



BORN TO CELEBRATE

2018-2019 BUSINESS PLAN





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A FOUNDATION FOR SUCCESS



MISSION STATEMENT

Visit Mobile is charged with attracting visitors and conventions to the Mobile area to experience and enjoy our history, culture and attractions in order to further strengthen Mobile's image as a national destination, increasing economic stability and enhancing the region's quality of life.

VISIT MOBILE'S CORE VALUES

ACCOUNTABILITY

COMMUNICATION

INTEGRITY

TEAMWORK

SERVICE

COMMUNITY

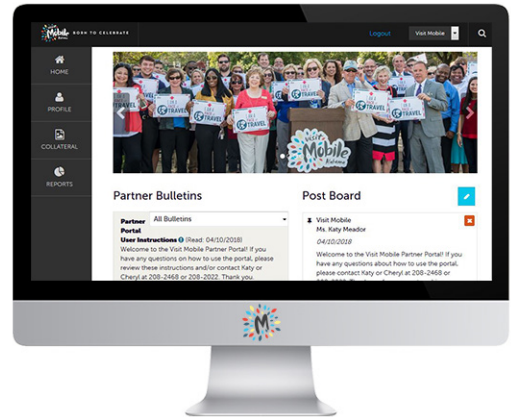
2017-2018 MAJOR WINS

- Convention Room Night Futures Booked, 97,000, a 26% increase over the previous record year of 77,000 rooms
- Website Re-design
- Tourism Improvement District Collaboration



- Carnival Cruise Line Business Development and Support
- Lead Destination Mobile efforts, Leisure Focus
- Increase of Lodging Tax receipts of \$1.3 million (14% increase) in FY 2017 and an increase of \$1.2 million (19.2%) through June LYTD, 2018
- Cooper Riverside Waterfront Activation Collaboration

- Partner Portal Resource Page
- I Am Mobile! Tourism Ambassador Program
- Cision Implementation
- Crowdriff Implementation
- Visitor Increase of 180,000 (8% increase) visitors year over year, largest increase of any City in the State.
- Increase of visitor spend of \$86 million year over year
- Continued value alignment of resources and team
- Increase of 2.2% Occupancy City Wide, 48,000 more hotel rooms occupied
- Stakeholder Engagement
- Clear Audit



WHAT DOES SUCCESS LOOK LIKE FOR 2018-2019?

- Tourism Improvement District (TID) passage and implementation, June 1, 2019
- Cooper Riverfront Waterfront Activation, lead collaboration and increase activity to drive leisure
- Carnival Contract Renewal
- Shift convention room night market segment percentage toward Corporate/Association segment
- Find New Business, 25% more.
- Achieve 90,000 Room night definites booked in FY, excluding Tennis room nights (a 10% increase YOY)
- Increase Tourism results with the number of visitors, STR metrics, lodging and sales tax receipts
- Collaborate with Mobile Airport Authority to enhance chances of adding low cost carriers
- Increase Influencer Reach and Storytelling measured by Cision
- Increase all Social Media Platform results
- Increase Stakeholder engagement and value measured partly by annual Partnership Survey





FINANCE AND ADMINISTRATION



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 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.

OBJECTIVE

Maintain the financial integrity of the organization.

STRATEGY

- Obtain an annual independent audit with no material adjustments and an unqualified opinion.
- Ensure policies and procedures established to protect assets and control the financial operation of the organization are understood and adhered too.
- Maintain financial budget integrity.
- Modify and upgrade current accounting and budgeting software or if budget permits obtain new software.
- Renew Destination International Accreditation. To maintain this esteemed accreditation, DMO's must undergo a renewal process after four years and a complete application process after eight years. This is the eight year and will require undergoing the complete application process.

OBJECTIVE

Cultivate a highly motivated and accountable 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

Ensure appropriate technology availability and usage.

STRATEGY

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





CONVENTIONS, TRADESHOWS AND MEETINGS



Mobile's future has never been brighter than in this very moment! We have had several years of growth and we have only just begun to scrape the surface. With the continued development of the city and visions of waterfront development, the opportunities are endless for conventions and leisure visitors. There is nothing more important than telling Mobile's story, especially for the markets that are outside of a 6 hour drive. Waterfront and multiple unique meeting venues allows us so much opportunity and with the alignment of the city leaders, we can make this a must "go-to" destination.

CHANGE IS GOOD!

- We added to our sales force, at no additional cost, a mid-market sales executive to the team. This position focuses on business that is capped at 249 room nights on peak west of the Mississippi, Alabama Corporate, IL, WI, IN, MN and MI.
- The sales department have added a sales executive to focus on new corporate and association business with 250+ on peak, west of the Mississippi as well as Georgia and North Carolina.
- We added a balanced score card which tracks our teams individuals efforts through touchpoints in Simpleview. The accountability goal is 160 touch points per month per sales manager.
- We are identifying co-op sales and marketing opportunities with the convention center.
- We are taking a "deep dive" into the STR report. We enhanced the our report by adding day of week/weekday/weekend analysis in order to be able to pinpoint the effect of certain events in the city. Additionally, we have also ordered four regional STR reports that break down occupancy. These areas include the Beltline, Saraland, Tillman's Corner and Downtown Mobile.
- We are reaching for the stars and striving for a third year in a row, record breaking room nights booked!

MEASURABLE GOALS

- **Definite Bookings** – 25% from new business from each sales manager.
- **New Contacts** – A minimum of 20 contacts per sales manager per month
- **Touch Points** – over 4,000 prospecting touch points were obtained in 2018 and we are increasing this goal by targeting over 9500 touch points for 2019.
- **Room Nights** – An increase in room nights by 9%
- **Leads** – An increase in leads generated by 15%

AMY ANGERMEIER – Vice President of Sales – 250 + Peak: Corporate and Association – CA, CO, IL, WI, IN, MI, MN and Alabama Government.

