

**BRANSON/LAKES AREA TOURISM
COMMUNITY ENHANCEMENT DISTRICT**

**INDEPENDENT ACCOUNTANTS' REPORT ON
APPLYING AGREED-UPON PROCEDURES**

DECEMBER 31, 2014



INDEPENDENT ACCOUNTANTS' REPORT ON APPLYING AGREED-UPON PROCEDURES

Board of Directors
Branson/Lakes Area Tourism
Community Enhancement District
Branson, Missouri

We have performed the procedures enumerated below, which were agreed to by Branson/Lakes Area Tourism Community Enhancement District (The District) of Branson, Missouri, solely to assist you with evaluating compliance with your contract for tourism marketing services (the Contract) with the Branson/Lakes Area Convention and Visitor's Bureau (the CVB), for the year ended December 31, 2014. The District's management is responsible for compliance with the tourism marketing services contract. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of these procedures is solely the responsibility of those parties specified in the report. Consequently, we make no representation regarding the sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

Our procedures and findings are as follows:

1. Procedure – Obtain the documents listed in the attachment and report the dates issued to the District.
Finding – The CVB maintained a copy of all of the listed documents. No exceptions were noted.
2. Procedure – Obtain and read the insurance policies for the year ended December 31, 2014, for coverage pursuant to Section 5.9.4.
Finding – Procedure completed without exception.
3. Procedure – If the District required the CVB to go out for bid; obtain the list of contracts over \$4,500 approved by the District. Compare the name of subcontractors on the CVB contracts with the District's approved list for inclusion. Confirm the contract list of subcontractors/vendors who bid to CVB's request for proposal list to test completeness of the list.
Finding – The District did not require the CVB to go out for bid. Procedure completed without exception.

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4. Procedure – Obtain and review revenue sources reported on the CVB’s Enhancement Tax (“ET”) Group financial statements and compare them to revenue received from the CVB on the District’s financial statements, and report on differences.
 - a. Compare Accounts Receivable from the District on CVB books to Accounts Payable to the CVB on the District’s books and report any differences. Obtain reconciliations from the District when different and include them in the report.

Finding – Procedure completed without exception.
 - b. Compare ET tax revenues on the CVB trial balance to expenditures on the District’s financial statements. Obtain reconciliations when different and include them in the report.

Finding – Procedure completed without exception.
 - c. Obtain documentation of total grants available from the Missouri Division of Tourism and compare actual amount received to amount available. Report on any differences.

Finding – Procedure completed without exception.
 - d. Obtain listing of contracts between CVB and advertisers in its Vacation Guide and on its websites. Representatively select 80 of the contracts. Compare these contracts to CVB billings to and payments from such advertisers. Reconcile all samples to actual Vacation Guide and website advertisements or copies/archives thereof. Obtain the CVB publications and website advertising policies and procedures, and confirm that the policies and procedures are being followed. Report any differences.

Finding – Procedure completed without exception.
5. Procedure – Inspect budget comparison reports.
 - a. Obtain the CVB’s ET and Combined Marketing Budgets.

Finding – Procedure completed without exception.
 - b. Obtain the ET consolidated financial statement trial balances (budget v. actual) and obtain the individual department trial balances (budget v. actual) from the CVB. Obtain reconciliation of individual department trial balances (budget v. actual) to the ET consolidated financial statement trial balance (budget v. actual) and inspect to ensure they are reconciled.

Finding – Procedure completed without exception.
 - c. Trace the Final CVB Marketing Budget to the Final Budget approved by the District and compare it to the District’s Final Budget. Report on any differences.

Finding – Procedure completed without exception.

