



AGENDA

- What is the Grand Ole Opry?
- The Opportunity of Opry 100
- Organizing and Planning Process
- Opry 100 Strategic Priorities
- Developing (and selling) the 2-Year Budget
- Key Performance Indicators
- Bringing Opry 100 to Life Execution & Highlights
- Results So Far
- Key Learnings and Recommendations



GRAND OLE OPRY

THAT SHOW THAT MADE COUNTRY MUSIC FAMOUS

Founded in 1925, the Grand Ole Opry is the world's longest-running radio show, broadcast live every week from Nashville. It's a dynamic live variety show where legends, superstars, and rising artists share one stage — from Johnny Cash and Dolly Parton to Luke Combs and Lainey Wilson — performing for generations of fans around the globe.

Every country icon has stood in the Opry's circle, and it remains a home for artist discovery where new voices make their debut. Nearly a century later, there's still nothing like it — a one-of-a-kind live music experience that continues to evolve, inspire, and connect artists and fans worldwide.





TURNING A MILESTONE INTO MOMENTUM

Showcase the 100th anniversary as both a milestone moment and a brand inflection point — an unparalleled opportunity to celebrate legacy, expand reach, and set the foundation for the future.

A Once-in-a-Century Milestone to Shape the Next Century

- A defining cultural moment to celebrate 100 years of music, community, and storytelling.
- Reintroduce the Opry to new audiences and deepen understanding among fans who know the name but not the story.
- Elevate brand relevance and visibility on the global stage through content, media, and partnerships.
- Drive visitation, engagement, and tune-in across every platform and channel.
- Lay the foundation for sustained growth and loyalty well beyond the anniversary year.



A WELL-TIMED CELEBRATION

New Generations, New Growth

Millennial + Gen Z fans are powering record interest in country music.

Global Fandom Explosion

Surging audiences in the UK, Ireland, Australia, Norway & New Zealand.

Genre Crossovers = New Fans

Blending styles and collaborations fueling mainstream growth.

Nashville Boom

Tourism up 35% since 2018 (12.6M \rightarrow 17M projected 2024).

International Momentum

Global visitation to Nashville expected to surge through 2025.

Opry Rising

Engagement and awareness accelerating post-pandemic.

The Opry 100 Effect

A milestone year driving massive U.S. + international attention.



2022 ANNIVERSARY UNIVERSITY

WHAT WE WERE LOOKING FOR & WHAT WE LEARNED

When we attended Anniversary University, we had just begun early planning for **Opry 100** — a small group of Opry stakeholders exploring how to organize, plan, and shape an anniversary of this scale.

We were most interested in understanding **how to structure the process**, align early around priorities, and gather **inspiration and ideas** from other world-class celebrations.

The most impactful takeaways included:

- Think bold and global
- Lead with a singular, powerful message
- Center everything in storytelling
- Leverage what already exists
- Build ideas with long-term value
- Learn from others' successes
- Stay disciplined

The most powerful aspects of an anniversary are those that create a movement, not just a moment. Thinks about your legacy and use your anniversary for societal good and to celebrate humanity.

Kevin Bishop, former VP IBM Global Brand System

OPRY 100 STRATEGIC PLANNING PROCESS

In 2022, we kicked off a collaborative planning process that engaged leaders, marketers, and creatives across all OEG brands to shape the vision for Opry 100.

IDEATE	STRATEGIZE	EXECUTE	EXTEND
2022	2023	2024 & 2025	2026
INSPIRE, DREAM, DEFINE	DEFINE, PRIORITIZE, PLAN	ACTIVATE, MEASURE, OPTIMIZE	SUSTAIN, GROW, EVOLVE
Leadership vision and early brainstorming	Cross-functional workshops and insights	Audience, brand, and market research	Continue global expansion and new markets
Defined opportunity for 100 th anniversary	Built and socialized strategic plan and goals	Finalized strategic pillars and creative framework	Repurpose Opry 100 content and learnings
Formed cross-functional Steering Committee	Developed 2-year budget and secured approval	Campaign and creative production Media, partnerships, and tentpole	Build long-term loyalty, licensing, and fan engagement
Set ambition: "Our Best Year Yet"	Roadmap and milestone development	activations	Activate new partnerships and media opportunities
		Real-time tracking and optimization	

COLLABORATION APPROACH

Opry 100 was shaped by teams across brands and disciplines — a shared effort grounded in conversation, creativity, and alignment.

