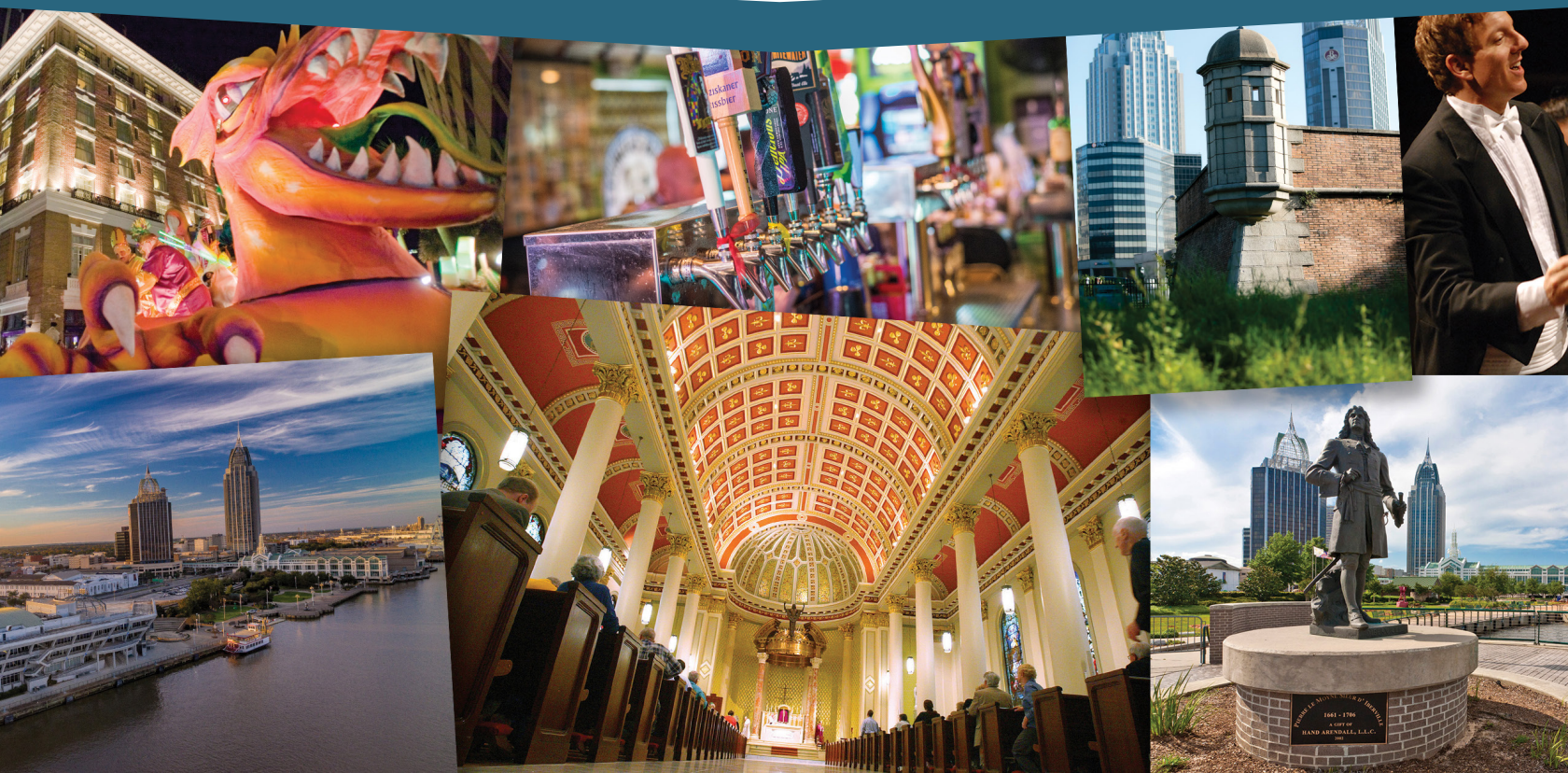




2019-2020 ANNUAL BUSINESS PLAN *for* VISIT MOBILE





Dear Stakeholders,

Please find enclosed the 2019-2020 **Visit Mobile** Annual Business Plan. We are grateful to have the opportunity to serve our great community and to proudly support Mobile's tourism initiatives.

Visit Mobile must continue to have a balanced approach to tourism by strategically marketing the destination to the leisure and convention traveler. We will continue to hold ourselves to a standard that is constantly growing and improving on behalf of our stakeholders and the City of Mobile. Mobile has a transformational and experiential story to tell, and we thank you for letting us share that with the world.

Please enjoy the outline of our Annual Business Plan and know that we welcome your input and questions any time.

Sincerely,

A handwritten signature in black ink, appearing to read "David Clark". The signature is stylized with a large initial "D" and "C".

David Clark,
President & CEO of **Visit Mobile**



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2018-2019 WINS

- New Dashboard Development, Accountability, Transparency and Real-time Performance Data
- Social Engagement Results
- Record year of Lead Production in organization history
- Convention Room Nights, 2nd best year in history after last year
- Carnival Agreement Extended for 3 years
- Media and Influencer Results
- Lodging Tax Collections slightly increased
- Visitor Spend - increased \$87 million year over year (7.5% increase)
- Strong Stakeholder Collaboration
- Partnership Stakeholder Survey Results
- Vibrant Waterfront, the addition of the Perdido Queen and Wild Native Tours (full-time eco)

CEO SUMMARY

Mobile's Tourism Community continues to grow, but at a lesser pace in terms of visitors compared to the previous year. \$3.3 Million visitors spent \$1.25 Billion in our economy, representing 18,000 travel related jobs. The Smith Travel Research (STR) report ending September 2019 reflected a Year to Date (YTD) occupancy of 63.1% vs. 65.7% last year, an Average Daily Rate (ADR) of \$85.40 vs. \$83.81 last year and a Revenue Per Available Room (RevPAR) of \$53.91 vs. \$55.10 LY. City room supply increased by 4.1% (72,000 more available rooms). Total room revenue grew \$1.8M (1.9%). Mobile County (Saraland) grew room revenue by \$2.4M on 40,000 more available rooms. In essence, Saraland's demand grew more than Mobile's City demand as a % (2.1% vs 0.1%), primarily as a result of Business Transient (BT) shift. An interesting fact is that Mobile County's room supply grew 5.6%, more than any other city in our Competitive Set (see the STR Comp Set in the Addendum). Charleston grew room supply by 4.6% and Savannah by 3.8%. This narrative reflects that the supply growth exceeded demand.

This gives credence to the critical importance of the Tourism Improvement District to market the leisure and convention travel story of Mobile. Occupancy had steadily grown about 1.0 percent during the last seven years. Our economy has been one of the best-ever during these years and any slow-down will have adverse conditions to our lodging partners. Proving we must have more marketing resources to improve our room demand.

Our Convention Sales team booked 76,175 future definite room-nights; the second-best year ever behind the previous year. Comparing the last 2 years to the historical average, this represents a 30% increase in room night production. We saw more bookings shift toward the corporate segment last year (from 17% to 31% mix). We increased leads by 100 (30%), more than double the lead growth than any of the previous 5 years. Our future convention room night production should be north of 100,000-120,000 room-nights in addition to increasing leisure transient demand to compress the entire market. In short, to be a healthy lodging market, the city needs to be above 75% occupancy; an increase of 12 points over last year.

The new Mobile Downtown Airport is exciting with the additional lift possibilities! The number one convention meeting issue is the lack of direct lift or the airfare costs. The downtown airport adds another

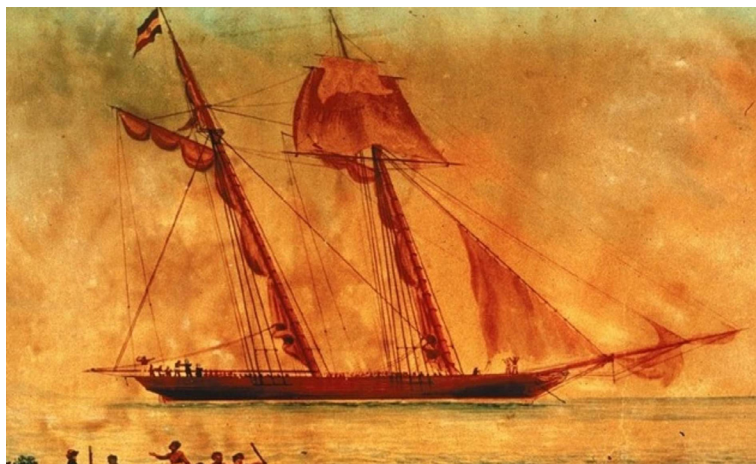


element to our story. With more lift on Sunday through Thursday pattern for conventions and more consistent lift for leisure travel, tourism will be significantly enhanced.

The Clotilda is an amazing discovery. Visit Mobile has been collaborating with many of the stakeholders and our support to this international story is extremely important. Once the assets are fully in place (full size replica, eco tourism to the site, museum, etc.), this attraction will bring in an estimated million visitors per year, making it one of the largest attractions in the state.

A vibrant waterfront is needed to position Downtown Mobile as the “front porch of leisure” for the city. Cooper Riverside Park, with GulfQuest in between the Convention Center and the Cruise Terminal, should be positioned as an authentic entertainment district with restaurants (and potentially a container market), music, arts, culture and eco-tourism. This past year, the Perdido Queen enjoyed success with cocktail and dinner cruises combined with private tours. Wild Native Tours move to Cooper Riverside Park full-time, giving ecotours on the river, delta and bay. Good strides were made in this area, however, there is a significant amount of opportunity remaining.

The Civic Center revitalization is important to enhance the health and sustainability in the area. Incorporating more elements of leisure entertainment and community engagement will



allow this area to fully connect to the waterfront and downtown for visitors and residents to more thoroughly enjoy.

Cruising from Mobile was very successful this past year. Digital marketing campaigns with Carnival were successful in driving demand to the cruise line, causing the Fantasy enjoying its best year yet. Carnival, in turn, signed a three-year contract! Collaboration with Carnival and other cruise lines have begun for a seven-day pattern cruise ship. River boat cruise collaboration has started to develop an itinerary to the North or South and to homeport in Mobile.