JERRY BOUSARD – Senior National Sales Manager – 250 + Peak: Corporate, Association, Government East of the Mississippi, (with the exceptions of MI, IL WI, IN, NC and GA Corporate) as well as Alabama Association.

TYLER BRUNSON – Executive Sales Manager – Corporations and Executives.

LOUVENIA TOLBERT – Senior National Sales Manager – Ethnic/Multicultural, Fraternal Religious – All States & Government West of the Mississippi.

KATELANNE WHITEHEAD – Executive Sales Manager – Corporations and Executives.

Mobile's Competitive Set is Defined as

Memphis	Gulfport/Biloxi
Birmingham	Huntsville
Jacksonville	Montgomery
Savannah	New Orleans
Baton Rouge	Charleston

Sales Results and Future Goals

Made 4,900 client contacts - 350% increase year over year

- Appointments
- Site inspections
- Trade shows
- Prospecting
- Networking events
- Familiarization tours

Booked 100,000 total room nights - 129% increase - Record Breaking.

3-Year Projection

FY 2016-2017	77,000	
FY 2017-2018	97,000	
FY 2018-2019	90,000	{Omits 16K Tennis Room Nights}
FY 2019-2020	110,000	
FY 2020-2021	120,000	

OBJECTIVE

Attend convention industry events and trade shows.

STRATEGY

Carefully select, participate and sponsor trade show/industry conferences that will yield the highest and most qualified number of leads for our destination, such as:

- America's Worldwide Exhibition for Incentive Travel, Meetings and Events {IMEX America}
- Alabama Department of Tourism Golf Show
- American Bus Association {ABA} Marketplace
- SeaTrade
- Cruise360 Marketplace
- Cruise World
- Travel South USA International
- National Coalition of Black Meeting Planners {NCBMP}
- Holiday Showcase
- Professional Convention Management Association {PCMA}
- Military Reunion Network
- Religious Conference Management Association {RCMA}
- Diversity
- Council of Engineering and Scientific Society Executives' Chief Executive Officers {CESSE CEO}
- Conference Direct
- Council of Engineering and Scientific Society Executives {CESSE}
- American Society of Association Executives {ASAE}
- Connect -Corporation & Association
- Small Market Meetings
- TEAMS
- Quarterly sales call blitzes to the following feeder markets: 3/Quarter
*Alabama, Atlanta, DC, Dallas, Chicago, Denver, California, Jacksonville, FL, LA, MS

METRICS

- Annual convention sales
- Leads
- Annual definite room nights
- New business
- STR occupancy to 70% downtown market from 64% today.
{26,280 Room Nights = 72 per day}
- Monthly touch points

OBJECTIVE

Focus direct sales activities on target markets, partnerships and opportunities that best fit our destination demographic.

STRATEGY

- Continue to foster third party planning company relationships, including Conference Direct and Helms Briscoe, by maintaining preferred partner status on Helms Briscoe and CVENT web sites.
- Consistently pursue multi-year contracts
- Engage local corporations, higher education, college athletic conferences, business and multi-cultural leaders to meet in Mobile/CESSE
- Participate in appointment-based trade shows sponsored by the meeting planner organizations of Helms Briscoe and Conference Direct to create and enhance relationships.
- Host quarterly FAM tours based on leading market industries such as aerospace, manufacturing, energy, health and education.

METRICS

- Total number of definite room nights
- Number of leads generated
- New business generation
- Touch point accountability
- New contact measures
- Tentative Funnel Review

OBJECTIVE

Continue to build state meeting planner recognition and loyalty to Mobile as a preferred convention destination.

STRATEGY

- Develop multiple opportunities to showcase Mobile and its meetings package to Montgomery planners.
- Continue to host an annual client reception to showcase Mobile's hotels and venues.
- Invite partners to help plan, attend and staff booths to welcome guests and highlight their property or service.
- Participate in the annual ACAE Golf outing event by sponsoring a golf hole and include partners to assist in planning event and promoting Mobile.
- Regularly attend the monthly ACAE Lunch & Learn gatherings to reinforce Mobile's commitment to meeting planners in the area. Conduct sales calls pre and post-luncheon and invite partners to participate in the luncheon and appointments.

METRICS

- Number of sales leads generated
- Total number of rooms booked
- Number of meeting planners met/appointments made
- Tentative funnel review with sales team.
- Knowland webinars.
- Simpleview metrics review

OBJECTIVE

Create programs to incentivize planners to select the special need months.

STRATEGY

- Work closely with hotel/attractions partners to provide added value/discount offers during these periods for posting on CVENT website to create awareness among third party meeting planners
- Promote packages and incentives for need months in industry magazines, website and additional digital advertising channels.
- Send customized target market messaging to individual market segments.
- Produce collateral that outlines benefits of booking during need months and distribute at all appropriate trade events.

METRICS

- Total number of leads produced
- Total number of packages
- Number of accounts contacted
- Number of leads generated

OBJECTIVE

Increase destination site visits from 38 in 2017 to 47 by 2018.

STRATEGY

- Build market awareness of Mobile County as an attractive year-round meetings and convention destination.
- Utilize Simpleview and Knowland database to generate contacts made through sales calls and attended industry events for follow-up and qualification.
- Offer site visit incentive package to include free airfare/lodging to qualified planners.
- Coordinate site visit invitations with national sales offices, trade show contacts, third party meeting planners and account decision-makers.
- Refer to and execute the agreed upon site visit guidelines coordinated by Visit Mobile for individual and multiple hotel site visits.