CROSS-FUNCTIONAL WORKSHOPS

Unified Marketing, Creative, Operations, Production, and Talent around shared priorities.

INCLUSIVE IDEATION

Gathered input from across the business to define what Opry 100 means to fans and partners.

LEADERSHIP ALIGNMENT

Established one vision, clear milestones, and defined success metrics.

STEERING COMMITTEE

Centralized decisions and accountability across workstreams.

TRANSPARENCY TOOLS

Used Smartsheets and shared project status sheets to track progress and maintain visibility.



OPRY 100 STRATEGIC PRIORITIES

OBJECTIVE: Celebrate, elevate, broaden, and deepen the Opry's relationship with Opry Members, the Artist and Music community, and millions of Country Music fans around the world.

1. Energize the Opry as a Cultural Force

• Drive unprecedented artist participation • Bridge generations & genres • Broaden cultural influence

2. Extend Global Reach Through Broadcast

• Launch Opry 100 U.S. broadcast • Globalize with UK & international events • Expand storytelling via film & TV

3. Amplify Brand Awareness & Relevance

• Elevate modern Opry identity • Grow digital & social engagement • Scale impact through media & partnerships

4. Elevate the Fan Experience

• Enhance onsite & tour experiences • Create unforgettable fan moments • Add interactive & gamified storytelling

5. Grow International Presence

• Deepen reach via global broadcasts & partnerships • Create cross-cultural moments • Engage fans worldwide

6. Diversify Revenue Streams

• Expand retail & merchandising • Build licensing & brand extensions • Monetize media & storytelling

7. Celebrate Our People & Partners

• Honor artists & collaborators • Strengthen VIP & community ties • Recognize employees & fans

BUDGETING & LEADERSHIP ALIGNMENT

From the beginning, leadership alignment was key to ensuring the Opry 100 strategy had the resources, clarity, and focus to succeed.

With a clear directive from the CEO — "Make this our best year yet" — the team developed a disciplined two-year budgeting framework designed to achieve breakeven by year two, balancing investment with measurable long-term brand and business impact.

THE FINANCIAL FRAMEWORK BEHIND OPRY 100

Executive Alignment

Unified leadership early on scope, ambition, and success metrics for a two-year plan.

Strategic Brand Investment

Funded full-funnel media, new brand campaign with an external agency, and international expansion at Royal Albert Hall.

Experience Enhancements & Capital Projects

Upgraded tours, the Opry House, and Plaza; added fan activations, artist gifting, and new on-site programming.

Digital Growth

Expanded social and influencer efforts to reach younger audiences and strengthen cultural relevance.

Additive to BAU Marketing

Designed as an incremental investment to amplify awareness and engagement.

Agile Oversight

Implemented tools to track pacing, ROI, and reallocation across evolving priorities.

KEY KPIs

- Show and tour ticketed attendance, revenue
- # of show sellouts
- Average sell-through rate
- % share Nashville visitors
- Merchandise revenue
- Broadcast and streaming shows viewership
- Radio and streaming listenership
- Earned media reach
- Web/mobile audience growth
- Social media fan/follower growth
- Digital engagement rates
- Measured cultural resonance lift
- Net promoter scores







OUR BEST YEAR YET

Our Best Year Yet reintroduced the Opry with energy, color, and optimism — blending nearly 100 years of history with a bold, modern voice.

The campaign celebrates legacy while signaling a future full of momentum and discovery.

CREATIVE HIGHLIGHTS

- **Inspired by the Opry 100 Diamond** Prism visuals, sparkle accents, and vibrant gradients.
- **Refreshed Design System** Modern typography and evolved color palette of reds, golds, and jewel tones.
- Expanded Messaging Flexible lines deepening storytelling and emotional connection.
- Cross-Era Artist Focus Featured icons and emerging voices across generations.



HERITAGE AS A STRATEGIC ADVANTAGE

Honoring History While Staying Boldly Current

Opry 100 drew from the Opry's rich history to build modern relevance — balancing reverence for tradition with fresh creative expression.

It reminded audiences that the Opry isn't a relic of country music's past — it's where the genre continues to live, evolve, and inspire.

KEY THEMES

- Icon, Not Relic Positioned the Opry as timeless and active, not nostalgic.
- Past Meets Present Blended archival imagery and artist moments with today's stars.
- Reimagined Content Turned legacy assets into dynamic, digital-first storytelling.
- Signature Visual Motifs Reinforced the brand through familiar cues — the circle, the mic stand, the barn — refreshed through modern design.