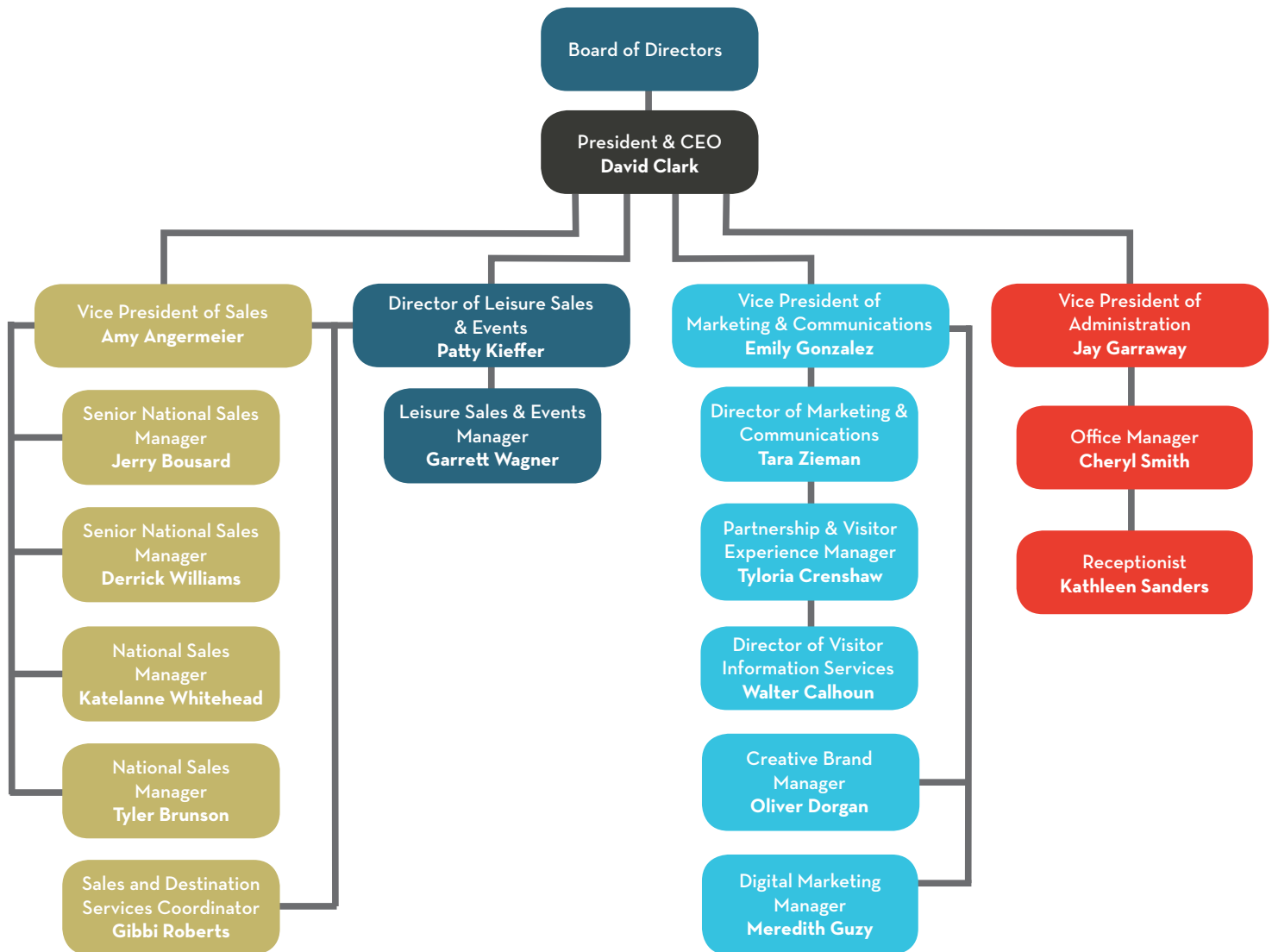
Passenger Rail is being discussed and Visit Mobile is collaborating and exploring the opportunity for a Mobile / New Orleans connection. We do feel that demand is there because of the growing rail travel preference.

The United Kingdom has two flights per week direct to New Orleans, who stay 6-7 days in the U.S., who may also use rail service to explore Mobile. We are looking at the feasibility and collaborating with elected officials.





VISIT MOBILE ORGANIZATIONAL CHART



VISIT MOBILE BOARD OF DIRECTORS (Executive Committee)

WILLIAM BARRICK
(Chair)

STAN CHASSIN
(Vice Chair)

PAT DOWNING
(Secretary/Treasurer)

MARGO GILBERT
(Exec. Comm.)

BOB BAUMHOWER
(Exec. Comm.)

ARNITA M. DIAMOND
(Exec. Comm.)

MIKE LEE
(Past Chair)

KAREN O. ATCHISON
(Immediate Past Chair)

VISIT MOBILE BOARD OF DIRECTORS

THELMA SINGLETON
GEORGE W. BOCK, JR.
TERRY ANKERSON

RICHARD H. WEAVIL, CCIM
DAVID COOPER
LYNNE CHRONISTER
BOB OMAINSKY

ELIZABETH STEVENS
CHRIS CURRY
DANIEL DENNIS
KELLY FINLEY

DOROTHY CRAVEY
DEBORAH VELTERS
CLINTON JOHNSON, JR.



ORGANIZATIONAL GOALS FOR 2019-2020

- Tourism Improvement District (TID) Implementation and Accountability
- Leisure and Convention Marketing
- Convention Room Night and Stretch Goal Obtainment
- Smith Travel Research (STR) Performance Improvement
- Lodging Tax Increase
- Visitor and Spend Increase
- Comprehensive Visitor Behavior Reporting for Marketing Metrics
- Clear Audit
- Community & Stakeholder Relationships including:
 - Mobile Area Lodging Corp (MALC) Board / Mobile Area Lodging Association (MALA) Support
 - Clotilda Community Support
 - Downtown Airport Collaboration
 - Downtown Alliance Collaboration
 - Vibrant Waterfront, Cooper Riverside Park
 - Carnival Relationship
 - Cruise Ship, 7 Day
 - Riverboat Cruise Collaboration
 - Civic Center Re-Purpose Collaboration
 - Visit Mobile Board
 - Civic / Governmental Collaboration
 - U.S.A. Hospitality, Tourism and Management Support
 - Passenger Rail Collaboration



CONTINUING IN THE FOLLOWING LOCAL, STATE AND NATIONAL COLLABORATION

Destination Mobile
Mobile Area Lodging Association
Mobile Area Lodging Corp
Mobile Airport Authority
Mobile Area Chamber of Commerce
Mobile Downtown Alliance
University of South Alabama - Hospitality and Tourism Management
Mobile United / Leadership Mobile
Public Relations Council of Alabama - Mobile Chapter
American Advertising Federation - Mobile Bay
Coastal Alabama Partnership
Alabama Travel Council
Alabama Congressional Tourism Caucus
Alabama Association of Designation Marketing Organization
Alabama Council of Association Executives
Alabama Restaurant and Hospitality Association
Mississippi Society of Association Executives
Southeast Tourism Society
Southern Rail Commission
Meeting Planner International
CONNECT, Helms Briscoe, Conference Direct
Public Relations Society of America
Florida Caribbean Cruise Association
Cruise Lines International Association
Professional Convention Management Association
Destinations International



VISIT MOBILE SALES

OVERVIEW OF DEPARTMENTAL SCOPE

The sales and services department will continue focusing on delivering the business the hotel partners want - the right groups at the right times and at the right rates. The team will target groups able to meet a Sunday through Thursday meeting pattern, who have the ability to pay a higher room rate and whose space requirements fit what the area currently offers and expects to have available in the next 36 months. The department plans to grow its efforts toward increasing the awareness of Mobile as a meeting destination in both the regional and national marketplaces through well-placed tradeshows, Familiarization Tours (FAMs), sales visits and more.

Client communications will continue to be vital. With a communications plan in place, the department will engage with planners throughout the year with e-newsletters, pre- and post-tradeshow and marketplace communications, creative RFP contests and incentives, seasonal correspondence, and more. A more detailed system to measure growth and success of engagement has been implemented to improve performance as we look to the new fiscal year.

In order to book 97,000 room nights, the sales team at Visit Mobile will need to be laser focused. We have increased the amount of touch points, which should result in an increase in produced leads and increase our percentage of new business. We will need to host as many FAMs as possible in order to get the meeting planners in front of Mobile.

Mobile peak months are January through March and June through August. We need to offer incentives in order to fill in the gaps of the remaining months. Visit Mobile needs to adjust our sales strategy to maximize bid dollars and growing room nights.

There has been a significant increase in room inventory along the Beltline, Baldwin County and Saraland. Mobile County had increased their inventory by 5.6% and Mobile has increased 4.3%. The only other city in our comp-set that had similar growth is Charleston at 4.6%. Visit Mobile must generate more leisure and convention demand to offset the supply increase. The Tourism Improvement District is vital for this strategy.

Educating potential clients about the opportunities the Sales and Destination Services Coordinator can provide by personalizing services to groups including but not limited to: welcome bags, in-room amenities, off-site activity assistance, marketing, registration, volunteers and scheduling of the Azalea Trail Maids/Crew Mates, restaurant and attraction specific discounts, youth activities, attendance building and media coverage support.



HISTORIC RESULTS / METRICS

Sales Manager Market Deployment

- **Amy Angermeier** – Hobby, Associations in MN, IA, WI, IL, IN, MI (*the Great Lakes states*)
- **Patty Kieffer** – Hobby
- **Derrick Williams** – Social, Education, Religion, Fraternal
- **Jerry Bousard** – Associations in 1/3 of AL and most states east of the Mississippi River excluding IL, IN, MI, WI
- **Katelanne Whitehead** – Associations in 1/3 of AL and OR, CA, NV, CO, UT, KS, TX, also Corporate Meetings in AL and GA
- **Tyler Brunson** – Associations in 1/3 of AL and GA, MO, AK, LA, OK, NE, SD ND, WY, WA, AZ
- **Garrett Wagner** – Military Reunions, Sports

STR Comp Set

- Baton Rouge, LA
- Biloxi, MS
- Birmingham, AL
- Charleston, SC
- Jackson, MS
- Jacksonville, FL
- Memphis, TN
- Montgomery, AL
- New Orleans, LA
- Savannah, GA
- Huntsville, AL

	Room Nights*	Leads	Economic Impact Calculator	Room Revenue Booked @ Average Daily Rate of \$119
2019	76,225	419	\$89,335,000	\$9,070,775
2018	81,103	318	\$111,375,813	\$9,651,257
2017	69,183	273	\$67,900,121	\$8,232,777
2016	61,583	264	\$58,297,179	\$7,328,377
2015	53,059	289	\$65,595,299	\$6,314,021

* Room nights are exclusive of 16,000 tennis tournament rooms

* 2018 included 27,000 room nights from a 4-year Jehovah's Witness Contracts

Group Market Segmentation

	Corporate	SERF	Govt/Military	Association
2019	31%	25%	9%	35%
2018	17%	33%	8%	42%
2017	15%	16%	14%	55%
2016	16%	28%	16%	40%
2015	12%	19%	17%	52%

*** Years 2014-2018 include tennis leads

GOALS FOR MEETINGS & CONVENTION SALES

1. Increase in Group /Convention Room Nights by 22% from 76,000 to 97,000 Year Over Year (YOY), plus stretch goal of 110,000 (inclusive of Sports & Military)
2. Reach 457 Total Sales leads, which is a 10% increase YOY
 - a. This is accomplished by growing our monthly touchpoints from 160 to 180 per sales manager which is a 15% increase
3. Increase new business by 35% by creating nationwide awareness to meeting planners

Objective:

Increase Convention and Group room nights by 22% to 97,000 Room Nights

Tactics & Strategies:

- Knowing every hotel across the market is different, Visit Mobile will work with hotels to better understand where their need periods lie seasonally
- Host Industry Specific FAMs such as aeronautics and manufacturing
- Host third party FAMs
- Attend group industry events, appointments and tradeshow
- Incorporate marketing and sales efforts in order to absorb the new room inventory, while increasing Occupancy, ADR and RevPAR downtown

Objective:

Increase our tentative funnel by 10% which will be a result of 457 sales leads and increase of 15% in touch points.

