

MARKETING ANNUAL PLAN YEAR 2

EXECUTIVE SUMMARY

2017-2018 has been an exceptional year for our marketing efforts. Our new “Jax. It’s Easier Here.” campaign is already showing impressive results. Our advertising this year is performing well across our target markets. We are excited for the new content we have developed and what we have in the works for the coming months. We are continually exploring new ways to optimize everything we are doing and adjusting anything that isn’t performing at the highest level.

The beginning of this year was a challenge; Hurricane Irma had wreaked havoc on our City’s image and it was an uphill battle to convince potential travelers to consider Jacksonville. Even though visitors continued to arrive, those looking at our website and advertising decreased. Thankfully, it only lasted until the end of November when we began to see an increase in the interest once again. The launch of the new campaign was an instant hit! We saw record numbers for December and January. The “Easier Here” idea, with its beautifully captured images and video, seems to resonate well with our audiences and we see visitation grow each month. Web traffic is still behind where we would like it to be this year, but visitation is on an upward trend, and advertising is performing well.

The destination sets record numbers for visitation. March was the best month in the history of tourism in Jacksonville. January & February were stronger year over year than previous years. The new campaign is still performing strongly. Since its launch in late December/early January it has driven website traffic and had strong click-thru rates. We ran a cable television, billboard, digital video and geofenced banners campaign in Atlanta in February-March and web traffic increased 25% from that city while it was running. A similar campaign will run in Savannah in June-July. Traffic to our website is up 16.8% since December 1st, when the campaign went into full swing and Jacksonville started to shake off the effects of Hurricane Irma.

In 2018-2019, there are several efforts that will further expand our marketing reach. We will increase the influencer marketing we started in 2018 and move it to be part of our media/press efforts, since the work required of our team is so similar for both with much less digital advertising. To expand our advertising campaigns (commercials, digital and outdoor billboard) that will run in Atlanta and Charlotte, we will plan guerilla style street marketing events in each destination.

With no expected slowdowns in the near future, 2018-2019 looks to be another successful year for tourism in Jacksonville. In the following Year 2 Plan you will find the individual strategies and tactics for this next fiscal year, which align with the 5-Year Comprehensive Plan that was approved in September 2017.

Bold, italic font throughout document represents additional items due to amendments to the plan by TDC at the meeting on August 9, 2018.

Annual Metrics

2017-2018 Metrics Results (through 3rd Quarter):

PERFORMANCE MEASURES	GOAL	Actual YTD	% of Annual Goal
An annual 5% increase in leisure market visitors/tourists as determined by the Longwood Travel USA Jacksonville Visitor Report	TBD by 2017 report	TBD	TBD
Tax Collections (5% increase in tourist Development tax collections) (Through April 2018)	\$8,179,118	\$5,636,102	69%
Website Visits (10% annual increase in website traffic to the official tourism website) (Through May 2018)	1,337,315	827,796	62%
Advertising Impressions (through March 2018)	194,539,184	113,887,852	59%
Clicks/Engagement (through March 2018)	479,136	344,186	72%
Email Opens (through March 2018)	133,157	137,542	103%
Video Views (through March 2018)	1,775,379	1,373,999	77%

Explanation of Metrics Not on Pace (75% of Annual Goal):

- Website Visits:** Through 3 quarters, paid media has driven 114,000 more digital media clicks to VisitJacksonville.com than it did in FY2017. However, the overall losses seen in website traffic are based on organic traffic (i.e. a search engine). There are a few reasons for this. DMO sites across the country have been seeing a downturn in organic web traffic and a study revealed that the primary reason could be Google's increased prioritization of their own travel sites on organic searches. Since we cannot possibly compete with Google from that standpoint, we would like the TDC to consider changing this metric for FY 2018-19 as mentioned below.
- Advertising Impressions:** FY 2018 impressions will likely fall below projections for the year. This is not due to under-delivery of placements purchased on CPM (cost per thousand impressions), but rather from extreme overperformance of placements purchased on guaranteed clicks/engagements (CPC/CPE, where impressions must be projected). One placement performed so well (.58% engagement rate, versus our benchmark-backed estimate of 0.15%), that the partner needed 50 million fewer impressions than projected to satisfy their contracted clicks/engagement target resulting in the primary reason for this metric not meeting the goal. Since the priority for advertising should be the action of clicking on an item, we feel this is a better metric of success than how many times the person actually saw the item.