- d. Compare the ET consolidated financial statement trial balance actual totals to the Chamber's annual audited financial statements. Report on any differences.
Finding – Procedure completed without exception.
- e. Compare the ET consolidated financial statements trial balance actual totals to the District's actual.
Finding – Procedure completed without exception.
6. Procedure – Select a sample of invoices from the months of April, June and October 2014 as selected by the District. Inspect invoices to verify that:
 - a. Approval of invoices by the District included receipts of documents prescribed in Section 5.7.2.
Finding – Procedure completed without exception.
 - b. Payment was made pursuant to Section 5.7:
 1. Subcontractors were paid within 15 days of funds receipt from the District.
Finding – Procedure completed without exception.
 2. No advance payments were made except as provided in Section 5.4.
Finding – Procedure completed without exception.
 3. District denial of invoices is accompanied by written documentation within 10 days of receipt, stating the reasons for such denial and remedies available to cure, if any.
Finding – Procedure completed without exception.
 - c. Invoices were posted to the approved code classification and that classification is consistent with generally accepted accounting principles and the budget line item descriptions.
Finding – Procedure completed without exception.
 - d. No reimbursements were requested from the District for day-to-day operating materials, labor (other than for Teleresponse Operations), facilities, equipment and supplies pursuant to Section 4.11. These expenditures are to be paid by the CVB's administrative fee per Section 5.8.
Finding – Procedure completed without exception.
7. Procedure - Report on any restrictions to records access by either party in findings.
Finding – Procedure completed without exception.
8. Procedure – Review payroll allocations.
 - a. Obtain salary and wage allocation percentages per the CVB Employee Time Percentages by Dept. and CVB Employees' Salaries and Benefits by Dept. spreadsheets. Review total payroll cost allocations between the Chamber and the CVB to ensure allocation was made according to such percentages. Verify that Chamber percentages plus CVB percentages equal 100% of salaries and wages.
Finding – Procedure completed without exception.

- b. Obtain reconciliation of total salaries and wages on the CVB Employee Salaries and Benefits by Dept. spreadsheet to the payroll summary and ET allocation to the ET trial balance obtained for step 5.

Finding – Procedure completed without exception.

- c. Obtain and inspect CVB Marketing Hours Report for Split-Time Employees spreadsheet and CVB detail used to track actual hours for employees. Obtain CVB reconciliation to total payroll summary for the year. Compare percentage of total hours actually spent on ET matters to most recent District-approved allocation percentages and comment on variances of +/-5%.

Finding – One employee had variances greater than 5%. Monica Evinger’s approved allocation was 70% and actual CVB time was 46.36%; a variance of 23.64%.

Response – The CVB has made an adjustment to Monica Evinger’s approved allocation as of 01/01/2015; her percentage was decreased from 70% to 50%.

- 9. Procedure – Test progress reports submitted to the District for inclusion of content pursuant to Sections 3.4, 3.5, 3.8 and 3.11.4.

- a. Trace data reported in the quarterly marketing reports for “results of measurable objectives” to research sources for accuracy of progress report:

- 1. Tax Information
- 2. Room statistics
- 3. Visitation by market
- 4. Inquiries
- 5. Visitor profiles

Finding – The above data was represented accurately.

- b. Trace data reported in the Annual Marketing Scope of Services Report to sources for parameters referenced in Section 2.1 to confirm accuracy of report.

Finding – Procedure completed without exception.

- 10. Procedure – Obtain the Marketing Plan for the fiscal year and the Contractor’s response to each of the stated tactics and provide the report as a supplemental schedule to the audit report.

Finding – Procedure completed without exception.

Board of Directors
Branson/Lakes Area Tourism
Community Enhancement District
Branson, Missouri
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We were not engaged to, and did not conduct an audit, the objective of which would be the expression of an opinion, on the compliance with the tourism marketing services contract. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of the Branson/Lakes Area Tourism Community Enhancement District, and is not intended to be, and should not be, used by anyone other than those specified parties.

KPM CPAs, PC

KPM CPAs, PC
Springfield, Missouri
June 24, 2015

SUPPLEMENTAL

Procedure – Obtain the documents listed in the approved procedures and report the dates issued to the District.

