



EXPLORE BRANSON THREE-YEAR MARKETING PLAN

2020-2022





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**EXPLORE BRANSON TOURISM –
BRANSON/LAKES AREA CHAMBER AND CVB**

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Marketing Management/Administration Experience

Explore Branson Tourism serves as the official destination management organization (DMO) for the Branson/Lakes Area as appointed by the Missouri Division of Tourism. The goals of the Branson Lakes Area Chamber and CVB (BLACVB) will continue to focus on enhancing the economic health of the entire area and becoming one of America's recognized leaders in tourism and quality of life, for both residents and visitors, by telling our story. The staff and advisory committee members are personally committed to the economic well-being of our only client: the Branson/Lakes Area business community. We look forward to building on our momentum and continuing to be an integral part of Branson's long-term success.

Our goals, using research-based marketing data, continue to grow annual visitation to the Branson community; increase visitor spending; and maximize the impact of marketing dollars invested. We are excited to share these marketing organization highlights:

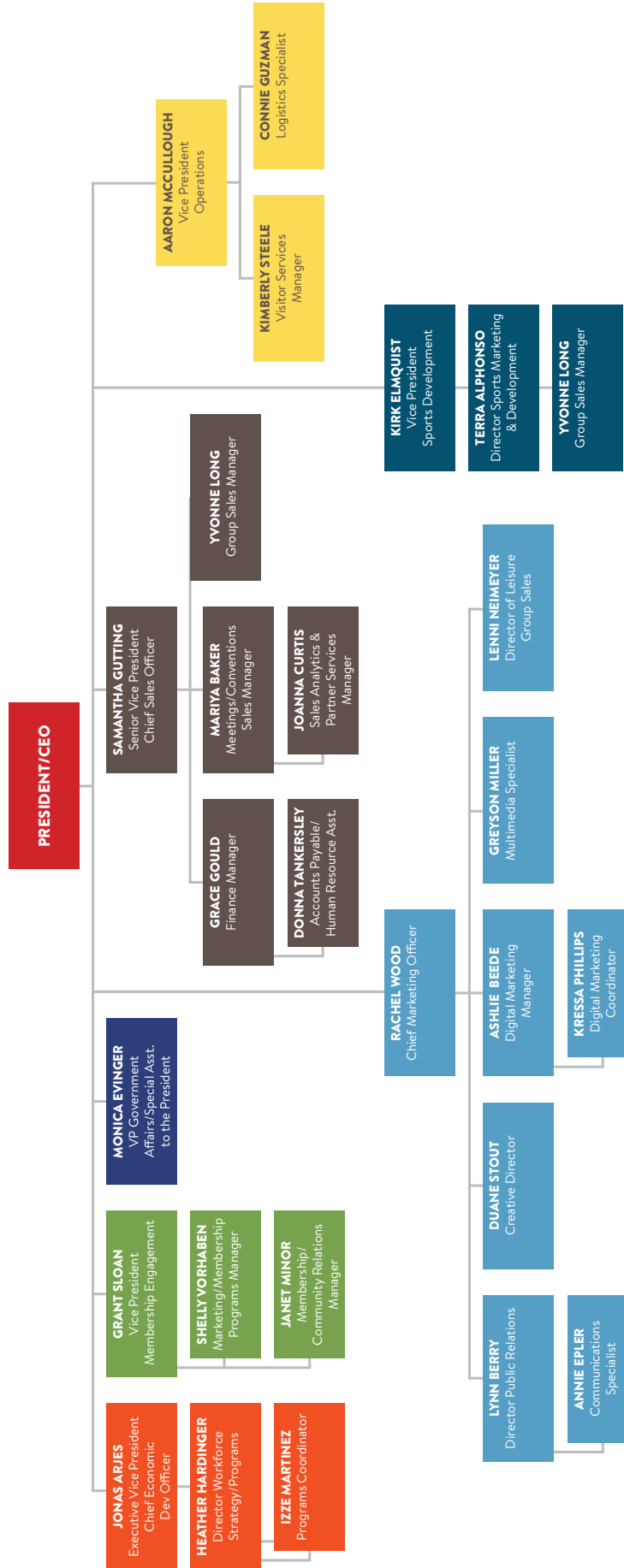
- The BLACVB maintained its accreditation from Destination Marketing Association International (DMAI) as a "DMAP Certified" destination; less than 10% of DMO's have obtained accreditation.
- In 2019, the Tourism Community Enhancement District (TCED), Taney and Stone Counties all saw tax revenue growth. For the third time in its history, the TCED posted its strongest performance on record, with tourism taxes exceeding \$8.9 million, an increase of 4.3% over 2018, and a 7.9% increase over our previous all-time high of nearly \$8.3 million in 2016. Stone County tax receipts increased 4.8% over 2018 and Taney County's sales tax receipts increased 0.2% over 2018. However, the City of Branson gave back last year's 2.7% increase in tourism tax collections.
- Marketing efforts continued to perform well in 2019, as Branson welcomed a record 9.1 million visitors, the most since 1993 when this measurement began. Annual visitation has increased for 6 of the past 7 years, paving the way to our 2019 record. Repeat visitation represented 51% of visits, up 4.5 points over 2018 and up 9 points over the prior two years. Our average visitor returned 2.5 times in 2019.
- The 2019 marketing campaign generated nearly 434,000 incremental visits and produced \$559 million (\$432 million in 2017 and \$504 million in 2018) in incremental travel dollars. The campaign's overall return on investment reached a record \$104 in 2019. The ROI norm for destinations is \$80. This number rose from \$84 in 2017 to \$95 in 2018 and to \$104 in 2019.
- BLACVB's 2019 marketing campaign reached 41% of travelers nationwide which equates to approximately 36M aware traveler households.
- BLACVB's cost per aware travel household averaged \$0.15—considered quite efficient compared to the H2R Proprietary Industry Norm (H2R Norm) of \$0.41. Additionally, BCVB's advertising campaign continues to outperform Branson's Historical Average of \$0.16.
- The average adult age of our visitors decreased to 55 in 2019, the lowest in the past 20 years. This change is driven by an influx of young families with children, who visited in larger numbers, making 2019 the largest ratio of families Branson has ever hosted. We consider this a long-term benefit, as these younger families are the foundation of our future repeat visitors. Branson visitors continue to exhibit strong intentions to return, with 70% indicating they will definitely return next year, only 2% less than last year's 8-year high.
- Based upon reported zip codes, visitation from beyond 300 miles represented 56.6% of all 2019 annual visitation, an increase of 4.2% over 2018. Primary markets (101-300 miles) generated growth of 2.0%, but our core markets (0-100 miles) declined by 2.1% for the same period.

- Regardless of distance, the most popular mode of transportation remained personal vehicles at 83%. However, 4.5% of our travelers did arrive by air – a 0.2% increase over 2018. Our area continues to be a destination that visitors are eager to recommend to their friends and families, as witnessed by our market’s continuation of last year’s record 61% Net Promoter Score. This score evidences our consistent delivery of desirable and quality visitor experiences.
- Combined spending of \$306 per person and \$982 per party produced the highest overall trip spending level since the Great Recession. Average visitor household income hit an all-time high of \$87,900 in 2019. Leisure travel continues to be visitors’ primary visitation motivation, while live shows continue to be their primary visitation driver, even though the percentage of visitors attending live shows has declined over the past four years as demographics transition. Silver Dollar City and shopping round out the top three “functional” drivers of visitation.