Tactics & Strategies:

- Partner with hotels to participate in site inspections with clients and FAMs
- Have a prospecting campaign specifically for groups who have met in the south during our need times by utilizing lost business in Knowland and MINT Databases



- Sales calls in Alabama, Louisiana, Texas, Georgia, Tennessee and Washington DC
- Increase sales manager touchpoints by 15% by focusing on telephone solicitation, site visits, appointments, networking and tradeshow

Tradeshows include:

- CONNECT Faith - October
- CONNECT Georgia - November
- National Coalition of Black Meeting Planners (NCBMP) - November
- CONNECT Diversity - February
- Council of Engineering and Scientific Society Executives (CESSE) CEO - February
- Religious Conference Management Association (RCMA) - February
- Rendezvous south - March
- CONNECT Dallas - April
- Meeting Professionals International (MPI) Southeastern Education Conference - May
- Council of Engineering and Scientific Society Executives (CESSE) - July
- CONNECT Association - August
- CONNECT Corporate - August
- American Society of Association Executives (ASAE) - August
- Congressional Black Caucus - September

Objective:

Increase new business by 35%

Tactics & Strategies:

- Expand our CVENT banner ads to increase awareness with meeting planners in Savannah, Jacksonville, Jackson, Baton Rouge and Birmingham.
- Offer incentives for meeting planners to come to Mobile
- Promote packages that include transportation, welcome receptions and attraction passes
- Co-op with properties on sales calls, tradeshow, and events
- Utilize marketing information to target potential visitors and groups to Mobile
- Send out quarterly newsletters to target meeting planners using creative messaging and call to action

Objective:

Define key metrics to benchmark future success and growth opportunities.

- Continue to hold bi-weekly meetings with Convention Center leadership from ASM in order to capitalize on space intensive groups and conflicting space needs
- Pursue economic development opportunities in order to enhance the tourism experience and increase visitors overall
- Work with the Mobile Area Chamber of Commerce on recruiting new businesses in order to secure their group business on the front end
- Analyze the STR report's Occupancy, ADR and RevPAR, which affects the economic impact and trends.

- Provide partners a condensed analyzation of trends from the STR report upon request
- Continue to hold lodging Director of Sales meetings 5 times per year in order to collaborate on ideas of how to help Mobile as a whole, showcase properties, discuss opportunities and provide CVB updates
- Report trends, definite contracts and lead reports to the BOD on a monthly basis
- Serve on various committees that will increase the interest of tourism and development in the city.

GOALS FOR LEISURE SALES {SPORTS / MILITARY / HOBBY}

Note: this is the leisure piece of the total sales goals

1. Increase in Group / Convention Room Nights by 67% from 12,000 to 20,000
2. Increase Leads by 33.3% from 75 to 100
3. Grow Touch Points to 188 per sales manager per month (a 15% increase)

Objective:

Increase the number of leisure hotel room night business in Mobile.

Strategies:

- Contact clients and prospect daily through a variety of resources
- Conduct sales missions in relevant cities
- Promote Mobile at top industry conferences: TEAMS, Sports ETA, CONNECT, (Military) Reunion Network
- Host site inspections
- Host familiarization tours FAMs
- Network and engage the local community and stakeholders
- Create e-newsletters for each market

Metrics:

- Secure 20,000 room nights in Mobile
- Send 95 qualified leads to partners
- Make 2,256 prospecting touch points
- Host Senior Bowl FAM
- Send 3 e-newsletters and continue to build database
- Conduct 5 out-of-market sales missions in addition to tradeshow



LEISURE TOURISM & EVENTS

OVERVIEW OF DEPARTMENTAL SCOPE

Leisure travel happens when the primary motivation is to take a vacation from everyday life. Leisure travel is often characterized by staying in nice hotels or resorts, relaxing on beaches or in a room, or going on guided tours and experiencing local attractions – but in Mobile, it can be so much more.

There are many benefits to leisure travel - stepping outside of a busy lifestyle can give people space to unwind and release their stress, returning to their jobs and everyday lives feeling rejuvenated and refreshed. It also can give people the opportunity to experience parts of the world they have never seen before (like Mobile), enriching their understanding of life and the history of our city and region. Traveling can be an excellent way to meet new people and make new connections, and leisure travel gives people the space and time they need to truly forge those bonds.

Leisure Travel can often be a compliment to the Business Travel segment. By adding personal days to the front or back of a business trip or a scheduled conference, the travel experience shifts and the blended experience becomes what is known in the industry as Bleisure Travel. This Bleisure Travel market presents significant growth opportunity for the Mobile market as our Business/Meeting occupancy is regularly higher than our purely weekend leisure travel.

The Leisure Sales & Events Department focuses on increasing the number of leisure rooms booked in Mobile as well as creating a variety of initiatives to further promote tourism in Mobile. This department is responsible for promoting the destination to markets such as group tours, cruise, military, hobby, sports events and conferences. This team will meet face-to-face with Event Planners, Travel Agents, and Group Tour Operators sharing the Mobile story.

HISTORIC RESULTS / METRICS

The annual average weekend occupancy levels range from 48% to 88% with the average being 68%. Weekend travel typically reflects the leisure visitor and not the business transient / meetings / convention visitor proving there is room for growth in the Mobile marketplace.



GOALS FOR LEISURE TOURISM & EVENTS

1. Increase the number of guests booking hotel Park & Cruise Packages to boost the local economy pre and post Carnival Fantasy cruise
2. Increase the types of cruise opportunities to and from Mobile
3. Increase the number of group tour business and Foreign Individual Travel (FIT) contracts at hotels and attractions in Mobile
4. Collaborate with the City of Mobile to help create a vibrant and active waterfront for locals and visitors to enjoy
5. Maintain a well-trained knowledgeable staff of Visitor Information Specialists (VIS) to further promote Mobile's hospitality community to visitors and conventioners while they are in town
6. Create opportunities for University of South Alabama's school of Hospitality and Tourism Management Program students to earn intern hours in the local hospitality community
7. Increase the number of visitors in Mobile by partnering and collaborating with a variety of organizations

CRUISE MARKET

Objective:

Increase the number of guests booking local hotel Park & Cruise Packages to boost the local economy pre and post Carnival Fantasy cruise. Also, increase the types of cruise opportunities to and from Mobile.

Strategies:

- Update the 2013 Cruise Study with the University of South Alabama
- Promote Mobile at top industry conferences: Florida Caribbean Cruise Lines, Seatrade, Cruise 360, Cruiseworld
- Collaborate with cruise lines who could partner with Mobile for a 7-Day Cruise
- Continue to collaborate with River Boat Homeport opportunities, and build itineraries to the North and South
- Conduct sales missions in Miami, Atlanta, Nashville, Birmingham, and Montgomery
- Continue to maintain and foster cruise industry relationships and partnerships
- Network and engage with local community and stakeholders
- Host FAMs and city tours for Travel Agents, Cruise Line Executives
- Participate in ship inspections with Travel Agents to allow for presentations about Mobile onboard the Fantasy
- Create an online Certified Travel Agent training program about Mobile
- Create e-newsletters

Metrics

- Attend 4 industry tradeshows
- Conduct 4 out of market sales missions/blitzes
- Host 2 Travel Agent FAMs
- Conduct 3 presentations to Travel Agents onboard the Fantasy
- Send 2 e-newsletters and continue to build database

DOMESTIC AND INTERNATIONAL GROUP TOUR MARKET**Objective:**

Increase the number of group tour business and Foreign Individual Travel (FIT) contracts at hotels and attractions in Mobile from 6 to 12

Strategies:

- Attend top industry tradeshows:
 - American Bus Association – January
 - Travel South – March
 - Student Youth Travel – August
 - World Travel Market – November
- Create e-newsletters and continue to build database
- Host site inspections
- Continue to partner with Alabama Department of Tourism and International Sales Reps from Germany, UK, and China
- Pursue new markets for increased opportunities
- Participate in the new Golf Tour Co-Op program to generate business from golf tours
- Host and co-sponsor events and FAMs – both locally and statewide
- Co-op with “Tour the Gulf Coast Partnership” to promote the Gulf Coast Region (Biloxi, Gulf Shores, New Orleans)
- Coordinate and revamp group tour tracking reports with Partnership Department
- Offer a variety of tour itineraries in several languages to appeal to all cultures and demographics

Metrics:

- Host 4 FAMs (International & Domestic Group Tour Operators and Receptives)
- Send 2 e-newsletters and continue to build database
- Participate in quarterly conf calls or meetings with Tour the Gulf Coast Partnership Members
- Create custom tour itineraries in several languages
- Track group tour progress.



