

March 25

2013

Good to **Great Plan**



Indiana Office of Tourism Development

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TABLE OF CONTENTS

	PAGE
Executive Summary	3
Vision Mission Core Values	4
Positioning Statement	7
:30 Elevator Speech	8
Key Relationships for IOTD	9
IOTD As a Unifier	10
Challenge Map	11
SWOT Analysis	12
18-Month Plan Defined	13
Harnessing Existing Opportunities and Expanding Our Reach	14
18-Month Timeline	15
Harnessing Existing Opportunities – Goals, Timeline, and Metrics	16
Expanding Our Reach – Goals, Timeline and Metrics	21
Staffing and Fiscal Budget Overview	29
Organizational Chart	30
FY14 Fiscal Budget	31

EXECUTIVE SUMMARY

The Indiana Office of Tourism Development (IOTD) was created under I.C. 5-29-2 and operates under the leadership of Lt. Governor Sue Ellspermann. IOTD is committed to being a thriving agency and has historically served as a consumer-marketing unit for Indiana funded through a state budget appropriation and earned revenue from cooperative advertising and promotional programs. It has adopted an ambitious vision for 2013 and beyond that will position Indiana tourism as an economic development driver for the state. This vision is anchored in three strategic objectives:

1. Attracting people by driving visitor and intrastate travel
2. Engaging in place-making initiatives that enhance the quality of life and vitality of Indiana communities
3. Creating employment opportunities and improving the quality of Indiana's workforce

The ultimate goal of IOTD is to be the most active and effective state office of tourism that Indiana has ever known, providing unparalleled service and results for our valued industry stakeholders.

The Good to Great Plan that follows offers an 18-month strategy focused on harnessing existing opportunities, expanding IOTD's reach and becoming a leader. The initial phase, part of a larger 30-month strategy that culminates in the state's bicentennial celebration, offers a systematic approach for creating sustainable "tourism momentum" and, in the process, moving Indiana's tourism industry from good to great. Success will be achieved by:

- Increasing travel-related revenue
- Creating a powerful brand identity
- Expanding industry programs and assets

The expected impact of IOTD's Good to Great Plan is that Indiana will become a more desirable place to live, work and visit than it is today.

VISION

The most active and effective state office of tourism that Indiana has ever known, providing unparalleled service and results for our valued industry stakeholders.

MISSION

IOTD is dedicated to enhancing the economic vitality of Indiana through leadership and resource support to the Indiana travel industry for awareness-building, tourism-related product development and job creation.

VALUES

Our commitment is to being a thriving Office of Tourism Development that is reinforced by the values we uphold and foster among our partners and stakeholders.

People First We work to create an environment that attracts great talent and seek to motivate, inspire and recognize high performance.

Pride Indiana is our home and we are proud to be called Hoosiers.

Support for Community Our state's culture is intimately tied to the cities, towns and neighborhoods in which we live.

Interdependence We strive to interconnect our partners and stakeholders through clear, open and consistent communication that leads to better understanding, more trust and ultimately a unified vision.

"You're Welcome" We will liberally use this heartfelt greeting to welcome travelers and to acknowledge their thanks for the uncompromising service we provide.

Satisfy and Delight We will go to extraordinary lengths to meet or exceed traveler and partner expectations because we know that by doing so we create advocates for Indiana.

POSITIONING STATEMENT

IOTD will be a thriving agency that provides thought leadership and facilitates collaboration to increase engagement, aid tourism resource development and build unity within the Indiana tourism industry. It endeavors to solve community challenges and bring new opportunities to rural and urban locales by stimulating job growth and economic development. It will build Indiana's brand and shape its identity through robust marketing efforts, connecting Hoosiers and helping them tell their stories. IOTD will work to leverage key economic opportunities to increase the appeal and use of transit corridors, educate our youth and build a stronger workforce. It will also be a leader in emerging technology and the use of data to drive insight and fiscally sound initiatives that serve our customers, the citizens and travelers of Indiana.

:30 ELEVATOR SPEECH

“The leisure travel industry is the 3rd largest contributor to the Indiana economy. It supports 181,000 Hoosier jobs and is responsible for driving \$10B in direct and indirect consumer spending. As an economic development driver, our chief beneficiaries are the small and family-run businesses of Indiana that comprise the industry. IOTD supports them with a robust marketing platform that drives culinary and agritourism, outdoor recreation and sport tourism, arts and cultural tourism and heritage tourism.”