The Branson Lakes Area Chamber and CVB is extremely proud of these accomplishments made by our team of marketing professionals in making Branson a nationally recognized, best-in-class tourism destination. Following are just some of the accolades in the last year:

- In 2020, TripAdvisor Best of the Best US Destinations ranked Branson #18 – we have been in the top 20 for 9 years in a row.
- And accolades for the 60th Anniversary celebrations as Silver Dollar City takes the crown for #1 Amusement Park in all the land by 10Best/USAToday Readers’ Choice Awards. Two additional awards go to the 2015 Guinness World Record-holding wooden roller coaster, Outlaw Run, ranking in the Top 10 Best Roller Coaster poll (#10) and Buckshot Annie’s, home of the City’s favorite skillet meals, ranks as the #5 Best Theme Park Restaurant.
- Forbes names Branson #2 Most Affordable Lake Towns To Buy A Waterfront Property in 2020
- In 2020, four Branson area golf courses have earned spots in ‘Best Courses You Can Play’ Lists – Ozarks National, Buffalo Ridge garnered Top 100 acclaim, joined by Branson Hills and LedgeStone in Missouri’s Top 10.
- Also Ozarks National (No. 1), Buffalo Ridge (No. 2), Branson Hills (No. 3), and LedgeStone (No. 7) earned honors in Golfweek’s Best, an annual compilation of lists based on evaluations from more than 850 course raters who survey more than 3,600 golf courses annually.
- Additionally, Ozarks National and Buffalo Ridge, at Big Cedar Lodge, were honored as “Top 100 Courses You Can Play in America,” ranking at numbers 64 and 83, respectively (out of roughly 13,500 U.S. playing venues).
- Country Living magazine named Branson one of the Best Christmas Towns That You Need to Visit This 2020 Holiday Season.
- MSN Travel named Branson the most charming small town in Missouri in 2020
- Hotels.com named Branson one of the 10 Best Lake Vacations in the US in 2020
- Matador Network’s 2019 list of 25 Coolest Towns in America
- Realtor.com lists Branson as #1 Top 10 Affordable Lake Towns of 2019

Organizational Chart and Services Provided



Staff Qualifications



JONAS ARJES, CECD, EDFP

Interim President/CEO of Branson/Lakes Area Chamber of Commerce and CVB

With over 30 years of experience working in the Branson market's tourism sectors, Jonas served the community in multiple leadership roles prior to focusing on economic development. A graduate of Missouri State University with a degree in administrative management, Arjes also completed the Economic Development Institute at the University of Oklahoma. He currently is the President of the Missouri Economic Development Council and also on the board of the Hawthorn Foundation, a statewide board that promotes economic development efforts and assists the Governor's Office with business attraction efforts. Jonas has owned and managed several businesses in the Tri-Lakes area with sales of \$3,000,000+ and more than 120 employees dating back to the late 1980s. He is focused and driven to succeed for the benefit of the community he serves. Married to Jennifer, an educator with Branson Public Schools, they are raising three children, Annika, Anders, and Oskar.

Job Responsibilities

- Chamber structure and procedures: pays constant attention to internal structure of Chamber/CVB to ensure that the organization is effectively geared to function with maximum efficiency in the anticipation, identification, and solution of Chamber/Community problems, making recommendations to the Board when any such changes in structure and procedures are needed.
- Oversees all administrative, operating and marketing functions of the Chamber/CVB
- Oversees the development and supervises implementation of the annual operating and marketing plan for the Chamber/CVB
- Responsible for overseeing preparation of annual operating budget encompassing all activities and operations of the organization, subject to review and approval of the Board of Directors
- Oversees annual and quarterly reports of performance
- Oversees formulation and directs the marketing, advertising, sales, and promotional programs
- Oversees development and supervises plans to promote Branson as an area visitor destination, working in conjunction with other cities to create new tourist programs and to publicize the existing tourist attractions more fully
- Develops and maintains effective organizational policies and ensures all Chamber/CVB activities are implemented within established policies, guidelines, laws, and ethical standards
- Responsible for hiring, firing, directing, and supervising all employees of the organization
- Advises the Chairman of the Board, the Board, and such other committees as designated.
- Establishes/maintains ongoing effective communications with members, government leaders, business and cultural institution leaders, convention and event planners, and local tourism industry
- Performs such other and additional duties as may be assigned by the officers, the Board of Directors and such other committees as may be designated, as and provided for in the bylaws



RACHEL WOOD

Chief Marketing Officer

A Branson native, Rachel graduated from Missouri State University with a Bachelor of Science in Accounting with an emphasis in Internal Audit and a Minor in Operations Management. She became the Chief Marketing Officer for the Branson/Lakes Area Convention & Visitors Bureau in May 2018. Rachel is charged with providing strategic marketing leadership for the organization. She is also responsible for the oversight of the CVB's paid media, advertising creative, public relations, brand development and management, publications, and interactive direction.

Prior to her move to the Branson CVB, Rachel managed a successful hotel/restaurant property in Branson before going on to serve as Deputy Director of Air Service Development and Marketing at the Branson Airport, the first private commercial airport in the country. She was instrumental in attracting Southwest Airlines and Frontier Airlines to the Branson market and recognized by her colleagues as one of "40 Under 40" in the aviation industry.

Her volunteer service includes board service (among others) with the Boys and Girls Club, the Tri-Lakes Women's Initiative, the Branson Lakes/Area Lodging Association, the Branson Chamber, the District Marketing Council, and the Branson/Lakes Area Tourism Community Enhancement District.

Job Responsibilities

- Confers with President and CFO to coordinate and prioritize planning for future direction and operation of the organization
- Oversees the operations of the CVB and carries out supervisory responsibilities in accordance with the organization's policies and applicable laws, including interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints
- Analyzes workload and personnel needs of the CVB when appropriate
- Develops, activates, and manages vendor contracts and oversees contract compliance
- Works with staff, consultants, and community marketing committees to grow and develop tourism product and enhance existing product
- Works with staff, consultants and community marketing committees; develops and oversees implementation of the organization's strategic plan; creates and oversees the BLACVB's annual marketing plan, including television, radio, print and web advertising, public relations, brand development and management; advertising creative, creation and distribution of publications; direct mail programs, website development, and communications and media relations
- Works with consultants to create, monitor and analyze multiple research projects used to drive marketing goals and objectives
- Prepares and delivers the annual CVB marketing presentation
- Monitors department revenues/expenses and compares budgeted figures to actual administrative operations/costs; prepares explanations for the budget variance report provided to the Financial Oversight Committee monthly
- Assists the Chief Financial Officer in the preparation of the annual budget
- Prepares matching grant proposals, quarterly billings, and project summary to the MDT
- Presents monthly and quarterly reports to the City of Branson, the Tourism Community Enhancement Tax Board, and various Branson Tourism industry councils and committees
- Represents BLACVB regionally and nationally within the tourism and travel industry by attending conferences, educational training and participating in ongoing networking



SAMANTHA GUTTING

Senior Vice President/Chief Sales Officer

Samantha Gutting grew up in the Branson area, and after college, she left southwest Missouri for an exciting career in the hotel sales and event industry. From the Ritz-Carlton Hotels to owning her own event design company, her work has taken her from St. Louis to Boston, New York, and Dallas. Yet none of those amazing places took her heart away from Branson and Table Rock Lake. Returning to Branson to raise her son 16 years ago, Samantha started her own business and two years ago she joined the Branson/Lakes Area Chamber of Commerce and CVB. She is doing what she loves best – engaging people from around the world and showcasing her beautiful hometown. She is a self-proclaimed “lake junkie” who loves the outdoors, eating amazing food and traveling with her son, Paul.

