

# Meetings Market: Bridging the Great Divide

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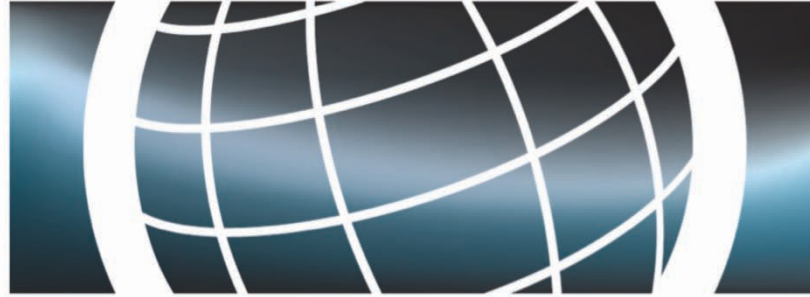
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# MARKETING OUTLOOK FORUM: A GLOBAL PERSPECTIVE



Presented by the Travel and Tourism Research Association

## Meeting Market: Bridging the Great Divide

Presented by: Victoria Isley, DMAI; Doug McClain, Tampa CVB; Andrew Wilson, Atlanta CVB

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October 28-30, 2013 ~ The Drake Hotel ~ Chicago, Illinois, USA



# MEETINGS MARKET: BRIDGING THE GREAT DIVIDE

MARKETING OUTLOOK FORUM:  
A GLOBAL PERSPECTIVE



Presented by the Travel and Tourism Research Association

Destination  
Marketing  
Association International

Victoria Isley  
Chief Operating  
@meetDMAI



@victoriaisley



**600**

**DMO member organizations**

**16**

**Countries and 14 US States**

**\$ 2 billion**  
in annual budgets

**Protect and advance the success of**

**official destination marketing worldwide**

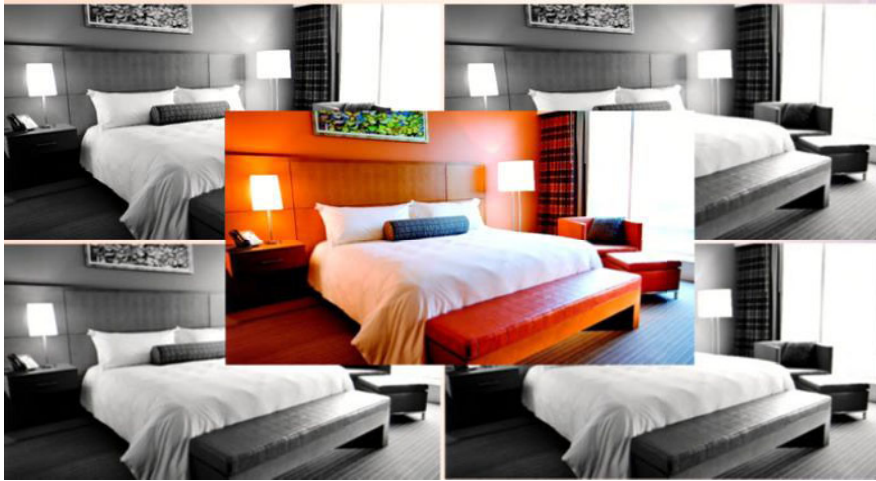
 **Destination  
Marketing**  
Association International

**Advance the DMO professional**

**Advocate for the DMO industry**



## DMO Group Sales Channel



**1 in 5**

Group hotel room nights in  
the U.S. influenced by DMOs

**38** million group hotel room  
nights influenced by U.S.  
DMOs in 2012

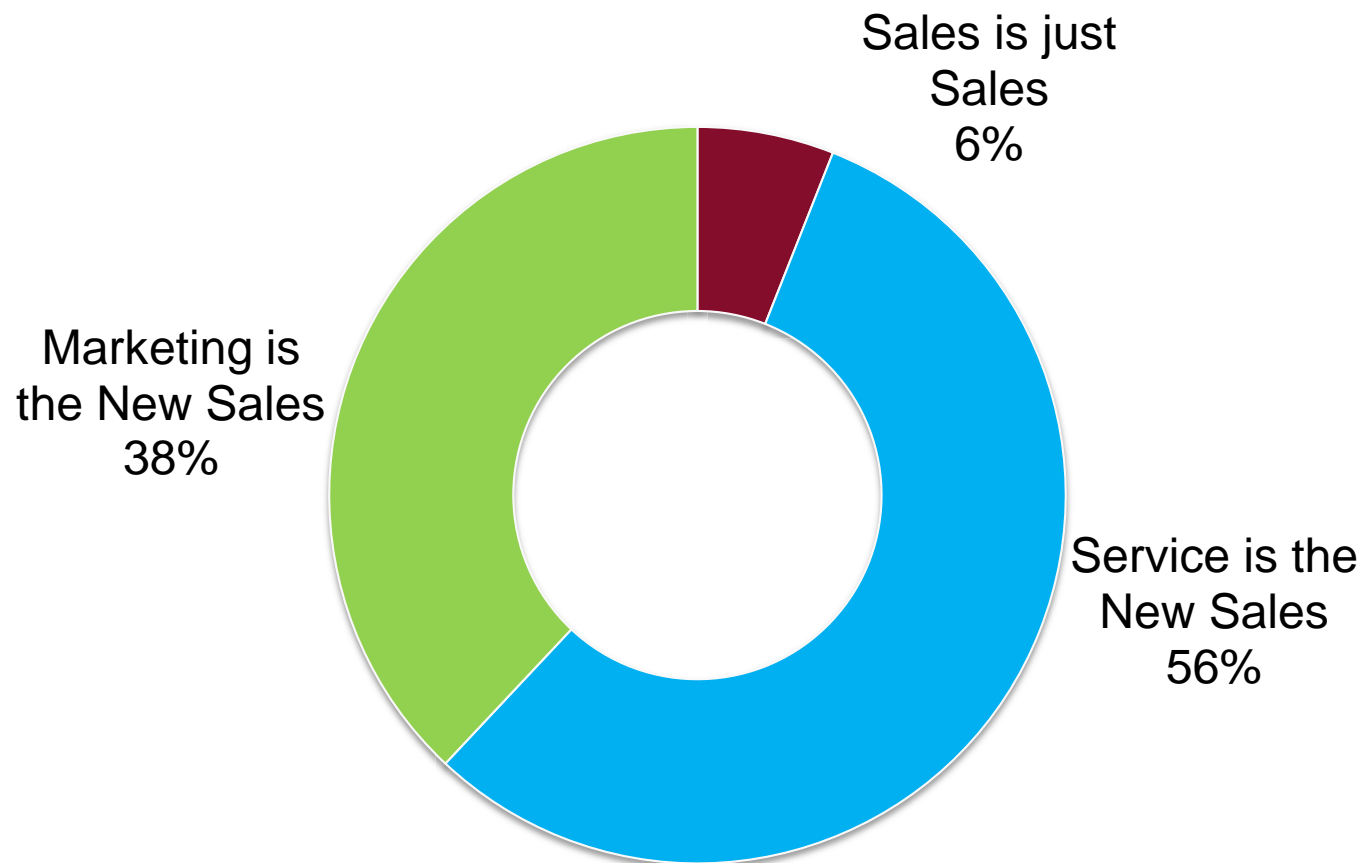
Source: 2013 DMAI DMO Group Sales Channel Impact Study, Tourism Economics, STR