WATERFRONT EVENTS AND PROGRAMMING AT COOPER RIVERSIDE PARK

Objective:

Collaborate with the City of Mobile to help create a vibrant and active waterfront for locals and visitors to enjoy

Strategies:

- Continue to lead and support opportunities to enhance the waterfront as a gathering place for eco, culinary, music, arts, culture, natural beauty, and other entertainment/gathering options
- Lead Destination Mobile quarterly meetings and collaboration. Leading thought being a vibrant waterfront. Team with Gulf Quest, Convention Center, Civic Engagement, Cruise Terminal and Downtown to capitalize on opportunities
- Collaborate with Clotilda Partners to explore/support waterfront and destination opportunities
- Support existing Eco-Partners and explore other opportunities
- Continue to promote Cooper Riverside Park as the “front porch of leisure” with easy access to our beautiful waterways and the City
- Continue to promote and support the stakeholders already in place to help make CRP a unique waterfront entertainment area

VISITOR INFORMATION SPECIALIST TEAM

Objective:

Maintain a well-trained knowledgeable staff of Visitor Information Specialists (VIS) to further promote Mobile’s hospitality community to visitors and conventioners while they are in town.

Strategies

- Schedule and manage VIS’s through new Deputy Scheduling system
- Provide VIS coverage at Conventions, Expos, Market in the Park, Mobile Tennis Center.
- Initiate opportunities to participate in a variety of local events to further promote Mobile’s entertainment options to visitors.

Metrics

- Provide year-round staffing at the Visit Mobile Information Booth at the Tennis Center
- Employ a total of 10 part-time VIS’s to provide adequate coverage during conferences and events
- Conduct quarterly training sessions for VIS’s



VISIT MOBILE INTERN PROGRAM

Objective:

Create opportunities for students at the University of South Alabama's Hospitality and Tourism Management Program to earn intern hours in the local hospitality community

Strategies:

- Continue to mentor USA HTM Interns and help provide opportunities for credit hours at a variety of local hospitality venues. (Visit Mobile, Mobile Convention Center, Mobile Tennis Center, local attractions, and hotels)

Metrics:

- Provide opportunities for two HTM Interns to complete their required hours
- Create a structured hospitality curriculum for the Interns

OTHER VISITOR AND TOURISM INITIATIVES

Objectives:

Increase the number of visitors in Mobile by partnering and collaborating with a variety of organizations.

Strategies:

- Participate in meetings with local, state, regional, national, and international stakeholders to share ideas and create initiatives and/or events to promote tourism in Mobile.

Metrics: Conduct and/or attend meetings - think tanks - provide local support

- Mobile Area Lodging Association - Monthly
- City of Mobile Special Events Dept - Monthly
- Mobile Sports Authority - Monthly
- Mobile Tennis Center - Monthly
- ASM Global (formerly SMG) - Monthly or as needed
- Clotilda Community Meetings - Monthly or as needed
- South Alabama Veterans Council - Monthly
- Destination Mobile Meeting - Quarterly
- Cruise Task Force - Quarterly
- Mobile Area Attractions Meeting - Quarterly
- Hotel DOS Meeting - Quarterly or as needed
- Tour the Gulf Coast Partnership - Quarterly
- Alabama Travel Council - Quarterly
- Mobile Film Office - Quarterly
- USA Hospitality and Tourism Management Meetings
- Alabama Governor's Conference on Tourism - Annually



FINANCE & ADMINISTRATION

OVERVIEW OF DEPARTMENTAL SCOPE

The department of Finance and Administration is responsible for preserving the company's assets and for implementing and maintaining the policies, procedures and tools that are necessary to ensure the long-term financial stability and sustainability of the mission of Visit Mobile. It includes four primary functional areas; Finance, Administration, Human Resources and Technology. Additionally, the department incorporates the core values of Accountability, Integrity, Communication, Teamwork, Service and Community.

The primary responsibilities of the functional areas are to insure that all financial obligations are being timely met and the financial position of the organization is being accurately and timely reported, the development and control of the budget; the operations are transparent and the results are being accurately and timely published; the staff is motivated, rewarded and competitively compensated; and that the staff is equipped and properly trained with the necessary tools and technology to perform their tasks most efficiently.

HISTORIC RESULTS / METRICS

- Obtained an Unqualified Independent Auditor's Opinion on Fiscal year September 30, 2018 audited financial statements.
- Successfully completed an IRS audit of form 990-T for tax period ending September 30, 2017 and received letter indicated we continue to qualify for exemption from federal income tax under Section 501 (c)(6) of the Internal Revenue Code.
- Completed merit-based pay study for entire organization and adjust Market Rate Pay increases where appropriate and as budget permitted.
- Identified expense reporting and invoice processing software and contracted to implement new system beginning in October 2019.



GOALS FOR FINANCE & ADMINISTRATION

1. Maintain the financial integrity of the organization
2. Cultivate a highly motivated, accountable and results oriented team
3. Insure appropriate technology availability and usage

Objective:

Maintain the financial integrity of the organization.

Strategy:

- Obtain an annual independent audit with no material adjustments, an unqualified opinion for the fiscal year ending September 30, 2019 and maintain the controls, processes and leadership to obtain the same unqualified opinion for Fiscal year ending September 30, 2020
- Ensure policies and procedures established to protect assets and control the financial operation of the organization are understood and adhered to
- Maintain financial budget integrity
- Modify and upgrade existing software and implement new software to improve efficiency, accuracy and timeliness of financial reporting
- Renew Destination International Accreditation. To maintain this esteemed accreditation, Destination Marketing Organization's must undergo a renewal process after four years and a complete application process after eight years - this is the eighth year and will require undergoing the complete application process

Objective:

Cultivate a highly motivated, accountable and results oriented team.

Strategy:

- Maintain effective performance evaluation program which includes annual performance and DISC assessment reviews of every team member.
- Maintain updated/current job descriptions and team member manual.
- Provide formal training and professional development for regular staff.
- Conduct and participate in periodic compensation studies to determine the competitiveness of salaries through Destinations International, local comp set, etc.

Objective:

Insure appropriate technology availability and usage.

Strategy:

- Ensure the staff is adequately equipped and trained to be competitive in this industry.



PARTNERSHIP / VISITOR SERVICES

OVERVIEW OF DEPARTMENTAL SCOPE

The Partnership and Visitor Experience department serves all of our stakeholders and encourages to get the most out of their partnership by taking advantage of ALL of the benefits we have to offer. By building a strong community foundation, we continue to actively engage new partners, and encourage existing partners to invest and support in Visit Mobile's marketing efforts. We can provide tangible benefits, education and marketing opportunities that will impact Mobile's overall hospitality industry's bottom line.

Our visitor service and support efforts manage the visitor experience as they plan their visit to or through Mobile and when they actually arrive. We provide in-depth visitor collateral, digital content, social media updates and one-on-one planning services to visitors who find us through our website, sales, advertising and communication efforts.

HISTORIC RESULTS / METRICS

The annual Visit Mobile Stakeholder Survey is distributed to dues-paying members and others throughout the industry and city to rate, maintain and manage the expectations on Visit Mobile. Each year the survey is sent out in August and analyzed in October.

The complete survey results are available upon request.

A few stats to note:

- Total number of surveys sent out: 372
- Number of responses returned: 95
- Response rate: 25%
- 94% of Partners think Visit Mobile is a good value for their investment.
- Overall scores for all departments (Sales, Marketing & Communications, Partnership & Visitor Experience) all increased this year.

Visitor Center Visitation

- FY 2016 - 2017 15,093
- FY 2017 - 2018 16,248
- FY 2018 - 2019 17,390



GOALS FOR PARTNERSHIP / VISITOR SERVICES

1. Revamp and revive the “I Am Mobile!” Tourism Ambassador Program
 - a. Modifying current program, engaging past Ambassadors, re-introducing the program to our partners so they know they can use our Ambassadors, etc.
2. Enhance the Visit Mobile Partnership Program
 - a. Increase Partnership engagement
 - b. Develop the framework / plan for a non-member based Destination Marketing Organization
3. Continue to be a community liaison helping to support the Clotilda / Africatown project forward

Objective:

Reinvigorate the “I Am Mobile!” Tourism Ambassador Program

Strategy:

Modify the current program in its entirety

- The current guide will be completely re-written and updated
- Partners will be engaged every step of the way to let them know how they can use ambassadors to increase visibility and attendance
- Partnership and Visitor Experience Manager is attending other Tourism programs to gather info and determine best practices

Metrics:

- Number of interested citizens
- Number of graduated Ambassadors
- Number of partner and community events Ambassadors attended

Objective:

Enhance the Visit Mobile Partnership Program

Strategy:

Increase Partnership engagement

- Aggressively market the program to new prospect businesses by personal engagement, social media and email
- Support current partners through community engagement, attending events, grand openings, etc. - also, through social media and communication via the Partner Portal
- Creating a monthly partner spotlight to be shared on the Partner Portal and Social Media

Metrics:

- Number of partner events attended
- Number of partner communication emails, etc.
- Summary of monthly partner spotlights

Strategy:

Develop the potential framework / plan for a non-member based Destination Marketing Organization

- Research by talking to other Destination Marketing Organization's in the area to determine the benefits and best practices for transition.
- Actively engage with partners to get feedback on how this would benefit their business.
- Attend Destination Marketing Organization meetings and training to learn the steps necessary to make the transition.

Metrics:

- Number of Destination Marketing Organization's researched
- Summary of best practices and benefits
- Number of partner communication emails, social media posts, etc., showing engagement
- Number of Destination Marketing Organization meetings and trainings attended
- Outline of Visit Mobile transition plan

Objective:

Continue to be a community liaison helping to support the Clotilda / Africatown project forward

Strategy:

- Working directly with the community partners and the groups involved
- Attend community events to maintain a consistent presence within the Africatown community and among the working partners.
- Creating and sharing resources that will provide education, support, and value.

Metrics:

- Relationships formed and cultivated

GOALS FOR WELCOME CENTER

1. Establish an additional pop-up location
2. Implement quarterly trainings for current volunteers
3. Recruit a dozen (minimum) new volunteers
4. Collect more visitor data by restructuring the QuickTap survey currently used in the Welcome Center

Objective:

Establish an additional location pop-up Welcome Center

Strategy:

- Secure a third location in an effort to reach more visitors with Visitor Information

Metrics:

- Visitors reached
- Visitor Information distributed

Objective:

Implement quarterly trainings for current volunteers

Strategy:

- Establish a schedule of quarterly breakfast or lunch meetings
- Visitor Information Services Manager will help develop the agenda to determine the training needs of the volunteers
- Get direct feedback from volunteers about their needs

Metrics:

- Annual schedule of volunteer meetings
- Number of attendees and trainings provided
- More visits to the welcome center to ascertain the level of volunteer training and knowledge

Objective:

Recruit a dozen (minimum) new volunteers

Strategy:

- Send out communication to partners, local businesses and the community soliciting volunteers
- Reach out to current volunteers and staff
- Invite interested and prospective volunteers to Visit Mobile events, partner updates and quarterly volunteer meetings.