Job Responsibilities

- Confers with CEO in shaping and executing future strategy of Branson Lakes Area Chamber of Commerce and Convention & Visitors Bureau with primary focus in Finance, Staff and Sales initiatives
- Oversees Finance Department including budget preparation and internal audit functions, analyze projection of sales and profit against actual figures and budgeted expenses against final totals
- Produces and presents monthly and annual financial reports to the Chamber of Commerce and Tourism Community Enhancement District Finance Oversight Committees and Boards of Directors
- Oversees Human Resources department including payroll, insurance (health and property), retirement and overall staffing issues
- Oversees all functions of the Meeting and Convention Sales Department



LYNN BERRY

Director of Communications

A native of Ft. Worth, Lynn Berry earned a B.A. in Communications and minor in English at the University of Texas-Arlington and began her career with Texas Instruments in Houston. In 1982, she moved into tourism with the City of Eureka Springs, Arkansas. An offer from Auburn University took her to Alabama in 1992, where she ultimately became Vice President of Marketing for Auburn Sports. In 2000, a call from the mayor of Eureka Springs asked that she return as the Marketing Director for the City and subsequently was named Executive Director in 2004. Lynn joined the Branson/Lakes Area Chamber of Commerce and Convention & Visitors Bureau as the Director of Public Relations in 2007 and was named Director of Communications in 2014. Working with staff, consultants and community committees, Lynn oversees the public relations, publicity, and media relations team.

Job Responsibilities

- Develops and maintains good working relations with the media, including local and national newspapers, magazines, bloggers, radio, and television to generate coverage of the Branson/Lakes Area
- Oversees all communications with the national, regional, and local media
- Under the guidance of the PR Committee, explores all opportunities to expand Branson's media exposure
- Develops and hosts themed familiarization tours for VIPs, travel, entertainment, and features editors/journalists seven times annually; also arranges familiarization tour itineraries for visiting journalists including accommodations, entertainment, and other activities
- Develops and supervises production of press kits, press releases, publicity brochures, handouts, direct mail leaflets, promotional videos, photographs, films, or other multimedia programs
- Updates local, regional, and national travel trade media lists on a monthly basis
- Assists with Chamber-sponsored and seasonal tourism events with special press releases and on-site media visits
- Manages production of annual Vacation Guide publication, including advertising renewals, sales tracking, ad placement layout, distribution, and working with CVB staff and Vacation Guide Committee on design and copy content
- Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws, including interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.



LENNI NEIMEYER

Director of Leisure Group Sales

Since 2004, Lenni serves as Director of Leisure Group Sales and, works in cooperation with member committees and staff to oversee the daily operations of the leisure group sales department, which consists of a leisure group sales manager and leisure group sales coordinator. Under her supervision, the Branson CVB has developed an aggressive sales and marketing program geared toward the leisure group travel market, as she is driven and motivated to grow group business through Tour Operators, Travel Agents, Student/Youth Groups, Affinity Groups and Reunion Groups. Lenni's 28 years of experience working in the Branson group sales hospitality industry includes 20 years at Silver Dollar City, five of those years at the Grand Palace Theater, two years at Great Southern Travel and four years as the owner of her own Group Sales/Marketing company. She is an American Bus Association Certified Travel Industry Specialist, a Student Youth Travel Association Certified Student Travel Professional and has her Travel Agent Proficiency certification.

Job Responsibilities

- Works with the DSMC committee chairs and attendees to develop and execute the actions plans and budgets for the various DSMC markets
- Implements the annual DSMC action plans for all leisure markets: manages trade media/paid advertisements for trade publications; participates in sponsorships at sales conferences; develops profile sheets, direct mail campaigns and sales collateral; produces posters, brochure shells and new sales tools
- Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws, including interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems
- Promotes Branson as a group sales destination by participating in local, regional, national, and international travel trade shows, sales conferences, marketplaces, and conventions
- Manages all major motorcoach trade show sponsorships, serving as the primary contact to sell co-sponsorships, set up trade show booth and provide promotional materials
- Develops sales tracking methods for all Leisure Group Sales Markets, analyzing the results and making recommendations to the DSMC committees and CVB management
- Maintains Group Sales database for tour operators, travel agents and group leaders
- Maintains business database for sales leads, RFPs, meeting notes, and monthly RFP reports
- Schedules, implements, and provides meeting notes for the leisure group markets
- Produces the Weekly Sales Leads program that includes daily inbound/outbound sales calls
- Develops, produces, and sells paid advertisements for the leisure sales publications
- Develops and implements FAM tours for specific markets and promotes sponsorship opportunities to area businesses
- Produces monthly RFI and RFP summary reports



KIRK ELMQUIST

Vice President, Sports Development

Kirk Elmquist joined the Branson CVB in Fall 2019 as the first VP Sports Development in the organization's history. The former PGA TOUR Champions Legends of Golf Tournament Director, Missouri Sports Hall of Fame Associate Executive Director and Vice President of Sales/Marketing of the 11-time World Series Champion St. Louis Cardinals Double A Affiliate Springfield Cardinals brings 29 years of business experience to the Branson team. He is a proud alumnus of Liberty University in Lynchburg, Va. Relationships, Partnerships, Sponsorships, Friendships and Championships – it seems like everything Kirk has been involved in is about the “-ships” – collaborating with team members in these great organizations over the years to create hundreds of millions of dollars for local economies. Focused on helping create new facilities and improve existing properties already thriving in the Branson area, he has been working in the Branson market for the past six years with Legends of Golf and had a front row seat to the massive golf expansion. Being up-close with Bass Pro Shops Founder Johnny Morris and his relationships with course designers such as Coore/Crenshaw, Gary Player Designs, Jack Nicklaus Signature designs and Tiger Woods Design group has given Kirk firsthand knowledge on what is to come for the Branson/Lakes Area.

Job Responsibilities

- Oversees strategic plan to build additional sport's facilities
- Coordinates city-wide events with Branson Convention Center and other facilities
- Pursues sales leads and conducts sales calls
- Promotes Branson to the sports markets by participating in local, regional, national, and international travel trade shows, sales conferences, marketplaces, and conventions
- Develops and maintains relationships with local, regional, and national corporate, media and political partners
- Works with the CVB advertising agency in the marketing planning process to ensure that sports' advertising is aligned with marketing plan objectives
- Cooperates with community partners to coordinate sports-related city-wide events
- Oversees publications, presentations, articles, and other communications (including web-based and other social media) to disseminate and promote the sports division of the CVB
- Develops and maintain annual operating budget for the sports division of the organization
- Represents at sports-related trade shows and develops relationships with potential clients
- Identifies new opportunities in sports to leverage resources in an effort to maximize the impact of marketing and promotions for Branson/Lakes Area
- Discovers and recruits sporting events that fit CVB goals and generate incremental travel to Branson/Lakes Area, driving direct visitor spending and increasing economic impact
- Prepares and presents bids to organizations that host/manage sports events
- Coordinates site visits for the sports division of the CVB
- Defines and implements projects to simplify the sports organizers selection process
- Works with sports committee to define funding criteria for sports events, reviewing and changing as necessary; provides oversight and guidance on development of programs
- Evaluates and reports on ROI of events including economic impact
- Provides vision and strategic insight to sports committee for fulfilling the CVB mission
- Works with the Sports Committee Chair to structure and guide quarterly meetings allowing opportunity for discussion and input on strategic objectives

A. 2021 OVERALL GOAL: REBUILD BRANSON'S VISITATION (RACHEL WOOD)

Before COVID-19 upended the tourism economy around the globe, Branson had set an all-time visitation record in 2019 and was on track to achieve another record-breaking year in 2020. Through collaboration with community and tourism industry partners, and the continued development of state and regional partnerships, we were advancing toward a positive future. Obviously, the worldwide pandemic has presented, and continues to present, unprecedented challenges. We have never in our history experienced such monumental job losses, restrictions around auto/air travel, and anxiety with health and safety in general. That being said, Branson will come back by working together as a community from a position of strength. Branson is a desirable vacation destination even more so with the current desires of travelers, and we have a strategic marketing platform that aligns the collective interests of the Branson destination.