METRICS

- Total number of site visits
- Number of events attended

OBJECTIVE

Focus on creating a higher percentage of corporate/national association business in our room night market mix.

STRATEGY

- Add a Corporate/Associate Sales Manager - Neutral Budget cost.
- Develop a hot list of contacts in the local, regional and national market that meet in the South and have the potential to deliver a higher ADR for their meeting.
- Continue conducting local sales calls to companies located within Mobile such as Regions, Austal, Airbus, University of South AL, Mobile Infirmary and shipbuilding/stevedoring businesses that host corporate meetings.
- Focus on corporate/association segments when conducting sales events in high yield markets like Atlanta, Washington DC, Chicago, Birmingham and Montgomery.
- Produce advertising campaign that delivers a high-end message to key target markets.
- Place ads in related industry publications and on appropriate news/websites.

METRICS

- Total number of sales calls
- Number of leads generated
- Number of conferences, mini and city-wide conventions booked
- STR Report (success in the future is to achieve 70+% occupancy for area lodging partners)

OBJECTIVE

Focus on creating a higher percentage of corporate/national association business in our room night market segmentation mix.

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- Develop a hot list of contacts in the local, regional and national market that meet in the South and have the potential to deliver a higher ADR for their meeting.
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METRICS

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LEISURE SALES AND EVENTS



The Leisure Sales and Events department will focus on increasing the number of leisure hotel rooms booked in Mobile. These markets will include, the cruise industry, group tours, military reunions, hobby, and sporting events and conferences. This department will be the face of Mobile staying in the forefront to support and promote the local hospitality partners to Leisure Events Planners.

PRIMARY OBJECTIVES

- Help lead and coordinate waterfront activation/programming at Cooper Riverside Park with the City of Mobile making this downtown area the “Front Porch of Leisure” for locals and tourists.
- Increase the number of Carnival Fantasy Park & Cruise overnight packages sold in Mobile.
- Partner with the Alabama Department of Tourism to promote golf packages in the Mobile.
- Maintain and foster business relationships with Carnival Representatives.
- Increase awareness of Mobile to a variety of Cruise Industry Professionals for future opportunities.
- Increase the number of overnight motor coach visitors to Mobile as wells as day trippers for area attractions.
- Pursue new markets for increased leisure business in Mobile to include student groups, e-sports, golf groups, and eco-tourism travelers.
- Increase number of Foreign Individual Travel (FIT) contracts being sold at local hotels.
- Increase number of military reunions, sporting events, and hobby conferences booked in Mobile.
- Manage, train, and schedule 10+ Visitor Information Specialists to assist at sporting events and conventions.

PATTY KIEFFER – Director of Leisure Sales & Events – Cruise, Group Tour, Military, Hobbies, Sports

GARRETT WAGNER – Leisure Sales & Events Sales Manager – Cruise, Group, Tour, Military, Sports



OBJECTIVE

Increase the number of guests booking Carnival Fantasy Park and Cruise overnight packages and to increase the awareness of Mobile as a cruise destination to Cruise Industry Professionals.

STRATEGY

- Maintain and enhance memberships with the Florida Caribbean Cruise Lines and Cruise Line Industry Association.
- Attend several cruise industry trade shows to promote Mobile such as Florida Caribbean Cruise Lines, Seatrade, Cruise 360, Cruiseworld
- Coordinate joint Travel Agent familiarization tours with Carnival Representatives
- Coordinate joint Travel Agent sales calls and presentations with Carnival Representatives in the Southeast Region.
- Participate in Carnival Ship Inspections and presentations as scheduled by Carnival.
- Enhance and maintain Travel Agent database Create quarterly Travel Agent Newsletters for outreach.
- Perform Travel Agent Site Inspections.
- Coordinate quarterly local Cruise Task Force meetings.
- Work closely with City of Mobile Cruise Terminal Staff on cruise initiatives.
- Continue to foster Carnival relationships.
- Increase awareness of Mobile as a cruise destination to a variety of Cruise Industry Professionals.
- Create “Mobile Travel Agent Expert” certification to increase knowledge of Mobile to Travel Agents that promote cruises.
- Create new cruise collateral for distribution.

OBJECTIVE

Increase the number of domestic tour groups staying overnight in Mobile.

STRATEGY

- Promote Mobile at a variety of state, regional, and national group tour tradeshow to include Travel South, American Bus Association, National Tour Association, Alabama Motorcoach Association, Student Youth Travel Association.
- Co-Sponsor Group Tour Operator familiarization tours, receptions, and events with the Alabama Department of Tourism.
- Create and maintain group tour database.
- Create quarterly newsletter for Group Tour Operators.
- Coordinate quarterly local attractions meeting.
- Attend quarterly state tourism meetings.
- Create new collateral and itineraries to promote a variety of tour options to also include eco-tourism, education, and golf travel groups.

OBJECTIVE

Increase the number of International Group Tours and Foreign Individual Traveler (FIT) contracts booked in participating Mobile hotels.

STRATEGY

- Continue to work with BrandUSA and the Alabama Department of Tourism on Familiarization Tours with top producing International Travel Agents.
- Host site inspections and provide local hospitality updates to the Alabama Representatives promoting Mobile in the UK, China, and Germany.
- Enhance Mobile's presence in UK, China, and Germany by participating in regional co-marketing opportunities and purchasing custom Travel Agent training modules.
- Attend and schedule one-on-one appointments with Group Tour Operators at International Tradeshows such as ITB, World Travel Market, Travel South International, and International Pow Wow to promote Mobile to International Group Tour Operators.
- Participate in International Sales Blitzes with Alabama Department of Tourism.
- Create translated itineraries and collateral for distribution in several languages.

