



2016/2017 MARKETING PLAN ACTION PLANS

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Marketing functions include public relations; the marketing partnership program; advertising sales; design and production of all collateral material; digital, social and interactive marketing; national and regional advertising and promotion for all market segments; international leisure marketing and other miscellaneous marketing and communications efforts undertaken by the CVB for the purpose of increasing overnight travel to Springfield.

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The Group Sales Department of the CVB is responsible for generating group business for Springfield hotels/motels. Goals are established for the Sales Department for group room nights booked. In addition, the CVB tracks the number of sales calls made, leads generated, site inspections conducted, proposals prepared and presented, trade shows attended, familiarization tours conducted and other sales-related activities.

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ABOUT THE CVB

The Bureau Is...

- A non-profit 501 (c) 6 organization
- Committed to promoting and elevating Springfield's status for conventions, meetings, tour groups, sporting events and leisure travel
- Directed by a volunteer board comprised of 15 civic and business leaders
- Supported by a full-time staff of 19, part-time staff of two and nearly 40 volunteers

History

The Springfield Convention & Visitors Bureau was formed in 1979 as the hospitality arm of the Chamber of Commerce. The Bureau was incorporated independently as a not-for-profit corporation under the laws of the State of Missouri in 1989. The CVB is a marketing and service organization that contracts annually with the City of Springfield to promote economic development through travel and tourism.

Mission Statement

The Convention & Visitors Bureau serves as the primary marketing organization responsible for the development and implementation of marketing programs to ensure positive economic impact on the Springfield metropolitan area through steady growth of the travel industry.

The goal of the Bureau's efforts is to encourage the development of tourism and increase overnight travel and occupied rooms in Springfield metropolitan area hotel/motel properties. Continued growth will be realized by identifying and implementing marketing programs to the specified market segments of:

- I. Meetings, Conventions and Seminars
- II. Individual Leisure Travel, including Event Promotion
- III. Sporting Events
- IV. Group Tours

Vision Statement

The vision of the Springfield Convention & Visitors Bureau is to lead the area travel industry in promoting Springfield as a premier destination for leisure travelers and outdoor enthusiasts, a recognized and successful host city for meetings and conventions, and a prominent and respected venue for sporting events.

Core Purpose Statement

Improving the economic vitality of our community by asking others to visit, explore and enjoy the many things we enjoy daily.

Corporate Culture

The CVB corporate culture is based on freedom, fun and responsibility with the standard of employing and developing high performance individuals throughout the organization.

Brand Promise

As the heart and soul of the Ozarks, our true nature is to help people celebrate friends, family and all of life's simple pleasures.

CVB Contact Information - www.SpringfieldMO.org

Route 66 Springfield Visitor Center - 815 E. St. Louis Street Springfield, Missouri 65806

(800) 678-8767; (417) 881-5300; (417) 881-2231 – fax

Airport Information Center - Springfield-Branson National Airport, Springfield, Missouri

CVB Staff Members

Administration

Tracy Kimberlin, CDME, President/CEO
Karen Smith, Finance & Administration Manager
Jennifer Holt, Finance & Administration Assistant

Marketing

Laura Whisler, CDME, Vice President
Sean Dixon, Interactive Media Manager
Adam McMullin, Interactive Content Coordinator
Susan Wade, Public Relations Manager
Steve Ross, Graphic Designer
Jane Rips, Partner Development Manager
Abby Terhark, Advertising Sales Assistant
Shelly Grauberger, Marketing Coordinator
Hubert Heck, Visitor Information Specialist
Pat Gray, Visitor Services Associate
Cindy Wasman, Airport Liason
Nearly 40 Volunteers

Group Sales

Dana Maugans, CDME, Director of Sales
Melissa Evans, CHSE, Sales Manager
Lisa Perez, CMP, Sales Manager
Lance Kettering, Sports Sales Manager & Executive Director, Springfield Sports Commission
Carrie Edinborough, Event Services Manager
Katie Johnson, Sales Assistant
Ashton May, Assistant Director/Membership Development, Springfield Sports Commission

CVB Board of Directors

Executive Committee

Brad Danzak, Chairman – Rolling Oaks Hospitality
Paul Sundy, Vice Chairman – English Restaurant & Event Management
Phill Burgess, Treasurer – John Q. Hammons Hotels & Resorts
Stephanie Hein, Assistant Treasurer – Missouri State University
Randall Blackwood, Immediate Past Chair

Board Members

John Acosta – Bass Pro Shops® Outdoor World®
Amy Austin – City Utilities
Bob Cirtin – Greene County
Gordon Elliott – Elliott Lodging
Lyle Foster – Big Momma's Coffee & Espresso Bar
Dee King – DoubleTree by Hilton Springfield
Matt Morrow – Springfield Area Chamber of Commerce
Collin Quigley – City of Springfield
Dan Reiter – Springfield Cardinals
Cara Walker Whiteley – Walker Hospitality Group

EXECUTIVE SUMMARY

The objectives and action plans that follow illustrate planned marketing activities for the 2016/2017 fiscal year. This is by no means a complete list of CVB activities and does not address administrative or many day-to-day responsibilities of CVB staff.

New and/or major projects included or planned for the 2016/2017 fiscal year are listed below.

- Staff will continue to pursue advertising sales and sponsorships to increase private revenue to fund marketing programs. Advertising opportunities will include CVB print publications, website and displays at the Route 66 Springfield Visitor Center, Springfield Expo Center and Springfield-Branson National Airport.
- The CVB will continue to partner with the Springfield-Branson National Airport as the exclusive advertising sales concessionaire and investigate new and innovative advertising revenue sources at the airport.
- Advertising efforts will again encourage partnerships with the local travel industry and the Missouri Division of Tourism to leverage the CVB's advertising dollars. Because of recent increases in the Missouri Division of Tourism's Cooperative Marketing Program, the CVB will be able to apply for \$430,000 in funding, down from \$580,000 in FY11 but up from the \$400,000 in recent years. Total advertising placed by the CVB and its partners will be nearly \$1.4 million and account for about 40 percent of the CVB's total budget.
- All marketing materials and promotional efforts will be transitioned to incorporate the new CVB brand and logo. The CVB will continue to invest significant resources into the production of new branded marketing campaigns for the leisure, convention and sports market in partnership with advertising agency MMGY Global.
- Continued efforts will be made to include more diversity in CVB marketing materials and within the staff and board. This includes hiring more diverse models for photo/video shoots and conducting staff sensitivity training with the Missouri State University Division of Diversity and Inclusion.
- Consumer advertising partnerships with Bass Pro Shops[®] Outdoor World[®], Wonders of Wildlife, Springfield Cardinals and the Missouri Division of Tourism will be continued and expanded.
- In anticipation of the opening of Wonders of Wildlife in FY17, staff will work with Bass Pro Shops and the museum/aquarium to develop a series of marketing and promotional opportunities to target interest in the facility from media, tour operators, meeting planners and leisure visitors.
- The use of online advertising, social networking sites (Twitter, Facebook, Instagram, etc.) and user-generated blogs and other websites such as Trip Advisor will be utilized to enhance the CVB's online presence and increase awareness of Springfield as a travel destination.
- Local, regional and national public relations will continue as a high priority to supplement the CVB's advertising efforts. Travel writer site visits will be encouraged and blogger familiarization tours will be continued.

EXECUTIVE SUMMARY

- Staff will continue and expand the One Jet Jaunts campaign, targeting potential visitors in each of the cities where Springfield has a non-stop flight. The campaign is a partnership with the Springfield-Branson National Airport.
- Other public relations efforts will include conducting press conferences to announce the booking of major conventions and events and using CISION software to the fullest extent by providing press release distribution, maintaining media contacts and monitoring clippings.
- CVB staff will inform the local legislative delegation of tourism issues and work with them, the Missouri Association of Convention & Visitor Bureaus and the Missouri Travel Council to increase the budget of the Missouri Division of Tourism and protect funding for the Cooperative Marketing Program.
- Tourism attractions and businesses located in Greene, Christian and Polk counties will continue to be included in CVB marketing efforts and fulfillment materials as required by the Cooperative Marketing Program countywide designation.
- The CVB's Annual Salute to Travel & Tourism Awards Banquet will be continued in early 2017 with a focus on the travel industry and CVB marketing efforts.
- Market research efforts have increased over the past several years and will continue to guide the CVB's marketing efforts. Most research is conducted online by obtaining email addresses of visitors or through focus groups. An annual Advertising Effectiveness Study will be completed and staff will investigate utilizing meeting planner surveys to better reach the leisure, meetings/conventions and sports markets.
- The CVB will continue to advocate for development of a convention complex on the lot adjacent to the Expo Center and Jordan Valley Car Park and support recommendations given in the Hunden Strategic Partners' Convention Competitive Assessment.
- In addition to ongoing convention sales efforts to attract conventions of all sizes, SMERF (social, military, educational, religious, and fraternal) and association markets will be targeted.
- Other convention sales efforts include providing financial incentives for major groups to influence their decisions to convene in Springfield, continuing an incentive plan for new convention and sports bookings, increasing trade journal advertising to promote Springfield, subscribing to online meeting and sporting event planner databases and attending and sponsoring meeting and convention industry trade shows.
- The CVB will work with hotel partners to develop and execute another local convention cooperative marketing campaign targeting meeting planners. The campaign will be outside the scope of traditional advertising and may include direct mail or other unique promotions to garner the attention of highly targeted planners and generate interest in Springfield as a destination for meetings and conventions.