In spite of multiple challenges in 2020, we have received accolades from TripAdvisor, with Branson the #18 Top US destination and 9 years in a row in their top 20; USA Today named Silver Dollar City #1 Amusement Park in all the land; Oprah magazine named Branson in 2020 Most Magical Christmas Towns and Villages Across the World; Forbes lists Branson in Top 10 Affordable Lake Towns for Waterfront Property; Golfweek named four of the top 10 public courses in the state of Missouri from Branson and there are many more recognitions and honors from national and regional media. In order to excel, we must embrace change by remaining competitive, being nimble, resilient, and strategic. In a world still living with a pandemic, market conditions are dynamic. Understanding and effectively communicating with our consumers, based on their individual preferences, is critical to Branson's continued success as a tourism destination.

Our strategies must be target-precise and also flexible enough to pivot. The current consumer has a desire for enlightenment and inspiration. They will expect destinations and businesses to prioritize public health, ideally implementing these new procedures with as little imposition as possible, while still offering a FUN experience. In 2021, we must minimize the gap between what could have been and what is, about growing market share when the opportunity arises, and about making decisions that ignite Branson's tourism recovery.

BRANSON KEY APPEALS

- > Friends and family can celebrate each other in a wholesome and authentic environment.
- > Branson celebrates American values.
- > Branson offers a variety of live shows.
- > Branson offers a quality vacation experience for a reasonable price.
- > Branson is surrounded by three spectacular lakes and exciting outdoor recreation opportunities.
- > Branson is located within a day's drive of one-third of the country's population.
- > Branson is home to a world-class theme park- Silver Dollar City.

This marketing plan provides an integrated, comprehensive marketing and communications approach, leveraging Branson's key appeals to drive increased visitation and improve overall perception of the brand.

GOAL A:

Market segmentation prioritization

OBJECTIVES:

1. Identify specific historical and current research to prioritize demographic and geographic targets
2. Use software and databases that assist with more thorough segmentation analysis
3. Enhance "traditional" segmentation bases by using behavioral and psychographic to develop personas-2020NE
WHYSDOM DATA
4. Stay in consideration of the core and drive local visits

GOAL B:

Deliver Relevant/Motivational Messaging To The Consumer

OBJECTIVES:

1. Provide consumer with messaging that makes them feel safe
2. Provide consumer with messaging that reinforces value
3. Determine message content and timing based on individual group type
4. Develop destination assets that motivate visitation using storytelling and user generated content
5. Focus on building a digital community, engaging with potential customers and establish a more personal connection with the target audience
6. Narrow focus, rather than broadening appeal. Branson cannot go to the market with being something for everyone.
7. Sell the Branson destination story, not just the products we offer. Invest time and energy into developing what that story is.

GOAL C:

Grow Branson's position as a multi-season vacation destination based on greatest potential by season.

OBJECTIVES:

1. Leverage special events and limited engagements to drive visitation from in actives
2. Focus on the virtual/home school family that can travel in any season

GOAL D:

Continue to increase digital presence

OBJECTIVES:

1. Owned
 - a. Website
 - Rebuild the ExploreBranson.com website to provide a richer user experience measured by continued or greater time on site as well as increased conversions of guide orders, newsletter sign-ups and RFP submittals
 - Create a prominent presence of year-round seasonal content within the information architecture and through dynamic features on the new website
 - b. Personalized Content
 - Target users on the website both geographically and behaviorally with seasonally-relevant personalized content via Homepage Hero, Modal, and Fly-In units
 - c. Email Program
 - Reach Leisure audience monthly with timely content as well as interest-based niche deployments (Live Shows, Family Attractions, Outdoors, Golf)
 - d. Content
 - Optimize article/blog content on the site based on best practices for organic search intent and trends
2. Paid
 - a. Digital Media (Display/SEM/Social)
 - Increase awareness of Branson and its offerings with key audiences
 - Drive website traffic, engagement, and onsite conversions/SITs (including eNewsletter Sign-Ups and Vacation Guide Orders)
 - Generate incremental visitation/arrivals in market

B. COMMUNICATIONS/PUBLIC RELATIONS (LYNN BERRY)

In 2019, more than 300 media from a variety of press, radio, TV, and social media outlets were invited to Branson by the CVB and given additional insight into our Midwest vacation destination. The same cannot be said for 2020... However, journalists continue to cover Branson.

At the end of 2019, ad value equivalency, measured by Cision/Meltwater/TVEyes, was \$20.1 million. It was the third highest ad value

equivalency for the Branson CVB on record. 2020 will no doubt be less, due to lack of usual TV coverage for our newest attractions and inability of media to come here and cover Branson in person. The Branson community continues to welcome millions of dollars in new investments well into the future. The PR staff is busy introducing media to the new tourism products in our destination as well as talking about the legendary great experiences (and new perspectives on familiar ones) that visitors have been enjoying here for generations.

With the Covid-19 pandemic continuing, it will still be difficult to get journalists to travel here in 2021, but we have been blessed with continued coverage and see our “good news” stories published. The PR staff will provide the media with even more compelling reasons to take a closer look at Branson.

The following goals and objectives are designed to reach the CVB’s targeted media audiences and provide cost-effective, third-party, credible promotion of Branson.

GOAL A:

Generate positive coverage of the Branson area in regional and national media outlets.

OBJECTIVES:

1. Generate \$17.5+ million in ad equivalency as evaluated by national monitoring services (Cision, Meltwater and TVEyes), representing a huge ROI.

TACTICS:

1. Generate feature stories in newspapers, magazines, online and other media across the country using our outside agencies’ “rolodex” – MBPR!, Larry Whiteley with The Great Ozarks Outdoors, Inc., and Dan Shepherd Public Relations. We hosted Golf FAMs during summer and fall and have some fall and Christmas FAMs on the books with mostly freelance individuals.
2. Generate positive print, radio and TV coverage, both nationally and regionally working with MBPR!, Larry Whiteley with The Great Ozarks Outdoors, Inc., and Dan Shepherd PR agency, whose network of media contacts enables first-hand access to story placement in Branson’s primary market cities and media outlets in New York City, Los Angeles, Dallas and Chicago. Additionally, staff amplifies added value offerings from media buys through Camelot Communications.
3. Continue improving and expanding Branson’s brand image by pursuing CBS Sunday Morning, FOX & Friends, The Weather Channel, and other national TV shows.
4. Host A-list journalists by working with the PR Committee, MBPR!, Larry Whiteley with The Great Ozarks Outdoors, Inc., and Dan Shepherd PR agency and others.
5. Maximize coverage from members of the Missouri Press Association, Texas Press Association, and Arkansas Press Association by attending and sponsoring association functions.
6. Continue working with NW Arkansas/SW Missouri destinations for a complete Ozarks tour de force (Eureka Springs, Bentonville, and Springfield) to bring in topnotch journalists by touting the overall “Only in the Ozarks” story.

GOAL A:

Recruit professional media conferences to Branson.