Any specific year 1 deliverables not complete by September 30, 2018 will be delivered by November 30, 2018 using the funds encumbered in the budget for year 1 (2017-18) with the exception of the mobile app which will require a longer timeframe.

Proposed 2018-2019 Metrics (*Numbers will be inserted once we complete the fiscal year):

- We would like to propose a change in the measurement tactic for web traffic driven directly by paid media; rather than all traffic.
 - By excluding channels heavily dependent on factors beyond our control, we can more accurately assess the true influence of the campaign year over year.
 - Meet and pursue to exceed the 10% annual increase but remove organic traffic from the mix to remove the “Google” effect of prioritization to their travel sites.
 - **Contract will be modified at September 2018 TDC meeting to address what increase is expected in year 2 based on paid media.**
- An annual five percent (5%) increase in the leisure market visitors/tourists as determined by the Longwood Travel USA Jacksonville Visitor Report
- An annual five percent (5%) increase in total tourist development tax collections
- Campaign Type Performance Metrics: Provided in the Dalton Agency Plan
- **Metrics will be measured based on an October 1 through September 30 fiscal and contractual year. Campaigns will be evaluated based on the duration of the campaign.**

Year 2 Advertising 2018-2019 Plan

Our Objectives for Year 2 include:

- I. Increase awareness of Jacksonville among potential visitors. (See also the Dalton Agency Plan components for additional specifics)
 - Proceed with the “Jax. It’s Easier Here” advertising campaign through Q1 of FY 2018-19 when consideration will be given to a new campaign effort.
 - Advertising will focus on our waterways, beaches, parks and outdoor adventure, cultural and historical resources, **sports** and as a **secondary focus, culinary**.
 - Utilize media relationships to place more stories in publications and online showcasing Jacksonville as a destination to visit.
 - Push marketing through specific tactics (cable, digital & outdoor display) to Atlanta and Charlotte to sustain momentum established in Year 1.
- II. Encourage potential visitors to plan a trip. (See also the Dalton Agency Plan components for additional specifics)
 - Drive traffic to our new website which offers visitors the ability to plan their trip to include all the specific activities of interest for their lifestyle.
 - Utilize advertising spending towards tactics that drive bookings, such as travel intent data targeting and IP address targeting.

- Utilize campaign with ADARA, which utilizes first party travel path-to-purchase data from airlines, hotels, and other travel/transportation companies to reach those who are actively shopping/booking in real time.
 - New campaign with Trip Advisor to reach users mid-funnel when they are actively searching for content around Jacksonville or Florida on tripadvisor.com. Also target users who are looking for information relating to the outdoors, history, culture, arts, and food.
 - Utilize a paid search campaign which reaches the lowest hanging fruit – those qualified hand raisers who are actively looking for information about Jacksonville.
- III. Create a “visitor experience” through the advertising media.
- Work with Influencers - Leverages travel + lifestyle influencers to create and share content that features their experiences in Jacksonville relating to active/outdoor, history/culture/arts and **sports**. We will support boosted social posts via the advertising budget (more specific details follow in the tactics below). **Culinary will be a secondary focus, not a primary focus.**
 - Advertise and promote new videos, audio tours/podcasts, and itineraries through social media and digital advertising based on categories provided in 5-year plan.
- IV. Determine when to implement our next campaign push for FY 2018-19
- The “Jax. It’s Easier Here.” Campaign is still a strong performer. As such, we will utilize this campaign into the first quarter of FY 2018-19. During the first quarter of FY 2018-19 we will review research and analyze our annual metrics to determine what the next shift in our focus will be. TDC will be kept aware of all campaign efforts and options considered. Any monthly decline in the current campaign will result in a higher prioritization to a new campaign effort.
 - **Dalton Agency will bring current campaign performance results to the October 2018 TDC meeting.**

Public Relations/Communications

Objectives:

1. Grow awareness of Jacksonville as a tourism destination by showcasing our main attributes: Water recreation, nature adventures, community arts and culture and big sporting events.
2. Increase the number of publications, news channels, websites and blogs featuring stories about Jacksonville.