EXECUTIVE SUMMARY

- Continued emphasis will be placed on attracting amateur sporting events to the city. The CVB will manage and work closely with the Greater Springfield Area Sports Commission to attract events to Springfield and develop “owned” events to attract out-of-town teams. The CVB’s sports sales manager also serves as executive director for the Sports Commission.
- The CVB will continue to operate a visitor information kiosk at the Springfield-Branson National Airport and the Route 66 Springfield Visitor Center in the Jordan Valley Car Park. The center will continue to be themed “Route 66” and will be promoted in all collateral materials and on the CVB website as a place to learn about Route 66 history.
- The CVB will maintain accreditation through the Destination Marketing Association International Accreditation Program. In addition, all staff will be encouraged or even required to obtain certification in their field of expertise.
- The CVB will continue to invest in technology by continuing to use the Simpleview CRM and encouraging or requiring use of the extranet by CVB partners. The Simpleview system will be used to the fullest extent and will be integrated with many other vendor software programs.

Other marketing programs and projects may also be developed during the course of the year as opportunities arise. These programs and projects will be addressed in Quarterly Reports.

MARKETING

Branding

In FY15, the CVB conducted a comprehensive branding effort. The purpose of that effort was to craft a compelling new identity for the city of Springfield that

- establishes a distinctive and relevant brand personality,
- articulates a compelling and sustainable value proposition for visitors, and
- serves as a powerful filter for all investment, operational and marketing decisions for the CVB for years to come.

As a result of the branding development process, a positioning statement was created to act as a differentiator between Springfield and other travel destinations.

For those who embrace the virtues of a life well-lived. Springfield, Missouri is the pulse of the Ozarks; a thriving, regional hub for commerce and culture that celebrates hard work, freedom and homegrown values.

A brand architecture also was developed to guide all current and future communications strategies for the CVB.

BRAND ARCHITECTURE

BRAND ESSENCE

a distillation of brand positioning

BRAND VALUES

code of behavior

BRAND PROMISE

articulation of commitment
to customers

BRAND EXPERIENCE

product + service proof points
that deliver against the promise

BRAND VOICE

how the brand speaks

Life's Simple Pleasures

- Genuine
- Hard-Working
- Traditional
- Family Friendly
- Natural

As the heart and soul of the Ozarks, our true nature is to help people celebrate friends, family and all of life's simple pleasures.

- Pulse Of The Ozarks
- Gateway To The Great Outdoors
- Classic Americana
- Homegrown Innovation

- Honest
- Thoughtful
- Casual
- Warm
- Virtuous



The logo that was developed in 2015 and released in 2016 will continue to be used in all CVB marketing efforts. All marketing pieces, including all advertisements, have been transitioned to the new brand messaging, logo and color palette.

MARKETING

Public Relations/Public Affairs

Objective A:

Generate at least 200 regional, national and international media placements featuring Springfield as a travel destination with an ad value equivalency of at least \$150,000 and 1,000,000 impressions.

- Develop and maintain an online media center that includes information for local, regional and national media.
- Organize and expand the photo and video library for use on the website, by journalists and in collateral materials.
- Maintain a press pass to allow free access to local attractions and events to be given to media for press visits and familiarization tours.
- Distribute news releases and calendar of events and pitch stories to keep media informed of developments and events in the area.
- Host site visits for at least fifteen qualified journalists to generate articles and awareness of the Springfield area as a travel and convention destination.
- Continue and expand the One Jet Jaunts campaign targeting potential visitors in cities where Springfield has a non-stop flight.
- Conduct travel writer familiarization tours with organizations such as Missouri Women Bloggers, US Family Guide bloggers, etc.
- Continue rapid response to media inquiries generated by CVB public relations efforts, the Missouri Division of Tourism, and other sources.
- Increase the Missouri Division of Tourism's and its advertising/public relations agencies' knowledge of the Springfield area by hosting a familiarization tour for key staff. CVB staff will also be encouraged to become more involved with the division by serving on committees, engaging their peers on the division staff and participating in division functions.
- Continue using CISION software for press release distribution, maintaining media contacts and the CVB clipping service to identify articles featuring information about Springfield and track advertising equivalency of those articles.
- Partner with Branson to identify opportunities to collaborate, including story pitches, hosting a familiarization tour for travel media, etc.
- Sponsor the Missouri Press Association's annual conference in Branson and encourage attendance at the Springfield conference in 2017.
- Participate in appropriate travel journalist associations and attend conferences to establish relationships with journalists with the intent of generating regional and national articles about Springfield.

Objective B:

Assist the staff and public relations agency for Wonders of Wildlife with development of a communications strategy for the opening of the museum/aquarium and generate positive stories about the opening of the aquarium and other outdoor assets available in Springfield.

- Identify outdoor travel media and related associations that would be interested in Springfield's outdoor destination assets and become members of the associations, as appropriate.
- Work with the convention sales department to identify outdoor travel media conferences that could meet in Springfield and assist with the proposal by offering pre/post familiarization tours, story ideas, etc.
- Attend trade shows for outdoor writer groups and pitch stories about the aquarium.
- Develop a unique promotion using technology, such as virtual reality, to generate interest in the facility and invite outdoor travel media to come to Springfield for familiarization tours surrounding the opening of the museum/aquarium.

Objective C:

Maintain a local public relations plan to increase local awareness of the CVB mission and its impact on the local community and generate at least 100 local news stories.

- Produce and edit content for a monthly newsletter-style blog and distribute to local media, travel industry and other interested parties via email.
- Seek out opportunities to speak to local organizations and on radio talk shows to promote awareness of the CVB mission and tourism in Springfield.
- Continue promoting a speakers bureau and provide at least ten public speaking appearances by CVB staff.

MARKETING, cont.

Public Relations/Public Affairs

Objective C, cont:

- Generate at least 100 local news stories through media contact, news conferences, press releases and conducting live TV and radio interviews.
- Host the Annual Salute to Travel & Tourism Awards Banquet in early 2017 with travel and tourism as the primary focus of the event.
- Conduct a State of the Travel Industry event highlighting tourism statistics, key events booked/hosted, CVB major projects, etc.
- Increase efforts to inform the area travel industry, media and state/local officials and their staffs, on the CVB's role in developing travel and tourism in Springfield and about planned marketing efforts.
- Meet with local public relations professionals to collaborate on local positive messaging strategies.
- Develop relationships with local news directors and reporters in order to ensure that they use the Springfield CVB as a resource for travel-related news stories.
- Build awareness of the CVB mission and activities through increased involvement and membership in appropriate organizations and on local boards or committees.
- Work closely with CVB sales staff to provide support and services for conventions and events by assisting with press releases, media lists and other public relations needs.
- Provide assistance and training for CVB staff to assist them with handling media interviews and requests.
- Conduct press conferences when select conventions and sporting events are booked or major advertising campaigns are initiated.
- Increase local promotion of the CVB and travel industry during National Travel & Tourism Week.
- Work with local colleges and universities to promote the CVB website, coupons and Visitors Guide.
- Continue to advocate for development of a convention complex on the lot adjacent to the Expo Center and Jordan Valley Car Park and support recommendations given in the Hunden Strategic Partners' Convention Competitive Assessment.
- The CVB will continue to participate in the reallocation of the hotel tax previously provided to Wonders of Wildlife. Grants will be distributed to successful applicants who can illustrate their capital projects will positively impact overnight travel.

Objective D:

Support travel industry efforts to increase the budget of the Missouri Division of Tourism in order to provide more promotion of Missouri and to protect the Cooperative Marketing Program.

- Maintain a legislative plan to educate new and existing legislators of the impact of tourism and other key industry issues and assist constituents in contacting legislators to inform them of pertinent issues.
- Increase communication with legislators while they are in Springfield.
- Monitor changes in the state legislature that could affect issues impacting tourism, including Missouri Division of Tourism funding, and respond appropriately.
- Work with the Missouri Association of Convention & Visitor Bureaus, Missouri Travel Council and the Missouri Hotel Lodging Association to develop a strategy for increasing the FY18 budget.
- Arrange a luncheon in early December and prior to the start of the legislative session with the area legislative delegation to communicate the legislative strategy.
- Communicate the strategy to the Salute to Missouri Legislators coalition and incorporate the strategy into their legislative priorities.
- Participate in the planning and execution of the Salute to Missouri Legislators.
- Participate in legislative activities offered by other organizations such as the Chamber's Legislative Breakfasts and Capitol Days for Tourism with Missouri Travel Council and strongly encourage board members and other constituents to attend.
- Conduct legislative visits in Jefferson City as appropriate to the legislative strategy and the current legislative climate.

MARKETING, cont.

Public Relations/Public Affairs

Objective E:

Continue efforts to increase City and County Government understanding of who the CVB is, what the CVB does and why it is important.