Metrics:

- Number of communications sent
- Number of prospective volunteers attending events
- Number of new volunteers added

Objective:

Collect more visitor data at the Welcome Center

Strategy:

- Review the current data collection in place and update accordingly to capture relevant information

Metrics:

- More visitor data captured



MARKETING & COMMUNICATIONS

OVERVIEW OF DEPARTMENTAL SCOPE

The Marketing & Communications Department develops strategies to increase awareness and understanding of the Mobile area destination brand, creates desire for visitor experiences, and drive demand for overnight accommodations. Using data-driven insights, the team shapes messaging and determines the most effective distribution channels for paid media, while complementing paid efforts with integrated, proactive media relations efforts, content development strategies, niche promotions and a social media outreach programs.

The primary goal of the department is to increase overall visitation to the destination focusing on area hotel occupancy, attractions, restaurants and retail. By delivering a strong, consistent message throughout the year, we can, hopefully, increase visitor volume, length of stay and visitor spend. The team is responsible for Visit Mobile's integrated marketing communications efforts, to maximize their total impact on (mostly external) target consumers and enhancing stakeholder visibility. Based on consumer market research and other Visit Mobile marketing data, these efforts comprise the advertising, brand communications, cooperative partner programming, publications and tourism strategies that lead to consideration of Mobile as a destination for convention and leisure travel.

The department is responsible for managing all external communication activities, which include all media relations, influencer marketing, public affairs, community awareness and advocacy as well as crisis, issues and reputation management functions. Media relations efforts include local earned media to generate community awareness and out-of-town earned media in the meetings and leisure markets to help generate visitation. Public affairs efforts include advocating for, cultivating and fostering the visitor and stakeholder experience, and adding value to each.

The department's mission is to cultivate a positive public image for Visit Mobile with the general public and the news media, while educating locals on the value of the visitor economy, and to craft a positive public image with potential visitors and stakeholders.

HISTORIC RESULTS / METRICS

Primary Initiatives:

- Advertising & Digital Communications
- MALC (Mobile Area Lodging Corp) TID Marketing Support
- Travel Media Outreach
- Public Relations
- Stakeholder Support & Visibility
- Community Engagement
- Relationship with Cruise Stakeholders

Market segmentation: “The process of defining and subdividing a large homogenous market into clearly identifiable segments having similar needs, wants, or demand characteristics. Its objective is to design a marketing mix that precisely matches the expectations of customers in the targeted segment.” – Business Dictionary

Every traveler is different – they enjoy different types of hotels, they prefer different activities, they make use of their time differently, they look for and enjoy different things. By understanding that visitors are different, travel marketers are able to cater to these different segments or different types of people.

The primary types of Market Segmentation are Geographic, Demographic, Psychographic, and Behavioral

GEOGRAPHIC

- Country
- City
- Density
- Language
- Climate
- Area
- Population

DEMOGRAPHIC

- Gender
- Age
- Education
- Income
- Social Status
- Life Stage

PSYCHOGRAPHIC

- Values
- Attitude
- Personality
- Interests
- Opinion
- Lifestyle
- Concerns

BEHAVIORAL

- Intent
- Usage
- Occasion
- Buyer Stage
- Engagement
- Benefits
- Life Cycle

When looking reach an audience, whether visitors or planners from outside of Mobile or stakeholders inside the city, we must first consider the segmentation of WHO we're trying to reach and WHY. Some examples of these include:

LEISURE VISITORS

- o Segments include:
 - Family Travelers
 - Single family group
 - Generational Travel
 - Homeschoolers
 - Single Travelers
 - Unmarried
 - Widow/widowers
 - Backpackers
 - Solitary tourist travel
 - Couples
 - DINKS {Dual Income No Kids}
 - Empty Nesters
 - Retirees
 - Snowbirds
 - Group Travelers
 - Educational Tours
 - Fraternities / Sororities
 - Girls Getaways / Guys Outings
 - Groups of Newly-Weds
 - Groups of Senior Citizens
 - Sports & Recreation
 - Military Reunions
 - Visiting Friends / Relatives
 - University Students / Parents
- o Interests Include
 - Sports & Recreation & Golf
 - Eco / Outdoor Tourism
 - Arts / Culture / Entertainment
 - History
 - Architectural Travel
 - Multi-cultural Experiences
 - African American Heritage Travelers
 - Educational Travel
 - LGBTQ Friendly Communities
 - Culinary Tourism
 - International Travel to Gulf Coast Region

BUSINESS VISITORS

- o Meeting Professionals
 - Corporate
 - Staff
 - Executives
- o Third-Party Meeting Planners
- o Convention Attendees
- o Trade/Industry media
- o Group Tour Operators / Receptive Guides
 - Domestic
 - International
- o Travel Agents

MEDIA

- o Staff Writer of Key Publications
- o Freelance Journalists
- o Bloggers / Social Influencers

OTHER AUDIENCES

- o Visit Mobile Board of Directors
- o Dues-Paying Partners
- o Mayor's Executive Team
- o City/County Elected Officials
- o Mobile-area Residents
- o Business, Civic and Faith-Based Leaders
- o Local News Media

METHODOLOGY FOR APPROACHES USING THE SEGMENTATION OUTLINED ABOVE:

- Content Development
- Press Trips
- Tradeshows
- Educational Conferences Strategic Targeting
- Geographic Targeting
- Demographic Targeting
- Behavioral Targeting
- Re-Targeting
 - o Specific and Lookalike Audiences
 - o To Geo-Fenced Audiences
- Search Engine Optimization
- Digital Advertizing
 - o Refined Display Placement
 - o SEM
- Social Media Advertising
 - o Facebook Display
 - o Instagram Display
 - o Boosted Organic Posts

GOALS FOR PUBLIC RELATIONS / COMMUNICATIONS

1. Implement new tracking systems to measure media exposure on behalf of the destination, partners and stakeholders.
2. Strategically and proactively pitch the destination as a top leisure travel and meetings destination
3. Enhance Visit Mobile's public relations efforts in an effort to increase local awareness and position the organization as a trusted resource
4. Enhance "Visit Mobile" across all social media platforms

Objective:

Implement new tracking systems to measure media exposure on behalf of the destination, partners and stakeholders.

Strategies:

- Develop and implement the Barcelona Principle method
 - o a set of seven voluntary guidelines established by the public relations industry to measure the efficiency of PR campaigns
 - o an overreaching outline for effective public relations and communications measurement; serving as a guide to incorporate the ever-expanding media landscape into a transparent, reliable, and consistent framework
- Implement new comprehensive media monitoring database, Meltwater, to showcase media results

Metrics:

- More analytics and data on writers
- Total number of articles
- Total circulation reach
- Total value

Objective:

Strategically and proactively pitch the City of Mobile as a top leisure travel and meetings destination.

Strategies:

- Identify and cultivate relationships with travel bloggers/writers, content creators and influencers in our top drive/fly markets.
- Identify target markets and trade publications where Mobile's story would be a good fit
- Attend top annual travel media/blogger conferences such as Travel Blogger Exchange, International Media Marketplace and Travel Media Meetup
- Host individual press trips for writers, bloggers, influencers
- Research Best Of's, Top Tens, designations, etc., and nominate Visit Mobile partners, stakeholders and the City of Mobile accordingly in an effort to increase Mobile's position as a top meetings/leisure destination

**Metrics:**

- Relationship formed
- Journalists/bloggers hosted
- Articles
- Pitches made

Objective:

Enhance Visit Mobile's public relations efforts in an effort to increase local awareness and position the organization as a trusted resource

Strategies:

- Local influencer campaigns
- Local community media partnerships
- Curate press releases to be distributed to local, regional and national media about Visit Mobile's initiatives and programs
- Curate relevant and timely consumer, partner and meeting/leisure newsletters that promote the destination using ActOn

Metrics:

- Press Releases and Newsletters distributed
- Emails sent

Objective:

Enhance "Visit Mobile" across all social media platforms

Strategies:

- Curate monthly content calendars
- Publish relevant and timely content
- Build relationships with local influencers
- Secure user-generated photos

Metrics:

- Total Engagement
- Total Followers



GOALS FOR DIGITAL MARKETING

1. Data driven content strategy i.e.: development / implementation / distribution
2. Implement a digital strategy for the general campaign that will result in full-year comprehensive reporting
 - a. Reporting should include effectiveness of the advertising, traveler buying behavior, and spend analysis of the leisure market in Mobile
3. Increased Revenue Streams with digital outlets
 - a. Increase our website advertising to build in-house revenue that will be put back into the digital website maintenance and continued development
 - b. Develop co-op advertising opportunities with our partners to increase our visibility on social and special campaigns.

Objective:

Data driven content strategy

Strategy:

development / implementation / distribution

- Develop strategy and new content based on findings in Content Audit
- Refine keywords and search terms based on findings
- Work off developed timeline developed to implement the strategy and new content
- Update meta information to align site with new keyword and search criteria
- Use social channels and newsletter distribution (via Act-on) to distribute new content

Metrics:

- Increased traffic/time on site
- Maintaining Mobile.org as a top natural listing on search engines when Mobile AL is searched

Objective:

Implement a digital strategy for the general campaign that will result in full-year comprehensive reporting

Strategy:

Reporting should include effectiveness of the advertising, traveler buying behavior, and spend analysis of the leisure market in Mobile

- Work with Conversant to run a yearlong campaign that monitors the entire buying process including credit card information from the time they click our ad to the time they arrive in Mobile and all the spend within the city
- Identify our audience by constant monitoring and monthly reports via live dashboards
- Use monthly data and dashboards to monitor effectiveness of the creative, and better identify markets/opportunities

**Metrics:**

- At the end of the campaign receive comprehensive report including spend analysis of the leisure market in Mobile
- This will produce hard data that will prove the value of tourism, aside from room nights, within the destination

Objective:

Increased Revenue Streams with Digital outlets

Strategy: Increase our website advertising

- Build in-house revenue that will offset costs for website maintenance and continued development
- Develop co-op advertising opportunities with our partners to increase our visibility on social and special campaigns
- Create new advertising opportunities on site

Metrics:

- Growth in Ad spend on Website

Objective:

Mobile.org, Mobile's Primary marketing tool and travel planning resource

Strategy:

- Make stylistic advancements to the homepage to improve the functionality and user experience of the website
- Imbed video capabilities to better showcase Mobile's story
- Curate new content based on content audit to address what is searched for in Mobile
- Write More Blog Posts
- Increase the number of articles written about Mobile and better serve as a distribution channel for stories about Mobile
- Improve Search Engine Optimization (SEO) efforts
 - o Inhouse SEO efforts
 - o Work with Compass for 6-month SEO campaign to amplify in house efforts
- Monitor Partner Listing and Booking activity and implement strategies to drive better traffic to their listings and websites

Metrics:

	Industry	2019 Goal	2019 (Oct-Sept)	2020
Number of Sessions:		450,000	444,875	500,000
% New Sessions:	72.24%	80%	86.5%	75%
% of Returning:	27.76%	20%	13.5%	20%
Session Duration:	00:2:06	00:02:00	00:01:59	2.05
Pages Per Session:	2.34	2:35	3.49	3.5
Organic Traffic:	51.8%	57%	63.8%	60%
Paid Traffic:			3.8%	10%
Social:			3.8%	10%
Bounce Rate:	55.40%	60%	21.40%	40%
Number of Partner Listing Views:		780,839	200,310	201,000
Number of Partner Listing Clicks:		117,126	71,168 (35.5% CTR vs 9.27% FS 2018)	80,400 (40% CTR)
Number of Partner Searches:		8,000	4,198	5,000
Number of Partner Referrals:		1,200	843 (20.1% vs. 12.6% CTR)	1,250 (25% CTR)

Notes on the above metrics:

% of Returning

The focus of a Destination Marketing Organization is to bring visitors to the city, while we know it is important to have return visitation on our site and city, we want to make sure that our marketing is also still reaching new visitors and traffic. Overall, Visit Mobile wants to be BETTER than the industry standard. Since we don't have a point of sale on our site, our "conversion" is to get as many eyes as possible on our partners, so we want to make sure the majority of our traffic is new vs returning.

Bounce Rate

The bounce rate has been calculated as an overall rate in which users land on one page and leave without clicking to another page. When we were doing some maintenance in our Google Analytics, we noticed there was an interaction event connected to our scroll tracking that was causing an artificially low bounce rate. (Essentially it was counting every scroll action twice resulting in a suspiciously low bounce rate for any website.) This scroll tracking was accidentally applied by our webhost at the time of launch for our website (end of Oct. 2018); while we noticed the extremely low rate right away, we weren't able to identify and fix the glitch until April 2019. When we corrected the error and the rate jumped about 50%, which puts us just under the industry average of 55.40%. Our bounce rate in FY 2018 was 66.32% and our goal to drop it to 60% for FY 2019 was established pre-launch (NOTE: a drop of 6% is sizeable accomplishment regarding bounce rate). Since our average is skewed for FY 2019, based on the months of accurate tracking, a realistic, but slightly lofty, goal for our bounce rate for FY 2020 would be 40%.

of Partner Listing Views

The 2019 goal was made prior to launch of new site and before we implemented the new targeting strategy. One of the elements of the new website is that it is far more targeted than the old site, meaning instead of just having a listing under "Places to Stay: Hotel/Motel" there are sub-categories that our properties/partners fit under as well. For instance: The Hilton Garden Inn-Mobile West is listed under Hotels/Motels, Airport Hotels, Near Colleges and Universities, and Near Hospitals (likewise with Springhill Suites Mobile). While it might seem like views have gone down, click-thrus have conversely increased. This is great, meaning people aren't just viewing a listing because it is there, but because it is fitting the parameters of what they need, thus resulting in more clicks back to our partners' sites.

of Partner Listing Clicks

We launched a brand-new website in late October 2018. We knew with the site going down and by not running our digital ad campaigns during the transition that we would see some fall out on our listings, while we worked through the kinks of the new site. Likewise, we were reformatting our booking engine and DTN ad placements to further improve performance (this is an ongoing trial and error process). Many of the elements of the new site were not implemented right as the site launched and we are still in the process of tweaking and adjusting our targeting. We expected to see a drop-in number this year as we got the new site up, running, and evolving.

Think of this like impressions ... without the targeting we served up this year, people were just seeing all the listings more, so there was more click throughs because they had to keep looking for what they wanted. When we started prioritizing the user experience versus views, we saw a decrease in views, but higher clicks. Clicks to partners count more to them than impressions or views; the reason we focus on click thru rate not simple the actual number of clicks.



ADDENDUM

MOBILE CELEBRATES TOURISM

By The Numbers

NUMBER OF VISITORS

2011 - 2,874,349
 2012 - 2,829,714
 2013 - 2,874,808
 2014 - 2,958,008
 2015 - 3,050,633
 2016 - 3,227,689
 2017 - 3,406,459
 2018 - 3,296,924

Alabama Tourism Department,
Economic Impact of Travel

CITY & COUNTY LODGING TAX REVENUE (operating fund, fiscal year)

	City	County
2011	\$7,010,084	\$2,216,282
2012	\$6,670,668	\$2,175,120
2013	\$6,927,187	\$2,254,541
2014	\$7,174,830	\$2,320,052
2015	\$7,529,252	\$2,421,391
2016	\$7,876,145	\$2,554,441
2017	\$8,269,682	\$2,721,602
2018	\$8,888,287	\$2,851,613

Data from Mobile's City and County Monthly Financial Reports

AVERAGE DAILY HOTEL RATE

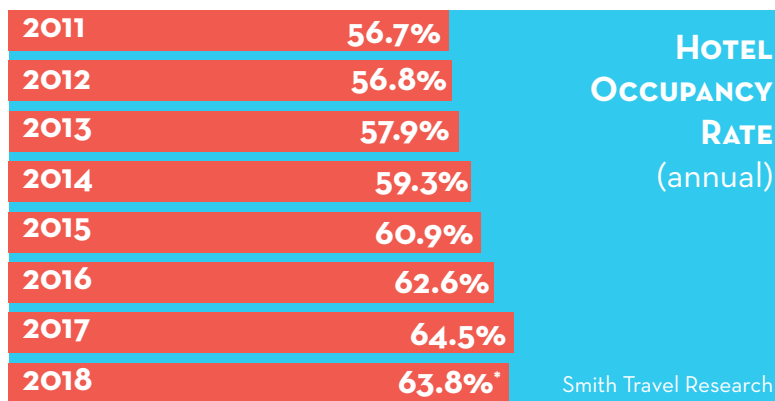
2011 - \$71.49
 2012 - \$71.89
 2013 - \$73.11
 2014 - \$74.76
 2015 - \$76.28
 2016 - \$76.50
 2017 - \$78.13
 2018 - \$82.86

Smith Travel Research

TOTAL VISITOR SPEND

2015 - \$1,027,623,404
 2016 - \$1,081,954,872
 2017 - \$1,167,139,662
 2018 - \$1,255,161,957

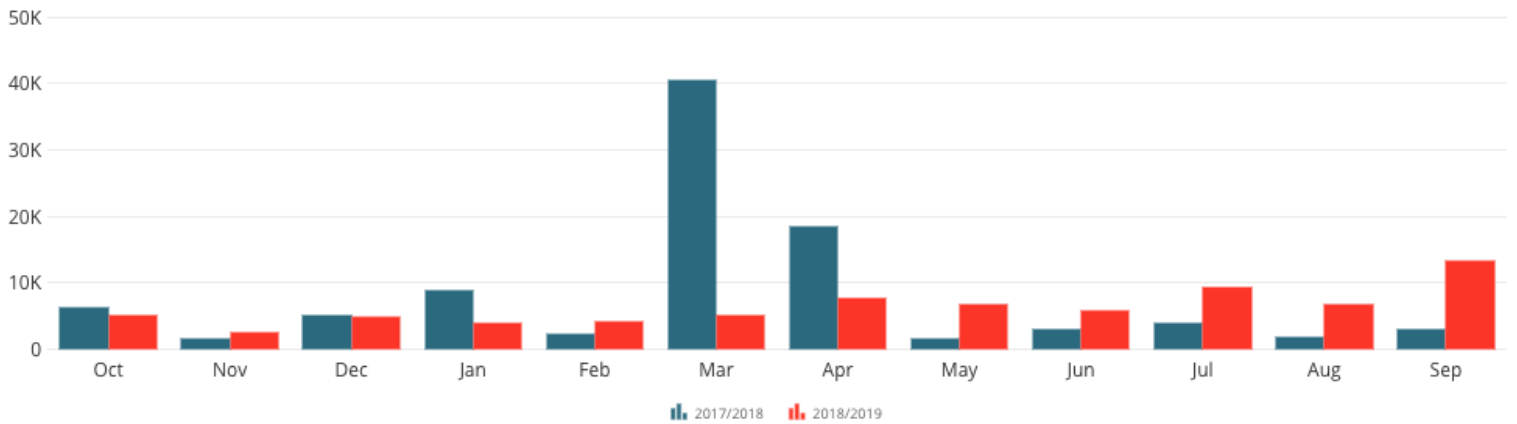
Alabama Tourism Department, Economic Impact of Travel



Smith Travel Research

*2018 Smith Travel Research numbers note:
Room Inventory grew 46,000 rooms YOY (126 per day) 2% | Room Demand grew 0.9%

Definite Room Nights | Monthly



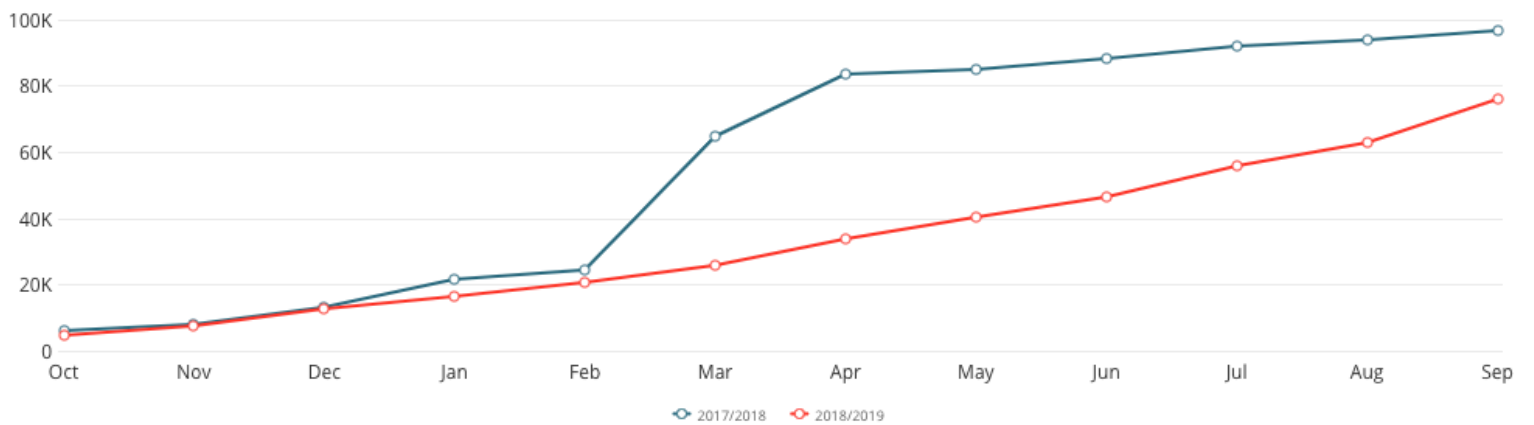
Series	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2017/2018	6,377	1,607	5,161	8,829	2,450	40,658	18,454	1,708	3,036	3,935	1,767	3,031
2018/2019	5,111	2,634	4,987	3,989	4,247	5,141	7,832	6,706	5,926	9,305	6,916	13,249