Marketing Plan for fiscal year 12-31-2014 11-13-2013

Quarterly Progress Reports

Marketing Report

First Quarter 2014 05-20-2014
Second Quarter 2014 08-28-2014
Third Quarter 2014 11-20-2014
Fourth Quarter 2014 02-26-2015

Budget Status Report

First Quarter 2014 04-30-2014
Second Quarter 2014 10-21-2014
Third Quarter 2014 10-21-2014
Fourth Quarter 2014 02-26-2015

CVB Annual Reports:

Marketing & Overhead Costs by Dept. 02-26-2014
Current Organizational Chart 02-26-2014
Marketing Hours Report for Split-Time Employees 02-26-2014
Annual Scope of Services Report 02-18-2015

CVB-Related Job Descriptions Various

Documentation for Selected Months: April, June and October

Inspected: April, June and October 2014 for the following:

- Insertion orders, change orders, etc.
- Copies of tear sheets
- Media purchase and planning records
- Reports of database inquiries
- Reports of customer inquiries
- District emails to CVB showing amount available to CVB for requisition

Budgets

Enhancement Tax & Combined Marketing Budget Variance Reports

Revision 1 01-27-2014
Revision 2 03-27-2014
Revision 3 06-26-2014
Revision 4 – Final 10-23-2014

Budget variance (status) reports Monthly

Contracts with Subcontractors	
Media Buyer (Camelot)	10-01-2014
Vacation Guide	09-12-2014
Social Media	None
Creative Services	03-12-2014
Written bid specification	03-12-2014
Books of Account	
Invoices to District	Inspected April, June and October 2014
Certificate of Liability Insurance	Liability 08/01/2014 – 08/01/2015
Contractor's internal customer service policies & procedures	Various
Contractor's annual audit	06-24-2015

BRANSON

Branson/Lakes Area Convention & Visitors Bureau

2014 MARKETING PLAN Summary of Responses to Tactics

January 1, 2014 – December 31, 2014

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A. ADVERTISING

Tactics:

- Execute refreshed creative, targeting the right audience with the right message at the right time.

Response: New creative was executed in 2014 with targeted messaging featuring Live Entertainment, Outdoor Recreation and Family Fun. The new creative, including refreshed TV, print, and digital assets were targeted to specific audiences based on message, demographics and season.

- Evaluate existing media strategies to determine effectiveness and relevance to current markets and targets.

Response: Both traditional and digital media programs were closely evaluated to determine where changes should be made. 2014 media plans were updated to reflect recommendations from our media partners, industry research, and national trends. The most significant changes were made with regard to adding a younger target audience to our media mix, and incorporating strong Core media presence.

- Identify cost-saving opportunities that will allow for heavier media saturation.

Response: Changes in the media plan, target audience, and a strong digital media strategy resulted in growth in the overall market we were able to reach. In 2014 the average cost per aware traveler dropped to \$0.15, a new record eclipsing 2013's \$0.22

- Establish baseline measurements of the existing brand and determine goals for growth and awareness.

Response: Partnering with Strategic Marketing and Research Inc. (SMARI), the CVB completed a brand perception study in 2014, assessing brand health, and guiding the strategy of the brand repositioning.

- Identify a strong agency partner to assist in repositioning the Branson tourism brand.

Response: Working in tandem with the CVB’s Advertising Committee, a competitive bid process was executed to secure an ad agency partner. Bailey Lauerman was chosen to assist the CVB in developing a refreshed brand strategy and corresponding creative work. While the agency’s work on the brand strategy was sound, the creative execution did not meet the standards set forth by either the CVB or the Ad Committee. The CVB terminated Bailey Lauerman’s contract in 2014 and began the process of selecting a new agency.

- Reallocate media investment as recommended by media partners, to focus additional dollars on a concentrated spring marketing effort.

Response: Media dollars previously dedicated to “Hot Winter Fun” were reallocated to beef up the spring media buy in order to grow the awareness of Branson as a spring-time destination.

- Promote Branson as a fall getaway destination.

Response: Refreshed fall creative was developed, incorporating the “It’s all Smiles” messaging. Fall creative, including TV, print and digital, focused on shows, specifically promoting fall touring acts.

- Promote Ozark Mountain Christmas as a robust holiday season featuring live shows and special events that can only be found in Branson.

Response: A strong media effort including a heavy digital push and an increased presence in Springfield via the Springfield News-Leader was launched in November to promote Ozark Mountain Christmas.

- Explore Opportunities to further enhance the Branson Vacation Guide.