- Conduct CVB orientations for new City Council members, County Commissioners and appropriate city and county leadership.
- Develop a printed leave-behind piece that explains who we are, what we do and why it is important.
- Hold regular meetings with appropriate city and county staff on CVB activities and priorities.
- Encourage the use of CVB staff as an expert resource in all matters pertaining to the travel industry.
- Present an annual “State of the Industry” at a city council luncheon or breakfast to inform city council and staff about key priorities of the travel industry, recent successes and how they can assist in future development of tourism resources.

MARKETING, cont.

Collateral Production/Advertising Sales

The Marketing Department is responsible for production of all CVB collateral materials for the purpose of informing potential visitors about Springfield and creating revenue to be used to generate inquiries and visitors.

Objective A:

Produce collateral materials for the purposes of informing potential visitors about Springfield and generate at least \$130,500 in revenue.

Produce the following collateral pieces in-house:

- 2017 Springfield Visitors Guide (150,000 quantity) by January 1, 2017, to promote the leisure travel market. The 2017 guide will be a new format, designed as an 8.5" x 11" magazine-style book. The guide will include listing grids, display ads, editorial and coupons for attractions, restaurants, retail and lodging facilities. The guide will be distributed by mail to visitor inquiries, in local and state information centers, local businesses and to convention/event attendees.
- Poly-tote Bags (6,000 quantity) by June 30, 2017. These bags are given to attendees of meetings, conventions and sporting events, upon request.



Objective B:

Continue partnership with the Springfield-Branson National Airport as the exclusive advertising sales concessionaire, generating at least \$124,000 in advertising revenues.

- Obtain advertising commitments for airport litewall, digital and banner advertising throughout the terminal, focusing on multiple-year contracts when possible.
- Work with airport staff to develop new and innovative advertising revenue sources at the airport.

Objective C:

Generate at least \$120,500 in revenue through CVB website and other advertising sales.

- Obtain advertising commitments for website enhanced listings, links and banners.
- Continue to utilize Google Analytics website advertiser tracking software to provide up-to-date traffic counts to participants.
- Obtain commitments for advertising displays for transparencies in the Route 66 Springfield Visitor Center and the Springfield Expo Center.
- Pursue new private funding sources and sponsorships with the goal of becoming less dependent on the lodging tax.

Objective D:

Produce promotional materials for the purposes of informing local residents, business owners and government agencies about what the Springfield CVB is and does for the Springfield community.

Produce the following promotional pieces in-house:

- 2016 Tourism by the Numbers (400 quantity) by February 1, 2017. This piece is designed to highlight results from the previous year's marketing and sales efforts and is produced for distribution at the CVB's annual banquet in February 2017.
- 2017 Annual Banquet Invitations (1,000 quantity) by January 2017.
- What Is the CVB? (1,000 quantity) by June 30, 2017. This piece is designed to inform local residents, business owners and government agencies about what the CVB does and its impact on the local economy.
- State of the Industry Video by February 1, 2017. The video is designed to inform the local business community about the impact of travel and tourism on the local economy. The video will be launched at the annual banquet and used throughout 2017 in presentations about what the CVB does.

MARKETING, cont.

Regionalism & Partnerships

Objective A:

Coordinate programs that will benefit Springfield's efforts to become a regional tourism hub and generate at least \$20,000 in Marketing Partnership revenues.

- Provide a marketing partnership program for attractions, restaurants and retail establishments in Barry, Barton, Cedar, Christian, Dade, Dallas, Douglas, Greene (outside of Springfield), Jasper, Laclede, Lawrence, McDonald, Newton, Ozark, Polk, Stone, Taney, Webster and Wright counties. Select attractions outside the Marketing Partnership region will be allowed to become a partner with prior approval of the CVB Board of Directors. Accommodations within the Metropolitan Statistical Area of Christian, Dallas, Greene, Polk and Webster counties are eligible for the marketing partnership program. This program provides a variety of advertising, public relations and networking benefits to partners.
- Provide an overflow program for accommodations in Laclede, Stone, and Taney counties. Partners in this program will be placed on a priority list for convention and sports overflow along with accommodations that are full marketing partners.
- Provide a brochure distribution program for businesses outside the marketing partnership region. Partner brochure availability will be monitored in both tourist information centers operated by the CVB, and the partners will be contacted when supplies are low.

Marketing Partnership Region



Objective B:

Encourage attraction and destination marketing organization partnerships.

- Host monthly meetings of the Attractions Council for the purposes of developing and implementing cross-promotional and cooperative advertising and marketing ideas.
- Meet regularly with staff from the Branson/Lakes Area Convention & Visitors Bureau and other area chambers of commerce and convention and visitor bureaus to investigate research, marketing and other partnership opportunities and implement as appropriate.
- Attend the Governor's Conference on Tourism and Missouri Association of Convention & Visitors Bureau's annual conference and other industry events, as appropriate.

MARKETING, cont.

Market Research

Market Research is developed through ongoing programs, including zip code analysis generated from direct inquiries. The CVB also contracts with research firms to conduct specific market research projects. In addition, research conducted by the Missouri Division of Tourism, MMGY Global and others is used in the development of the CVB's marketing strategy.

Objective A:

Continue to refine and improve all research efforts.

- Continue to contract with a market research consultant to review existing primary and secondary research and recommend additions and revisions.
- Conduct a Marketing & Media Effectiveness Study for the spring 2016 advertising campaign. Key Performance Indicators from the 2015 campaign study are listed below.

Springfield, MO FY 2015 Marketing & Media Effectiveness Key Performance Indicators

The Springfield CVB's FY 2015 Marketing Campaign generated 110k incremental trips to the Springfield area that would not have occurred had the campaign not been in place.

With a media investment of \$800k for FY 2015, the cost per aware household was just \$0.11—very efficient by travel industry standards. The return on investment was also excellent at \$73—20% higher than the last measurement in FY 2011.

Key Performance Indicator	FY 2015	FY 2011	Variance	H2R Norm*
Aided Awareness	38.7%	39.7%	-1.0%	32.6%
Incremental Visitation	+1.5%	+1.3%	+0.2%	+5.0%
Incremental Trips	110k	106k	+4k	+191K
Incremental Revenue	\$58.7M	\$62.9M	-\$4.2k	\$25.9M
Media Investment	\$800k	\$1.0M	-\$200k	\$376k
Cost/Aware Household	\$0.11	\$0.12	-\$0.01	\$0.44
Return on Investment	\$73	\$61	+\$12	\$76

*The H2R Industry Norm is derived from destinations across the U.S. with media budgets of less than \$1.0M

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- Conduct a digital communications audit and online website focus groups to guide digital marketing efforts in FY17.
- Conduct a regular zip code analysis to determine points of origin for visitors to Springfield.
- Educate the hospitality industry of the benefits of research and encourage participation of the industry in CVB research projects, as applicable.
- Utilize travel research libraries available through MMGY Global, Destination Marketing Association International, Travel & Tourism Research Association, Missouri Division of Tourism, Missouri Association of CVBs and others to supplement CVB research.
- Conduct a meeting planner survey and focus groups in partnership with the Branson CVB.
- Utilize the Event Impact Calculator from Destination Marketing Association International to track and determine estimated economic impact of groups meeting in Springfield.
- Partner with the Branson/Lakes Area Convention & Visitors Bureau, Springfield Area Chamber of Commerce and other local partners on research projects, as appropriate.

Objective B:

Obtain hotel occupancy and average daily rate information from at least 85% of available rooms on a monthly basis.

- Continue to obtain statistical information from hotels and solicit new participants.
- Increase participation in optional statistics with assistance from the Springfield Hotel Lodging Association.
- Assess contribution of sports to overall market mix and react appropriately.

MARKETING, cont.

Market Research

Objective C:

Obtain website statistics for niche markets and advertising effectiveness utilizing Google Analytics.

- Place tracking codes on each CVB URL used to track specific campaigns.
- Measure total website traffic, time on site, bounce rates, geographic origin of traffic and other website statistics.
- Using information gathered in the Marketing & Media Effectiveness Study, assign a potential visitor spend for each inquiry received through the website and digital marketing efforts.
- Generate monthly reports to guide development of new marketing campaigns.

Objective D:

Conduct research of all CVB constituents to assess perceptions of the CVB, its current marketing efforts, and overall performance and utilize this information in conjunction with the CVB's Strategic Plan update.

- Based on information obtained in the update of the Strategic Plan, design the research instrument and place on the CVB's website.
- Email a link to the survey to all CVB constituents.
- Compile and evaluate survey results.
- Incorporate appropriate results and/or recommended action from the survey into the CVB's marketing efforts, operations and Strategic Plan.

Objective E:

Utilize the Simpleview Dashboard to create and distribute real-time reporting for board, senior staff, stakeholders and others by December 31, 2016.

- Work with Simpleview to identify which dashlets are necessary and link the data sources required to feed the dashlets.
- Post links to the dashboards on the Simpleview Extranet, in board reports and quarterly reports.

Objective F:

To assist in assessing CVB performance, research and subscribe, if appropriate, to DMAI's ARENA Destination Benchmarking Dashboard.

- Subscribe to the complimentary benchmarking dashboard.
- Investigate other optional modules and subscribe if appropriate.
- If appropriate, change staff board reports to reflect metrics measured by the dashboard.

MARKETING, cont.