# #HelpingTrumpsSelling

**Help not hype**

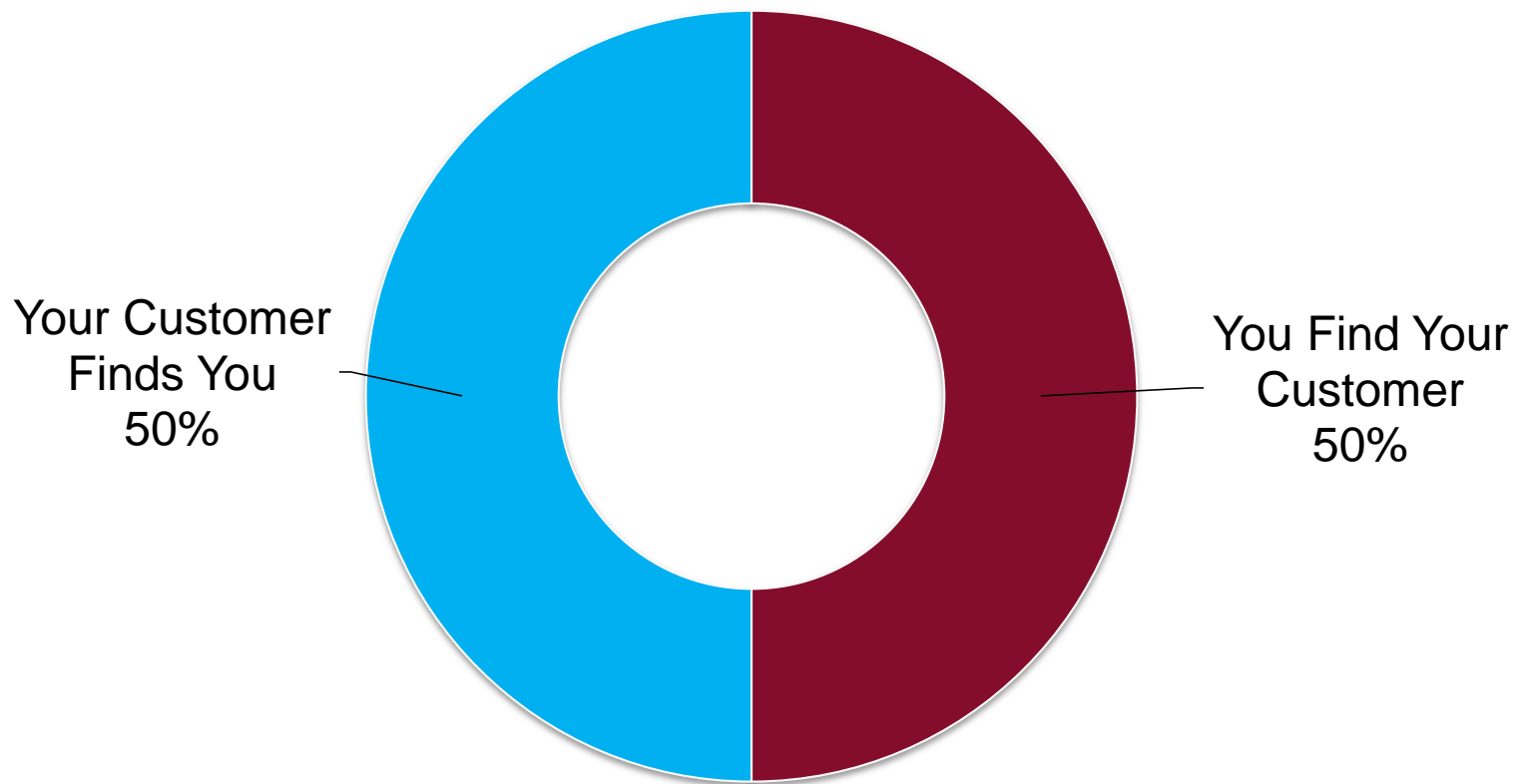


## DMO View on Sales...



Source: 2013 DMAI What's New, What's Next Survey, n = 104

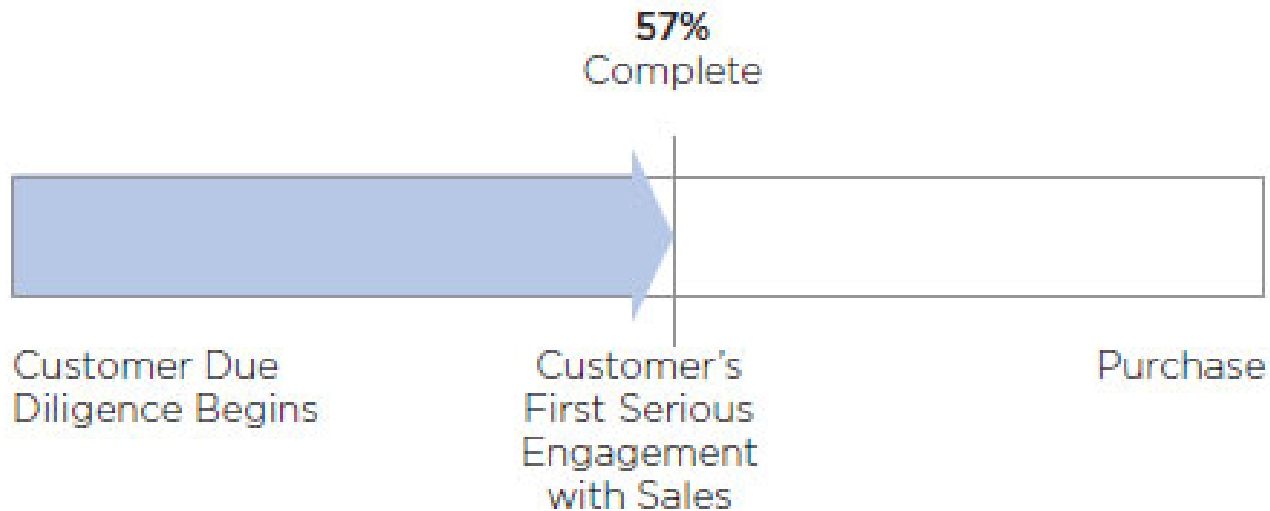
# Inbound or Outbound?