OBJECTIVE

Increase the number of hobby, sporting conference leads, and bookings generated in Mobile.

STRATEGY

- Continue to prospect through a variety of resources to increase awareness of Mobile.
- Host site inspections.
- Coordinate a Sports Industry Familiarization Tour.
- Conduct sales missions in relevant cities around scheduled tradeshows.
- Participate in several sports tradeshows with Sports Alabama or Mobile Sports Authority (TEAMS, SPORTS, National Association of Sports Commissions)
- Research and pursue E-sports events and continue to engage local experts for further support.
- Continue to support and collaborate with SMG, Mobile Sports Authority, and the Mobile Tennis Center representatives to secure sporting events.
- Create new sports collateral for distribution and participate in Sports Facilities Guide.



OBJECTIVE

Increase the number of Military Reunion leads and bookings in Mobile.

STRATEGY

- Attend and host monthly veteran council breakfast to network and secure leads.
- Host site inspections.
- Conduct Military Familiarization Tour.
- Attend the Reunion Network and other relevant tradeshow.
- Continue to prospect daily.

OBJECTIVE

Maintain a knowledgeable and dependable pool of Visitor Information Specialists.

STRATEGY

- Hire, manage, and schedule 10-12 part-time Visitor Information Specialists
- Provide quarterly training and networking events for Visitor Information Specialists to include the Visit Mobile Ambassador Program and Visit Mobile Overview Training.

OBJECTIVE

Waterfront Activation/Programming at Cooper Riverside Park.

STRATEGY

- Work with City of Mobile and Visit Mobile Marketing Department to brand
- Help lead and coordinate waterfront activation/programming at Cooper Riverside Park with the City of Mobile making this downtown area the “Front Porch of Leisure” for locals and tourists to drive leisure message and business
- Provide a unique and authentic local market venue that may include containers to make the Mobile River a vibrant gathering area for visitors and residents.
- Market Cooper Riverside Park as an entertainment area that will showcase Mobile’s local culture, cuisine, music, and celebrations though out the year.
- Provide easy access to the natural beauty of our waterways thus increasing the eco-tourism opportunities and sustainability for the local outfitters and businesses.
- Promote the programming locally as well as to group tours and conventions on various media platforms.

Cooper Riverside Waterfront Activation





MARKETING AND COMMUNICATIONS



The role of the Marketing and Communications department is to increase the demand for the Mobile area by both leisure and meetings/group visitors for conventions and meetings, hotel rooms, attractions visits, group tours, restaurant covers, retail sales, local transportation and other events and activities. By delivering a strong, consistent message throughout various selling seasons, we can increase visitor volume, length of stay and visitor spend.

We will reach our target audiences through various platforms and efforts, delivering a positive Mobile message and telling stories that will encourage visitors to consider Mobile as a leisure and convention destination.

PRIMARY INITIATIVES

Mobile.org:

- Launch of new website by end of 2018
- Increase number of new visitors
- Increase page views per visitor
- Increase time spend on site
- Decrease bounce rate
- Build landing pages for all major campaigns

Tourism Improvement District:

- Support The Mobile Area Lodging Corporation in the development of the Mobile Tourism Improvement District (MTID) - as assessment that provides specific benefits to lodging properties by funding targeted marketing and sales promotion efforts designed to generate hotel room nights.
- Increase general leisure travel, convention, board and regional conference business and Carnival Fantasy passenger pre/post outreach in need months for lodging partners in city of Mobile while at the same time managing the visitors experience once they are in market.
- Create a city-wide initiative "We Love our Cruisers" for retail and dining partners to support Carnival Cruising from Mobile.

Waterfront Activation Programming/Ecotourism Product Development:

- Lead and support the efforts in activating Cooper Riverside Park with local and regional promotional campaigns
- Assist with storytelling of America's Amazon
- Identify key influencers in the ecotourism space

Travel Media Outreach:

- 100 articles
- Three new media pitches a week
- Attend travel media trade shows in key markets
- Identify target convention/leisure publications where Mobile's story would fit
- Cultivate relationships with African American Heritage, cuisine, music, culture and history writers and influencers
- Host more, customized individual press trips for media members versus two large press trips.
- New media room on website

Advertising & Digital Communications:

- Increase click through rate
- Increase number of impressions
- Expand into new markets
- Generate inquiries, leads
- Brand awareness and support
- Cooperative opportunities with stakeholders
- Custom e-newsletters for all market segments (consumer, partner, travel agent, group tour, convention sales)
- Increase consumer database for consumer/leisure newsletter
- Build trade (convention, travel agent, group tour) database

Cruise Outreach:

- Targeted digital and social advertising in markets closest to port
- Manage “Cruising from Mobile” social media platforms
- Media outreach to cruise publications and influencers
- ‘Welcome to Mobile’ Arrival Video
- Cruiser’s Guide (brochure and included in Destination Guide)
- Maintain hotel Park & Cruise section on new website



In establishing the criteria for selected target markets for Visit Mobile, a number of specific methods are used:

Geo-Targeting: When addressing the leisure traveler, we target markets that are within driving distance of Mobile. We appeal to those along the I-65 corridor as well as those to the east and west of Mobile traveling along I-10. Ads are delivered to the markets such as Nashville, Huntsville, Birmingham, Mobile, Montgomery, Tuscaloosa, Destin, Ft. Walton Beach, Pensacola, Baton Rouge, Hattiesburg, and Jackson. These visitors to our city can reach Mobile within a day's drive and will normally stay for short visits, returning for even longer stays.