Intercept Marketing

The Route 66 Springfield Visitor Center continues to serve visitors to Springfield, many of which are specifically interested in Route 66 travel. Numerous improvements have been made recently to the center, including a new exterior sign installed in 2014. In addition, the CVB continues to operate the information kiosk at the Springfield-Branson National Airport that is located in the baggage claim area of the terminal and recently installed an interactive kiosk at the airport to assist visitors with travel planning. These centers allow the CVB to intercept visitors traveling in Springfield and those headed to other destinations, or those traveling Route 66, to encourage incremental travel to Springfield. More than 40 volunteers assist with visitor information packet fulfillment, staffing hospitality tables for convention and sports groups and greeting of visitors at the information centers.

Objective A:

Assist and provide Springfield area information to 30,000 travelers at both CVB information centers.

- Continue enhancing the Route 66 Springfield Visitor Center by updating displays with historical information, producing a Route 66 video and continuing to offer Route 66 souvenirs for sale.
- Install an interactive tablet computer in the Route 66 Visitor Center's juke box to be used as a kiosk to find local information, access the web site and send digital postcards from Springfield.
- Maintain an interactive kiosk at the Springfield-Branson National Airport to assist visitors when the center is not staffed by CVB volunteers.
- Maintain Missouri Welcome Center Affiliate status through the Missouri Division of Tourism.
- Continue partnering with organizations such as Pioneer Advertising to acquire billboards throughout the city promoting the Route 66 Springfield Visitor Center, events and attractions in the city.
- Distribute a regional brochure with a detailed map highlighting Route 66 destinations in southwest Missouri.
- Work with the Missouri Division of Tourism and Missouri Life Magazine to produce a statewide Route 66 map and publication for distribution at points along the Missouri route and in other states along Route 66.
- Work with the Branson CVB and local attraction partners to develop an "Ozarks VIP Pass" with discount admission to multiple attractions in both communities.
- Continue to sell souvenirs with CVB and Route 66 branding.

Objective B:

Develop a comprehensive plan to intercept travelers visiting Missouri.

- Distribute at least 30,000 visitor guides for rack display to advertisers, partners and visitor centers throughout Springfield, southwest Missouri, state visitor centers and key cities in bordering states.
- Utilize CTM Brochure Distribution to distribute visitors guides on the I-44 corridor from St. Louis to the Oklahoma border and on Missouri 13 from Kansas City to Springfield.
- Promote the Route 66 Springfield Visitor Center and Springfield's other assets at information centers throughout Missouri and bordering states.
- Encourage the Springfield travel industry to increase listing submissions for the Missouri Vacation Planner and advertise in the publication.
- Utilize geo-fencing technology to serve ads to potential visitors traveling on Missouri 13, Interstate 44 and US 65 and visiting Branson.

MARKETING, cont.

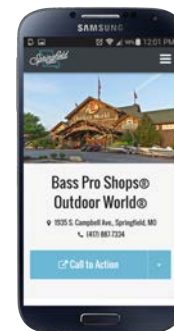
Digital Marketing

Marketing efforts to attract the consumer travel market include digital programs through search engine marketing, online banner and rich media advertising, content creation and the CVB's website, blog and social media channels. Active participation in social media sites makes Springfield more visible when people search the Internet for things to do and places to travel. Enhancements to the site will also be continued in an effort to better reach potential visitors.

Objective A:

Maintain the CVB's websites utilizing updated technology and online marketing to generate more than 1,000,000 visitor sessions and attract visitors to Springfield.

- Take a mobile-first approach (design for mobile and tablet before designing for desktop applications) when designing CVB websites and other digital assets.
- Maintain a fully-responsive design for the CVB website, including utilizing the new brand.
- Stay engaged in emerging website trends and apply them to the site, when appropriate.
- Continue to maintain the Springfield Area Sports Commission website and make aesthetic and functional changes as necessary.
- Maintain the online calendar of events while ensuring the calendar is accurate, up-to-date and thorough with all partner events.
- Utilize Google Analytics to track website traffic and advertising effectiveness by campaign.
- Increase participation in Missouri Division of Tourism Search Engine Marketing (SEO) Campaign utilizing Google Ad Words.
- Register new website addresses and renew current ones to use in advertising campaigns to track individual advertising response to the website.
- Continue to provide an opportunity for meeting/event planners to submit RFPs online directly to group sales staff.
- Provide opportunities for attendees to request visitor information through convention services contacts prior to arrival.
- Enhance website advertiser listings with photo galleries, interactive maps, 360-degree tours and/or video options.
- Use website banner ads to promote different areas of the site.
- Continue to discuss and recommended additional changes and improvements to the website and other technology issues during staff meetings and meetings with the local travel industry.
- Create category-specific content for all areas of the site, focusing particular attention on coupons, itineraries, partner listings and calendar of events.
- Develop new sections of the site for Local Advocacy, International Visitors, Minority-owned Businesses, Media/Press Room and Volunteer Recruitment.
- Utilize outside website developers to assist in implementation of website projects and ideas throughout the year.



Objective B:

Create an e-mail marketing campaign targeting potential and return visitors to Springfield and maintain an open rate average of at least 20%.

- Develop a plan to acquire new email addresses utilizing organic methods and paid email database subscriptions.
- Encourage subscription to email promotions and execute at least 52 seasonal email campaigns. Also distribute event and niche market promotions as appropriate.
- Develop an email campaign to reach local constituents and keep them informed of advertising opportunities, groups coming to the city and other pertinent information.

MARKETING, cont.

Digital Marketing

Objective C:

Develop a comprehensive content strategy, utilizing research from an outside vendor, in an effort to obtain large amounts of multipurpose content (ie. articles, photos, videos, podcasts, etc.) that can be used across a variety of channels.

- Continue to improve the online photo gallery to be more user-friendly and easier for staff to maintain.
- Update professional videos for the leisure, sports and convention markets with new branding. The videos will be used in sales presentations, online advertising pre-roll, on the CVB website and YouTube.
- Create video b-roll reels for media and develop an online video library to organize video content.
- Create an additional eight True Talk online videos featuring Springfield business owners/managers.
- Create a photo/video asset coop program with CVB advertisers/partners to obtain new quality images featuring diverse people enjoying Springfield's tourism assets.

Objective D:

Utilize a variety of social media services to maintain relationships with constituents, encourage overnight travel, increase repeat visits to Springfield and drive traffic to the CVB's main website. Social efforts should generate at least 3 million engagements and 40% organic reach.

- A social media plan will be developed to integrate all social messaging and provide a framework for outlining of goals to provide a clear return on investment (ROI).
- Rebrand the CVB industry blog and social channels (currently Issues & Info) and continue to use the platform to share tourism-related issues important to the community, CVB projects and upcoming conventions and events and encourage constituents to read and/or subscribe to the blog.
- Work with outside guest bloggers to provide unique niche content to the CVB blog and social media efforts.
- Refer at least 8% of traffic to SpringfieldMO.org from social media postings.
- Merge all leisure social channels under the LoveSpringfield banner. Increase following to over 100,000 for Facebook, 15,000 for Twitter, and 15,000 for Instagram. Reboot Pinterest as a LoveSpringfield account.
- Achieve a 10% engagement rate across all social channels.
- Work with the Springfield Area Chamber of Commerce and other partners to develop an integrated social strategy highlighting interesting local stories and photos.
- Monitor mentions of Springfield on various social media and reply as appropriate to questions or comments from visitors.
- Utilize Trip Advisor and other user-generated content websites to monitor Springfield's position and respond to negative comments and questions.
- The CVB will monitor and share news stories and blog posts about local attractions, events and tourism-related issues on all social channels.
- Continue to utilize the CVB's digital channels to reach incoming meeting/event social media channels to promote attendance, welcome the groups to Springfield and inform them about all that Springfield has to offer while they are in town.

MARKETING, cont.

Advertising Campaigns & Cooperative Marketing

CVB advertising efforts are significantly focused on the consumer travel market segment. A small campaign targeting meeting, convention and sports planners is used primarily for branding purposes and to keep Springfield in the minds of planners, while the majority of resources targeting these markets are focused on trade show participation and direct sales.

Each year the CVB applies for matching funds for marketing projects through the Missouri Division of Tourism. The Promote Missouri Fund (formerly Cooperative Marketing Program) provides cooperative marketing opportunities for destination marketing organizations in Missouri. For FY17, the CVB has applied for \$430,000 from the Marketing Matching Grant program that provides funds for up to 50% of the total costs of the approved project. Each submitted project is graded by evaluators and projects assigned a pass/fail grade. If awarded the funds, the CVB will conduct a more than \$1 million multi-channel media advertising campaign with partners MDT, Bass Pro Shops/Wonders of Wildlife and the Springfield Cardinals. These partners allow the CVB to stretch its advertising dollars for both the CVB and its partners, providing Springfield a stronger impact on tourism advertising than the CVB could make by acting alone. Project implementation is contingent upon approval and subsequent state funding.

In addition to the Marketing Matching Grant program, the Missouri Division of Tourism developed a new program in FY15 called the Cooperative Marketing Initiatives. Through the program, MDT buys down the costs of print and digital coop inserts and offers the ability for destination marketing organizations (DMO) to participate in these highly subsidized cooperative programs.