Source: 2013 DMAI What's New, What's Next Survey, n = 104

# Don't Call Us...

## Customers' Progress in Purchase Decision-Making Before Engaging Sales

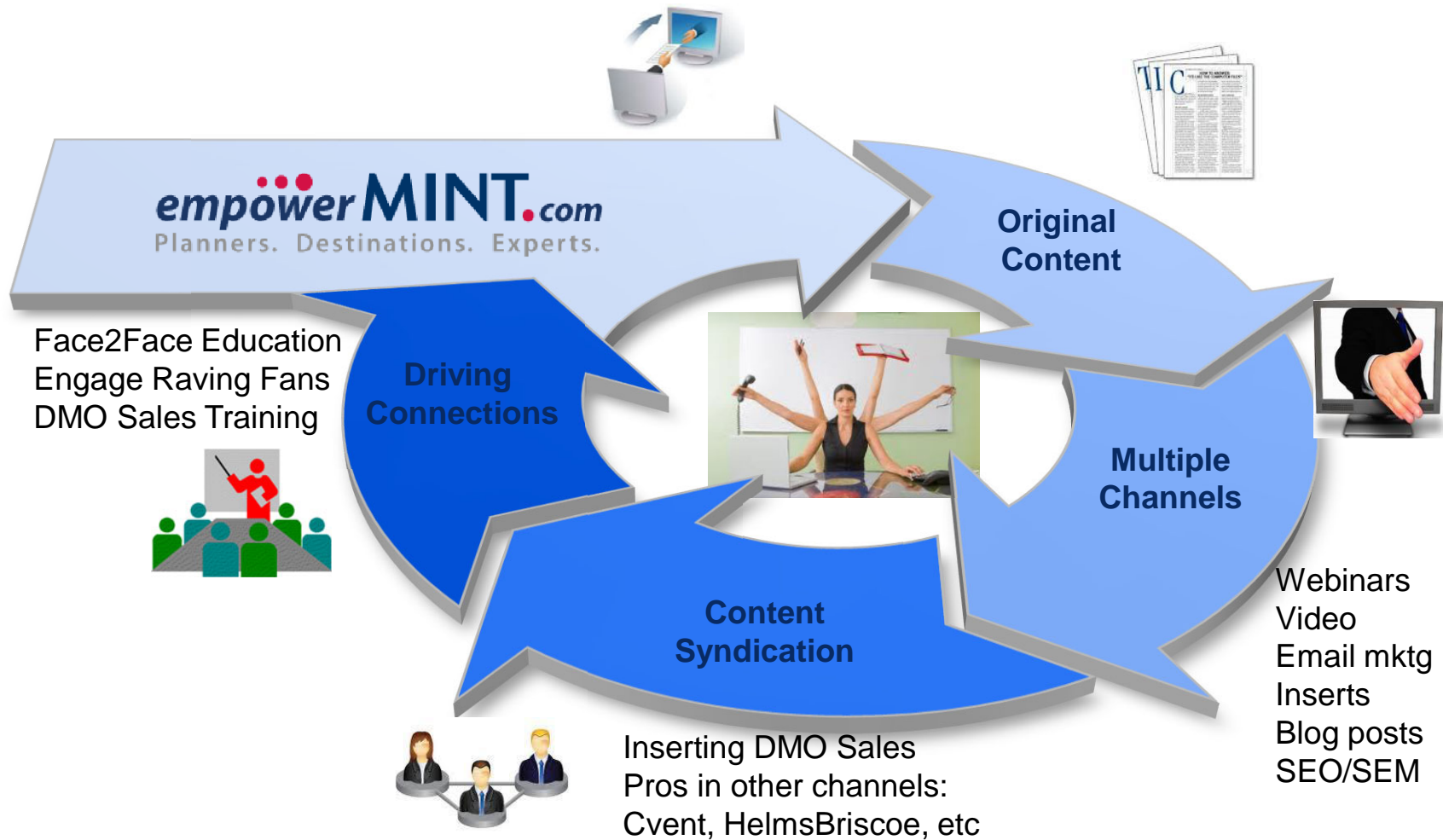


n = 1,399.

Source: Corporate Executive Board

# Advocating for DMOs in the Meetings Market

## DMAI's Content Distribution & Syndication Strategy



# BRIDGING THE GREAT DIVIDE



**Atlanta Sales & Marketing**

I AM ATL Campaign Case Study 2012 -2013

# THE ISSUES

## ■ EXTERNAL

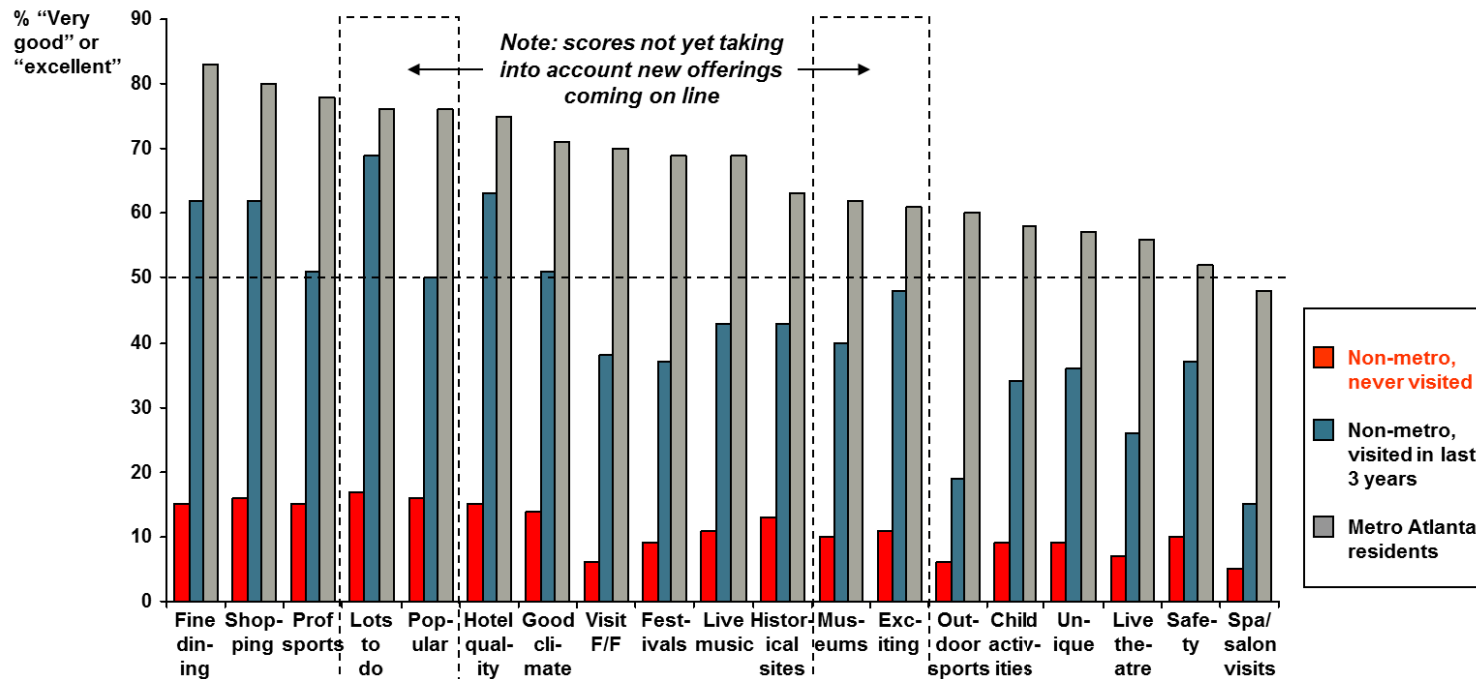
- Destination Appeal perception problem
- Competition aggressive in pricing and building share of voice
- Future bookings weakening

## ■ INTERNAL

- New Chief Executive setting aggressive sales goals
- Siloed Organization
- Lack of consistent messaging and brand standards
- Marketing historically focused on leisure tourism

# 2005 LEISURE TRAVELER SURVEY

## THE CITY SUFFERS FROM A PERCEPTION GAP

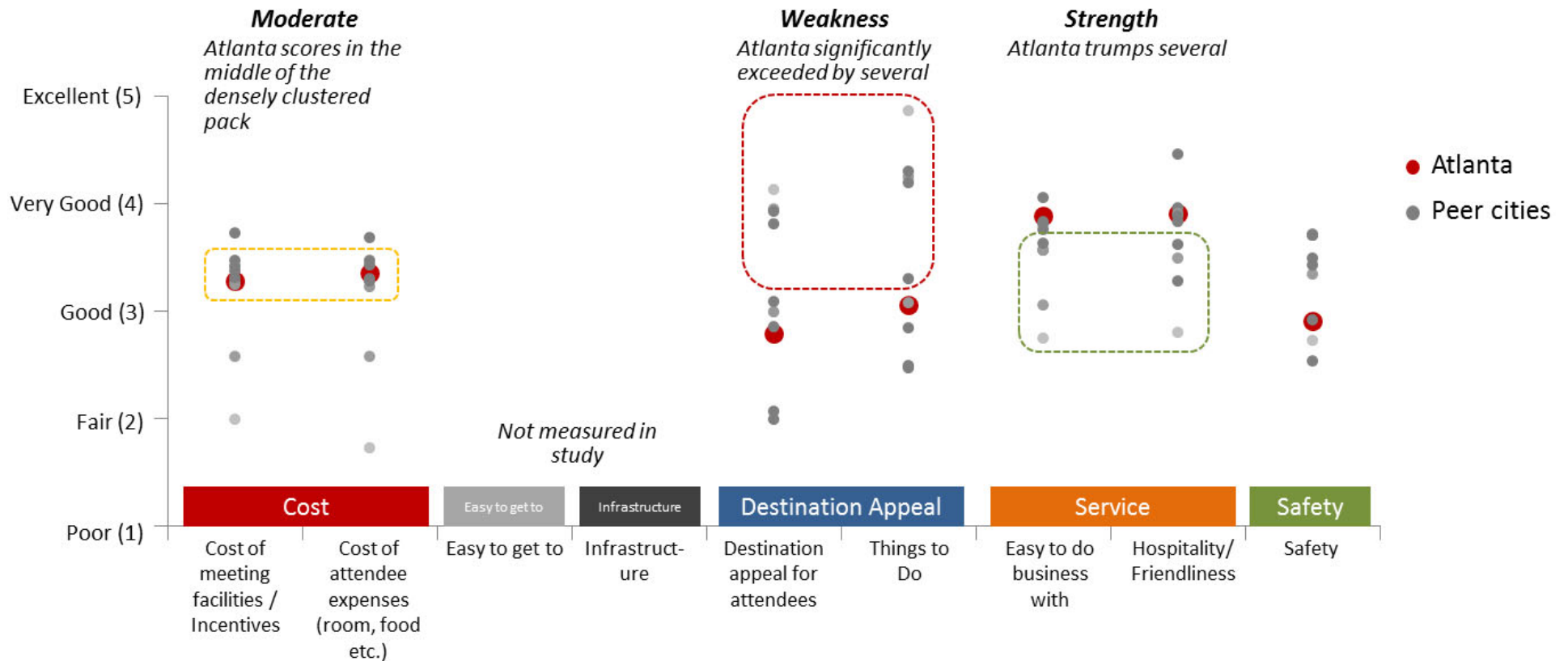


**Poor perception across these categories impact's Atlanta's ability to attract residents and businesses as well as travelers**