Demo-targeting by age: Those targeted are primarily between the ages of 25 to 54. Adults 60+ are the secondary market in this category.

Demo-Targeting by Income Level: Income level varies, but is primarily moderate with the secondary target market as high.

DMA: With the designated market area projected, we then build a media plan around that DMA which will provide the best results for impact.

Premium News Network: Premium News Network is used to extend the market reach to travelers in Visit Mobile's designated market area through an ad network that consists of 2,500 premium news sites. This is based on the earlier demographics and the interest of the user as a traveler to our area. This includes local television and print publications' websites in addition to national news sites. Number of impressions and click thru rate are key performance indicators.

Behavioral Targeting: Behavioral targeting for those exhibiting an interest in travel in our area has been shown to be highly effective. This form of marketing must ramp up over a period of time. When travelers are actively engaged on their computer in planning a trip to our area, then the Visit Mobile ads are delivered to them.

Re-Targeting: Re-targeting is also in place and is based on behavior as it allows Visit Mobile to re-engage previous visitors to mobile.org by targeting users who have already shown interest in travel to our DMA.

Search (SEM): Search encompasses Google, Yahoo and Bing for Visit Mobile. Some top key word performers have been the following:

<i>fun things to do in Mobile AL</i>	<i>activities Mobile AL</i>	<i>museum Mobile AL</i>
<i>things to do Mobile AL</i>	<i>restaurants Mobile AL</i>	<i>hotels Mobile AL</i>
<i>tourist attractions Mobile AL</i>	<i>vacation Mobile AL</i>	<i>shopping Mobile AL</i>
<i>show Mobile AL</i>	<i>Bellingrath Gardens and Home Mobile AL</i>	<i>USS Alabama Battleship tour</i>
<i>Spring Hill College Mobile AL</i>	<i>Battleship Memorial Park Mobile AL</i>	<i>local restaurants Mobile AL</i>

Pre-Roll Video: Pre-roll video is used in a variety of ways, including mobile and display. Commercials are targeted to people who like to travel and are planning to travel. It also is broadcast on local and national news sites to gain awareness of what Mobile has to offer.

Facebook Advertising: Facebook advertising is targeted to the same demographics we are currently reaching. This aspect helps get brand recognition for the Visit Mobile brand as well as increases Likes on the Visit Mobile page.

PRIMARY AUDIENCES

LEISURE VISITORS

- Families
- Couples
- Cruise passengers
- Social groups
{girls getaway, guys golf/fishing outing}
- Sports & Recreation
- Eco/Outdoor Tourism
- Arts/Culture/Entertainment
- History Buffs
- Multi-Cultural, African American Heritage Travelers
- Retirees, Winter Visitors to Beach
- Military Personnel
- State University Fans
- Incoming University Students/Parents
- Young, Hip Travelers - Millennials
- LGBTQ Community
- Homeschoolers
- International travelers to the Gulf Coast region

BUSINESS VISITORS

- Meeting Professionals
{corporate, staff, executives}
- Third-Party Meeting Planners
- Convention Attendees
- Trade/Industry Media
- Group Tour Operators/Receptive Guides
(domestic and international)
- Travel Agents

MEDIA

- Staff writers of key publications
- Freelance journalists
- Bloggers, social influencers

OTHER AUDIENCES

- Visit Mobile Board of Directors
- Dues-paying partners
- Mayor's executive team
- City/County elected officials
- Mobile-area residents
- Business, civic and faith-based leaders
- Local news media

OBJECTIVE

Website Mobile.org, Visit Mobile's primary marketing tool and travel planning resources.

STRATEGY

- Launch of new website Oct. 17, 2018
- Working with Simpleview to integrate the newest technology and modules to advance our digital presence while improving performance, navigation and dynamic content.
- Integrate our Blog "Visit Mobile|Stories" into the website to direct traffic onto the site vs an external page to improve time on site as well as pageviews
- Rewrite of our content into travel personas and content rich format. Populate the site with local stories and imagery.
- Grow consumer database/email subscriptions by sending event-specific and seasonal campaigns.
- Better email targeting by collecting consumer interest upon sign up and customizing content based on specific interests. Lifestyles, activities and behaviors.
- Establish mobile.org as the official source for all things to see and do in Mobile by maintaining our digital listings, profiles, meta tags and descriptions.
- Enhance our photo database by investing in new photography and videography as well as utilizing Crowdriff to collect user generated content.
- Curate fresh and timely content by developing a 12-month content calendar that supports website, social, blog and advertising.
- Align our advertising campaigns with content on the site and developing landing pages to better track the engagement on our site via specific campaigns.
- Manage and populate our digital calendar by working with partners and city calendars.
- Monitor partner listing activity both in the CRM as well as with our on-line booking platform
- Implement Call-to-Action advertising campaigns that increase CTR
- Develop digital walking trails with VisitApps that include geo check ins and coupon redemption with partners i.e. Beer Trail, Oyster Trail, Food Trail, History Trail, Art Trail, Bar Happy Hour etc. Direct data showing what partners of ours get visited based on our promotion of their product etc.