The CVB continues to partner with advertising agency MMGY for assistance with strategic media planning, placement and creative execution. MMGY acts as an extension of CVB marketing staff and will assist, as needed, with implementation of marketing strategies. The CVB will continue to put an increased effort on recruiting diverse talent to showcase in its marketing materials. Staff will work with the marketing committee of the board and the Division of Diversity and Inclusion at Missouri State University to periodically review marketing materials to ensure they are featuring diverse talent and showcasing Springfield as a welcoming community to visitors from diverse backgrounds.

The new branding initiative that launched in FY15 will guide the development of future advertising campaigns featuring “Life’s Simple Pleasures.” The following campaign statement identifies the emotional core for which the campaign will be based.

Of all of life’s simple pleasures, being true to yourself is the greatest.

It’s knowing who you are and doing the things you love with the people you love. And while this sounds simple, it’s actually quite difficult. It doesn’t necessarily come easy. It takes effort, thought and dedication. Springfield has figured this out. A metropolitan city that still feels like a small town. A place where you can make a difference. Progressive, but rooted in something wonderfully comfortable and familiar. A place that hasn’t forgotten it’s the small things that make life big and full.

MARKETING, cont.

Advertising Campaigns & Cooperative Marketing

ADVERTISING SAMPLES

Print

All advertisements will feature a single element found within the brand experience categories identified in the brand architecture on page 7 of this document. Although additional photo assets will be collected during FY17, the following print ads are representative of the type of ads that may be use in the FY17 campaign.



Bass Pro Shops – “Gateway to the Great Outdoors”



Lake Springfield – “Gateway to the Great Outdoors”



Route 66 – “Classic Americana”



Route 66 – “Classic Americana”



Mother's Brewing Company – “Homegrown Innovation”



Metropolitan Farmer – “Pulse of the Ozarks”

MARKETING, cont.

Advertising Campaigns & Cooperative Marketing

ADVERTISING SAMPLES

Digital

The [True Talk](#) campaign, developed in FY16, proved to be very successful in generating interest in the Springfield area. With more than 300,000 social media and rich media impressions, 150,000 video views and 5,200 social interactions (shares, likes, comments), this campaign will be continued and expanded in FY17. A significant increase in both financial and other resources will be allocated to production of campaign creative in an effort to increase the quality, professionalism, diversity and ultimately the effectiveness of the CVB's advertising efforts.

MARKETING, cont.

Advertising Campaigns & Cooperative Marketing

LEISURE ADVERTISING

Objective A:

Generate at least 35,000 tourist inquiries and more than 1,000,000 website visitor sessions through consumer market advertising efforts.

- Develop a magazine and digital schedule and a broadcast flight plan.
- Work with partners to develop and implement a promotional campaign in select target cities.
- Continue targeting St. Louis Cardinals baseball fans on the Cardinals Radio Network.
- Continue the True Talk video-based online marketing strategy and expand other digital marketing programs, including increased emphasis on search retargeting.
- Continue and expand the One Jet Jaunts campaign targeting cities where Springfield has non-stop flights.
- Utilize a targeted email marketing campaign to support the consumer market advertising campaign.
- Utilize newly acquired photo/video assets to update advertising creative featuring the new museum/aquarium at Bass Pro Shops and make a concerted effort to include more diverse photos and videos in all marketing materials.
- Track inquiry responses utilizing the Simpleview database.
- Obtain approval for each ad from the Division of Tourism.
- Place all advertising as specified in the Promote Missouri Fund's Cooperative Marketing Initiative and Marketing Matching Grant programs.
- Incorporate tourism attractions and businesses located in Greene, Christian and Polk counties in CVB marketing efforts and fulfillment materials as required by the Cooperative Marketing Program countywide designation.
- Measure the results of the project quarterly and annually as required by the Missouri Division of Tourism.

Objective B:

Develop partnerships to assist with CVB advertising efforts, generating at least \$1,020,000 from partners.

- Generate \$195,000 in cooperative advertising partnerships with local hotels and attractions.
- Generate \$395,000 in advertising sales and partnerships with local attractions, restaurants, hotels and retail shops.
- Apply for \$430,000 in Missouri Division of Tourism Promote Missouri Fund's Marketing Matching Grant program.
- Participate in the Missouri Division of Tourism's Cooperative Marketing Initiative Program and offer partnership opportunities to Springfield attractions.

Objective C:

Partner with Brand USA and the Missouri Division of Tourism to develop targeted international marketing campaigns.

- Work with Brand USA to identify points of interest in Springfield of interest to international visitors.
- Coordinate a photo/video shoot with Brand USA production crew and produce at least one video for VisittheUSA.com and the CVB website.
- Identify other available international marketing opportunities available through partnerships and participate, where appropriate.

MARKETING, cont.

Advertising Campaigns & Cooperative Marketing

CONVENTION/SPORTS ADVERTISING

Objective A:

Build awareness of Springfield as a convention and sporting event destination by placing at least \$42,000 in advertising.

- Develop a media plan targeting the meeting/convention and sports market.
- Create new print and digital advertisements utilizing new CVB branding and featuring Springfield meeting facilities.
- Submit advertising creative to publications and websites for the meeting/convention and sports market, including a mechanism for tracking responses.

The following ads were used in FY16 Convention/Sports Advertising Campaigns and although creative will be revised for FY17, they are representative of the types of ads that may be placed to promote Springfield as a premier destination for conventions, meetings and sports.



MARKETING, cont.

Advertising Campaigns & Cooperative Marketing

CONVENTION/SPORTS ADVERTISING, cont.

Objective B:

Develop partnerships to build awareness of Springfield as a convention and sporting event destination that generate at least \$15,000 in revenue to develop other event marketing programs.

- Secure commitments from hotel and facility partners for participation in the local convention cooperative marketing program.
- Work with MMGY Global and hotel partners to develop a marketing program targeting meeting planners.
- Subject to approval by the hotel partners, utilize Integrated Marketing Media to distribute four unique e-postcards and a printed newsletter to all of their subscriber databases. This will include the SMERF Special Markets, The Qualified Planner, Independent Advantage and Livestock/Agriculture.
- Execute the plan and follow up with meetings planners to gauge interest in Springfield and invite them to visit Springfield for site visits.

The following images showcase the local convention coop program that was planned and executed in FY16. Although there will be a new campaign with new creative for FY17, this is representative of the type of creative assets that could be developed as part of this program.



GROUP SALES

Market Segments

The 2016/2017 group room night booking goal is 62,000 room nights (individual market segment goals are listed below). This represents 34.0% of total group business and 5.1% of total rooms occupied in Springfield as reported in the 2015 CVB Citywide Hotel Statistics. In order for a group to count toward the group room night goal, the Sales Department must be responsible for generating the sales lead. The goal is based on business booked but not necessarily consumed during the fiscal year. The goal of 62,000 room nights is for group business only and does not address the CVB's efforts to attract individual vacation travelers to Springfield. Group sales efforts are targeted for the following market segments:

State Association Market

This market includes Missouri-based associations and focuses on maintaining relationships and involvement with key industry-related organizations such as Missouri Society of Association Executives, Society of Government Meeting Planners, Missouri Travel Council, Missouri Division of Tourism and assisting with legislative activities as directed.

Regional/National Association Market

This market includes all associations that are not Missouri based. Segments include agriculture, cultural, fine arts, conservation, environmental, medical, technical, trade, commercial and business.

Religious Market

Because of Springfield's central location, affordability, community atmosphere and close proximity to Branson, this is a niche market for Springfield. The JQH Arena will assist in securing new and larger religious events. The Assemblies of God National Headquarters in Springfield continues to provide the community with numerous meetings and overnight travel.

Sports Market

Springfield has proven to be a top location for many amateur sporting events due to its central location, affordability and abundance of sporting venues. Mediacom Ice Park features two sheets of ice meeting NHL standards. Hammons Field, a 6,750-seat minor league baseball stadium, opened in 2004 and is home to the Springfield Cardinals. The 11,000-seat JQH Arena on the campus of Missouri State University opened in November 2008. The 3,100-seat O'Reilly Family Event Center on the campus of Drury University opened in 2010. The Fieldhouse Sports Center opened spring 2013 featuring four courts that can be used for basketball and volleyball.

The CVB sports sales manager serves as executive director for the Springfield Area Sports Commission and supervises an assistant director employed by the Sports Commission. Both organizations work together to develop and secure amateur sporting events. The Sports Commission began hosting "The 1 Awards" in 2013 to increase visibility of the Sports Commission within the sports community, raise money for the association and acknowledge area high school athletes and teams and will continue to do so in 2016.

GROUP SALES, cont.

Market Segments

Patriotic/Veteran/Military Reunion Market

The CVB will place emphasis on military associations and organizations as well as patriotic associations. Springfield's central location and close proximity to Branson make the city an ideal location for events in this market.

Social/Fraternal/Hobby/Avocational Market

This market continues to be strong for Springfield because of the city's location and area attractions, however, Branson, St. Charles, and Overland Park have become stronger competitors because of the recent addition of convention facilities.

Group Tour/F.I.T. Market

Branson continues to rank as one of the top group tour destinations according to the National Tour Association and the American Bus Association. Although group tours visit Springfield attractions, Springfield is too close to Branson to obtain significant overnight stays from this market segment.