Source: ACVB Survey Data; BCG analysis

# 2011 MEETING PLANNER SURVEY

Q9. How do you think the ultimate decision maker would rate Atlanta on these areas?



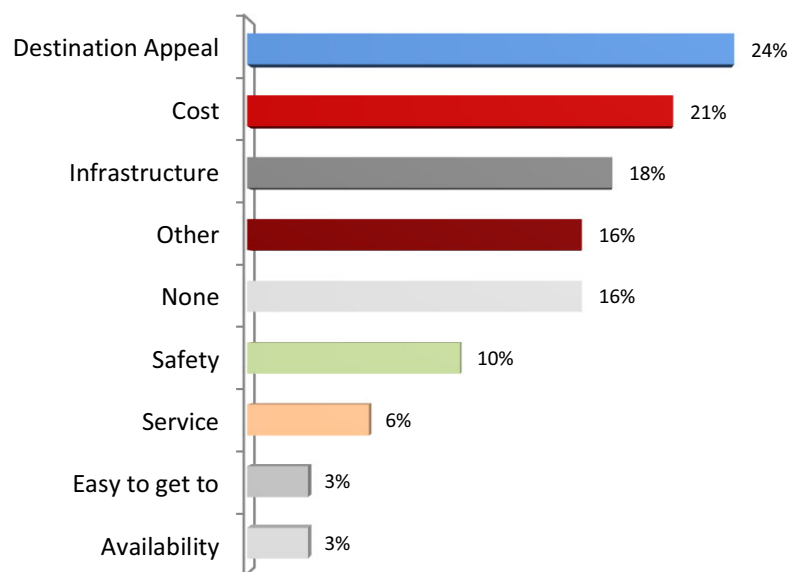


# 2011 MEETING PLANNER SURVEY

Q9. What would Atlanta need to do to convincingly offer the best location for this meeting?  
What would Atlanta need to do to be more seriously considered?

## What would Atlanta need to do?

(% of respondents)



*"...do a better job of touting restaurants, nightlife activities that don't require going to Buckhead..."*

*"Our attendees have indicated they do not want to go back to Atlanta due to lack of things to do there and safety concerns."*

---

*"Lower the room rates & Congress Center space rental."*

*"Convention center rental is too high."*

---

*"build a hotel on the C concourse side of the convention center"*

---

*"...It is not safe for our attendees to walk to and from their hotels especially at night. The hotel block we had was not close proximity to the Convention Center..."*

# FIXING DESTINATION APPEAL

## A MULTIFACETED CHALLENGE

- **DESTINATION MARKETING TO LEISURE AUDIENCE FOCUSED ON SUMMER FAMILY FUN**
  - Limited budget created dependency on co-op programs within the SE drive markets
  - Limited reach, frequency, and no national impact
- **DESTINATION MARKETING TO MEETING PLANNERS UNFOCUSED**
  - 100% co-op funding necessitating merchandising co-op partner messages
  - Lack of alignment on brand messaging architecture
- **MULTIPLE TOUCH POINTS WITH CUSTOMER (SALES PROCESS, ADVERTISING, SERVICE)**
  - Inconsistent messaging and brand identity
  - Lack of governance over RFP responses, ongoing communications
  - Resource constraints led to reactive instead of proactive sales/service support

# FIXING DESTINATION APPEAL

## A MULTIFACETED CHALLENGE

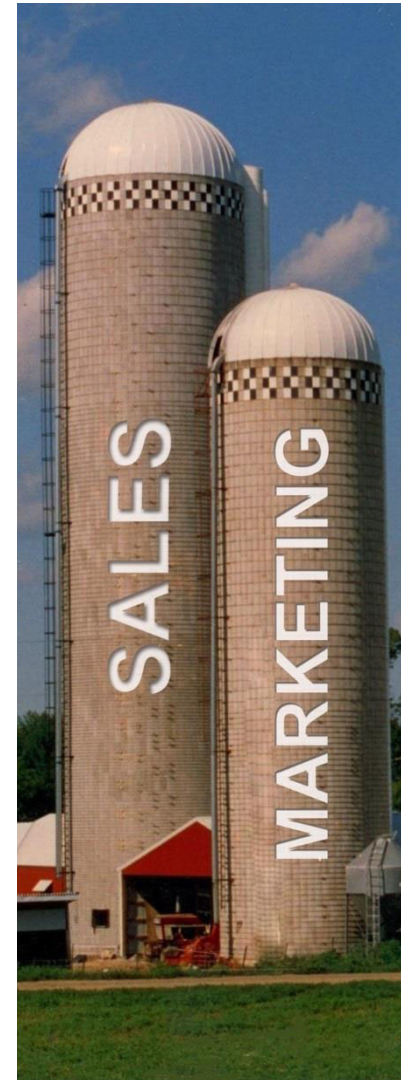
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Silo'ed organization

Sales and Marketing did not share common goals

Sales had experienced limited value of marketing

Marketing was a “NO” department or at best a support function



# HOW DID WE FIX THE PROBLEM?

## ■ ORGANIZATIONAL

- CEO committed to removing all obstacles to reaching the sales goals
- Strategic alignment at the executive level – common goals
- Reorganization of Marketing with a dedicated sales/service Brand Manager
- Increased funding for Marketing (additional +1% tax)
- Buy-in from key constituencies (Hoteliers, Board)

# HOW DID WE FIX THE PROBLEM?

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## ■ RESEARCH

- Customer and consumer insights
- Sales and service workshops to identify needs and generate buy-in

## ■ FUNDING

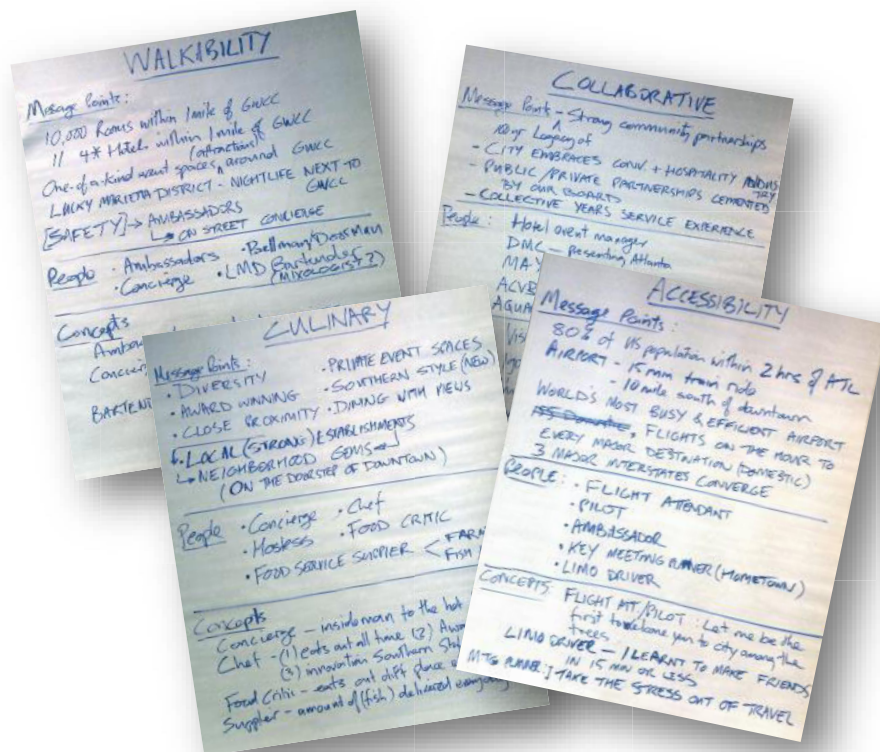
- Commitment of \$1m to a media plan, \$0.5m to production elements
- Commitment of \$2m to host ASAE