METRICS

• Number of Sessions:		Oct 17-Sept 18: 397,785	2019: 450,000
• % New Sessions:	Industry: 72.24%	Oct 17-Sept 18: 87.1%	2019: 80%
• % of Returning:	Industry: 27.76%	Oct 17-Sept 18: 12.9%	2019: 20%
• Session Duration:	Industry: 00:2:06	Oct 17-Sept 18: 00:01:35	2019: 00:02:00
• Pages Per Session:	Industry: 2.34	Oct 17-Sept 18: 2.23	2019: 2:35
• Organic Traffic:	Industry: 51.8%	Oct 17-Sept 18: 55.79%	2019: 57%
• Bounce Rate:	Industry: 55.40%	Oct 17-Sept 18: 66.32%	2019: 60%
• Number of Partner Listing Views:		Oct 17-Sept 18: 719,209	2019: 780,839
• Number of Partner Listing Clicks:		Oct 17-Sept 18: 66,736	2019: 117,126 (15%)
• Number of Partner Searches:		Oct 17-Sept 18: 6,305	2019: 8,000
• Number of Partner Referrals:		Oct 17-Sept 18: 792 (12.6%)	2019: 1,200 (15%)
• New Subscribers:		Oct 17-Sept 18: 377	2019: 500
• Campaign Specific Landing Page Data: number of pages viewed, exit points, time on site, etc.			

OBJECTIVE

Improve and strengthen “Visit Mobile” across all social platforms.

STRATEGY

- Publish content that is timely and relevant
- Curate user generated content from platforms such as CrowdRiff
- Curate video content to be shared across all platforms
- Develop new content that enhances existing initiatives and campaigns
- Create and maintain editorial calendar that ties all platforms together

METRICS

- Total engagement
- Total reach

OBJECTIVE

Increase Mobile’s position as a top meetings destination editorially by developing an aggressive travel media strategy.

STRATEGY

- Maintain a close relationship with convention and group tour sales team to stay up-to-date in their efforts
- Curate media list and pitch sheet to send to meetings & conventions and group tour media through Cision
- Identify target markets, trade publications and journalists where Mobile’s story would fit
- Attend top annual travel blogger conferences, Travel Blogger Exchange, International Media Marketplace and others
- Identify and cultivate relationships with travel bloggers/writers, content creators and influencers in our top drive/fly markets
- Coordinate Sales and Media Blitzes in top markets
- Host individual press trips for writers, bloggers, influencers
- Identify top Alabama/Mobile area bloggers with strong followings to outwardly promote niche experiences (homeschoolers, food, makers, etc.)
- Join Society of American Travel Writers, North American Travel Writers Association etc. and attend annual meet-ups/trade shows
- Participate in other regional travel media meet-ups

METRICS

- Relationships formed
- Site visits
- Articles, blogs published
- Ad equivalency, circulation and reach
- Number of pitches made
- Press trip invitations accepted to Visit Mobile

OBJECTIVE

Conduct annual public relations e-workshop for our stakeholders.

STRATEGY

- Provide updates, tips, how-to's for our members for reaching travel media
- Demonstrate best pitching practices
- Press kit and press release development
- Collaborate on telling better stories from key partners to present Mobile 'stories'
- A more cohesive plan for sharing information across all platforms for maximum impact

METRICS

- Our individual stakeholders enhance their media outreach efforts
- More collaboration on articles and stories
- Increased reach and frequency
- More collaboration on articles and stories

OBJECTIVE

Build and maintain awareness of Mobile with a strategic digital and print campaigns.

STRATEGY

Leisure Travel:

- Build integrated digital campaign across various platforms including digital ad networks, mobile, and social, including pre-roll video, geo, demographic, behavioral, and re-targeting efforts that have a call to action to create measurable conversions.
- Enhance Mobile's visibility in top drive markets such as, Memphis/Nashville/Atlanta/Chattanooga/Central & North Alabama/South Louisiana/Florida panhandle/Mississippi Gulf Coast with strategic print and geo- targeting digital campaigns
- Collaborate with ad team to create digital and print campaigns around major events such as Southsounds, Ten65, Mardi Gras, New Year's Eve MoonPie Over Mobile, Senior Bowl, Reeses Bowl, Dollar General Bowl etc.
- Invest in ad opportunities for direct flight locations by partnering with airport
- Seasonal and Travel Persona campaigns to be distributed via digital campaign
- Prominent placement in visitor publications such as the Alabama Vacation Guide and Alabama Golf Guide

Convention Sales:

- Support convention sales efforts with advertising in trade publications and digital resources for meeting planners.
- Incorporate call to action strategy in advertising to produce measurable digital conversions.
- Co-op advertising with strategic partners like SMG, and hotel partners for features in spaces like BizBash and Meetings & Conventions.
- Develop digital scavenger hunts for event attendees to explore Mobile in their down time via VisitApps (login protected for specific events-will provide partners an opportunity to reach attendees directly and offer them incentives as well as provide data of the amount of attendees visiting shops, restaurants, attractions, etc to quantify value of conventions to the city, collect photos from hunt for rights approved content for Visit Mobile to utilize in future convention advertising)
- Keep Convention video up-to-date and refreshed.

METRICS

- Number of impressions delivered on digital buys
- CTR of digital campaigns
- Number of inquiries generated via call to action advertising
- Newsletter sign ups (both trade and consumer)
- Conventions Sales leads generated via call/email/RFP
- Number of pages viewed from campaign landing pages
- Number of Events promoted
- Circulation of print buys
- Number of pitch sheets distributed
- Geo Check-ins, digital coupon redemption, and photos collected from Digital Scavenger hunts via VisitApps

OBJECTIVE

Focus on several market development efforts to reach new audiences with a different Mobile message {Ecotourism/Ecoadventure, Weddings, Cooper Riverside Park Activation}

STRATEGY

- 'Welcome Wedding' packets for hotel front desks
- Host wedding influencers
- Enhance wedding section on website
- Develop agritourism and ecotourism/ecoadventure collateral
- Create agritourism and outdoor itinerary and section on website
- Develop strategic branding and messaging for Cooper Riverside Park

METRICS

- Number of wedding packets distributed
- More stories about having a wedding in Mobile
- More agritourism tourists
- More stories about agritourism offerings in Mobile



PARTNER AND VISITOR EXPERIENCE



The Partner and Visitor Experience department is designed to liaise with our dues paying partners, ensuring that they are using all partner benefits to their fullest advantage. By building a strong community foundation through actively encouraging new and existing partners to invest in and support 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.