76,043

[Definite RNs](#)

-22%

Definite Room Nights | Cumulative



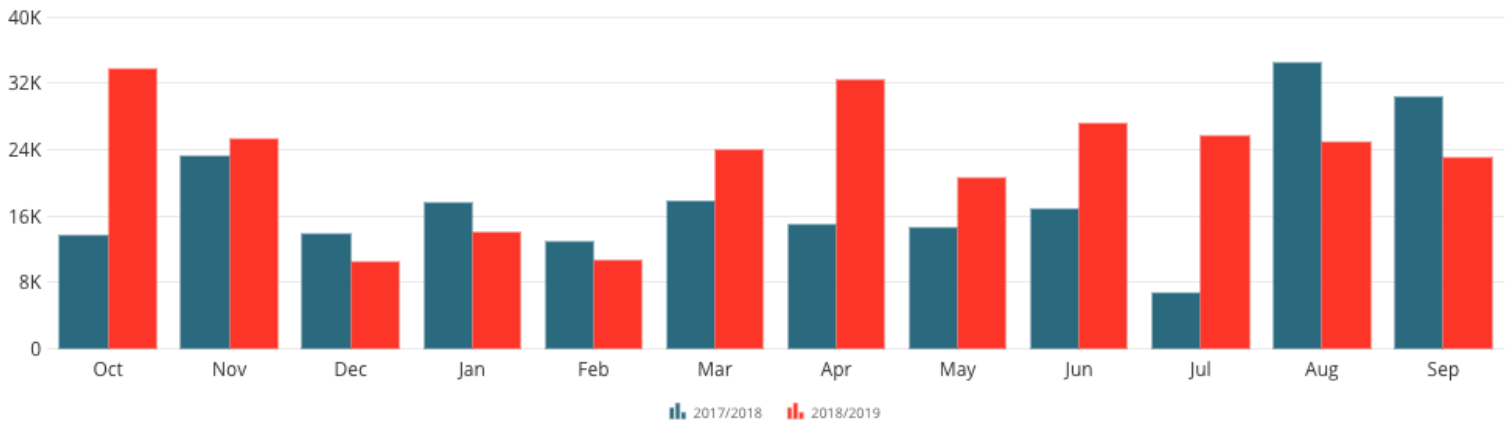
Series	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2017/2018	6,377	7,984	13,145	21,974	24,424	65,082	83,536	85,244	88,280	92,215	93,982	97,013
2018/2019	5,111	7,745	12,732	16,721	20,968	26,109	33,941	40,647	46,573	56,038	62,954	76,203

76,203

[Definite RNs](#)

-21%

Tentative Leads Room Nights | Monthly



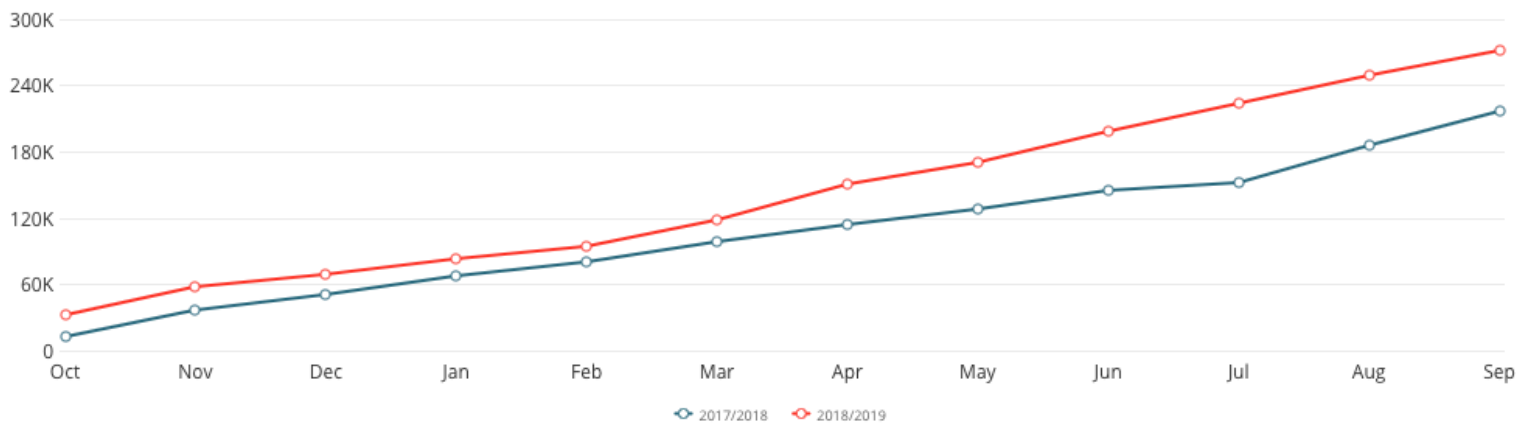
Series	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2017/2018	13,778	23,167	13,873	17,679	12,959	17,766	14,950	14,612	16,917	6,704	34,428	30,331
2018/2019	33,735	25,277	10,495	14,019	10,756	24,019	32,539	20,629	27,275	25,677	24,908	23,098

272,427

[Total Tentative Leads RNs](#)

25% ▲

Tentative Leads Room Nights | Cumulative



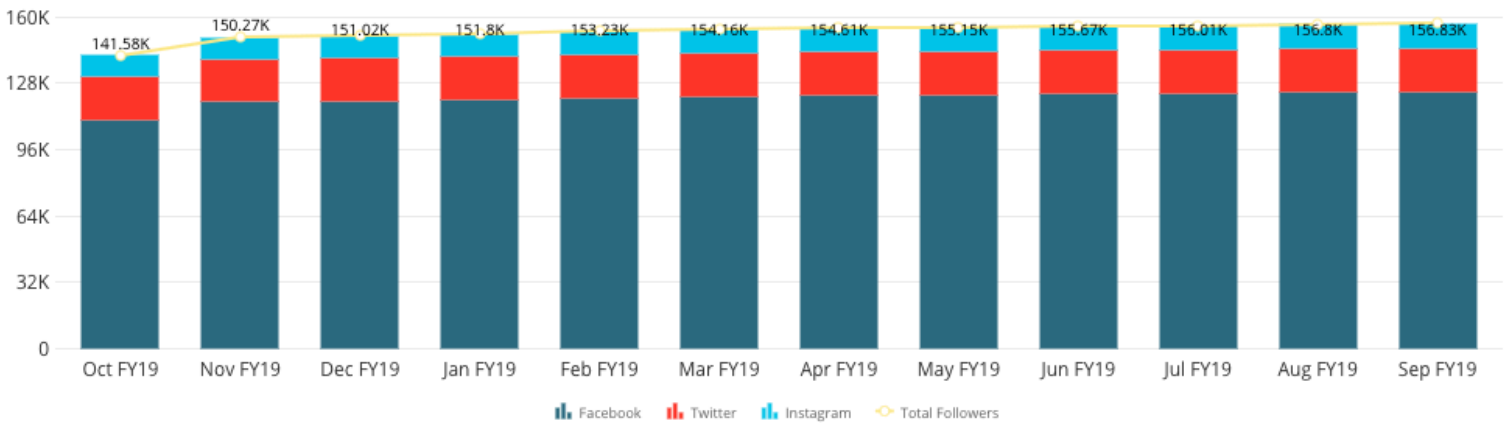
Series	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2017/2018	13,778	36,945	50,818	68,497	81,456	99,222	114,172	128,784	145,701	152,405	186,833	217,164
2018/2019	33,735	59,012	69,507	83,526	94,282	118,301	150,840	171,469	198,744	224,421	249,329	272,427

272,427

[Total Tentative Lead RNs](#)

25% ▲

Social Media Followers



Series	Oct FY19	Nov FY19	Dec FY19	Jan FY19	Feb FY19	Mar FY19	Apr FY19	May FY19	Jun FY19	Jul FY19	Aug FY19	Sep FY19
Facebook	110,234	118,940	119,529	120,048	121,159	121,734	121,936	122,336	122,706	122,908	123,607	123,491
Twitter	20,784	20,710	20,733	20,764	20,888	21,064	21,168	21,130	21,187	21,202	21,241	21,237
Instagram	10,561	10,619	10,754	10,988	11,187	11,365	11,502	11,679	11,778	11,897	11,951	12,102
Total Followers	141,579	150,269	151,016	151,800	153,234	154,163	154,606	155,145	155,671	156,007	156,799	156,830