## ■ CREATIVE

- New I AM ATL Meeting Planner campaign

## ■ MASSIVE ORGANIZATION AND INDUSTRY-WIDE ACTIVATION FOR ASAE

# RESEARCH PROVIDED INSIGHTS FOR MESSAGING STRATEGY



## MESSAGES WE MUST CONVEY TO MEETING PLANNERS

### Key Messaging Pillars

- Atlanta is a Walkable City
- Atlanta is a Collaborative City
- Atlanta is a Great City for Dining
- Atlanta is an Accessible City
- Atlanta has Great Nightlife
- Atlanta has many things to see and do

# MEETING PLANNER CAMPAIGN

## OUR 50,000 FOOT OBJECTIVE

Create an emotional,  
anthemic campaign  
that has the capacity  
to build momentum.

A Rally Cry for the City.



The campaign mark is bold and simple – allowing the unique characteristics of Atlanta’s people and places to shine through.

## CAMPAIGN VOICE / COPY TONE

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**Our people wear Atlanta like a badge of honor.**

The headlines and copy feature clever plays on words and double entendre that make the reader think. The copy sells Atlanta’s assets through the unique stories of its people, and a sense of pride in who they are and what they’ve accomplished. The stories we can tell are as vibrant and diverse as the people who live here.

---

**I AM ATL** Won the Award for “Best Travel Integrated Campaign” in 2013





**I AM ATL**  
Two-page Spread



**I AM ATL.**

**I'M ONE FISH IN THE SEA OF GREAT POSSIBILITIES.**

I am the connoisseur of collaboration at the world's largest aquarium. We're one of the fascinating spaces offering personalized service just steps away from your meeting. Here in Atlanta, we all swim in the same sea when it comes to making your event a success. Plan in Atlanta and we'll think big together.

**Will Ramsey**  
Vice President, Sales  
George Apperloo

**ATLANTA**

**I AM ATL**  
Full Page Ads



**I AM ATL.**

**I LEAVE MY TROPHIES BEHIND AND BRING ON THE HEAT.**

I am a James Beard Award winner and one of Food & Wine's best new chefs. I'm the new kitchen of Southern Indiana, where honest ingredients and great hospitality are baked on the menu. I'm inspired by over 3,000 Atlanta chefs on a mission to deliver you a mind-blowing performance. Plan on Atlanta and come see what's cooking.

**MISSY LANE**

**ATLANTA**

Chef Linton Hopkins  
Napa Restaurant and  
Chef Award winner



**I AM ATL.**

**I HELP MAKE YOUR MEETING A WALK IN THE PARK.**

I am your six-street coverage in Atlanta's compact convention district. I'm a friendly guide to convenient hotels, attractions, restaurants, parks and much more. I'm here to help 300 days a year in five languages and personally escort you where you need to go. It's an Atlanta and a great meeting is just steps away.

**MISSY LANE**

**ATLANTA**

Melissa Brinkley  
Meet & Greet

**I AM ATL**  
Full Page Ads



**Katherine Hinton**  
Delta Flight Attendant

**I AM ATL.**

**I'M YOUR FRIENDLY SMILE ON APPROACH TO A FIRST CLASS MEETING.**

I am pleased to welcome you to Atlanta. My route is one of 200+ daily nonstops to ATL from every major city worldwide, and whether coming or going morning, noon or night, Delta on the four main routes continues a proud. Plus on Atlanta and watch your meeting take flight.

[I AM ATL](#)





**Kris Reinhard**  
Executive Chef of The Capital Grill

**I AM ATL.**

**I'LL CATER TO YOUR MEETING'S EVERY NEED.**

I'm an innovator who gives your event the gift of good taste. I'm a key member of Atlanta's hospitality network with a long history of providing legendary service. I'll add local flavor to your agenda and set the tone for any occasion. Plan on Atlanta and we'll spike up your event.

[I AM ATL](#)



**I AM ATL**  
Full Page Ads



**I AM ATL.**

**I MIX BREATHTAKING VIEWS WITH TOP-SHELF NIGHTLIFE.**

I am your cocktail host for a great night out. I'm a big fan of Suzon in the heart of Atlanta, the spirit of the South. Here, you can relax and unwind with a cool mix of music, just steps away from your world class, fancy and delicious dining. Plan on Atlanta and have a top-shelf event.

**SMARTLINE**

**ATLANTA**

Stephanie Barnett  
mixologist, 404.733.1234  
www.suzon.com



**I AM ATL.**

**I HAVE MORE CONNECTIONS THAN ATLANTA HAS PEACHTREE STREETS.**

I am your in-the-know concierge who exceeds expectations. I'm your go-to-guy, plus to the best seat in the house and wherever you need me. Needs and I can make it happen. For your helpful fix to guest-winning dining, world-class shopping, and top-notch nightlife. Plan on Atlanta and we'll give your meeting the VIP treatment.

**SMARTLINE**

**ATLANTA**

Wakello J. Towns  
concierge, the concierge  
404.733.1234

# I AM ATL

## Campaign Site Home Page

**I AM ATL.** WHY ATLANTA? ▾ NEIGHBORHOODS ▾ CONTACT US ENEWSLETTER ▾

**» Landing here leads to a first-class meeting. See Atlanta's accessibility.**

**» We swim in the same sea to make your meeting a success. Experience our unique meeting and event venues.**

**» Our clients add great taste to your meetings. Discover Atlanta restaurants.**

**In Atlanta, our people make this city great.**  
Together, we create the stories that make meetings in Atlanta so successful.

**» We'll add spirit to your event. View Atlanta nightlife.**

**» We cater to your meetings every need. Explore our event services.**

**» We make your meeting a walk in the park. See our walkable convention and entertainment district.**

**» We're your all access pass to a great event. Find things to do for attendees.**

ATLANTA CONVENTION & VISITORS BUREAU  
133 PEACHTREE STREET, NE #1400 ATLANTA, GA 30309  
1889 ATLANTA | (404) 521-4668

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TERMS OF USE  
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# I AM ATL

Campaign Elements



**I AM ATL.**

**I HELP MAKE YOUR MEETING A WALK IN THE PARK.**

Plan on Atlanta and a great meeting is just steps away.



160x600 px



**I AM ATL.**

**I HELP MAKE YOUR MEETING A WALK IN THE PARK.**

Plan on Atlanta and a great meeting is just steps away.

300x250 px



**I AM ATL.**

**I HELP MAKE YOUR MEETING A WALK IN THE PARK.**

Plan on Atlanta and a great meeting is just steps away.