Response: In 2014 the CVB completed a competitive bid process to find a printing partner to provide the highest quality publication with the most affordable rates. The CVB selected a partner and negotiated a three-year contract in order to lock in paper costs, along with nominal increases in shipping and freight. This cost-saving measure, along with other efforts to streamline distribution, redesign editorial wells, and re-think the approach to Vacation Guide covers, contributed to a very successful year for the Vacation Guide, distributing all guides by October, 2014, with no waste or recycling.

- Produce niche collateral material as needed.

Response: In 2014 the CVB produced the bi-annual Meeting, Convention and Sports Planner's Guide and the annual Group Tour and Reunion Planner.

- Work with the Missouri Division of Tourism and interested Branson and Springfield partners to cooperatively purchase recent Visa Vue data.

Response: As suggested by the Branson CVB, the Missouri Division of Tourism built a cooperative program by which Missouri DMOs were able to, at a reduced rate, purchase Visa data specific to international travel. The Branson CVB participated in this co-op and was able to very affordably secure recent Canadian travel data specific to Branson.

- Grow existing partnership with Brand USA to take advantage of national cooperative marketing opportunities and cost-savings in the Canadian market.

Response: The CVB participated in several co-op opportunities with the Missouri Division of Tourism and Brand USA including a destination webpage on DiscoverAmerica.com as well the Discover America travel guide. While there is opportunity for growth in this market, the District Marketing Council did not agree to continue pursuing Canada in 2015.

- Continue developing group tour presence and messaging through organized tradeshows and sales missions in Canada.

Response: Attended IPW (International Pow Wow) and OMCA (Ontario Motor coach Association)

- Research successful cooperative marketing programs executed by other DMOs.

Response: The CVB reached out to over 50 DMOs with a request to share successful cooperative marketing programs. Approximately 10 responded, with programs ranging from grant programs to buy-down programs. The CVB evaluated these and other programs searched for online, to determine approaches that might make sense for Branson.

- Meet with industry partners to determine areas where funding assistance would be most beneficial to the city as a whole.

Response: Through meetings with the Ad Committee and District Marketing Council it was determined the industry and the CVB could benefit from an asset sharing program. Tremendous needs exist in the community for high quality, professional photography. The CVB developed a program to launch in 2015 which would allow the CVB and industry partners to pool resources to invest in new image assets.

- Evaluate marketing programs to determine where opportunities might exist for industry partners to participate.

Response: The CVB worked with Madden Media to develop a program which allowed industry partners to “piggy-back” onto the CVB’s search engine marketing account and purchase their own keywords under the Explore Branson umbrella.

B. PUBLIC RELATIONS

Tactics:

- Host A-list journalists through PR Task Force, Geiger and other efforts.

RESPONSE: Welcomed more than a dozen A-list journalists on individual FAMs through our task force focus and hosted two Geiger FAMs, June 4-8 and Nov. 12-16, with 32 A-list writers attending. Half of the 159 journalists that came to Branson in 2014 were A-list.

- Host Spring and Christmas FAMs for B-list staff writers from 50 CNHI newspapers, working with the Branson Theater League.

RESPONSE: Welcomed seven B-list writers from CNHI on individual FAMs with input from Theater League.

- Concentrate radio/PR promotions on select markets in conjunction with paid media and seasonal efforts.

RESPONSE: Did TV/radio promos in Dallas, Oklahoma City, Tulsa, St. Louis, Northwest Arkansas, Little Rock, Springfield and Joplin.

- Host bloggers with US Family Guide and other national connections throughout the year on individual FAM trips.

RESPONSE: Hosted 28 bloggers with US Family Guide: April 3-5, May 8-11, June 12-14 and July 17-20; hosted three national bloggers on individual FAM trips.

- Maximize coverage by the Missouri Press Association, Texas Press Association, Arkansas Press Association and others by attending and sponsoring association functions.

RESPONSE: Attended annual Mo. Press Assoc., Ark. Press Assoc. and Texas Press Assoc. conventions, sponsored meals and set up tradeshow booths, continuing our strong relationships with those organizations.

- Host A-list journalists vetted through MOC, OWAA, SEOPA and AGLOW partnerships for individual FAM trips.

RESPONSE: Hosted five A-list outdoor writers in 2014.

- Capitalize on media interest in Bass Pro holdings, three lakes, rivers and more, promoting the diversity of the Ozarks.