OBJECTIVES:

1. Offer a compelling reason for journalists who have never been to Branson to come and experience our authentic hospitality.

TACTICS:

1. We will host Assoc. of Great Lakes Outdoor Writers in 2022 with 125+ attendees; host the Women’s Worldwide Fishing Federation with 80 attendees in 2021.

2. Sponsor the Mid-America Emmy Awards in Kansas City and the Chicago Emmys in 2021. (We previously hosted the Mid-America gala event in October 2019 at the Branson Convention Center.)
3. Invite chapters of Society of American Travel Writers (SATW) to hold their annual conferences in Branson, i.e., editors or freelance national chapters.
4. Bid on upcoming conferences to host Professional Outdoor Media Association with their members' support. Anticipate 2023 conference for this organization to be in Branson.
5. Plan strong offerings for continuing education seminars to further entice selection committees.
6. Maximize the value of first-hand experience by bringing editorial decision-makers and photographers to Branson for professional development offerings in conjunction with these conferences.

Capitalize on media interest in Silver Dollar City's new Mystic River water ride, Aquarium at the Boardwalk, WonderWorks and more to promote the plethora of travel stories in Branson. Tout Missouri's Bicentennial year (2021); our live entertainment offerings; Bass Pro holdings including Tiger Woods' designed course-Payne's Valley and PGA golf; Wonders of Wildlife and the Outdoor Academy, in addition to the area's forested mountains and pristine lakes, nationally recognized entertainers, and longtime family attractions.

C. DIGITAL MARKETING (RACHEL WOOD)

The CVB develops, operates, and markets Branson's official digital channels, including ExploreBranson.com, and manages active communities on Facebook, Twitter, Instagram, and Pinterest.

Consistent with industry best practices, the CVB uses in-house resources and outside consultants to create unique and compelling content for these channels. In addition, the CVB and its vendor experts take advantage of site optimization, inbound links, content, and social promotion to maximize our investment in digital channels and reach as many potential visitors as possible at every step of the conversion funnel.

The CVB reaches consumers through year-round paid advertising that coincides with offline advertising and takes advantage of opportunities unique to digital media. In many instances, these ads are geographically, demographically, and behaviorally targeted and include rich-media display advertising, search engine marketing, contextual content distribution, retargeting and lead generation.

This comprehensive digital approach includes organic and paid components that speak to consumers at each of the following steps of the travel-planning process:

1. Branding/Awareness
2. Consideration/Inspiration
3. Planning
4. Booking
5. Follow-up and Loyalty

GOAL A:

Use digital media to inspire, inform and convert Branson visitors.

OBJECTIVES:

Continue to refine and improve the user experience on ExploreBranson.com.

1. Optimize and maximize our investment of time and resources in social channels by analyzing engagement and reach.
2. Grow newsletter list by 10,000 subscribers.
3. Increase goal completions on ExploreBranson.com by 5% over 2019-2020

4. To maintain site traffic on ExploreBranson.com at 2020 level.
5. Optimize robust digital marketing dashboard that coordinates and integrates advertising across all digital media, including desktop, mobile and social channels.
6. Continue evaluating big data opportunities and how they apply to marketing efforts.
7. Continue seeking opportunities to overlay digital and traditional advertising
8. Provide ongoing customer service and engagement through digital channels.
9. Continue to invest in content creation to inspire visitation.

TACTICS:

1. Continue to implement changes identified in the findings to improve conversion rates on ExploreBranson.com.
2. Evaluate and implement opportunities to use API data feeds to assist in maintaining up-to-date content on ExploreBranson.com
3. Conduct a content re-fresh of the website to match the 2020-2021 'We Believe' branding.
4. Execute form optimization program on ExploreBranson.com to foster better conversions.
5. Conduct landing page A/B testing to increase conversions on paid media programs.
6. Continue working with staff and outside resources to identify and create 360-degree and Virtual Reality content.
7. Coordinate and execute 2020-2021 content asset list through photography and videography.
8. Work with digital marketing agencies, Miles Partnership and TwoSix Digital, to make sure campaigns are structured to foster website goal completions, including, vacation guide requests and newsletter sign-ups.
9. Coordinate the efforts of the CVB's digital marketing and social agencies to better maximize the effectiveness of paid advertising and content creation efforts by having monthly status calls.
10. Continue investing in analytics, research, and training for the fast-evolving social media marketplace, including webinars and conferences.
11. Implement and optimize unified data dashboard for use by CVB staff and vendors.
12. Investigate big data measurement programs and content scheduling services.
13. Continue building upon the vibrant and active social media communities already created, working to expand and further engage these audiences.
14. Continue refining the CVB strategy for staff to respond to online questions, tweets, and other direct communications with visitors by maintaining and improving on-call schedule.
15. Evaluate and improve social media community management strategy.
16. Evaluate new digital opportunities and implement new channels as is appropriate.
17. Evaluate and improve in-house video and photo development for digital and social media needs as appropriate.
18. Continue existing monthly newsletter campaign and grow niche newsletter segments, including live shows, family fun, outdoor adventure, and golf.

19. Continue growth opportunities with Explore Branson Golf pages and golf council.
20. Overlay national cable and spot markets with digital and social ad buys.
21. Continue investing in the Google My Business program and to host a two-day seminar in effort to educate business partners of digital growth opportunities through Google.
22. Evaluate and improve current reporting metrics for ExploreBranson.com and social media communities.

GOAL B:

Educate and empower community partners to better communicate and market via digital channels.

OBJECTIVES:

1. Increase number of businesses controlling their data on ExploreBranson.com by 5%.
2. Continue to grow and evolve the iConnect Portal as the official channel for B2B tourism information for Branson.
3. Keep the Branson tourism industry abreast of changing digital landscape and best practices.

TACTICS:

1. Continue refining user experience on iConnect Portal in 2020-2021.
2. Continue promoting the iConnect Portal as the official channel for B2B tourism information for Branson by producing a monthly newsletter for industry partners that drives them back to the portal.
3. Make optimizations to the iConnect newsletter to increase partner engagement.
4. Create how-to videos and two-day seminar for partner businesses about the features of ExploreBranson.com and the business data-management tool.

D. LEISURE GROUP TRAVEL (LENNI NEIMEYER)

The Leisure Group Sales Department will seek to maintain as well as grow market share in an everchanging industry of professional and non-professional group travel planners as well as a wide variety of group travelers. Our inbound/outbound plans will lay the groundwork to strengthen and expand our efforts to create more awareness and impressions that will influence more bookings from all leisure group market types.

The term leisure groups represent a broad definition of many group types. In 2020-2021, we will target established leisure groups as well as niche groups such as bank groups, military reunions, and student groups. A growing trend is multi-generation group travel which is most prominent in faith-based travel. Professional travel planners such as tour operators and travel agents continue to be established leisure group travel buyers and are a proven way to generate group travel business and bookings within a 12 to 24-month cycle.

In June 2021, Branson will host for the fourth year in a row, the Branson Ice Cream Social at the ABA Marketplace in Baltimore, ME. This sponsorship partners area businesses with the CVB to promote Branson to key tour operators and other industry VIPs for four days to network and sell Branson while enjoying ice cream served by Branson suppliers who sponsor the booth. This sponsorship includes a customized Branson ice cream booth displaying Branson graphics, images, and logo. In addition, our efforts to market to ABA tour operators in Baltimore, ME includes a Branson Dine Around featuring Branson entertainment and Branson partners to participate. Two years ago, Branson was awarded Travel Alliance Partners-TAP Dance 2020 that was originally scheduled for June of 2020. Our team worked with TAP to postpone the conference until June of 2021 due to COVID-19. This annual group sales conference is managed by a consortium of tour operators which is comprised of 30 to 35 quality travel buyers working together to fill more scheduled departures, reduce cancellations and expand product portfolios. The four-day event includes FAM tours, pre-scheduled business appointments, social events, and networking with industry VIPs.