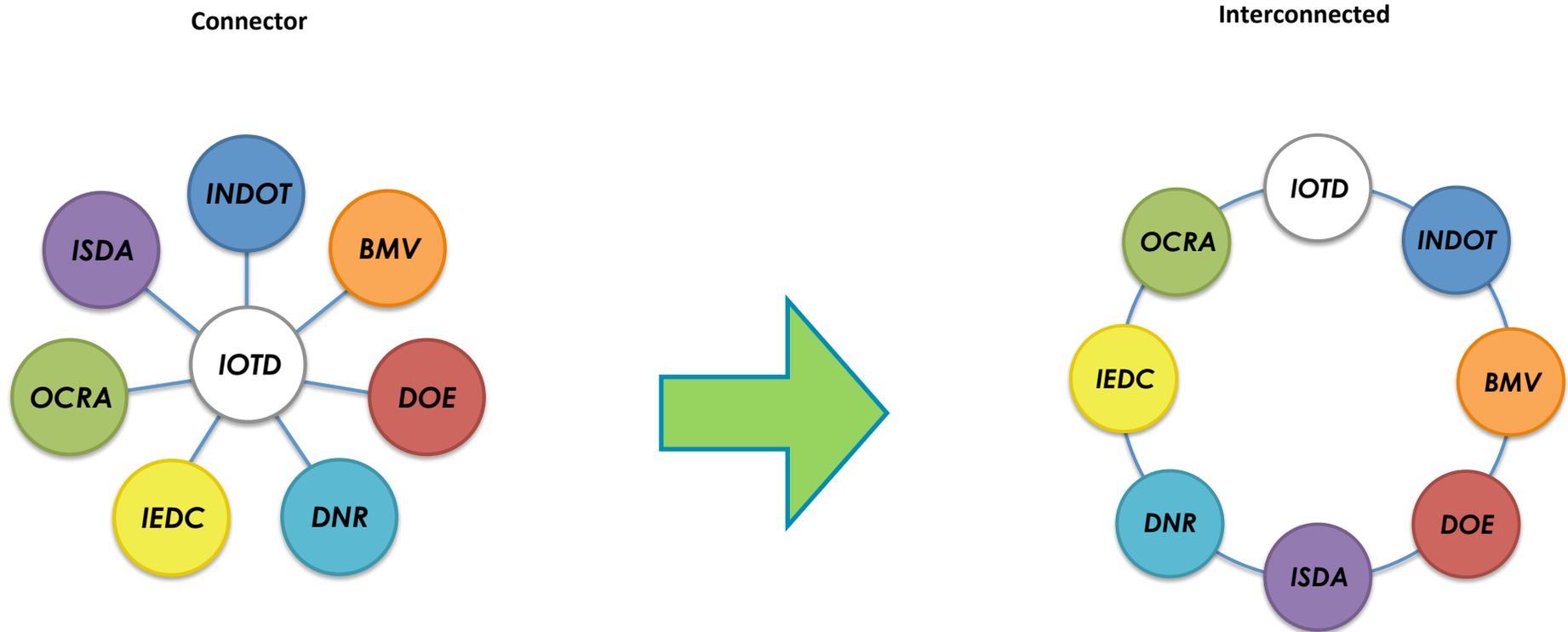
KEY RELATIONSHIPS FOR IOTD

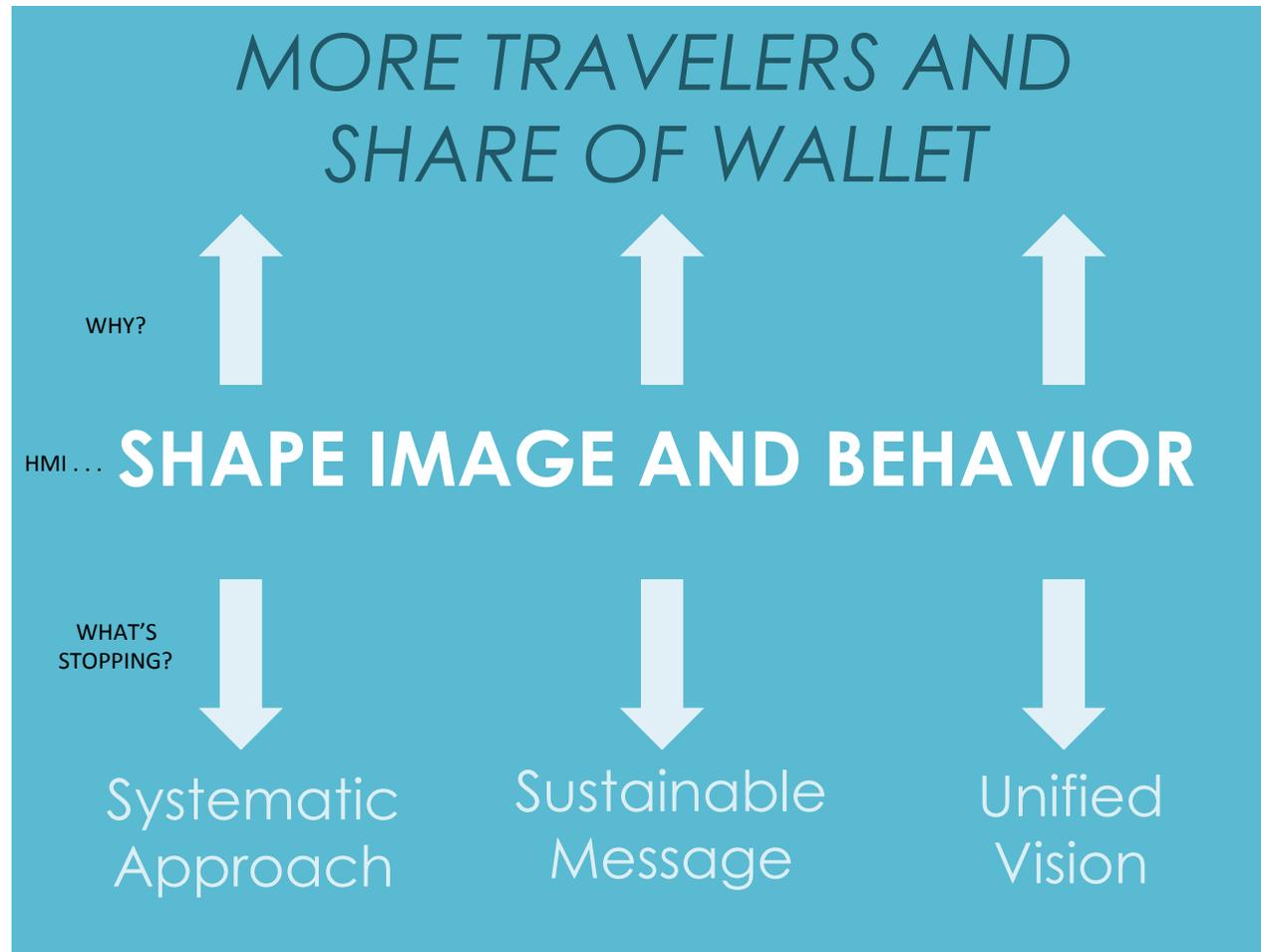
IOTD is a connector that endeavors to be a catalyst for the statewide travel industry through partnerships with and among private companies, universities, industry stakeholders, trade organizations and governmental agencies. It is well-positioned to unify the Indiana brand because tourism touches and is touched by so many different disciplines.

Stakeholder	Partner	University	Agency
Travelers Tourism Council Local Assets Attractions Communities	AICVB ISFA IRLA RVIC IBBA Foodways Alli. Indiana Artisan Casino Assoc. SportsIndiana IN Sports Corp Media Williams Randall Propeller Mktng.	Ball State Indiana IUPUI Purdue USI	INDOT DOE ISDA BMV OCRA IEDC DNR OWD SBDC Arts Comm. Bicen Comm.

IOTD AS A BRAND UNIFIER

Because of IOTD's physical size, its success in serving the tourism industry is dependent upon the relationships it maintains. In a unified environment, the sum is greater than its parts amplifying the core brand far more than anything that actual dollars could ever buy. As a brand unifier, IOTD strengthens the Indiana brand by moving from being a connector to being interconnected. (The graphic below illustrates IOTD's role as a unifier among state agencies.)





HOW MIGHT WE shape image (of Indiana) and behavior (of visitors, residents and workforce)?