RESPONSE: Included outdoor activities on most FAMs, i.e., fishing, golf, zip lines and worked with Big Cedar on a half-dozen individual FAMs.

- Bid on upcoming outdoor journalist conferences.

RESPONSE: Bid on the Missouri Outdoor Communicators conference for 2015 and was awarded for fall with 40 planning to attend.

- Maximize the value of first-hand experience by bringing travel journalists, editorial decision-makers and photographers to Branson for a series of mainstream and niche media FAM tours in conjunction with the conference.

RESPONSE: Welcoming 60-70 journalists for SATW Western Chapter conference in Branson, May 9-13, 2015.

- Plan excellent offerings for continuing education seminars to further entice the selection committee.

RESPONSE: Bringing in Sreenath "Sree" Sreenivasan, the Chief Digital Officer at the Metropolitan Museum of Art and a technology journalist based in New York City. Also offering Mizzou J School panelists and Lisa Rau, presenting from previous seminars for state agencies, businesses, and Chambers of Commerce.

- Work with NW Arkansas destinations for a complete Ozarks tour de force.

RESPONSE: “Celebrate America” regional FAM tour brought in four journalists.

C. DIGITAL MARKETING

Tactics:

- Conduct website design and usability testing with consumers to determine areas for upgrades, updates and enhancements on ExploreBranson.com.

RESPONSE: We conducted user focus-group research in coordination with the Springfield CVB that was then used to create an RFP and select a vendor for the redesign of ExploreBranson.com

- Develop a content strategy for 2014, identifying gaps in existing content and updates needed to existing content.

RESPONSE: Implemented the Miles Content Audit, performed by the vendor in December 2013. Some elements were targeted for implementation in 2014 and others were put into the 2015 redesign plan.

- Implement the content strategy across web and social media channels, creating at least 12 “key” articles during 2014 that can be integrated in multiple places, utilizing staff, freelance writers, photographers and other sources to-be identified.

RESPONSE: Hired a freelance writer to complete a series of articles for ExploreBranson.com and Explore Branson social channels. During 2014, he completed more than two dozen articles. In addition, we continued writing timely blogs for events and seasons using in-house resources.

- Update and restructure ExploreBranson.com to accommodate new content.

RESPONSE: Re-launched the old Branson Blog as a “things to do” section on ExploreBranson.com and added more links to this section from the main website.

- Redesign the site interface to be fully responsive, launching in January 2014.

RESPONSE: This was accomplished and launched on Jan. 1, 2014.

- Merge Branson Blog with the new content section on ExploreBranson.com.

RESPONSE: This was accomplished in the migration of the blog detailed in item 4.

- Develop a paid distribution and advertising plan to support the new content strategy, as well as to continue creating online demand, drive website visitation and promote social channels.

RESPONSE: We coordinated the articles we and our freelancer were creating with our digital agency, Madden Media. They used advertising dollars to promote articles and videos, which in turn led to increased traffic on ExploreBranson.com. The content was also used for organic and paid posts on social media.

- Continue building upon the vibrant and active social media communities already created, expanding and further engaging these audiences.

RESPONSE: Social audiences grew to a total of 155k in 2014. 827 outbound posts were made on social media during 2014 with an average of 150.3 engagements per post.

- Develop and implement a strategy for CVB staff to respond to online questions, tweets and other direct communications with visitors

RESPONSE: Developed and implemented an on-call strategy to more efficiently respond and engage with social media customers on nights and weekends.

- Conduct at least one training seminar in 2014 for local businesses, including sessions and speakers on social media, website development and paid advertising.

RESPONSE: Hosted the first ever Social Media + Web Summit in February 2014 at the Radisson Hotel in Branson, featuring a mix of national speakers and local experts. Over 100 people attended this one-day conference.

- Explore cooperative online advertising programs that can benefit businesses as well as the CVB; implement in 2014.

RESPONSE: Began a search-engine advertising partnership where local businesses could, under the coordination of Madden Media, purchase SEM advertising under the Branson umbrella. This had the effect of eliminating keyword competition between the Branson CVB and participating partners.

- Launch an updated ExploreBranson.com “portal” feature in the first quarter of 2014 to better support and communicate with our constituent businesses.