Government Market

This market includes group business generated by the state or federal government. Many state government events occur at the Lake of the Ozarks during shoulder seasons and receive heavily discounted hotel rates, making it difficult for Springfield to compete effectively in this market.

Corporate Market

Most corporate meetings are booked directly with local hotels, however, many local corporations are booking meetings and conventions in cities other than Springfield. In response to this trend, the CVB will increase emphasis on this market segment.

Education Market

Increased emphasis on the education market will be made in 2016/2017 because of the number of colleges and universities in Springfield.

GROUP SALES, cont.

Group Sales Efforts

Objective A:

Through efforts initiated by the CVB group sales staff, book 45,000 room nights from the meetings and conventions market during FY17.

Action Plans:

- Research and solicit meetings, conventions and sporting events targeting key market segments.
- Maintain membership in industry related organizations such as PCMA, ASAE, MSAE, SGMP and RCMA.
- Promote the CVB's new branding through redesigned promotional pieces such as the "Why Springfield" convention marketing piece, postcards and Simpleview templates.
- Conduct a telemarketing sales blitz utilizing convention calendars from similar sized cities, Springfield's competitive set, EmpowerMINT, LinkedIn and other lead sources.
- Attend industry trade shows, marketplace and events as outlined in the Proposed Trade Show & Sales Projects Schedule (see page 29 for a list of trade shows).
- Solicit outdoor writer and conservation groups in conjunction with Bass Pro Shops and the reopening of Wonders of Wildlife.
- Continue to focus on the Top 50 Hit List of key prospecting accounts that were identified in FY16 and work with hotel partners, key staff and other agencies to determine action steps needed for each account on what it will take to bring these groups to Springfield.
- Host a quarterly Sales Awareness Committee meeting with hotel and venue sales representatives.
- Conduct an annual sales training activity with hotel and venue sales representatives.
- Create a meeting planners advisory group to seek input on sales activities conducted by the Sales Department. Invite local and non-local planners to participate in group discussions.
- Continue the annual familiarization tour to showcase Springfield. Utilize leads acquired from Integrated Media Marketing, DMAI and other sources to increase attendance.
- Encourage and conduct site visits for qualified convention and event planners.
- Develop a local "bring your meeting" to Springfield campaign using social media to target colleges and universities, government entities, medical institutions and other businesses.
- Use the Springfield Business Journal and Springfield News-Leader to identify local board members of associations and organizations that could have meetings in Springfield and work with the local members to bring the events to the city.
- Host local members of boards and committees to a lunch meeting in an effort to educate and promote Springfield as a convention destination.
- Encourage Missouri Division of Tourism and the Missouri Association of Convention & Visitors Bureaus to promote Missouri in a united effort at convention trade shows and marketplaces.
- Provide promotional incentives through Cvent.
- Invite meeting planners to an opening event for Wonders of Wildlife.

GROUP SALES, cont.

Group Sales Efforts

Objective B:

Through CVB sports sales efforts, book 17,000 room nights in the sports market.

- Research and solicit sporting events that can utilize Springfield and area sports venues.
- Maintain membership in industry related organizations such as NASC.
- Attend industry trade shows, marketplaces and events as outlined in the Proposed Trade Show & Sales Projects Schedule.
- Work in partnership with the Springfield Sports Commission to secure new amateur sporting events.
- Establish a Local Organizing Committee and procedures for MSHSAA Basketball Championships to ensure a seamless transition.
- Continue to solicit emerging sports (ie. pickleball) and target sports (ie. archery and rifle).
- Work with the convention sales department to identify and solicit competitive festivals and events such as balloon festivals, car shows, etc.
- Enlist the assistance of convention sales staff to identify and solicit sporting events.
- Continue to provide exceptional service to existing sporting events to ensure rebooking.

Objective C:

Reduce the decline of group rooms as a percentage of total rooms in Springfield hotel properties during FY17.

- Review CVB hotel statistics for trends and ensure participation in market segment statistics from designated hotels.
- Develop a plan to encourage delegates to book within the group hotel room blocks and educate hoteliers about managing group blocks for maximum pick-up.
- Develop financial sliding scale for establishing meeting/event planner incentives used to entice planners to choose Springfield as a host city.
- Work with hotel and facility partners to offer financial incentives to single-property pieces of business as necessary.
- Partner with the Springfield Hotel Lodging Association to identify annual events that produce a large number of overnight rooms.
- Develop incentives to encourage planners to participate in site visits, such as offering limousine service and other VIP treatments.
- Utilize the new "Meet in Missouri" legislation (if approved by the legislature and signed by the governor) to attract out-of-state conventions and work with Missouri Association of Convention & Visitor Bureaus to develop additional state incentives.

Objective D:

Assuming sufficient community interest, work with the city and travel industry to implement appropriate recommendations of the April 2016 Hunden Strategic Partners' Convention Competitive Assessment.

- Identify recommendations that are accepted by stakeholders and appropriate in phase I of the project.
- Investigate and identify incentives that may be offered to developers.
- Continue meeting with local hotel developers to determine interest in the project.
- Investigate changing the management contract for the Expo Center so the project is more attractive to developers and/or encourages more overnight travel.
- Identify competing cities with convention centers/complexes and consider hosting appropriate Springfield community leaders on site visits to those cities.
- Determine when the Fire & Police Pension Fund will be fully funded and identify public funding sources that could be used for the public portion of the project.
- Work with the city to create an appropriate RFP for developers interested in partnering with the city on the project.
- Assuming a developer is identified, work with the city to create a development agreement for the project.

GROUP SALES, cont.

Group Sales Efforts

Objective E:

Focus additional efforts on the group tour market in an effort to book overnight stops and attraction visits within the city.

- Attend Missouri Showcase, Bank Travel, American Bus Association and Travel South Showcase in partnership with the Missouri Division of Tourism.
- Develop new and unique group travel itineraries and escort notes as new attractions open.
- Develop a new marketing campaign utilizing virtual reality or other technology to promote the opening of Wonders of Wildlife, Route 66, the new History Museum on the Square and other attractions to group travel planners and the FIT (individual travel) market.
- Add a Group Travel section to the website.
- Identify and retain existing group tours.

GROUP SALES, cont.

Trade Shows and Special Projects

Springfield CVB Convention & Sports - Trade Show and Special Projects Schedule - July 1, 2016 - June 30, 2017

Event	Location	Date	Hotel Participation	Participation Cost	Sales Manager
Joint Meeting Planners Trade Show	Jefferson City	July 12, 2016	Yes	TBD	Lisa Perez
Heartland Chapter/Professional Convention Management Association	Lake of the Ozarks	July 21 - 22, 2016	No	NA	Dana Maugans
Sports Commission 1 Awards	Springfield	July 26, 2016	NA	TBD	Lance Kettering
Telemarketing Sales Blitz	Springfield	August 1, 2016	Yes	No	Melissa Evans
Connect Marketplace	Grapevine, TX	August 25 - 26, 2016	Yes	\$1,095	Lisa Perez
Connect Sports	Grapevine, TX	August 25 - 26, 2016	No	NA	Lance Kettering
S.P.O.R.T.S	Overland Park	September 12 - 15, 2016	No	NA	Lance Kettering
CIC CMP Conclave	Baltimore	September 16 - 18, 2016	No	NA	Lisa Perez
Missouri Society of Association Executives Funfest	Jefferson City	September 19, 2016	Yes	TBD	Lisa Perez
Missouri Society of Association Executives Annual Meeting	Jefferson City	September 20, 2016	Yes	\$40	Lisa Perez
SEOPA (bid presentation and trade show)	Lakeland, FL	October 5 - 8, 2016	Yes	TBD	Dana Maugans
Rejuvenate	Orlando	October 25 - 27, 2016	Yes	\$1,095	Melissa Evans
Chamber of Commerce Business Expo	Springfield	November 3, 2016	No	NA	Dana Maugans
Missouri Society of Association Executives Education Workshop	Jefferson City	November 4, 2016	Yes	\$40	Lisa Perez
SpinCon	Ft. Lauderdale	November 13 - 15, 2016	No	NA	Lisa Perez
Society of Government Meeting Planners Extravaganza	Jefferson City	December 1, 2016	Yes	TBD	Lisa Perez
US Sports Congress	Ft. Myers	December 5 - 7, 2016	No	NA	Lance Kettering
Event Services Managers Association	Austin	January 6 - 8, 2017	No	NA	Carrie Edinborough
Professional Convention Management Assoc. (PCMA)	Austin	January 8 - 11, 2017	Yes	\$900	Dana Maugans
American Bus Association	Cleveland	January 14 - 17, 2017	No	NA	Dana Maugans
Missouri Natural Resources Conference	Lake of the Ozarks	February 3 - 5, 2017	Yes	TBD	Dana Maugans
Religious Conference Management Association	Chicago	February 7 - 9, 2017	Yes	\$625	Melissa Evans
Destination Showcase	Washington, DC	February/March 2017	Yes	TBD	Lisa Perez
Christian Meetings & Conventions Association	TBD	March-17	No	NA	Melissa Evans
National Association of Sports Commissions	Sacramento	March 26 - 30, 2017	No	NA	Lance Kettering
Conferencedirect	Baltimore	April 9 - 13, 2017	No	NA	Dana Maugans
Missouri Bank Travel	TBD	May 5, 2017	TBD	TBD	Lisa Perez
PCMA Heartland Chapter event	TBD	May 1, 2017	TBD	TBD	Dana Maugans
Convention Planner Familiarization Tour	Springfield	Spring 2017	Yes	TBD	Dana Maugans
Kansas City Meeting Planners International	Kansas City	May 1, 2017	TBD	TBD	Lisa Perez
Client Night at Hammons Field	Springfield	June 1, 2017	Yes	TBD	Dana Maugans
SGMP National Convention	Ft. Lauderdale	June 6 - 8, 2017	TBD	TBD	Lisa Perez

EVENT SERVICES

The CVB provides support services for groups meeting in Springfield, including pre-convention planning, area information, registration assistance, promotional materials, news releases, website access, city dignitary welcomes, name badges, shuttle service, centralized housing and other services as outlined in the bid proposal package. These services are designed to assist and promote a positive experience for the meeting planner when conducting meetings, conventions and events in the city, thus generating repeat bookings. Services are offered to groups booked by the CVB and groups booked by hotels.