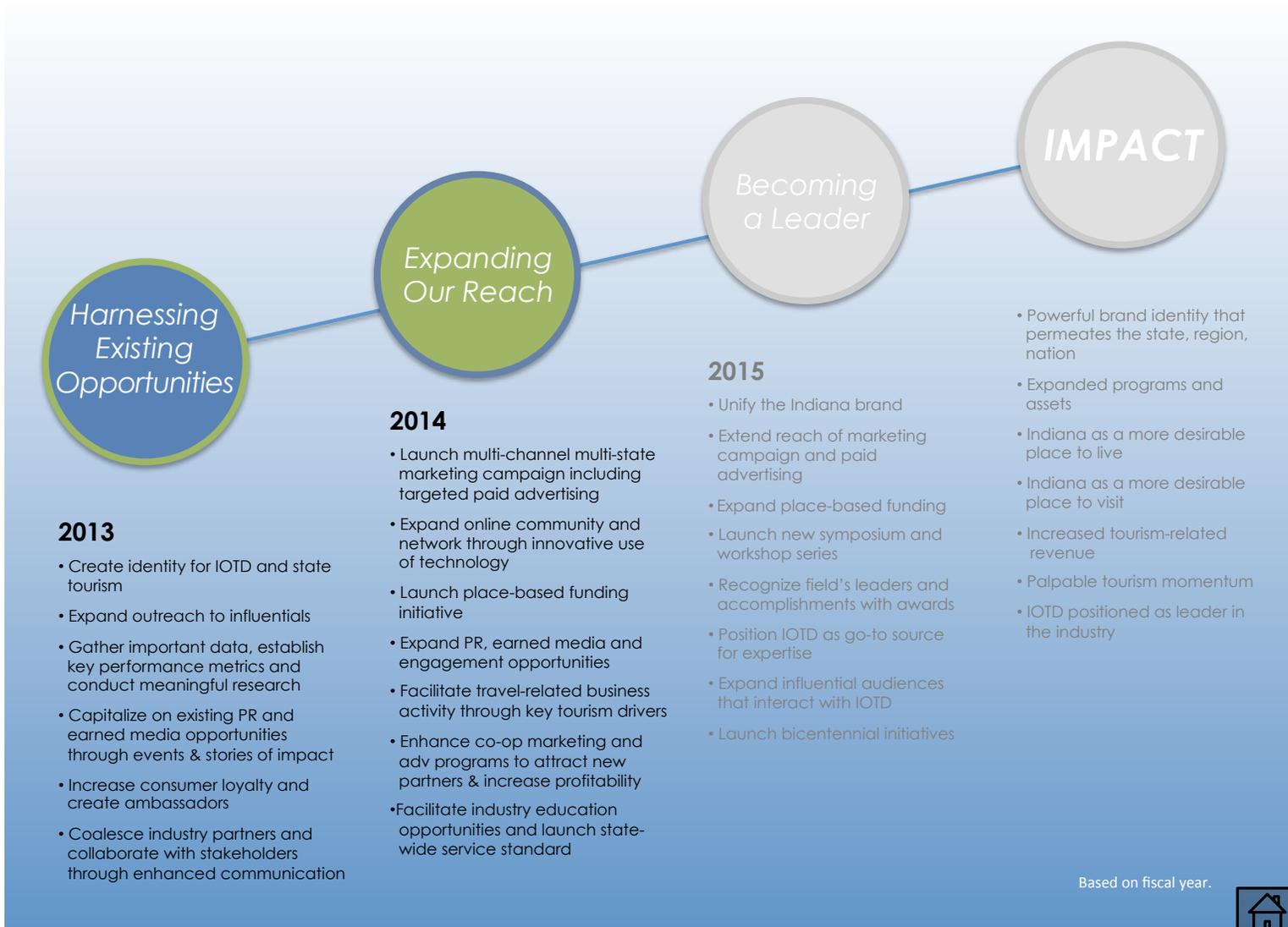
WHY do we want to do this? To gain more travelers and more share of wallet.

WHAT'S STOPPING us? A Systematic Approach (3-year plan), Sustained Message (multi-channel/multi-state marketing campaign) and Unified Vision (alignment of stakeholders, partners, public entities, private entities)