For Branson to maintain its strong share of the country's traditional senior adult motor coach travel, we'll continue to have a presence through national group travel associations including (ABA) American Bus Association, Travel South Domestic Showcase, TAP Dance, (OMCA) Ontario Motor coach Association and (NTA) National Tour Association

The CVB's marketing efforts continue to focus on growing the student and youth market. These efforts include participation at the annual Student & Youth Travel Association (SYTA) and Texas Music Education Association (TMEA) annual conferences, as well as the annual SYTA Summit.

Our group marketing efforts to attract and secure business for the military reunion market will be met through participation in the Military Reunion Network Educational Summit 2021 and our annual Military Reunion Planners Conference.

GOAL A:

Partner with Branson businesses to grow leisure groups to Branson.

OBJECTIVES:

1. Increase RFI's by 3%
2. ncrease the number of RFPs by 3%
3. Buyer-FAM attendees book Branson business within 1 to 2 years of FAM

SALES AND SPONSORSHIP TACTICS:

1. Sponsor ABA Branson Ice Cream Social booth at ABA Marketplace
2. Sponsor Branson ABA Dine Around
3. Participate in the Texas Music Educators Association (TMEA) exhibitor trade show with Branson partners
4. Sponsor Branson TMEA Dine Around
5. Participate in Travel South Domestic Showcase
6. Sponsor Travel South Domestic Showcase Branson Dine Around
7. Host 12th Annual Professional Travel Planner FAM Tour in Branson
8. Participate in the Missouri Bank Travel Exchange sales conference (MBTE)
9. Host 15th Annual MRPC FAM (Military Reunion Planners Conference)
10. Host TAP Dance sales conference in Branson in June 2021
11. Host 14th Annual Music Director FAM Tour in Branson
12. Participate in MRN (Military Reunion Network) Educational conference
13. Sponsor SYTA (Student Youth Travel Assoc.) The Branson Ice Cream Social booth at SYTA in Winnipeg, MD, Canada in August 2021
14. Host Branson Booth at Veteran's Village during Veteran's week.
15. Participate in the OMCA (Ontario Motor Coach Assoc.) annual conference

DEPARTMENT SPECIFIC TACTICS:

1. Work with PR department to promote military reunions to Branson by submitting Branson military reunion stories and images to military magazines.
2. Develop and distribute 2020-2021 group publications
3. Secure travel trade advertisements thru print and web-based media sources.
4. Attend industry group travel shows and marketplaces with the goal to maintain current group travel relationships, develop new ones, and generate RFIs, RFPs and qualified FAM attendees to meet our objectives
5. Maintain memberships in all major leisure group travel associations
6. Daily database management
7. Produce two outbound post card mail campaigns to entire database of planners to mail in March and August to solicit sales kits and groups travel plans
8. Distribute sales leads to area businesses thru RFPs
9. Distribute travel show appointment notes thru the industry portal
10. Work with digital team to establish organic social media campaign through Facebook and Twitter and develop monthly content calendar, reflecting social media best practices
11. Work with digital team to create quarterly report to measure activity through engagement.

GOAL B:

Communicate and partner with area businesses to engage and encourage participation in CVB programs, projects, partnerships, and publications to promote and facilitate group travel to Branson and ultimately to their businesses.

OBJECTIVES:

1. 50% or higher of Branson partners book business as a result of CVB FAMs. Results determined thru post FAM surveys
2. 80% or higher of Branson partners positive overall satisfaction of FAMs. Results determined thru post FAM surveys
3. Meet or exceed revenue goals to promote and sell leisure group projects, programs, publications, and partnerships in the Sales Guide
4. Branson partners report positive overall satisfaction with trade show partnerships, i.e. ABA, SYTA, TMEA, Travel South and TAP Dance.

TACTICS:

1. Maintain three leisure group committees: Groups and Travel Agents, Student & Youth Market and Reunion Market.
2. Maintain 10 to 15 committee members on each of the three committees
3. Host new chair orientation in January to review 2021 marketing plan and budget
4. Present the 2021 calendar of events by first quarter to include dates, times, and location for quarterly committee meetings
5. Distribute the 2021 sales guides by email and mail in fall of 2020

6. Send 30 and 10-day reminder emails for partnerships, programs, and publications in the 2021 sales guide
7. Meet with committee chairs, co-chairs, and committee members quarterly to review and report on 2020-2021 to update on activities and group sales objectives
8. Work with committee members and assign special task forces for partnerships and sponsorships as needed
9. Communicate and post projects, meeting notes, reports, and other information through the CVB industry portal
10. Implement current policies on sales lead, RFI and RFP distribution
11. Provide portal training and instruction for new group sales and committee members.
12. Update the 2021 Leisure Group Sales Department Guidebook 101 for new group sales training and orientation and schedule on demand as needed

E. MEETINGS AND CONVENTIONS (SAMANTHA GUTTING)

The Meetings and Conventions department of the Branson CVB/DMO's mission is to positively impact the economic growth of our destination by bringing quality, new and repeat meetings and conventions to Branson and the tax district. The Meetings and Conventions team will expand the Explore Branson brand awareness, grow sales, generate business opportunities, increase tax revenue and support new and existing jobs in the destination through increased volume year-round as well as keep current and future clients aware of the changes and innovations within the destination.

The meetings (sales) marketing in 2020-2021 will complement the sales efforts to bring more awareness of the destination, more focus of the marketing to key planner audiences using persona-based marketing approach and more detailed reporting to show what marketing mediums are producing the best results for the marketing spend. This integrated approach of sales-specific marketing will help the destination deliver more focused results by honing-in on the key meeting planner audience.

Branson will utilize a "digital first" approach to its meetings marketing providing the CVB with more targeting capabilities, more precision to reach the right market and a multi-channel approach to engage planners across devices and platforms. The media will be measured each month with a custom reporting model to identify which outlets are driving the best performance in terms of engagement, clicks, video completions and form completions. With this new comprehensive approach, the meetings marketing will drive more return on investment for the destination.

GOAL A:

Increase the number of meetings and conventions in the Branson/Lakes area.

OBJECTIVES:

1. Increase the number of qualified RFP's by 10%
2. Increase the number of site visits by 10%
3. Increase reach and awareness in the MICE (meetings, incentives, conferences, and exhibitions) market focusing on top producing personas
4. Identify, secure, and grow business from new, first-time accounts, at higher price point
5. Drive larger pieces of business for shoulder seasons by offering incentives in tandem with hotel and venue partners
6. Grow brand exposure in meeting and convention, association, and faith trade publications
7. Work closely with meetings and conventions specific marketing agency
8. Utilize marketing videos and digital channels to create and increase excitement of new developments coming to Branson in 2020-2021

9. Collaborate with Branson partners to maximize synergies and amplify efforts through regularly scheduled Business Review meetings
10. Report Economic Impact on quarterly basis

TACTICS:

1. Meetings Marketing Awareness Campaign

- a. The meetings marketing campaign will be focused on the top personas that are the best fit for the destination based on the sales analysis. The media targeting will be focused on these key personas, therefore eliminating waste in the meetings media spend by no longer paying to reach planners that are not the right fit for the destination.
- b. 12-month display and retargeting campaign focusing on the planner personas. The media campaign will run using cutting edge meeting planner targeting throughout 2020-2021 with refinements and recommendations once the campaign launches. The campaign includes:
 - Always on display and retargeting campaign
 - Geofencing of specific tradeshows where Branson wants an increased presence with 30 days of retargeting
- c. Meetings media RFPs will be issued to trade publications to negotiate media on Branson's behalf to ensure competitive pricing and use their proprietary knowledge of which products produce the best results based on Branson's specific goals.
- d. Part of the awareness campaign will include recommendations for the Cvent, Helms Briscoe and ConferenceDirect partnership levels based on the benefits that would be most ideal for Branson's product offerings and goals
- e. Development of monthly promotional email to cleaned database of planners showcasing the meeting package, unique venues, things to do and ease of access
- f. Every other month utilize a rented lists program to reach the planner personas not in the database. Negotiate and rent a list based on key personas, meeting size and geos to give the email campaign additional reach to key audiences.