Strategy: Story Development and Media Outreach

Goal: To place 50 stories in media outlets in FY 2018-2019

Tactics:

- Promote Jacksonville as a major Florida tourism destination to lifestyle and travel publications, outlets and media across the nation. We will highlight the overall destination based on current travel media trends.
- Develop story ideas and media pitches based on destination research and content created under the 5-Year Plan from the Marketing Plan Year 2. That will include:

- Water Recreation: Promote Jacksonville’s countless water activities, easy water access river and beaches.
- Nature/Outdoors: Parks itineraries and highlights, unique camping spots in Jacksonville, hiking in Jacksonville, biking trails in Jacksonville, fishing in Jacksonville, best local beaches, weekend getaways to Jacksonville’s beaches, watersports in Jacksonville, water tours in Jacksonville.
- **History/Culture/Arts: Museums passport, Downtown Jacksonville’s history, history tours in Jacksonville, historic homes and people of Jacksonville Public art installations, ArtRepublic, local museums, unique exhibits, children’s museums, historic sites, history tours, local artists, murals, restoration of historic buildings, unique history of Jacksonville, unique architecture.**
- **Sports: Curated “Perfect Sports Weekend” itineraries in Jacksonville for football fans of visiting teams this season. Host media and influencers from opposing team markets Jacksonville’s NFL experience for game-day coverage. Use messaging from the “JAX: It’s Easier Here” campaign as it relates to coming here for professional spectator sports: It’s easier to get to the stadium, easier to get around, easier to find a hotel, easier to get a restaurant reservation, etc. Highlight unique sporting events like Florida/Georgia, NCAA Tournaments and Gator Bowl. Promote surfing culture, golf and minor league sporting teams.**
- Food Culture: Best local food in Jacksonville, craft cocktails and spirits, farmers market in Jacksonville
- Holiday attractions and concerts
- Pursue leveraging the Marketing team’s advertising buys to garner incremental earned media.

Strategy: Host Media Blitz Events

Goal: To host four media events in top Jacksonville visitor markets

Tactics:

- Plan, coordinate and execute four media events in top Jacksonville visitor markets. Group dinners/special events where Visit Jacksonville will share Destination Jacksonville story ideas with media and establish/maintain relationships with media (Based on 2017 top website visitation markets):
 - Atlanta
 - Washington, D.C.
 - Chicago
 - Tampa/Orlando
- Secure deskside appointments with media who cannot attend events at each destination.

Strategy: Attend Media Travel Shows

Goal: To attend three media travel shows and one media conference in FY 2018-2019

Tactics:

- Visit Jacksonville to attend the International Media Marketplace (IMM) and the New York Times Travel Show (January 2019).
- Visit Jacksonville to attend the Chicago Travel & Adventure Show in February 2019. This show is an adventure-focused travel tradeshow.
- Visit Jacksonville to attend IPW Media Marketplace in 2019.
- Visit Jacksonville to attend the Public Relations Society of America Travel and Tourism Conference in 2019.

- Secure deskside media appointments with national and regional consumer travel and lifestyle media in all destinations visited during Travel Shows.