SWOT ANALYSIS

<p>Strengths (internal)</p>	<ul style="list-style-type: none"> • Current knowledge base of team and partners is deep and there are long standing relationships. • IOTD is utilizing available technology to maximize efficiency and exposure. • Social media efforts of organization have evolved over time, are active and represent office well. • Collaborative spirit exists among office staff and partners. • Email program functions well and has engaged community. • Website does a good job of presenting partner information and generating revenue from those partners. • IN has a varied and diverse portfolio of activities for people to participate in. 	<p>Weaknesses (internal)</p>	<ul style="list-style-type: none"> • Lack of key personnel (e.g., media relations, communication, business analyst, content and production support). • Lack of current research and data-driven insights. • No capability to measure earned media impact. • Technological resources are not available for all personnel to operate at their highest efficiency – social media, production artwork capacity, earned media tracking. • Service Level turnaround times not optimized for best consumer experience. • Inadequate sources of content (editorial, discounts, packages, trip ideas) and images. • Better organization of content and image assets is needed to facilitate use by team members and partners. • Low awareness of state brand.
<p>Opportunities (external)</p>	<ul style="list-style-type: none"> • Partners across IN are looking to OTD to provide expertise and leadership. • There is a desire in IN for better cooperation between groups and agencies. • No tourism agency in the United States is leading on state and local tourism issues. • There is a growing interest in local food movement. • Agriculture partners are becoming more aware of opportunities that exist to draw tourism visits. • There is a workforce available for the Tourism and Hospitality Industry that could be retrained for future growth needs. • New roads that provide access and convenience are being finished that will help travelers move throughout state. • IN bicentennial is approaching and will create tourism momentum. 	<p>Threats (external)</p>	<ul style="list-style-type: none"> • Competitive set have marketing budgets that allow them to blanket IN and our target audience with messaging. • Competitive set own several of IN's compelling travel categories. (MI – outdoor recreation; IL – Arts & Culture) • The proliferation of deal sites is creating confusion and potential burnout in marketplace. • Perceived value of IOTD's advertising products among attractions is declining b/c tourism products are not promoted to consumers. • Consumers who have been satisfied with close to home travel during recession may look to "escape" Midwest in coming years. • Ongoing perception of IN as a place that does not have compelling attractions and destinations.

18-MONTH PLAN DEFINED



HARNESSING EXISTING OPPORTUNITIES AND EXPANDING OUR REACH

The Indiana Office of Tourism Development's mission is dedicated to enhancing the economic vitality of Indiana through awareness-building, tourism-related product development and job creation. It has developed a systematic 18-month plan for meeting its mission that focuses on harnessing existing opportunities and expanding reach to create new ones. The plan encompasses the remainder of fiscal year 2013 (FY13) and 2014 (FY14).

IOTD has already made investments for FY13 in conference sponsorships, advertising, collateral design, social media engagement and educational programming. To maximize this investment and lay the foundation for FY14, the initial phase of the plan will focus on showcasing IOTD's vision and mission; embarking on a major rebranding initiative and conducting significant industry research; establishing a research hub and data warehouse that contains important insight works and a dashboard of Key Performance Indicators; demonstrating IOTD's reach and the tourism industry's impact across the state; showcasing the staff; increasing the number of high-touch and high quality events, interactions and earned media opportunities; and encouraging collaboration across state government to demonstrate that everyone is part of ONE team.

In FY14, IOTD will launch a multi-channel multi-state marketing campaign with targeted paid advertising; expand its technology footprint with innovative methods for engaging travelers, enhancing their experience and increasing brand loyalty; improve existing cooperative advertising and promotional programs to drive more earned revenue and implement additional programs to generate new income; expand public relations efforts to create more earned media opportunities and increased awareness; partner with other agencies on grant-making and place-making initiatives to improve quality of life and facilitate tourism in communities across Indiana; and establish an educational resource center and media hub that aggregates important industry content, warehouses press releases and hosts a specialized image library.

The goals, metrics and timeline associated with the plan are outlined in the following pages.

18-MONTH TIMELINE

		Jan-Mar 2013	Apr-June 2013	Jul-Sep 2013	Oct-Dec 2013	Jan-Mar 2014	Apr-Jun 2014	FY15 & FY16
IOTD 18-MONTH STRATEGY	OWNER	FY13, Q3	FY13, Q4	FY14, Q1	FY14, Q2	FY14, Q3	FY14, Q4	BEYOND
HARNESSING OPPORTUNITIES								
Create identity for IOTD and state tourism	Staff and Brand Dev Panel							
Expand outreach to influentials	Exec Dir and Dir of Comm & Media Rel							
Gather important data, establish key performance metrics and conduct meaningful research	Staff (Data Capture & Insights Manager)							
Capitalize on existing internet, PR & earned media opportunities through events, media engagements & stories of impact	Dir of Comm & Media Rel							
Increase consumer loyalty and create ambassadors	Visitor Services & Outreach Manager							
Coalesce industry partners and collaborate with stakeholders through enhanced communication	Visitor Services & Outreach Manager and Chief of Staff							
EXPANDING OUR REACH								
Launch multi-channel multi-state marketing campaign including targeted paid advertising to drive intrastate and interstate leisure traffic	Staff and WillRan							
Expand online community and network through innovative use of technology	Visitor Services & Outreach Manager							
Launch place-based funding initiative.	Chief of Staff							
Expand, PR, earned media and engagement opportunities	Dir of Comm & Media Rel and Exec Dir							
Facilitate travel-related business activity through key tourism drivers and assets	Staff and WillRan							
Enhance co-op marketing and advertising programs to attract new partners and increase profitability	Chief of Staff							
Facilitate industry education opportunities and launch statewide service standard to improve quality of Indiana workforce	Exec Dir							