OBJECTIVE

Distribute Annual Stakeholder Survey to dues paying partners and others throughout the industry to rate, maintain and manage their expectations of what they want Visit Mobile to provide.

STRATEGY

- Annual survey developed and distributed, with year over year comparisons
- Results tallied and verified by third party
- Results released before Annual Business Meeting

OBJECTIVE

Manage visitor expectations and experience by providing clear and concise visitor collateral and information.

STRATEGY

- Respond to and track inquiries generated from advertising programs.
- Respond to and track inquiries generated through website and phone calls.
- Keep Visit Mobile Welcome Center and area state welcome centers stocked with our visitor collateral.
- Collect visitor profile information at the Visit Mobile Welcome Center through a digital, on-site survey.
- Coordinate and staff visitor information booths or roaming ambassadors at key events throughout the city.
- Produce and distribute visitor collateral regionally.
 - Mobile Destination Guide: 275,000 quantity printed (digital guide also available.)
 - Mobile Lodging Guide: 17,500 printed (digital guide also available.)
 - Mobile Dining Guide: 50,000 printed (digital guide also available.)
 - Mobile City maps: 85,000 quantity
 - Mobile Golf Guide: 10,000 quantity
- Special Interests Brochures: Historic Homes, Museums of Mobile, Mobile Sightseeing and Mardi Gras. Plans in place to add brochures for Bed & Breakfasts, LGBT, Civil Rights, AgriTourism, EcoTourism and African-American Heritage.
- Historic Mobile Driving Tour Brochure (sponsor)
- Carnival Fantasy posters in all state welcome centers.

METRICS

- Number of inquiries responded to
- Amount of collateral distributed
- Number of visitor surveys collected at Welcome Center

OBJECTIVE

Set up Born To Celebrate visitor information tent at public events that attract visitors and locals.

STRATEGY

- Distribute visitor collateral and partner brochures.
- Conduct contests, giveaways and promotions.
- Welcome and answer questions from visitors.

METRICS

- Number of events attended
- Calculate attendance at said events
- Number of visitors to tent
- Amount of collateral distributed
- Social media engagement

OBJECTIVE

Manage a certified I am Mobile! Tourism Ambassador Program which educates citizens about Mobile. Eighth class will begin in Spring 2019.

STRATEGY

- Promote to Visit Mobile Partners and community primarily on mobile.org and social media.
- Develop curriculum, agenda and study materials.
- Identify industry experts.
- Create website landing page and registration process.

METRICS

- Number of participants per class
- Number of events serviced
- Number of media mentions



OBJECTIVE

Develop on-going communication strategies and internships with University of South Alabama, Spring Hill College and University of Mobile to provide destination information during the student recruitment and alumni outreach.

STRATEGY

- Provide visitor collateral to incoming students as needed.
- Have presence at parents' days, alumni events.
- Work with Continuing Education Department and Hospitality Tourism Management Degree program at USA.
- Work with USA university faculty to bring educational conferences to Mobile.
- Participate in appropriate cooperative advertising/promotion opportunities as presented by universities.
- On-going Intern Program with various Visit Mobile departments.
- Work with Athletic Department on various fan and ticket holder-based contests, promotions.
- Work with Department of Hospitality, Tourism Management program.

METRICS

- Number of visitor guides provided
- Events attended
- Inquiries generated

OBJECTIVE

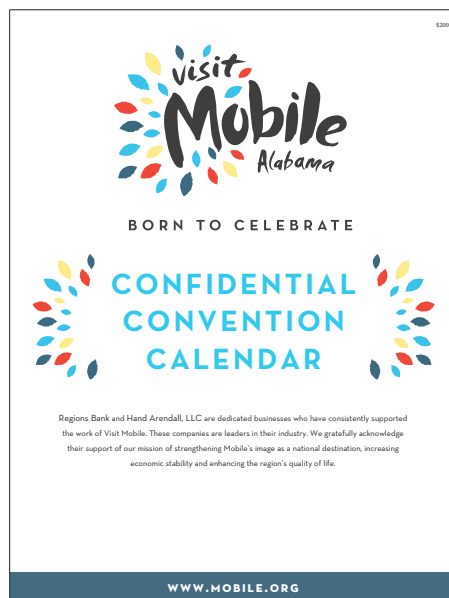
Identify, recruit and solicit possible new partners.

STRATEGY

- Stay up to date on new businesses opening that could benefit from tourists.
- Participate in community events to reach potential partners.
- Manage referrals from other partners.

METRICS

- Number of new partners
- Number of renewed partners
- Number of dropped partners
- Partnership dues revenue collected



OBJECTIVE

Maintain and regularly publish multi-year Convention Calendar and updates.

STRATEGY

- Post monthly updates on Partner Portal.
- Post multi-year calendar on Partner Portal twice per year.

METRICS

- Number of times distributed
- Number of opens on Partner Portal
- Number of calendars provided

OBJECTIVE

Maintain partner website listings, online content, destination guide listings, partner dues, invoices and partner portal updates through our Simpleview CRM system and the Partner Portal.