123,491

Facebook
12%

21,237

Twitter
3%

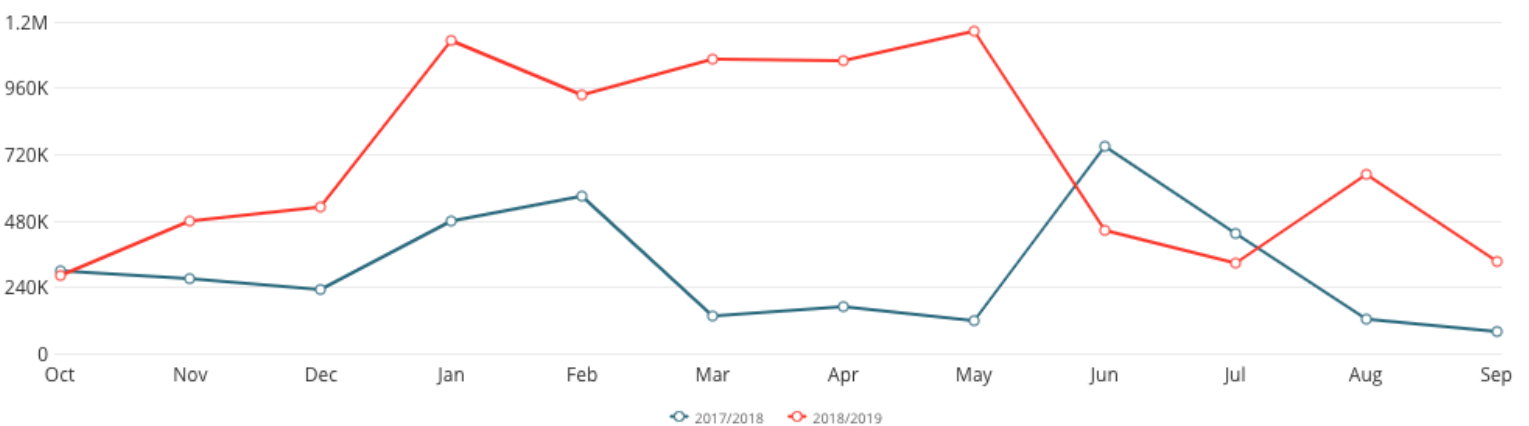
12,102

Instagram
15%

156,830

Total Followers
11%

Social Media Impressions | Total

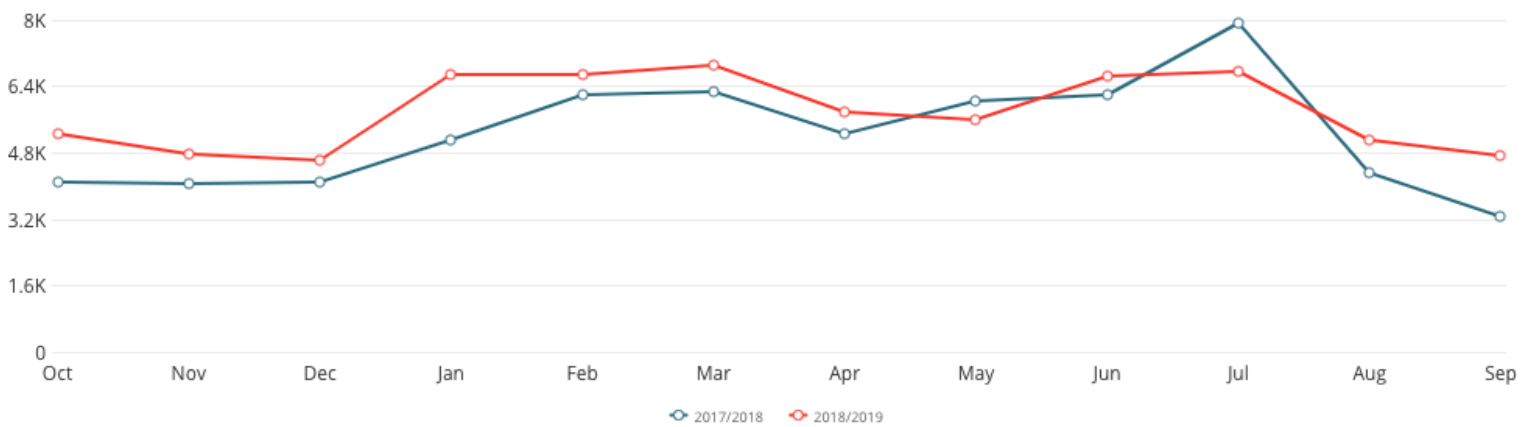


Series	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2017/2018	298,839	272,407	236,196	481,378	570,006	135,481	174,079	120,858	751,202	436,210	129,235	80,569
2018/2019	283,042	481,388	532,950	1,135,821	938,079	1,066,796	1,061,790	1,166,663	448,799	327,847	648,183	337,052

8,428,410

Impressions
129%

Partner Listing Click Thrus



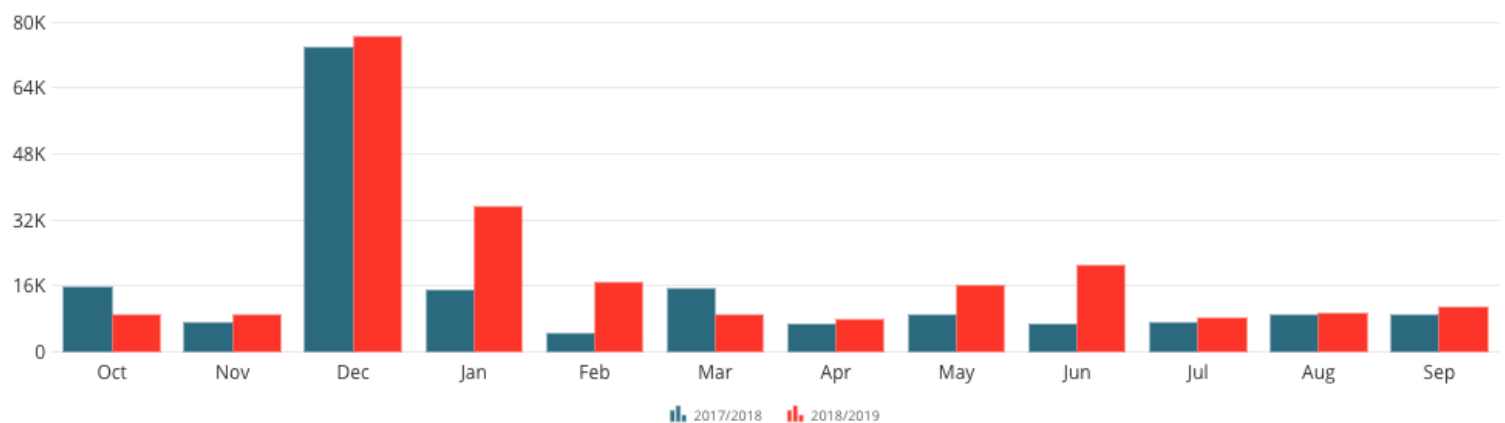
Series	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2017/2018	4,104	4,054	4,104	5,117	6,215	6,277	5,283	6,061	6,207	7,918	4,345	3,284
2018/2019	5,264	4,779	4,621	6,710	6,683	6,913	5,797	5,623	6,660	6,768	5,135	4,754

69,707

Click Thrus

11% ▲

Total Print Guides Distributed



Series	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2017/2018	15,800	7,217	73,773	14,947	4,410	15,431	6,666	8,820	6,672	7,085	8,820	8,820
2018/2019	8,820	8,820	76,460	35,238	16,800	8,964	7,795	16,259	21,014	8,100	9,200	11,000

228,470

Print Guides Distributed

28% ▲

CITY COMPARISON DATA

City	2017 Budget	2019 Budget	2017 Visitors (M)	2018 Visitors (M)	2018 Convention Room Nights	Total Rooms
New Orleans	\$34,485,000	\$24,000,000	15	18	1,800,000	41,360
Louisville	n/a	\$21,560,000	n/a	16.4	655,000	19,150
Charleston	\$14,000,000	\$20,000,000	5.2	7.28	114,379	21,856
Memphis	\$9,300,000	\$14,800,000	10.5	11.8	190,000	24,049
Gulf Shores/Orange Beach	\$10,535,368	\$11,388,576	6.1	6.6	58,942	2,456
Savannah*	\$10,500,000	\$10,500,000	13.7	14.5	138,985	16,546
Birmingham	\$8,500,000	\$9,600,000	4	4.6	358,718	17,326
Daytona Beach	\$8,200,000	\$9,000,000	9.5	10.2	n/a	12,000
Raleigh	\$7,119,000	\$7,450,000	14.4	16.8	126,965	17,000
Lexington	n/a	\$7,400,000	n/a	n/a	80,000	8,500+
Knoxville	n/a	\$6,200,000	n/a	6.5	n/a	9,000+
Baton Rouge	\$4,500,000	\$5,387,000	3.89	4.1	100,000	12,952
Jacksonville	\$4,432,000	\$5,267,770	5.96	10.4	89,250	27,391
Gulfport/Biloxi	\$4,020,000	\$4,900,000	6.1	7	60,160	15,274
Jackson, MS	\$3,700,000	\$3,700,000	2.85	3.2	40,000	10,755
Huntsville	\$2,280,000	\$3,100,000	2.9	3.35	169,540	6,800+
Montgomery	\$2,400,000	\$3,000,000	2.5	3.5	65,000	8,083
Mobile	\$2,650,000	\$2,650,000	3.4	3.3	80,000	7,000+



SMITH TRAVEL RESEARCH



	YEAR TO DATE - SEPTEMBER 2019 VS SEPTEMBER 2018								
	SUPPLY			DEMAND			REVENUE		
	2019	2018	% Chg	2019	2018	% Chg	2019	2018	% Chg
New Orleans, LA	11,262,077	11,165,176	0.9	7,880,908	7,786,212	1.2	1,183,486,600	1,166,507,106	1.5
Jacksonville, FL	7,490,573	7,388,540	1.4	5,464,692	5,480,423	-0.3	649,874,236	639,452,935	1.6
Charleston, SC	5,871,894	5,613,228	4.6	4,296,948	4,208,613	2.1	624,583,970	615,046,419	1.6
Memphis, TN- AR-MS	6,535,822	6,387,989	2.3	4,430,200	4,192,068	5.7	431,044,895	407,752,580	5.7
Savannah, GA	4,461,377	4,299,705	3.8	3,188,382	3,100,818	2.8	380,849,618	369,310,060	3.1
Birmingham, AL	4,701,512	4,635,818	1.4	3,203,961	3,075,708	4.2	300,152,497	279,723,269	7.3
Biloxi/Gulfport, MS	4,113,013	4,081,746	0.8	2,609,499	2,573,035	1.4	244,053,517	242,326,717	0.7
Baton Rouge, LA	3,534,782	3,413,084	3.6	2,000,050	1,958,064	2.1	169,237,248	165,761,929	2.1
Jackson, MS	2,951,457	2,879,621	2.5	1,773,238	1,652,137	7.3	142,340,897	133,190,171	6.9
Montgomery, AL	2,188,544	2,129,368	2.8	1,531,055	1,468,197	4.3	135,648,353	123,710,271	9.7
Mobile County, AL	2,129,855	2,017,760	5.6	1,336,552	1,316,117	1.6	112,157,699	107,845,511	4.0
Mobile, AL (City of)	1,813,175	1,741,760	4.1	1,144,589	1,145,155	-0.0	97,751,292	95,971,138	1.9
Eastern Shore*	751,623	738,465	1.8	492,204	475,721	3.5	58,083,061	52,628,990	10.4



visit
Mobile
Alabama