HARNESSING EXISTING OPPORTUNITIES – GOALS, TIMELINE AND METRICS

- 1) **Create identity for IOTD and state tourism.** A brand narrative and tagline will be developed by July 15, 2013 through extensive research and market analysis. Together, they will convey IOTD’s commitment to strengthening the image and profile of Indiana. They will also tell a story about Indiana’s unique character. With strong roots in agriculture, outdoor recreation, sports, heritage, arts and culture, Indiana is positioned to reinvent its image by developing a brand that is representative of the entire state and appeals to a broad cross-section of the marketplace.

Timeline:

- March 25-July 15, 2013

Metrics:

- Creation of a representative Brand Development Panel (BDP) consisting of no more than 30 people
- Successful selection of a mark and tagline from 10 options using focus group testing

Tactics:

- Create BDP of up to 30 people representing key stakeholders and partners to provide initial input and perspective in discovery sessions
- Utilize Williams Randall Advertising Agency (agency of record) to develop narrative, mark and tagline options not to exceed 10
 - Connect to other brands across state government
 - Develop identity package
- Focus group test and select from among options
- Launch brand

- 2) **Expand outreach to influentials by closing 57 opportunities before July 1, 2014.** IOTD already sends staff to conferences and special meetings, accepts speaking engagements, hosts events, serves on boards and commissions and engages community and state political leadership. IOTD will increase opportunities over the next 15 months to be a “voice at the podium” for Indiana tourism by attending seven (7) events, convening thought leaders five (5) times, engaging opinion shapers 27 times and publishing 18 articles on topics of importance.

Timeline:

- January 15-December 31, 2013
- January 1-June 30, 2014

Metrics:

- Number of formal speaking, publishing, attending and engagement opportunities:

	Attending	Convening	Speaking/Presenting	Publishing
January 15-December 31, 2013	4	3	18	12
January 1-June 30, 2014	3	2	9	6
TOTAL	7	5	27	18

Tactics:

- Actively solicit speaking and presenting opportunities both within and outside industry
- Generate ideas and seek opportunities to publish op-eds in newspapers, business journals, trade publications and the popular press
- Carefully nurture relationships with entities outside industry including Economic Development Corps, Small Business Development organizations, Chambers of Commerce, Extension offices, innovation incubators, technology professionals and workforce development and training professionals
- Develop and maintain an ideas “warehouse” for publishing and comprehensive calendar of confirmed speaking/presenting opportunities
- “Ghost write” Op-Ed pieces to be printed in local publications by statewide opinion leaders

3) **Gather important data, establish key performance metrics and conduct meaningful research through the creation of an online Discovery and Insight Center before January 1, 2014.** A core goal of the Indiana Office of Tourism Development is to establish a Discovery and Insight Center for the state’s tourism industry by December 31, 2013 that aids in strategic decision-making, shaping communities and creating jobs. IOTD will build a platform that drives demand for original research, highlights the agency’s expertise and experts and creates opportunities for leading the industry.

Timeline:

- April 15-December 31, 2013

Metrics:

- Conclude and publish economic impact research by August 1, 2013
- Establish a KPI Dashboard by August 1, 2013
- Launch a cooperative research program for stakeholders by April 30, 2013
- Convene a Research Advisory Council on a semi-annual basis
- Create an online Discovery and Insight Center by December 31, 2013

Tactics:

- Hire a Data Capture and Insights Manager

- Conduct precise, relevant and timely research to drive strategy at state, regional and local levels
 - Bi-Annual Research - Economic impact of Indiana travel industry, travel patterns and up-to-date data on Indiana intrastate and visitor travelers
 - Sector-Specific Research Initiatives – Event, attraction and place-based research profiling visitors and their perception of state/region/locales; economic impact of Indiana’s four key tourism drivers: sport tourism, agritourism/culinary tourism, heritage tourism and cultural tourism (e.g., Indiana festival industry); post hoc consumer testing that charts brand awareness, recall, affinity and travel intent
- Implement co-op research programs to benefit regions, counties and locales
- Provide thought leadership to increase engagement, aid tourism development and build unity within tourism industry
- Develop quarterly Key Performance Indicator (KPI) Dashboard for Indiana
 - Latest lodging data, attraction and state park visitation, automobile traffic, social/mobile/digital media activity, gross lodging, restaurant/bar, retail and amusement sales and tourism taxes, etc
 - Tourism Employment Index – Quarterly report of jobs created, retained and lost in Indiana tourism industry, related local and state taxes generated and their place in state’s economic indicators report
 - Earned media tracking that reports number of placements in trad. media, est. impressions and equivalent ad. value
- Conduct place-based survey research, focus groups and interviews to measure visitor satisfaction (Net Promoter Score) and learn about stakeholder asset preferences; program to the preferences
- Create a Research Hub that is housed and maintained on industry website
- Convene a Research Advisory Council comprised of university faculty from travel and hospitality programs on a semi-annual basis to brainstorm important research questions and ideas