RESPONSE: Launched the iConnect Industry Portal in January 2014, which serves as a central repository for CVB communications, industry research and other announcements.

D. LEISURE GROUP TRAVEL

Tactics:

- Develop targeted print and web-based ad campaigns, mirroring refreshed general market creative executions, with tailored messaging to group tour planners and operators.

RESPONSE: All targeted print and web-based ads were completed, paid, invoiced, submitted and reimbursed by the TCED.

- Produce Branson FAM tours in market and out of market in addition to hosting and sponsoring travel show events.

RESPONSE: All of the FAM tours and travel show sponsorships were planned and organized; the buyers and sellers attended and worked with the CVB sales staff.

- Design and print group tour planner and niche market profiles.

RESPONSE: The group tour & reunion planner and niche market profiles were produced, designed and printed.

- Participate in annual group travel and niche markets trade shows and sponsorships.

RESPONSE: The following tradeshow were attended in 2014:

- ABA (American Bus Association) Conference - Nashville
- SYTA (Student & Youth Travel Association) Summit
- IPW (International Pow Wow) - Chicago
- YMRC - Colorado Springs and San Antonio
- Southwest Summer Student Exhibition - San Antonio
- Bridal Fair – Rogers, Arkansas
- National Guard USA Conference - Chicago
- Naval Support Travel Fair
- Women’s Expo - Kansas
- Black Expo - Texas
- OMCA (Ontario Motor Coach Association) - Ottawa

- Grow database of qualified group travel planners.

RESPONSE: Accomplished. The total number of qualified buyers added to the Leisure Groups database increased by 176 contacts, or a 24% increase.

- Produce national email blasts through major email companies.

RESPONSE: Completed.

- Produce bi-monthly electronic newsletter to group sales database.

RESPONSE: This task was delayed until 2015.

- Develop an enhanced social media presence for leisure group sales initiatives and promotion.

RESPONSE: Completed.

- Develop and launch a web-based portal on ExploreBranson.com that is password protected.

RESPONSE: Completed.

- Schedule quarterly meetings with niche market committee members to distribute information.

RESPONSE: Completed.

- Maintain and update a database of Branson businesses and key contacts.

RESPONSE: Completed on a daily, weekly and monthly basis.

- Provide more inclusive access to sales leads, RFIs, RFPs, committee notes.

RESPONSE: Completed on a daily, weekly and monthly basis.

- Update Annual Group Tour Planner & Travel Agent Commission Guide.

RESPONSE: Completed.

E. MEETINGS & CONVENTIONS

Tactics:

- Due to Frontier direct flights, we will plan sales efforts in the Denver metropolitan area. We will plan a client event that targets qualified planners from all of our market segments – corporate, association, social, military, education, religious, hobby groups, fraternal and third party planning companies.

Response: Through discussion within our committee, it was decided to plan efforts in Oklahoma City instead of Denver for this year. We planned a client event in December and had 14 planners and guests in attendance. We also joined the Oklahoma Society of Association Executives and invited them to this event and our fall FAM and will continue to prospect this group.

- Create a ground transportation plan that will provide a solution to attendees flying into SGF. Package this information into a sales tool that can be included in all efforts.

Response: We reached out to all ground transportation companies in Branson and Springfield to secure the best possible rates and a sales collateral piece was created. We also began using the opportunity fund to incent groups with at least 150 room nights on peak. These efforts are continuing as we explore additional rental car options.

- Research and develop new business from the “accidental planner” (corporate & association administrative assistants). These assistants, in addition to their other responsibilities are often tasked with planning meetings and can be an untapped resource and less jaded than professional meeting planners. We plan to research this market through the International Association of Administrative Professionals based in Kansas City and will look for opportunities to provide sponsor education and training to these individuals.

Response: We joined the International Association of Administrative Professionals (IAAP) and began networking through their chapters last year. We signed an insertion order to begin advertising in both print and digital formats in their publications in 2015 and will be planning an educational networking event for their KC members.

- Continue to maximize advertising opportunities through Cvent – a rapidly growing lead distribution platform for meeting planners. Since implementing in early 2012, the number of RFPs we have received through this program has steadily increased. We will look at how we might tweak this advertising package in 2014 to see more growth from this avenue.