Objective A:

Provide exceptional service and exceed the expectations of meeting planners by providing event services tailored to groups working with the CVB.

- Post convention alerts to hotels, attractions and restaurants on the extranet to notify them of upcoming large conventions and events so they can properly staff their facilities. Encourage businesses to welcome groups on marquees, offer discounts, etc.
- Provide attendance-building and publicity assistance for groups meeting in Springfield by sending out email messages with the CVB's website video link and encourage convention and sports groups to set up Twitter hashtags and tweet about the city and events.
- Offer the Springfield promotional video and/or other promotional tools in advance to groups that will meet in Springfield.
- Promote advertisers and partners at hospitality tables and for business referrals.
- Provide a training session for hospitality booth workers prior to peak convention months.
- Offer a local professional speaker's bureau to groups and create a promotional piece highlighting this service in bid proposals.
- Promote the CVB's responsive website at hospitality tables and encourage attendees to use it to locate local restaurants, attractions and other businesses.
- When appropriate, attend events that have been booked in Springfield one year in advance to promote Springfield and build attendance for the conference.
- Maintain membership in Event Services Professional Association.

OBJECTIVE B:

Provide exceptional housing bureau services to qualified groups.

- Utilize GroupMax Passkey for all housing groups and provide necessary training to CVB staff and meeting planners as needed.
- Host informational meetings for front desk employees, reservation managers and sales managers regarding Passkey for upcoming groups as needed..
- Utilize Passkey's pre- and post-activity email capabilities to provide welcome emails to event attendees and encourage extended stays to enjoy all of Springfield's amenities.

Objective C:

To assess the satisfaction of meeting planners hosting events in Springfield, the CVB will email surveys to all meeting planners and obtain at least a 75 percent return rate on questionnaires.

- Utilize an online survey tool to create and distribute surveys to all meeting planners one week following the conclusion of the event.
- Track responses and report results to appropriate facilities.

Objective D:

Continue utilizing the online meeting planning tool kit and add resources as they become available.

- As they become available, update the toolkit with new videos, custom postcards, logos, photos, web and email banners and a PowerPoint slideshow to promote attendance at upcoming events.
- Include information on how to plan a meeting and how to work with a CVB.
- Promote the tool kit to meeting planners.

TRAINING

Staff & Volunteers

In addition to normal and ongoing staff training, the CVB encourages staff members to expand their knowledge throughout their careers. Where appropriate, the staff is encouraged, and may eventually be required, to become certified by appropriate professional organizations in their specific area of responsibility. All department heads have received Certified Destination Management Executive designation through the Destination Marketing Association International.

Objective A:

Continue to increase staff and volunteer knowledge by making available learning opportunities for all staff and volunteers.

- CVB department heads will identify other CVBs that have developed considerable expertise in various areas of CVB operations and marketing and utilize them as mentors.
- Identify software training needs for individual staff members and utilize classes offered at area colleges and universities and the Springfield-Greene County Library system.
- Continue participation in the City of Springfield's Life Save program to ensure that a minimum of 50% of the staff is CPR certified.
- Participate in group webinars offered by Destination Marketing Association International, Simpleview, Missouri Division of Tourism and other industry organizations.
- Provide sales training for the group sales staff and partner development manager.
- Conduct staff-wide training on diversity and inclusion through the Missouri State University Office of Diversity and Inclusion and/or utilizing other diversity experts.
- Send staff to appropriate training conferences and sessions throughout the year.
 - Send four staff members to the Governor's Conference on Tourism.
 - Send two people to the Destination Marketing Association International annual convention.
 - Send one person to ESTO.
 - Send one person to the MMGY Global DMO Think Tank.
 - Send one person to the Destination Marketing Association International Marketing Innovation Summit.
 - Send four staff members to the Missouri Association of Convention & Visitor Bureau's Annual Educational Conference.
 - Send two people to the Simpleview Users Conference.
 - Send one person to the Postal Customer Council Annual Conference.
 - Send one person to the PR News Social Media Summit.
 - Send one person to the PRSA International Conference.
 - Send one person to the Destination Marketing Association International Convention Sales Summit.
 - Send one person to the Event Services Professional Association.
 - Have sales staff enroll in educational sessions while at trade shows.
- Staff will be encouraged to obtain or maintain industry certifications.
 - The CVB management team will maintain requirements to continue Certified Destination Management Executive (CDME) status from Destination Marketing Association International (DMAI).
 - Sales Managers will continue course work to maintain Hospitality Sales and Marketing Association International (HSMIA) Hospitality Sales Executive Certification and Convention Industry Council Certified Meeting Planner designation.
 - Sports Sales Manager will maintain National Association of Sports Commissions (NASC) Sports Event Executive Certification.
 - Interactive Media Manager will obtain a Professional in Destination Management designation from Destination Marketing Association International.
- Determine and address training needs for other staff members.

TRAINING, cont.

Staff & Volunteers

Objective B:

Continue to increase staff and partner knowledge and use of Simpleview CRM.

- Work closely with account team at Simpleview to ensure staff and partners are utilizing the capabilities of the system to the fullest and most efficient extent.
- Fully utilize the extranet to distribute and respond to sales and leisure tourism leads, update partner business information updates, update online calendar of events, sign up for advertising/sponsorship packages and RSVP for CVB events.
- Conduct periodic member/partner training sessions to ensure partners are fully utilizing the extranet system.
- Assign staff key areas of responsibilities for optimal use of the Simpleview CRM and develop a core staff team of experts on all sections of the system.
- Be involved in the Simpleview user group and attend meetings as appropriate.
- Conduct follow-up training with CVB staff as appropriate.
- Engage staff in conducting on-going training for hotels, attractions and other partners to learn how to use and update information in the extranet.

Objective C:

Maintain a Goodwill Ambassadors Program for Volunteers to assist with advertising/partner retention.

- Provide regular training sessions with all new volunteers and refresher sessions for existing volunteers about all there is to see and do in Springfield and educate them about new advertisers.
- Conduct regular training sessions for select CVB volunteers to educate them about CVB benefits so they can clearly communicate them to existing advertisers.
- Send Goodwill Ambassadors out during National Travel & Tourism Week to make personal calls with existing advertisers. Have volunteers report back to partner development managers about any necessary follow up needed after the calls.

TRAINING, cont.

Hospitality Industry & Advertisers

The CVB encourages frontline employees in the travel industry to become familiar with area attractions and other things to see and do while in the Springfield area. To that end, an online hospitality training program for frontline workers was developed called Discover SGF. The program is free for participants and is targeted to frontline hospitality workers, volunteers, CVB staff and residents of Springfield for the purpose of empowering them to increase overnight stays and guest satisfaction. Each video offers both customer service/hospitality skills training and destination awareness training in a series of 6-8 minute videos. The CVB has and will continue to partner with several local organizations to produce videos specific to applicable industries and training needs. More information can be found at www.DiscoverSGF.com.

Another video-based training program will also be developed for CVB advertisers to encourage them to take advantage of all member benefits and better promote their business to the travelling public through CVB marketing efforts.

Objective A:

Continue to develop the Discover SGF program by producing two videos and attracting at least 75 businesses and 500 total participants by June 30, 2017.

- Continue to invest in and promote the Discover SGF program to CVB advertisers, partners and other hospitality businesses in Springfield.
- Solicit sponsorships for a portion of the videos from community partners that also see value in hospitality training.
- Develop a video for the series in partnership with the Missouri State University Division of Diversity and Inclusion focusing on cultural sensitivity, diversity and inclusion.
- Update the Discover SGF program to include new facilities and attractions, as needed.
- Develop a plan to attract new partner businesses and employee participants for the program
- Refine current benefits and add additional benefits for participants and graduates of Discover SGF, as appropriate.
- Develop a communications strategy to keep participants engaged in the program and updated on changes after completion of the program.
- Offer the Discover SGF classes to new CVB staff and volunteers.

Objective B:

Develop a plan for educating CVB advertisers and Marketing Partners about benefits of membership.

- Send a welcome email to all new partners to introduce the CVB staff, explain partner benefits and the directions for logging into the extranet.
- Conduct regular Simpleview Extranet training sessions for advertisers/partners to encourage full usage of that system.
- Record a series of training videos for partners explaining how to take full advantage of partnership benefits.