4) **Capitalize on existing PR and earned media relationships to establish a baseline for the number of events, media engagements & stories of impact in a 12-month period.** IOTD is typically presented with opportunities to promote assets, travel ideas and destinations as well as make public statements and appear in the media to comment on issues of importance to the tourism industry. Many of these opportunities offer a platform to advance the tourism industry’s work and impact on the Indiana economy to the general public.

Timeline:

- January 1-December 31, 2013

Metrics:

- Secure opportunities to offer comment and thought leadership through broadcast interviews, online and printed stories of impact
 - Print placements - 14 opportunities
 - Television interviews - 18 opportunities
 - Radio interviews - 22 opportunities
 - Equivalent ad. value - \$1M (as measured by earned media tracking software)

Tactics:

- Hire an experienced Director of Communications and Media Relations
- Issue newsworthy press releases and aggressively seek opportunities to offer comment and thought leadership through radio, print, television and online
- Develop and maintain a comprehensive calendar of earned media opportunities
- Leverage Will Koch Award, Hoosier Hospitality Awards and “Best of Indiana” program to recognize contribution of industry influentials and secure IOTD’s leadership role
- Partner with network television news affiliate or syndicated radio station (e.g., WISH, WXIN, WIBC, etc.) to produce a monthly travel segment featuring Indiana destinations and attractions
- Purchase public relations SaaS solution (e.g., Meltwater) as a planning tool to track earned media and report on traditional and online placements (and mentions), estimate impressions and calculate equivalent advertising value

- 5) **Increase consumer loyalty and create ambassadors by expanding subscriber databases by 20%.** IOTD will expand its subscriber databases by 20% through increased direct-to-consumer engagement, stronger relationships with existing audiences and connecting with new audiences through online and direct mail initiatives.

Timeline:

- April 30, 2013-June 30, 2014

Metric:

- Increase Indiana Visitor Guide direct mail subscriber database (currently 19,000 households) by 20%
- Increase VisitIndiana.com email subscriber database (49,000 inboxes) by 20%
- Name first class of Sport and Cultural Tourism Ambassadors (three [3] designees) in March, 2014
- Launch Tourism Literacy in April 2013 and have six (6) schools adopt program for the 2013-14 school year

Tactics:

- Develop a comprehensive contact strategy using online and direct mail initiatives to nurture relationships and create consumer loyalty
- Develop criteria, design award and launch Sport and Cultural Tourism Ambassador Program
- Refine, implement and promote Tourism Literacy Program
 - Grass roots growth and awareness
 - Taught to 4th grade students as part of formal educational curriculum to nurture “tourism culture” and more immediately influence family travel and leisure plans
- Promote Core Values of *People First, Pride, Support for Community, Interdependence, “You’re Welcome”* and *Satisfy and Delight* among partners and stakeholders and within IOTD

- 6) **Coalesce industry partners and collaborate with stakeholders by enhancing current technological assets, improving communication with the AICVB, engaging the Tourism Council in a more meaningful way and touring the state for face-to-face interactions with constituents.** Through enhanced communication, IOTD will unify an industry that has traditionally been divided.

Timeline:

- January 1, 2013-June 30, 2014

Metric:

- Conclude redesign of industry e-newsletter and website by April 30, 2013
- Communicate with industry partners and stakeholders at least one time per month
- Visit 52 communities before July 1, 2014
- Develop Five (5) Tourism Council Committees by July 1, 2013

Tactics:

- Redesign industry website and monthly e-newsletter filling it with rich relevant content
- Engage in field visits and listening tours with frequency
- Align strategic initiatives with key partners and stakeholders like AICVB
- Engage Tourism Council in a more active and meaningful way
 - Seek advice and counsel
 - Create committees to leverage subject matter expertise (e.g., advertising and co-op, communications and internet, research, agri./sport/culture/heritage, marketing and promo.)
 - Add expertise from tech, small business development, economic development and other sectors to “thoughtfully disrupt” status quo
- Renew Ball State partnership

EXPANDING OUR REACH – GOALS, TIMELINE AND METRICS

- 1) **Launch multi-channel marketing campaign including targeted paid advertising in two (2) major out-of-state markets to drive intrastate and visitor leisure traffic.** IOTD’s focus will be on increasing awareness of the Indiana brand, growing consumer preference and intention for Indiana destinations and attractions and converting intention into action. As a brand builder and image shaper, it will elevate Indiana as a tourism destination.