2. Digital Presence on Branson Channels

- a. An editorial calendar will be produced each quarter outlining the topics, planner persona focus, and research to be utilized.
 - This will provide the ExploreBransonMeetings.com site with a fresh functionality, messaging and look focused on the core meeting planner personas.
- b. In addition to the content development, share the content across social media via paid postings to the target persona audiences via LinkedIn, Facebook, and Instagram.
 - The social postings will also include an editorial calendar developed quarterly showing the social copy, suggested image, and link for each posting.
 - Paid postings will be scheduled either weekly or bi-weekly depending on the channel and strategy outlined in the editorial calendar.
- c. An audit of the LinkedIn corporate page and sales team member's pages to identify opportunities in messaging, focus, keyword strategies and connections.
 - After the audit, the corporate profile will be updated with new imagery, keyword rich messaging and links.
 - Sales team members will receive LinkedIn training and updates to their profiles to establish them as the authorities for Branson meetings and conventions.
- d. Development of six meetings videos over the course of the year using existing footage from the CVB B-roll and Northstar video shoot. Videos will be tailored to either 15-second pre-roll format and vlog format.
 - Development of a video editorial calendar for each video showcasing the theme, main messaging, call to action, persona focus and length.
 - Videos will be developed for use on the ExploreBransonMeetings.com website, social channels, YouTube channels and email campaigns.
- e. Video pre-roll retargeting campaign to reach planners engaging with the website and channels. Pre-roll campaigns build brand awareness and a deeper understanding of your destination assets. The videos will be rotated throughout the year.

3. Sales Efforts (Tradeshows, Prospecting and Events)

- a. Email marketing campaign integrated with the sales team's schedule attending tradeshows, client events, sales missions, and FAM tours. Systematic email marketing to assist in creating awareness for the sales team's activities, increasing attendance

and booth visitation, and gaining maximum ROI of budgeted travel and event dollars.

- Pre and post tradeshow messaging for each of the meetings shows the team attends.
- FAM and Client Event invitations, reminders, qualification surveys and post event thank you emails.

- Host FAMs based on key knowledge of a planner's perception prior to and after the experience and marketing resources to utilize in future meetings marketing efforts.
 - 10 planner participants maximum
 - Program Length: 2 days to 2.5 days
 - Testimonials captured via video
 - Focus group perception study drawing out participants opinions of the destination prior to experience and facilitate interaction and discussion with participants to express their opinions and gather input post- experience.
 - Social media activation throughout
 - Video captured for additional uses and storytelling with One – 2-minute video and Two – 15 second videos
- Deploy effective sales strategies in target markets (Washington DC, St. Louis, Chicago, Southern region). Measure and modify as needed throughout the year.
- Continue prospecting with lost business reports and through industry chapter directories.
 - These efforts will include involvement in the MPI Potomac Chapter and PCMA Capital Chapter, chapter events sponsorship and podium time at each event; hosting invitation-only luncheon(s) for DC planners in tandem with Branson key meeting and convention partners
- Maintain presence in backyard and neighbor association markets and continued support of MSAE (Missouri), ASAE (Arkansas) and OSAE (Oklahoma) with advertising, sponsorship and attending main events, however, focus our sales efforts on new markets to find more business and bring “new” money into our community
- Attend industry tradeshows, marketplaces and hosted buyer events that return a substantial ROI (tradeshow ROI is measured by attending 2-3 years in a row and tracking RFPs).
- Attend major national tradeshows and events like MPI World Education Congress, IMEX America, Destination Showcase, PCMA Convening Leaders, Connect Marketplace.
- Explore new boutique-style tradeshows such as Rendezvous South, NorthStar Independent Meeting Planners and American Express meeting planner conference
- Increase grassroots sales efforts in Saint Louis, Kansas City and Southern states
- Continue efforts in the SMERF market – with special attention given to finding city-wide events including car clubs, motorcycle groups and niche groups that also provide strong Public Relations opportunities
- Target focus on the Faith market by increased sponsorships at faith conferences with proven ROI
- Host new, unique meeting planner familiarization events such as Destination Midwest
- Target Destinations International industry events that provide great exposure for Branson area to tourism partners

4. Sponsorships

- Increase sponsorship commitment at Connect Marketplace, maximizing exposure to over 3,000 planners
- Continue sponsorship(s) with MPI (Meeting Professionals International) at World Education Conference and pertinent regional MPI chapters
- Support events with MSAE (Missouri), ASAE (Arkansas)
- Expose Branson to new meeting planner professionals through new partnership with Northstar Meetings via hosting Destination Midwest

5. Education

- Launch SimpleView sales and partner CRM. Plan and conduct educational events for the local community to provide better proposals and capture all leads available to them.
- Ongoing education for sales team through CMP (certified meeting planner) continued education as well as webinars and on-site opportunities

6. Public Relations

- a. Continue working with the Communications Department and Dan Shepherd PR Agency to court travel writers and golf writers who publish articles for meeting and convention trade publications.
- b. Identify groups that provide strong PR opportunities.

F. SPORTS MARKETING AND DEVELOPMENT (KIRK ELMQUIST)

The Branson CVB Sports Department is focused on increasing tourism (direct visitor spending and overnight stays) while also introducing new audiences to the Branson/Lakes Area through youth and amateur sports (encouraging return visits and long-term economic benefits). Despite limited facilities, the Branson/Lakes Area has experienced notable success from the sports travel market. The sports department is an important resource for identifying, recruiting, and retaining visitor-heavy sporting events to the area. In 2020 the department's focus will be on attracting sporting events and conventions that fit current facilities, partnering to grow repeat events, supporting local tournament organizers and continuing to work with the Sports Funding and Development Advisory Task Force as they move forward the long-term recommendation for facility development and sustainment presented in 2019.

GOAL A:

Attract sporting events and conventions that best fit the Branson/Lakes Area facilities, showcasing the indoor and outdoor offerings available in our community, and supporting shoulder season growth efforts.

OBJECTIVES:

1. Increase the number of qualified RFP's by 5% over 2019.
2. Work with Branson/Lakes area facility/venue teams to strategically fill gaps during historically dark dates.