Strategy: Host Media Site Visits

Goal: To host 20 media site visits and two media FAMS in FY 2018-2019

Tactics:

- As part of a larger Visiting Journalist Program (VJP), secure individual press visits for national and key market regional outlets, including online, print, and broadcast.
 - On a case-by-case basis, arrange individual press visits for media, bloggers and (unpaid) social media influencers, with a level of support equal with the size of the publication's or influencer's audience. Expectation: More than 30 writers annually.
- Secure 4-8 writers from national and key market regional outlets to visit Jacksonville on two themed press visits:
 - Sports: Unique venues, teams and tailgate like locals (Fall 2018)
 - Nature + Outdoors: Waterways/Fishing & Diving (Spring 2019)

Strategy: Local Editorial News Bureau

Goal: To establish *new* relationships with four local media outlets in FY 2018-2019

Tactics:

- Expand relationship with local Jacksonville media to expose all events and current tourism affairs to residents. **Current relationships include WJXT Channel 4 and the Florida Times Union.**
 - A weekly column in local media outlets focused on attractions and things to do for residents.

Website

Strategy: With our new website launched this July, we are excited to work towards optimizing it to provide even better user experiences. The new site allows more flexibility than the last site and makes it easier to find information that might encourage visitors to stay longer and explore more.

Goals: To increase paid media visitors to VisitJacksonville.com 10% over fiscal year 2017-2018 numbers

Tactics:

- To develop new content based on what potential visitors are searching for (data provided through research).
- To create more long-tail URLs to ensure that Visit Jacksonville's website appears in any web searches having to do with travel to Jacksonville.
- To regularly add new photography and video content so there are new things to see if visitors return to the site.
- To grow the new section added on the site called "Travel Tools" which was built for those travelers that have already booked their trip but now may be looking for more detailed information on things to do,

how to get around and where to eat once they arrive in Jacksonville.

Social Media

Strategy: To grow the engagement of our audiences through all social media channels, with a special focus on Instagram and Facebook. We will stay aware of new emerging social media programs that may grab a large audience. Facebook and Instagram, the primary channels for selling to potential visitors, have made it even harder to reach new potential visitors without paying for promoting posts. For the upcoming year, we will need to advertise or “promote” more individual posts using social media advertising dollars.

Goals: To increase engagement rates 10% within our fanbase; to increase audiences on all channels by 5%.

Tactics:

- To gather user generated content and share it with our audience.
- To work more closely with event promoters who are bringing their events to Jacksonville.
- To constantly develop new content to share through our channels.

NEW! Influencers

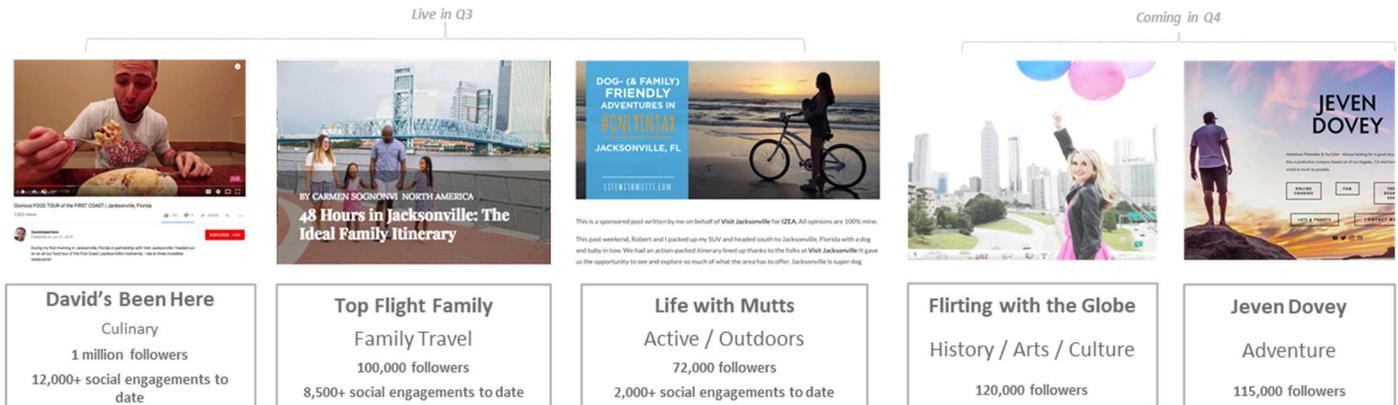
Strategy: Influencer marketing is an emerging marketing tactic that focuses on influential individuals who have large fan bases to share information on traveling to Jacksonville. It’s a hybrid of paid media and earned media. The influencers perform similarly to media visits but are paid for their time and influence. By identifying individuals that can influence potential consumers to take a trip to Jacksonville it can successfully introduce the destination to large audiences via a trustworthy source, in their eyes.