Objective C:

Offer free or inexpensive training opportunities for Springfield's travel industry employees to help increase knowledge and professionalism.

- Invite appropriate travel industry personnel to webinars hosted at CVB offices.
- Offer quarterly "brown bag lunch training" programs on appropriate software programs and technology.
- Utilize CVB partners and vendors as guest speakers for industry training sessions throughout the year.
- Continue to promote the "Discover SGF" program to CVB advertisers, partners and other hospitality-related businesses.

ADMINISTRATIVE



Objective A:

Maintain accreditation through Destination Marketing Association International by submitting an annual report in December 2016.

- Complete necessary paperwork.
- Update processes to comply with other standards as required by the Destination Marketing Association International Accreditation Program.
- Staff will update the Standard Operating Procedures Manual for key functions of each position within the CVB annually.

Objective B:

Assess new and existing CRM system enhancements and improvements and incorporate those that are appropriate.

- Review improvements and enhancements presented at the 2016 Simpleview Users Conference.
- Continue using the Gmail integration, Destination Dashboard, EmpowerMINT integration and Event Impact Calculator.
- Investigate utilizing Distribion to create group sales bid books and collateral materials, create e-mail marketing campaigns and other available services.
- Investigate the use of other vendors integrated with the Simpleview CRM to improve office-wide efficiency.
- Determine the appropriate enhancements and improvements to incorporate into the CRM system.
- If necessary, add funds to cover the costs of enhancements and improvements to a mid-year budget revision.
- Continue to upgrade the CRM as appropriate and attend all future Users Conferences.

Objective C:

Continue to implement the plan for an orderly succession to a new CVB president when the time is appropriate.

- Continue formal training of CVB vice president for all administrative duties currently conducted by the president.
- Continue training of the interactive media manager to take over all digital advertising and marketing functions by the end of the fiscal year.

Objective D:

Work as a member of the Hotel Tax Reallocation Committee to refine funding criteria, review applications and select projects that will have the greatest impact on generating overnight travel.

- Determine the amount available for matching grants.
- Review, revise and distribute funding criteria to prospective applicants.
- Meet with applicants to encourage appropriate projects that will positively impact overnight travel.
- Review applications and encourage committee members to select those applications that are most likely to succeed.

FUTURE MARKETING EFFORTS

Financial and human resources will not allow the implementation of all marketing efforts the bureau would like to undertake during the 2016/2017 fiscal year. The following is an overview of long-range marketing efforts that will be implemented when resources are available. Some of these projects will be implemented during the fiscal year if possible. Due to the long-range nature of many of these projects and rapidly changing technology, they are subject to change.

Public Relations/Public Affairs/Membership

- A name change for the CVB will be considered in an effort to create a new identity for the organization that is more easily understood by constituents.
- Encourage and support qualified Springfield representatives to apply for a position on the Missouri Tourism Commission.
- Develop a comprehensive public relations and marketing plan to educate local officials and the public on the need for public funding for facilities recommended in the Convention Competitive Assessment and continue to work with the city and other organizations to identify needed convention and sports facilities.

Collateral Production/Advertising Sales

- Continue to seek out advertising partnerships and innovative revenue streams to increase private funding and to supplement the public hotel/motel tax funding.

Market Research

- The use of focus groups and other market research will be increased and conducted to measure advertising effectiveness, consumer insights, meeting planner satisfaction, brand awareness, etc.
- Additional surveys such as creative focus groups, a PR Effectiveness, Social Media Influence and Convention/Sports Satisfaction surveys will also be included in annual CVB research plans.
- The CVB will utilize Simpleview Dashboard and DMA's ARENA Destination Benchmarking Tool to the fullest extent possible to improve performance compared to other CVBs of similar budget and staff size.

Advertising

- Advertising partnerships will be expanded to include secondary attractions in niche marketing campaigns.
- Advertising production will be expanded to include the use of professional, diverse talent for all photo/video shoots.
- A new advertising campaign will be created using new photo/video assets and tested with consumer groups prior to launching.

Intercept, Digital and Miscellaneous Marketing

- Utilize Virtual Reality or other emerging technology to communicate to media, tour operators, meeting planners and leisure visitors about new attractions and facilities in Springfield.
- Continue to enhance the downtown information center to become a Route 66 and Springfield area resource for visitors.
- Conduct a local public relations and marketing campaign to increase awareness of the CVB and increase traffic to the Route 66 Springfield Visitor Center by promoting the center as a ticket pick-up location for local events, advertising on local TV, radio and print outlets using trade, when applicable, purchasing billboard advertising and promoting the visitor center as a resource on the CVB website and collateral materials.
- Develop partnerships with local media outlets such as the Springfield News-Leader, 417 Magazine and others to promote "Local Deals" and attractions.
- Investigate the use of a CVB jingle or musical anthem to be used in local marketing campaigns and on the CVB website.
- Create a multilingual website that contains the most requested sections of the CVB's current website and is accessible by mobile data devices.
- Expand international marketing through opportunities offered by Brand USA.

FUTURE MARKETING EFFORTS, cont.

Intercept, Digital and Miscellaneous Marketing, cont.

- Investigate opportunities to partner with local medical facilities to support medical tourism.
- Offer online attraction ticketing options and aggressively promote this on the website and through email marketing campaigns.
- Develop an online chat feature to enhance the visitor experience on the site.
- Develop a “Local Favorites” media campaign utilizing TV and social media outlets with online video to conduct short testimonial-type spots with people talking about why they love calling Springfield home. Partner with the chamber, city, universities and other local organizations with an interest in highlighting why residents call Springfield home.
- A mobile information center will be purchased for use at large, outdoor events and indoor events where appropriate.
- Virtual Information Centers will be placed at key area locations to allow visitors to speak with a “live” staff person utilizing Web cams and touch-screen technology.
- Work with the City of Springfield to design and develop a sidewalk kiosk near the Route 66 Springfield Visitor Center to distribute Visitors Guides, maps and other printed materials when the center is closed. The kiosk will also include space to promote upcoming events in the downtown district.
- The use of new billboards will be investigated as a method of promoting Springfield to travelers in the area, increasing counts to the Route 66 Springfield Visitor Center.
- Create a humorous video that represents Springfield well and has the potential of going viral.
- The CVB will facilitate the cross promotion of area attractions by various means through the Attractions Council, including the bundling of attraction tickets, joint advertising and promotional opportunities and development of a citywide attractions pass.
- A “Staycation” program will be developed to encourage visitation from within a 100-mile radius of the city.

Group Sales

- Have a local meeting planner workshop/seminar in conjunction with the chamber expo.
- Continue to submit bid proposals to outdoor writers groups in conjunction with Bass Pro Shops, highlighting the reopening of Wonders of Wildlife.
- Work with the Springfield Hotel Lodging Association to develop a pool of funds to use as an incentive to attract events.
- Expand partnership opportunities with the Branson/Lakes Area Convention & Visitors Bureau and identify areas to partner with their sales department to combine efforts of bringing convention groups and sporting events to southwest Missouri.
- Pursue regional partnerships with other CVBs to promote bringing new meetings, conventions, and sporting events to the area.
- Sports marketing efforts will be expanded in cooperation with the Springfield Sports Commission to make Springfield a recognized destination for quality amateur sporting events. Sporting events owned by the Sports Commission will be created and held annually.
- The vacant group sales position will be filled.
- A virtual site visit (tour) will be developed for distribution to meeting and event planners considering Springfield as the host city for meetings or events and will be added to the CVB website.
- Develop a video-based sports promotion for use in sports sales efforts of the CVB and Sports Commission.
- The CVB and Sports Commission will lead a visioning process to identify long-term goals for sports facility construction, sports marketing, sporting event development, and funding for the Sports Commission.
- The CVB and the Sports Commission will work with the Springfield-Greene County Park Board to identify and develop needed sporting venues, taking into account sports facility development plans in Branson.
- Provide digital bid proposals to enhance the professionalism of the bid process.
- Conduct sales blitzes in designated cities with a targeted client list. Host dinners and programs in conjunction with the blitz.

FUTURE MARKETING EFFORTS, cont.

Convention Services

- The ability for convention delegates to register for their convention and arrange all other details of their trip will be added to the website, providing a potential revenue source while eliminating the need to re-key information into the CVB's housing software.

Training

- The CVB will maintain accreditation through DMAI's Destination Marketing Accreditation Program and will look for and apply for other applicable accreditation programs.
- The "Discover SGF" program will be expanded to include at least 1,000 frontline hospitality professional participants.
- Staff diversity training will be continued annually.
- All staff will be encouraged or required to obtain appropriate certification in their field of expertise.

Administrative/Other

- To better track expenditures by department, the CVB will implement the DMAI cost center accounting system or work with the City finance department to revise the existing chart of accounts.
- Continue to upgrade and maintain all equipment, hardware and software to the most current versions and standards by developing and following a technology plan.
- Add a volunteer section to website to help recruit volunteer positions and inform current volunteers about upcoming events, opportunities to serve and share photos.
- Video conferencing for CVB board and committee meetings will allow attendees to actively participate in all CVB meetings remotely.
- The CVB will advocate for the development of a convention complex until it is constructed or the need no longer exists.