728x90 px



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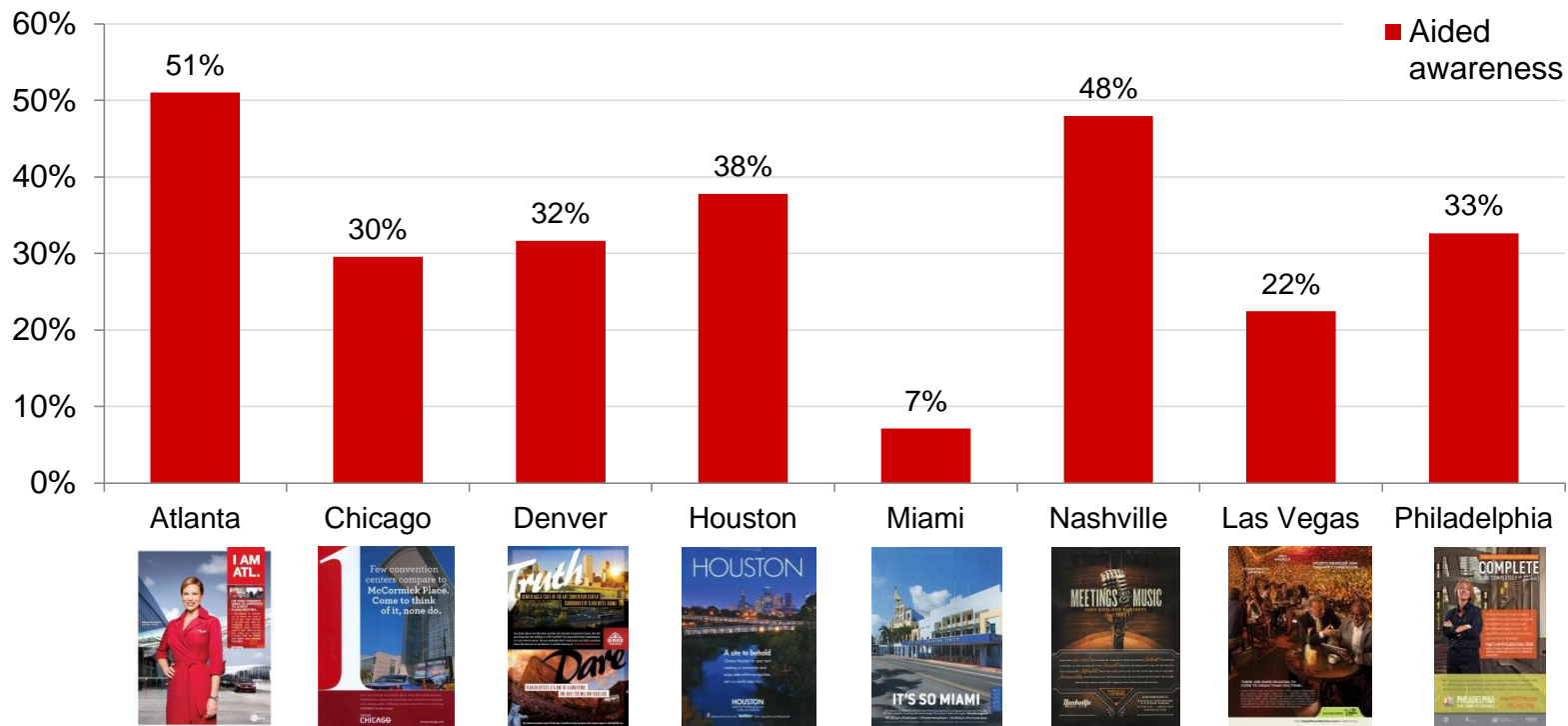
**I AM ATL**  
2012 ASAE Booth





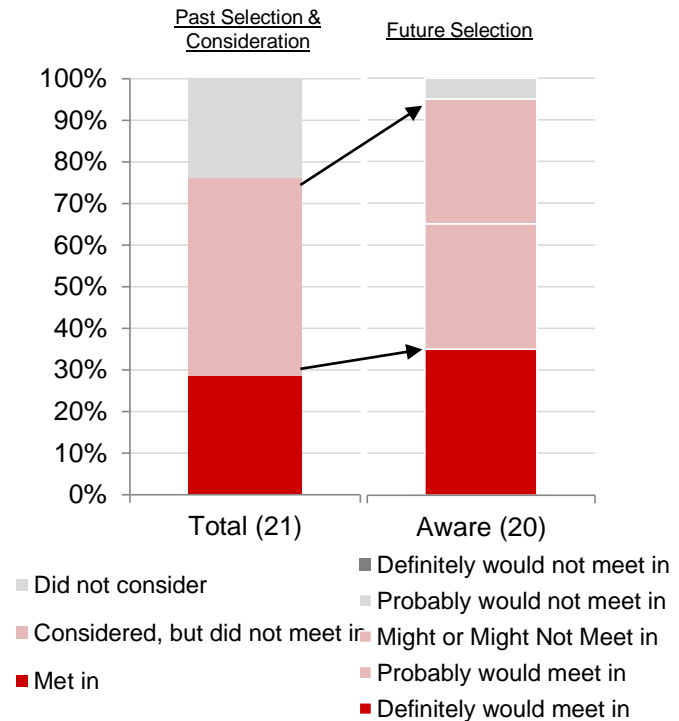
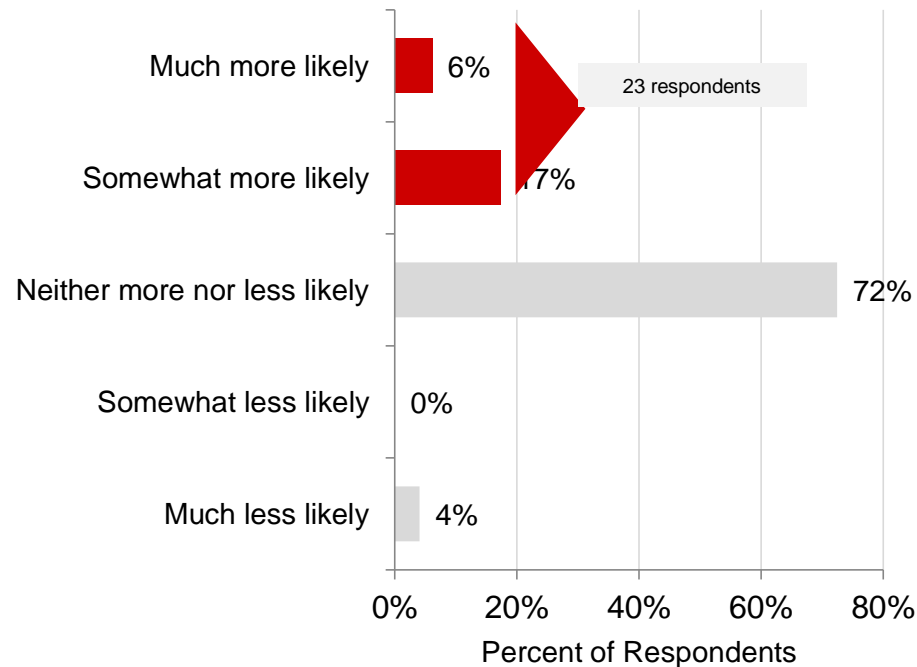
# 2013 MEETING PLANNER SURVEY

Q: Below are eight samples from recent advertising campaigns.  
Please select the samples that reflect campaigns you recall seeing.



# 2013 MEETING PLANNER SURVEY

Q: How would you say this campaign impacts your likelihood to select Atlanta as a host city for this meeting?