Response: We increased our package slightly with Cvent in 2014 – the package included: 2 Diamond Listing, 2 banner ads, 1 Featured Supplier Ad, 1 Content Ad, 3 Diamond Regional Listing, 2 Search Screen Sponsorships and the CVB Copy Feature for the entire year. We saw an increase in RFPs received and we booked 15 groups through this medium with several other groups still pending.

- Continue to maximize opportunities with our Washington DC rep firm, JSP Marketing, by attending all client events and planning custom sales calls during the year. JSP Marketing represents Branson

CVB, Myrtle Beach CVB, Little Rock CVB, Traverse City CVB and Grand Rapids CVB. We have received several RFPs through this relationship in 2013 and will set a goal of increasing RFP production by 20%.

Response: We continued this relationship until last July when Jeff Poole with JSP Marketing took a position with the Albuquerque CVB. A month earlier, Southwest Airlines opted to discontinue service into Branson, so timing was appropriate to end our sales efforts in DC for now. The entire reason for promoting Branson in DC was due to the Southwest flights. As flights are added in the future, we will revisit this initiative.

- Kick-off a campaign, Meet Me in Branson, to encourage local community leaders to assist our efforts with attracting new meetings to our destination through personal memberships or professional associations. This will include non-monetary incentives including recognition at Branson events.

Response: We kicked off this campaign with a creative video and Deborah presented to the TCED Board of Directors, BLACC Board of Directors, Branson Rotary Lunch group, Branson Business Connection and BLALA. Our plans for 2015 include taking this project to the next level with more individualized efforts to reach out to business leaders.

- Attend industry tradeshows, marketplaces and hosted buyer events that continue to provide a measurable ROI.

Response: We attended the following tradeshows:

- RCMA
- IPEC
- AMPS Client Golf Event + Sales Calls
- KCMPI
- Collaborate

- Arkansas Society Annual Meeting
 - Connect
 - Missouri Society of Association Executives (MSAE) Funfest
 - MSAE Trade Show - Show Me Your Menus and Venues
 - Rejuvenate
 - MSAE Holiday Party
- Examine opportunities for sponsorships at industry events that provide optimum exposure to our target markets.

Response: We sponsored the following in 2014:

- Hole and Trail Mix Bar at Missouri Society of Association Executives Fun Fest Golf event
 - Trail Mix Bar at Arkansas Society of Association Executives Annual Meeting
- Reinforce sponsorship and tradeshow participation with print and web ads in industry publications that are being consumed by our target markets. We will maximize our efforts by contracting with an agency.

Response: We worked closely with Bailey Lauerman to place print and digital advertising for the meeting & convention market.

- Continue reinforcing meetings message through social media efforts.

Response: Social media efforts were implemented through Facebook, Twitter and LinkedIn. We also built a more robust list of meeting planner followers on both Facebook and Twitter.

- We plan to revamp our familiarization trips – theming creatively to boost attendance.

Response: We hosted a fall FAM October 7-9 that was focused on all the fun that meeting attendees can have while in Branson including fishing, golf and zip lining. Hotel and meeting space site tours were included.

- We will continue to prospect with lost business reports, Linked In and through industry directories.

Response: Our prospecting continues to use these resources to prospect for new business.

- Provide meeting & convention industry education training to the local community. This training will help Branson provide better proposals to this market and should result in more bookings.

Response: The Meeting, Convention and Sports 101 class was held on April 11, 2014. Approximately 40 Branson partners joined us for this ½ day class that covered marketing, a meeting & convention overview, sports overview and many tips of basic selling, prospecting and proposal writing. We plan to host this class again in 2015.

F. Sports Marketing & Development

Tactics:

- Focus sales efforts on cheer, dance, martial arts and other indoor athletic events that fit our theaters and current facilities.

Response: Completed and continuing in 2015. Ads placed were customized to target these markets throughout the year. An ad was also placed in the Coach's Handbook for the first time.

- Maintain relationships with organizers of soft adventure outdoor events that can be hosted on the lakes and trails (including Paddle Boarding, Fishing, Open Water Swimming, Triathlons, Ragnar Trails, X-Terra, mud-runs).