TACTICS:

1. Work closely with Sports Committee Chair, Co-Chair, members and BCVB staff to develop sales leads and generate or maintain incremental business from the sports tourism market.
2. Measure and create benchmarks for the number of events renewed from the prior year, new events and new hotel room nights generated.
3. Focus sales efforts on cheer, dance, boxing, and other indoor athletic events that fit local theaters and indoor facilities (when space is available).
4. Focus sales efforts on attracting sports conferences, tradeshow, and conventions to showcase our destination to decision makers (i.e. The International Association of Golf Tour Operator's North American Conference).
5. Host site inspections and/or industry events (i.e. Missouri Sports Travel Exchange).
6. The Branson Rec Plex has very limited availability. The team will continue to work closely with staff to support their efforts with baseball/softball, basketball/ volleyball/pickleball events (when possible).
7. Work with the Branson Convention Center to add events that can utilize their facilities and new equipment during historically dark dates and preferred timeframe(s).
8. Work with Ballparks of America to increase baseball/softball tournaments and other sports events that fit at their facility during "need dates".
9. Sponsor industry events (i.e. Sports ETA's annual Symposium, SPORTS Relationship Conference) that provide optimum exposure to tournament operators.

10. Partner with Show-Me Missouri Sports to increase awareness and RFPs through co-op marketing opportunities.
11. Prospect, build and maintain relationships with event organizers from lost business reports, Linked In, past tradeshow/ marketplace events and industry directories.

GOAL B:

Increase incremental travel through sporting events hosted in the Branson/Lakes area to achieve the Branson CVB sports tourism mission.

OBJECTIVE:

1. Run three (3) or more geotargeted marketing campaign.
2. Grow participant and spectator numbers at events.

TACTICS:

1. Partner to host events locally that provide national and international advertising opportunities (i.e. Powerboat National's Grand Prix of Missouri, Babe Ruth League's CRWS, etc.).
2. Work with community partners to maximize participant and spectator numbers through their locally created sporting events.
3. Educate the community via presentations at community events (i.e., Good Morning, Branson, Branson/Hollister Rotary, etc.).
4. Hold ongoing outreach events with key community leaders (brown bags, coffee meetings, etc.).
5. Work with digital marketing department to define and implement social media plans to reach participation-based sports event attendees on a personal level.
 - a. Add content (stories about the event participants and families).
 - b. Increase messaging via Twitter.
 - c. Showcase the variety of live shows, attractions, outdoor activities, dining and shopping available to sporting event participants and guests through mediums that directly connect with guests visiting and/or watching these events (i.e. Stadium Media).
6. Collect and distribute marketing materials via social media and other technology-driven marketing initiatives and ExploreBransonSports.com.
7. Work with BCVB team to coordinate and facilitate event photo and video shoots to increase photo and video assets for future marketing initiatives.
8. Increase content and sports event information available for participants and spectators on ExploreBranson.com and ExploreBransonSports.com.
9. Research sports tourism grant opportunities offered in other cities and define a long-term plan for supporting local partners as they create and grow "grass roots" sports tourism events that align with the mission of the Branson CVB.
10. Boost awareness locally of hosted and sponsored sporting events through:
 - a. BCVB social media channels (Facebook, Twitter, etc.)
 - b. Public relations,
 - c. Local media
 - d. Coordination with the Communications Manager at the City of Branson
 - e. Presentations at local events (i.e. Good Morning Branson and Branson/Hollister Rotary)
11. Evaluate mobile marketing applications that link event attendees to local merchants, partners, and restaurants.

GOAL C:

Continue to work with the BCVB Sports Committee and members of the Sports Facility and Development Advisory Task Force on the long-term strategic plan presented in 2019 to help close shoulder season gaps.

OBJECTIVE:

1. Expand community outreach and engagement to include more stakeholders and continue building awareness of the needs defined by community members and presented.
2. Capitalize on solid relationships built within the sports tourism industry.

TACTICS:

1. Meet with community stakeholders to build on discussions and progress related to sports facility and venue development.
2. Update the education campaign and roll out both internally and externally.
3. Hold external meetings, starting with quarterly “6 & 6 Lunches.”
4. Educate the community via presentations at community events (i.e., Good Morning, Branson, Branson/Hollister Rotary, etc.).
5. Hold ongoing outreach events with key community leaders (brown bags, coffee meetings, etc.).
6. Host workshops with community stakeholders.
7. Work with consultants focused on grants, sponsorships, and other funding opportunities.
8. Work with Sports Event and Tourism (SETA) members and other industry counterparts to clearly outline roles/needs and properly educate community members on short and long-term benefits of sports tourism.

GOAL D:

Define and begin implementation of long-term strategic plan for golf tourism.

OBJECTIVE:

1. Support current efforts for increased recognition of Branson as a world-class golf destination.

TACTICS:

1. Work with Branson Area golf council members.
2. Communicate with Huddle Up Group and industry counterparts to gain insight into best practices for attracting golf travelers.
3. Attend conferences for Golf Travel Planners, Tour Operators and Writers.
4. Work with representatives within Dan Shepherd Agency, Billy Casper Golf and the GCSAA to gain industry specific insight for reaching golf travelers.
5. Continue to grow Explore Branson Golf Facebook followers and Social Media reach.

G. COMMUNITY PROGRAMS (RACHEL WOOD)

As directed by the Chamber/CVB's contract with the City of Branson, the CVB supports the Downtown Branson Mainstreet Association (Historic Downtown), and the Branson Veteran's Task Force through ear-marked funds. These dollars are allocated to funding programs within these organizations which are designed to ensure their success.

Organization's History

Explore Branson Tourism is a subsidiary of the Branson/Lakes Area Chamber of Commerce and CVB, a 501 C (6) non-profit registered in the State of Missouri. Explore Branson Tourism was created in 2015 to provide even more transparency to the community marketing effort. The "Branson Chamber and CVB," the parent company, was established in 1946 by a group of local Branson business leaders who wanted the business community to have a voice in moving the community forward. Today, that original effort, combined with the last 74 years, has built a strong community-based organization with three focus areas. Growing our businesses (Economic Development), telling our story (CVB Marketing), and being the voice of business (Chamber). This integrated model allows us to work together to strengthen Branson in a way that no other organization could. The organization is led by a 25-member board of directors which holds elections each year to ensure community involvement. We are professionally managed by a staff of 26 full-time employees which allow us to work in all aspects of the community marketing business. Our decision-making strategy includes involvement by the Tourism Community Enhancement District's (TCED) Marketing Oversight Committee and a number of other area-specific community committees that help inform and drive decisions that are best for the district. This model allows us to execute a contract with the City of Branson for marketing services. The strategic advantage to execute both marketing contracts under one umbrella is significant in terms of one strategy that incorporates the best interest of the larger community. We are the official Destination Marketing Organization (DMO), recognized nationally, and, in turn, this allows us to apply for community-based matching grants from the state of Missouri. Currently, we are not involved in any pending litigation, binding arbitration, civil or criminal judgements, bankruptcy proceedings or anything of a related nature.

The Branson/Lakes Area Convention and Visitors Bureau is the destination marketing organization (DMO) for Branson and Taney County, Missouri. The Branson CVB is accredited by the Destination Marketing Accreditation Program (DMAP) of the Destination Marketing Association International, 2025 M Street, N.W., Suite 500, Washington, D.C., 20036, USA, Ph. 202-296-7888.

Community input is facilitated via the Marketing Oversight Committee (under the umbrella of the TCED), a group of community professionals who volunteer their time, expertise, and talent to provide direction and oversight for area marketing efforts. Individuals can be elected or appointed to this group which meets monthly throughout the year. Additional support is provided by sub-committees of the MOC who focus on these specific marketing disciplines: Advertising, Public Relations, Tourism Development, Research, Internet/Publications, Destination Sales, Veterans Marketing and Leisure Initiatives.

The membership of the Marketing Oversight Committee (MOC) and its committees represents the diverse talents and points of view within our community. It is through their participation that we are able to establish and maintain a course of action that is in the best interests of the majority of our constituents.



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