# BUSINESS RESULTS

P12mo (September 2012 to August 2013), ACVB has seen noticeable growth in lead volume compared to the last 12-month period (Sept '11-Aug '12)

**+18%** year-over-year in the total number of leads generated  
(approx. 2,330 vs. 1,970)

**+20%** year-over-year in the number of room nights associated with leads generated (approx. 8.6M vs. 7.1M)

**+24%** year-over-year in leads generated for city-wide conventions & meetings

# QUALITATIVE RESULTS

Marketing now a true valued partner of Sales

Consistent messaging and brand identity across all touch points

Significantly improved governance over collateral

Energized Sales force armed with tools they can use

# THANK YOU

Andrew Wilson

Awilson@atlanta.net

@andicati

# One-to-One Marketing

Utilizing Data to Crack the  
Meetings Market



VISIT



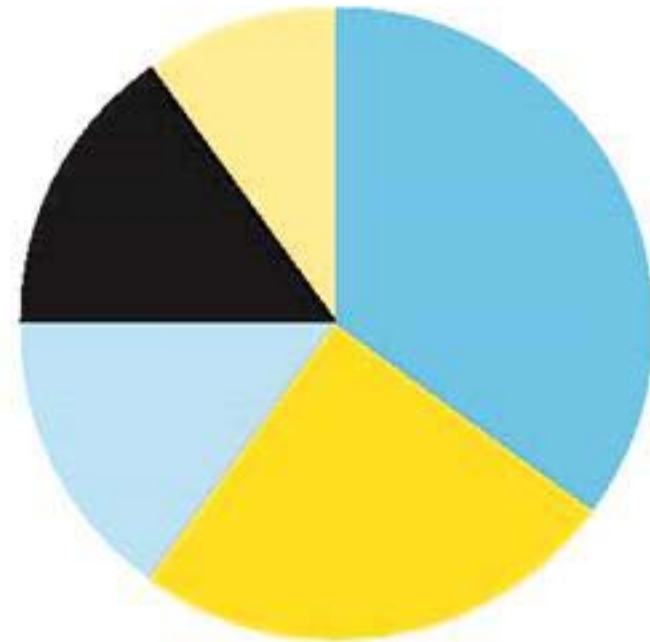
# TAMPA BAY

TREASURE AWAITS



# CONVENTION SALES TARGET MARKETS

Association	35%
Sports	25%
Corporate	15%
SMEF	15%
Religious/ Multicultural	10%







Publication	Publisher/Circ/ Frequency	Media	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December
<b>Associations Now (ASAE)</b>	ASAE 18,804	FP4C FP Advertorial															
<b>ASAE (asaecenter.org)</b>	ASAE 92,045	Leaderboard															
<b>ASAE DAILY NOW Tradeshow Daily</b>	ASAE 6,000 3 Editions	FP4C															
<b>ASAE DAILY NOW FL Destination</b>	ASAE 40,000	FP4C															
<b>ASAE Springtime Golf/Tennis Tournament (May 17, Landsdowne Resort)</b>	ASAE 400	Sponsorship Golf/Tennis Tournament															
<b>Convene (PCMA)</b>	PCMA 32,388	FP4C															
<b>Convene (PCMA) Specatular Positions</b>	PCMA 32,388	FP4C Reverse Cover 6-page Special Section															
<b>PCMA Tradeshow Daily (PCMA Annual Meeting, Orlando)</b>	PCMA 5,000 3 Editions	FP4C															
<b>PCMA e-Newsletter (ThisWeek@PCMA)</b>	PCMA 12,800	300x250 Banners 10x series															
<b>Association News</b>	Schneider 47,647																
<b>Connect (e-Newsletter)</b>	Collinson 3,003	Roadblock Banners															
<b>Connect</b>	Collinson 10,106	FP4C															
<b>Convention South</b>	Convention South 18,475	FP4C															
<b>Cvent</b>	C Vent	Dest. Guide AD E-Newsletter															
<b>FSAE Resource</b>	FSAE 1,100	FP4C															
<b>TSAE Source</b>	TSAE 1,100	FP4C															
<b>Meeting Mentor</b>	Conference Direct 14,000	FP4C															
<b>Meetings &amp; Conventions</b>	Northstar 50,000	FP4C															
<b>Meetings &amp; Conventions Custom E-blast</b>	Northstar 40,000 Buy 3/1 Free	E-mail															
<b>MPI Marketplace</b>	MPI 5,000																
<b>MPI The Z-Card Conference Guide 2013 WEC</b>	MPI 2,000																
<b>E-Pro Direct</b>	E-Pro Direct 50,000	Custom E-mail															
<b>RCMA Highlights (Tradeshow daily)</b>	Navigate 5,000 9 Insertions	FP4C															
<b>Rejuvenate</b>	Collinson 5,500	FP4C															
<b>Rejuvenate (e-Newsletter)</b>	Collinson 2,962	Roadblock Banners															
<b>Sports Travel</b>	Schneider 18,000																
<b>TSAE Directory</b>	Naylor																

Full Page 4 Color Ad
Bonus Advertorial
Bonus Tradeshow Distribution
Bonus Tradeshow Distribution
Sponsorship

## Incremental Room Night Production Action Plan

### 2013-14 "ITYFTY" Meeting Planner Target Audience Sales & Marketing Integrated Strategy

#### EXECUTIVE SUMMARY

##### Short-term Goal:

Produce 400,000 in-the-year-for-the-year (tyfty) room nights within the next 24 months for citywide and one-hotel meetings to be held 2013-14, with an emphasis on attracting new business.

##### Long-term Goal:

Perform at or above 100-percent of room-night pace goal.

#### OBJECTIVES

- 1 To increase conversion ratio percentage to at least 20%
- 2 To fill need periods through highly-targeted incentives, marketing and selling
- 3 To harness local resources
- 4 To develop and launch sales-specific integrated marketing campaigns and direct selling initiatives that reflect the Tampa Bay brand vision and positioning



# 2013-14 Incremental Room-Night Action Plan



# Targeted Incentives

## Citywide Sale

*Discover Tampa Bay with a **FREE Convention Center** and specials from our Convention Portfolio Hotels.*

## Bonus for Bookings

*New hotel nights booked **receive \$1 per room night**, up to \$1,000.*

## Discover Tampa Bay

*Enjoy a **complimentary only-in-Tampa Bay experience** at The Florida Aquarium, Busch Gardens, the Historic Latin Quarter of Ybor City, Yacht Starship, the legendary Bern's Steakhouse, on a sunset sail or at a Tampa Bay Lightning game.*



# Citywide Incentive

**Unlock Tampa Bay Savings**

## YOURS TO CLAIM

Discover Tampa Bay for your next meeting with a **FREE Convention Center**

**Also enjoy:**

- Complimentary Wi-Fi in hotel guest rooms, public areas and Convention Center
- One-per-40 complimentary guest rooms
- 50 percent off hotel parking
- 50 percent off refreshments at Convention Center
- Staff office refreshments at Tampa's Riverwalk
- Commemorative granite paver on Tampa Harbour Island
- Free attendee recognition programs

**Convention Portfolio Hotels from \$99\*** | Tampa Marriott Waterside Hotel & Marina, Embassy Suites Tampa - Downtown Convention Center, Westin Tampa Harbour Island, Hilton Tampa Downtown, and Sheraton Tampa Riverwalk.

Select hotels are offering additional specials including complimentary suite upgrades, complimentary airport limo transfers and more. Inquire for details.

UNLOCK TAMPA BAY TREASURE ADVENTS

...es subject to availability and may not be combined with other offers. All offers and incentives are subject to availability and may not be combined with other offers. All offers and incentives are subject to availability and may not be combined with other offers. All offers and incentives are subject to availability and may not be combined with other offers.

**Unlock Tampa Bay Savings**

## YOURS TO CLAIM

UNLOCK TAMPA BAY TREASURE ADVENTS

Unlock Tampa Bay treasures at [UnlockTampaBay.com](http://UnlockTampaBay.com)

DATES	TAMPA CONVENTION CENTER RENTAL	TAMPA CONVENTION PORTFOLIO HOTEL RATES FROM:
2015	Free	\$99
	Up to 50% off	\$109
August	Up to 50% off	\$119
	Up to 50% off	\$119
April	Up to 50% off	\$99
	Free	\$119
August	Up to 50% off	\$119
	Up to 50% off	\$119
April	Up to 50% off	\$119
	Up to 50% off	\$99
May	Up to 50% off	\$99
	Free	\$119
August	Up to 50% off	\$129
	Up to 50% off	\$119
September	Up to 50% off	\$119
	Up to 50% off	\$119
November	Up to 50% off	\$99
	Up to 50% off	\$99
December	Up to 50% off	\$129
	Up to 50% off	\$119
2016	Up to 50% off	\$119
	Up to 50% off	\$99
May	Up to 50% off	\$99
	Free	\$119
August	Up to 50% off	\$129
	Up to 50% off	\$119
November	Up to 50% off	\$119
	Up to 50% off	\$119
December	Up to 50% off	\$99
	Up to 50% off	\$119

© 2013 Visit Tampa Bay.