Response: Completed and continuing through participation at annual conferences, phone calls, email contact, etc. In addition to the conferences sponsored, CVB sales staff attended, setup and worked at the USSSA national convention and Connect Sports.

- Sponsor industry events (i.e. NASC, SPORTS Relationship Conference) that provide optimum exposure to Sports Event Organizers.

Response: Completed. The Branson CVB sponsored the National Association of Sports Commissions (NASC) annual symposium which included 814 sports tourism professionals. In addition we were sponsors at S.P.O.R.T.S—The Relationship Conference and US Sports Congress.

- Reinforce sponsorships and tradeshow/marketplace participation with print and online advertisements in sports industry publications.

Response: Completed. Advertising was placed on the NASC website, in Sports Events Magazine, Sports Destination Management magazine, Connect Sports Annual publication and the Annual Sports Planning guide. These advertising mediums are distributed to attendees at the conferences our office participates in as well as to thousands of additional sports tourism professionals around the country.

- Strengthen the understanding of Branson's sports facilities via ExploreBransonSports.com by improving content and usability.

Response: Additional and refreshed content was added to the pages on ExploreBransonSports.com. This will continue to be improved up as the new website is launched in 2015.

- Increase traffic to the site and reinforce our message through social media efforts.

Response: The website was promoted through several mediums (BCVB ads, conferences, sales calls/meetings with sports tourism professionals, etc.)

- While the Branson Rec Plex has very limited availability, the CVB will continue to support their efforts with baseball/softball, basketball and volleyball events in the off-season and assist with growth of event participation/attendance.

Response: Completed. Through ongoing communications with the Parks Director and Assistant throughout the year we have supported efforts to maintain a strong relationship with USSSA, sent leads, etc. Elite Sports Events' Hoop It Up basketball tournaments and YBN's National Championship are a few of the new events that will be hosted at the Branson Rec Plex in 2015.

- Continue working with the City of Branson and TCP to research and communicate options for new facility development.

Response: Completed. CVB staff worked with both organizations throughout the year to support efforts in the sports market. The Director of Planning at the City became a member of the Sports Committee as well.

The Branson CVB hosted a meeting for community members interested in the future of sports in Branson March 12, 2014 at the Branson CVB. Don Schumacher, CSEE, and the Executive Director for the National Association

of Sports Commissions and one of the “25 Most Influential People You Should Know” according to Sports Events magazine led the meeting.

Following this meeting the Branson CVB, Branson Chamber and TCP asked the NASC to prepare a report designed to provide specific direction and suggestions on ways the Branson/Lakes Area can build on its successes in the sports travel market. This report was completed and on Tuesday, May 27th at 7:00p.m. Don Schumacher provided a presentation on Sports Marketing to the Board of Alderman.

- Host a Sports Event Organizer FAM.

Response: Completed. Terra worked closely with the Meetings and Convention Department to coordinate and host event organizers that participated in a combined FAM in October 2014.

- Continue to prospect and build relationships with event organizers from lost business reports, Linked In, past tradeshow/marketplace events and industry directories.

Response: Completed and continuing.

- Develop local organizing committee/outside organizer assistance for events hosted in Branson (Diva’s, Bassmasters, Rev 3 and/or IDSA).

Response: This started in 2014 with the Skagg’s Foundation Committee which is working closely with the CVB and the organizers of the Diva’s ½ Marathon and 5K to cross-promote events, coordinate volunteers, etc. to assist in the success of the fundraising components of the Diva’s4Good and promotion of the Diva’s ½ Marathon and 5K.

- Partner with Springfield CVB on sports organizer research and discuss potential partnerships with Springfield for sports events (i.e. Triple Crown Sports National baseball/softball event).

Response: Completed. We met and discussed sporting events that we might be able to co-host. We also co-hosted a site visit for the New Program Development Director with Triple Crown Sports. We also connected while attending tradeshow/conferences throughout the year. The Branson CVB will continue working with the Springfield CVB and Sports Commission.

- Encourage community participation through sports committee, ExploreBransonSports.com and social media.

Response: This was done on an ongoing basis at committee meetings, the Meetings, Conventions and Sports 101 that the CVB hosted, and online.