In 2017-2018, we experimented with influencer advertising and thus far it has been successful. There are plans to develop these opportunities even further in 2018-2019. Some interesting research on influencer marketing:

- The influencer market is estimated to be worth \$2 billion in 2017 and is set to reach \$10 billion by 2020. (SOURCE: Adweek 2018)
- According to a study, 67% of marketers think influencer marketing campaigns helped them reach a more targeted audience, thus leading to more impactful results. (SOURCE: Activate by Bloglovin’)
- According to a study, consumers trust influencers 3x more than ads (SOURCE: Nielsen Global Trust in Advertising Survey, 2012).

The funds for the current efforts were included within the Digital Advertising budget in 2017-2018, but after hosting these influencers first hand, it is better classified as a “site visit” type expense where we pay for travel and fees, not digital advertising.

In 2018, we hosted four influencers to date, with one more visiting in September, and have seen remarkable results even though we are just midway through this campaign. The influencers were chosen due to their large followings on their social media accounts and their fanbases within the branding focuses that we are trying to reach: adventure and outdoors; arts, history, and culture; active sports adventure; culinary and family.



After just a few weeks of this campaign, post results for just the first two influencers that visited (Top Flight Family and Life with Mutts) were strong:

- 19 pieces of content had been posted
- 1,587,905 impressions had been served
- 39,095 video views
- 21,918 likes on the content and 437 comments

We anticipate with David's Been Here even stronger results because he has over 1 million followers and created 5 videos (even though only contracted and paid for one).

Goals: To host 12 influencers in 2018-2019 and for them to reach audiences of 5 million total followers for all influencers.

Tactics:

- Identify top travel influencers in the adventure, nature, lifestyle, food, sports, arts and culture spectrum on Instagram and Twitter and contract them to expose our destination to their audience.
- Arrange trips for them to experience Jacksonville's highlights first hand.
- Plan influencer trips around large events to show off the destination at its best.

Content Development

Strategies: To have new monthly content to share with our audiences with a focus on our key attributes. Video still is the best performing advertising tactic, primarily through social media. We will add video assets and new tours annually.

Goals: To develop 24 new blogs and videos.

Tactics:

- **Subject matter will be consistent with the plan focus areas of outdoors and water; history, arts and culture; and sports.**
- New photography and video efforts for those activities we don't have photos of, including 360-degree videos.

- Development of new content where it may be currently lacking based on the Marketing Plan Content Calendar
- Phone App: In Year 2 ***Visit Jacksonville will complete implementation of an app by June 30, 2019.***

Consumer Mass Email

Strategies: To grow the email database and to exceed the current levels of engagement.

Goals: To grow our leisure email database by 10% in 2018-2019.

Tactics:

- Send monthly emails to each of the personas we have established over the last five years.
- Further categorize our followers to be able to provide them with relevant content of interest.
- Promote large trip-worthy special events.
- To share video and photos through the emails sent to encourage more visitors to come to Jacksonville.

NEW! Out-of-Market Outreach/Promotional Events

Strategies: To host an event in a city where we are running advertising in order to further the Jacksonville image. To plan an event, have a booth at an existing event, or plan an out-of-the-box display in a high traffic area in coordination with advertising campaigns that would engage potential visitors and have the potential for media coverage in these cities.

Goals: To host two out of market city events

Tactics:

- These strategies will be planned around existing media trips to coordinate the effort and reduce any potential additional travel expenses in the first year of trying out this effort.
- Potential locations already being visited include: Atlanta & Charlotte and this tactic could be utilized along with the media mission.
- This marketing tactic involves working with an external “guerilla” team to target events that may coincide with an event Jacksonville generally features (i.e. Jazz Festival).