# Bonus for Bookings Incentive

**Unlock Tampa Bay Savings**

**YOURS TO CLAIM**

**Discover Tampa Bay for your next meeting and receive a bonus for your room night bookings**

**Receive a reward for each room night booked in Tampa Bay\*:**

- Book 50 to 100 total room nights and receive a \$100 gift card
- Book 101 or more total room nights and receive \$1 per room night (up to \$1,000)

**Unlock Tampa Bay Savings**

**YOURS TO CLAIM**

Convention bookings contracted after 31, 2015. Meeting planner and by final room night count to availability, may be other offer. Additional

**Unlock Tampa Bay Savings**

**YOURS TO CLAIM**

**VISIT TAMPA BAY**  
TREASURE GRANTS

VisitTampaBay.com

VisitTampaBay.com



# Discover Tampa Incentive

**Unlock Tampa Bay Savings**

# YOURS TO CLAIM

**Discover Tampa Bay and enjoy one of the following complimentary only-in-Tampa Bay experiences:**

- Team dinner at the Florida Aquarium with a panoramic view of the largest tank
- Safari at Busch Gardens' Serengeti Plains, dinner and a view of the animals after dark
- Streetcar tour of historic Ybor City and dinner at Florida's oldest restaurant
- Dinner on the Yacht Star Ship and view of the Tampa Bay sunset
- Unique culinary experience at the world-famous Bern's Steak House and Dessert Room
- Sailing outing on Tampa Bay with dolphin encounters and view of the sunset
- Luxury suite tickets to a Tampa Bay Lightning game

*Inquire for additional details on each experience.*

**Conditions:**  
Only to new meeting or convention bookings contracted for a minimum of 500 room nights for each experience. Meeting planners must have a minimum of 6 attendees for each experience. All offers and incentives are subject to availability and cannot be combined with any other offer. Terms and conditions may apply.

**Unlock Tampa Bay Savings**

# YOURS TO CLAIM

**VISIT TAMPA BAY**  
TREASURING GREATS

[VisitTampaBay.com](http://VisitTampaBay.com)

[VisitTampaBay.com](http://VisitTampaBay.com)


# Meetings Advertising

July 2013

# TAMPA BAY

TREASURE AWAITS


YOURS TO CLAIM  
+  
ACMG  
INVADES  
SEE HOW  
THEY  
UNLOCKED  
TAMPA  
BAY



WHY TAMPA BAY FOR YOUR NEXT MEETING?

FIND YOUR KEY TO UNLOCK THE BAY

UnlockTampaBay.com



## SHRINERS, RNC DELEGATES, WHEELCHAIR VETERANS

Our Invaders Have Had Many Names.  
But To Us, They're Guests.



Ranked No. 4 "Best American Cities to Do Business"  
- KPMG

UNLOCK  
  
TAMPA BAY  
TREASURE AWAITS

Unlock Tampa Bay and discover a destination that embraces meetings. With signature services, unique dining options and a waterfront convention center, Visit Tampa Bay will take care of your group from arrival to departure. Whether you're looking to host 50 or 50,000, we provide everything you need to conquer with ease. When you take over Tampa Bay, you're in command.

Unlock Three Great Incentives Now at [VisitTampaBay.com/Incentives](http://VisitTampaBay.com/Incentives)

VisitTampaBay.com





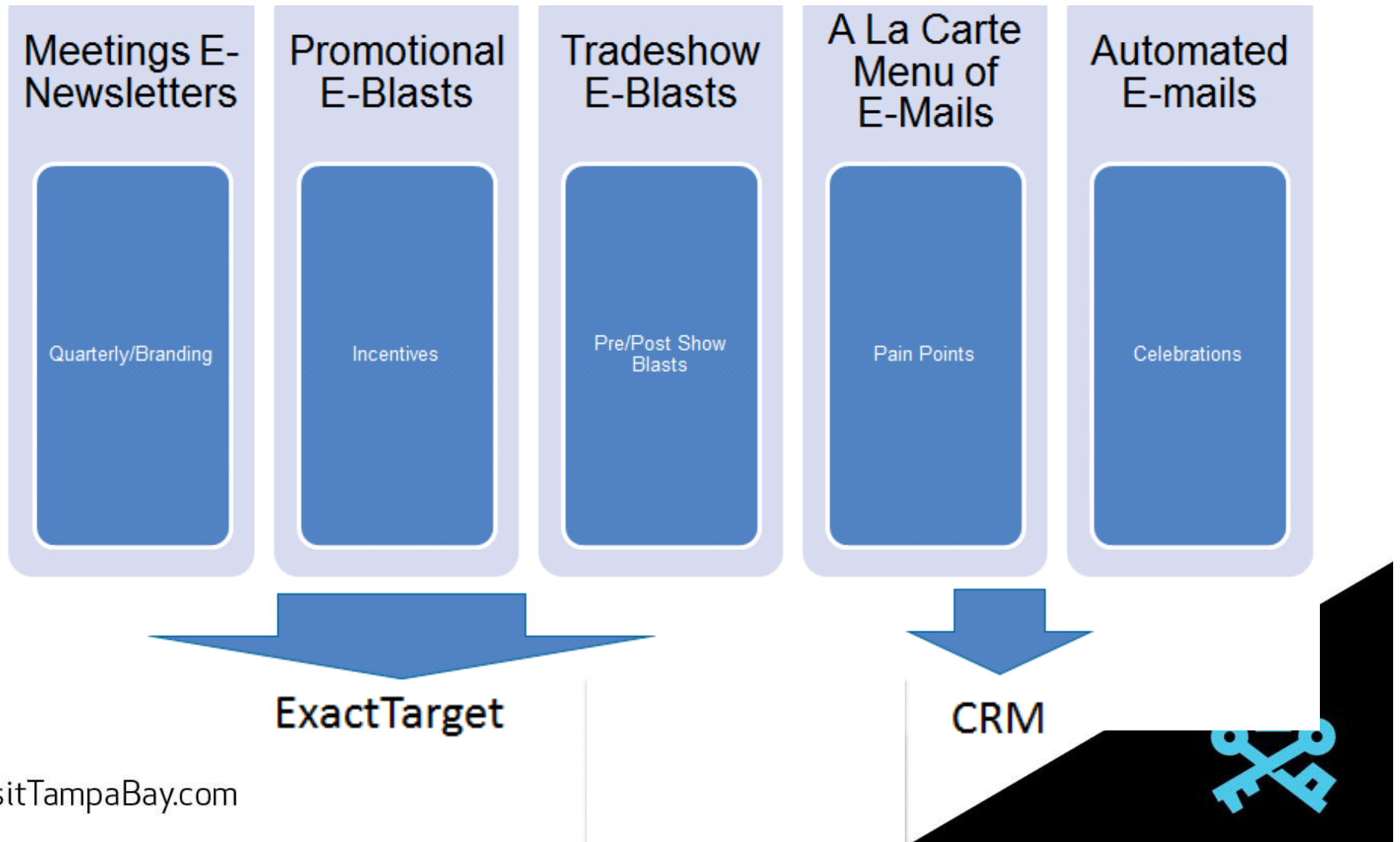
# One-to-One Marketing Program

- Drive incremental brand awareness and meetings room night production
- Deliver the right message to the right customer at the right time
- Personalize/humanize our relationships with meeting planners
- Automate to gain efficiencies via technology
- Build databases and contacts
- Drive traffic to Visit Tampa Bay tradeshow booths





# One-to-One Marketing Program



# Marketing Incentives Filling Need Periods

**Since March 2013:**

- **Generated 30 New Events (Meetings Bookings)**
- **\$1.6 Million+ Economic Impact**





# MEETINGS MARKET: BRIDGING THE GREAT DIVIDE

MARKETING OUTLOOK FORUM:  
A GLOBAL PERSPECTIVE



Presented by the Travel and Tourism Research Association

 Destination  
Marketing  
Association International