STRATEGY

- Communicate effectively and consistently via the Partner Portal to Visit Mobile partners. {IE: STR Reports, Partner Directory, Tourism Reports etc.}
- Regular training through Simpleview on new CRM products, programs.
- Attend annual summit for training, updates.
- On a regular basis, review and approve partner updates and change notices in CRM database.
- Follow up phone calls on a regular basis to partners who do not respond to requests for updates.

METRICS

- Number of updates
- Number of partner communications requesting new information
- Number of follow up emails and phone calls to attain new information

OBJECTIVE

Provide training, educational and networking opportunities to our members.

STRATEGY

- Host quarterly 'Get to Know Visit Mobile' partner orientations and refreshers.
- Host annual hospitality training programs.
- Host group and one-on-one Partner Portal training sessions.
- Assist with National Travel & Tourism Week activities.
- Assist with Annual Business Meeting.

METRICS

- Number of attendees
- Number of media mentions
- Number of social media shares about event

OBJECTIVE

Communicate regularly with our members to deliver news, announcements and opportunities for participation.

STRATEGY

- Post regular and timely updates to Visit Mobile's business Facebook and Twitter profiles.
- Maintain and make regular and timely updates [IE: STR Report] on Partner Portal.
- Post monthly incoming conventions reminder on Partner Portal.
- Special delivery of notices of incoming business to downtown members.

METRICS

- Number of email communications
- Number of updates posted
- Number of inquiries fielded





VISIT MOBILE WELCOME CENTER



The Visit Mobile Welcome Center serves as the beginning point for many visitors coming into town. Staffed by a full time Visit Mobile team member and a group of long-time volunteers, the Welcome Center offers brochures, maps, coupons and other literature designed to help a visitor plan his visit to Mobile. The opportunities for increased visitor engagement through digital is a strong option to continue to help a visitor learn the most they can about Mobile. Our goal is to increase the number of visitors who stop by the Welcome Center and we propose to do that in various ways:

OBJECTIVE

Increase visibility of Welcome Center so that travelers can easily find it when entering town.

STRATEGY

- Increase wayfinding signage throughout downtown and main Interstates.
- Outdoor billboards placed at strategic interstate exits.
- Build a stronger social presence and own social accounts to encourage check-ins.
- Make sure Google maps and other maps have appropriate location.
- Promote through visitor collateral.
- Create its own rack card to be distributed throughout town.
- Maintain relationships with area hotels, attractions and restaurants and encourage them to keep promotional material readily available at center.



OBJECTIVE

Enhance visitor experience once in the Welcome Center.

STRATEGY

- Optimize furniture and shelf placement for best flow.
- Offer charging stations in a sitting area.
- Install digital billboard to replace paper posters taped on furniture and walls.
- Add Mobile/Alabama music to play quietly in the background.
- Research attraction ticket booking platform along with Digital Marketing Manager.

OBJECTIVE

Conduct ongoing volunteer training and consistent communications strategy.

STRATEGY

- Quarterly meetings with volunteers.
- Communicate monthly with volunteers about events and news updates. Encourage volunteer use of mobile.org and the Calendar of Events page.
- Encourage volunteers to acquire Tourism Ambassador certification and attend Hospitality Training programs hosted by Visit Mobile.



**visit
Mobile
Alabama**

BORN TO CELEBRATE

**VISIT MOBILE
WELCOME
CENTER**



For more information on all things Mobile, visit
WWW.MOBILE.ORG



DIRECTIONS

FROM I-10 WEST

- Take Exit 26B to Water St.
- Turn left on Government St.
- Turn left on Royal St.

FROM I-10 EAST

- Take Exit 26B to Water St.
- Turn left on Government St.
- Turn left on Royal St.

FROM I-65 NORTH

- Take exit 9 to I-165 south until it ends at Water St.
- Turn right onto Government St. just before the I-10 ramp.
- Turn left onto Royal St.

***The Welcome Center is located to the left inside the History Museum of Mobile.**

**111 S. ROYAL STREET
MOBILE, AL 36602
(251) 208-7304**

**MONDAY-SATURDAY
9:00AM-4:30PM**

**SUNDAY
1:00PM-4:30PM**

The best way to kick off your stay here in Mobile is to stop by our Welcome Center. Whether it is your first visit or you're one of our regulars, the Welcome Center is stocked with all the information one could need to truly experience Mobile!

Conveniently located right downtown on the first floor of the History Museum of Mobile (pretty fitting location for the oldest city in Alabama)! Stop on by to pick up maps, brochures, visitor guides or catch a tour. You can also rest your feet and use our charging station while you visit! Our helpful staff will be there to answer any questions you have about our city, attractions, dining and exploring-and happy to share their personal favorite "Mobile Must Do's."

For more information on all things Mobile, visit
WWW.MOBILE.ORG

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

Alabama Tourism Department,
Economic Impact of Travel

CITY LODGING TAX REVENUE

(operating fund, fiscal year)

2011 - \$7,023,206
2012 - \$6,675,486
2013 - \$6,940,074
2014 - \$7,185,494
2015 - \$7,538,472
2016 - \$7,888,848
2017 - \$9,169,288

City of Mobile 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

Smith Travel Research

TOTAL VISITOR SPEND

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

Alabama Tourism Department, Economic Impact of Travel

2011 56.7%

2012 56.8%

2013 57.9%

2014 59.3%

2015 60.9%

2016 62.6%

2017 64.8%

HOTEL
OCCUPANCY
RATE
(annual)

Smith Travel Research



BORN TO CELEBRATE