OUR BEST YEAR YET CAMPAIGN

















OUR BEST YEAR YET CAMPAIGN







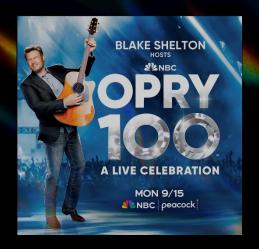








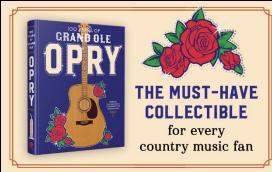
OPRY 100 HIGHLIGHTS























OPRY 100 PARTNERS

























Royal Albert Hall





















OPRY 100: A YEAR THAT MADE HISTORY

A celebration that transcended milestones — driving record reach, engagement, and excitement around the Opry brand worldwide.

TICKET SALES & VISITATION

Opry 100 drove record attendance and sellouts across shows and tours, including **the highest-grossing show in Opry history**, reflecting rising demand and deeper fan connection.

BROADCAST REACH

NBC special achieved **standout ratings with 6M viewers**, while BBC Two, Circle Country, and Sky Arts broadcasts expanded national and global awareness.

GLOBAL STAGE

Opry: Live in London **sold out Royal Albert Hall**, the Opry's first international show, sparking global interest and cultural connection.

SOCIAL BREAKTHROUGH

Follower growth up 12% vs. 2024 after only three quarters, with **engagements up 18%,** driven by viral content, influencer collaborations, and storytelling reach.

DIGITAL & WEB GROWTH

NBC special drove a **+108% spike in web traffic**, while the London show delivered **record UK visitation**, expanding Opry's global digital audience.

AUDIENCE & ARTIST ENERGY

Fans and artists united for **historic debuts**, collaborations, and unforgettable performances.

MERCHANDISE MOMENTUM

Commemorative collections and collaborations broke sales records, with Royal Albert Hall merchandise exceeding targets by 500%, becoming both cultural and commercial milestones.

THE LEGACY CONTINUES

Opry 100 reestablished the brand's cultural relevance, with impact to be formally evaluated in Q1 2026.

WHAT WE LEARNED & WHAT COMES NEXT

Opry 100 proved the power of storytelling, alignment, and ambition — while revealing critical lessons about brand clarity, capacity, and focus as momentum scaled.

LEARNINGS

What We Discovered

CHALLENGES

What We Faced

RECOMMENDATIONS

What We'll Do Differently

Start Early, Stay Aligned

Begin planning 2 years out with regular leadership alignment.

Balance Vision With Capacity

Match ambition to bandwidth; protect teams from overload.

Ownership Drives Clarity

Too many decision-makers diluted focus and accountability.

Prioritize with Purpose

Evaluate opportunities by impact, brand relevance, and ROI.

Stay Adaptive

Allow flexibility without losing focus.

Brand Awareness Gaps

Beloved but not always clearly understood by new audiences.

Bandwidth & Prioritization

Ambition outpaced capacity; teams managed high volume in real time.

Economic Headwinds

Partner and consumer spend fluctuated, impacting performance.

Capacity & Scale

Volume exceeded projections; stronger resource modeling needed.

Opportunity Surge

New initiatives converged late, creating timing and resourcing strain.

Invest in Project Management

Dedicated leadership and process tools for high-volume execution.

Tier Initiatives

Core, Stretch, and Opportunistic categories to protect focus and bandwidth.

Scenario-Plan for Market Variability

Build flexibility into budgets and pacing.

Hold Space for Innovation

Reserve 10–15% of time and resources for emerging opportunities.

Keep the Brand Conversation Going

Sustain storytelling and programming beyond the milestone year.

OPRY 100

OUR BEST YEAR YET — AND JUST THE BEGINNING

Extending Opry 100 Into 2026

Opry 100 sparked record engagement, cultural conversation, and global visibility — but its story doesn't end with the anniversary year.

In 2026, we'll build on that foundation, keeping Opry 100 alive as an ongoing platform for storytelling, growth, and connection that reinforces the Opry's role at the center of country music and culture.

WHERE WE GO FROM HERE

- 1. Sustain the Story
- 2. Expand Global Reach
- 3. Deepen Audience Connection.
- 4. Drive Revenue Growth
- **5.** Advance Strategic Partnerships
- 6. Plan Future Milestones

THANK YOU

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