Timeline:

- October 1, 2013-June 30, 2014

Metrics:

- Achieve 1-5% increase in travelers and economic return on investment in targeted out-of-state markets from marketing, advertising, promotion and programs
- Achieve \$1M in ad equivalency from earned media and PR activities

Tactics:

- Develop and implement Instate and out-of-state marketing and advertising plan
- Leverage earned income from co-op programs to “stretch” media buys
- Augment digital/social/mobile platform to increase awareness, grow lead generation capacity and retain industry leadership position
- Develop and carry out comprehensive communications and earned media plan
- Use publications (Indiana Travel Guide) and collateral materials (roadmap) in a strategic and targeted way to raise awareness and propagate Indiana brand
- Measure lift from out-of-state media buys to determine effectiveness, report results to stakeholders and funders and plan future marketing/advertising campaigns

- 2) **Expand online community, raise awareness, enhance communication and increase the number of unique visitors to VisitIndiana.com by 25% in 12 months by developing new engagement tools including mobile and tablet applications, implementing a robust SEO strategy, utilizing an email intercept protocol.** IOTD will collaborate with other agencies, partners and stakeholders to build a dynamic online platform that engages consumers and industry, reinforcing our common goals, providing access to resources and information and promoting Indiana. As an early adopter of emerging technology, it will continue to lead the industry with pioneering uses of social, mobile and digital media.

Timeline:

- Email Intercept protocol and contact strategy implementation - July 1, 2013
- Mobile and Tablet Application development and launch - July 1-September 30, 2013
- On-demand history through QR Technology pilot test - August 1-October 30, 2013
- Geo-Fencing feasibility study - November 1, 2013-December 20, 2013
- Integrated website platform feasibility study - January 1-February 14, 2014

Metrics:

- Increase number of unique visitors to VisitIndiana.com by 25% over 2012 results
- Generate 2000 downloads of mobile application in year one and 1000 downloads of tablet application
- Grow Facebook, Twitter, Pinterest, Instagram and blog followers by 15% over 2012 results
- Completion of feasibility studies for Geo-Fencing and Integrated Website platform projects

Tactics:

- Increase consumer and industry traffic to social, mobile and digital media resources by adopting new online tools
 - Implement Email Intercept protocol and contact strategy to increase engagement, grow subscriber lists and nurture quality leads that bring value to stakeholders
 - Create Mobile and Tablet Applications
 - Redesign Industry Website and Monthly E-newsletter and fill with rich relevant content
 - Facilitate on-demand history through QR Technology
 - Install QR codes on historical markers giving travelers access to rich digital content
 - Pilot test using five (5) high and medium traffic markers to establish baseline and determine feasibility of expanding footprint
 - Employ location marketing through Geo-Fencing
 - Conduct feasibility study
 - Identify funding source
 - Collaborate with Indiana GIS engineer to develop technology
 - Create geographically based perimeters comprised of welcome messages, facts, discount offers, promotions
 - Develop Integrated Website Platform
 - Conduct feasibility study to determine increased efficiency gained and money savings at DMO level
 - Develop co-op program to establish funding source
 - Establish content standard, define shared CMS and create market-specific front ends (local, regional and statewide brand building occurs without undermining brand equity of each participant)
 - VisitIndiana.com becomes content aggregator

- 3) **Launch place-based funding initiative.** IOTD is a community development partner committed to place-making and improving the quality of life for Indiana residents. It will partner with the Office of Community and Rural Affairs to resurrect the Place-Based Investment (PBI) Fund in February 2014. With input from the Indiana Small Business Development Center and Indiana State Department of Agriculture, PBI grants will focus on quality of place initiatives that result in economic development and tourism enhancements. The grants will incentivize tourism-related entrepreneurship by aiding small and family-owned businesses that develop ideas for sustainable enterprise.

Timeline:

- Develop framework for grant program in cooperation with OCRA, ISBDC and ISDA - January 1-February 21, 2014
- Publicly announce launch of grant program - February 28, 2014
- Offer workshops for prospective applicants - March 10-21, 2014
- Applications Due - April 25, 2014
- Announce recipients - June 1, 2014

Metrics:

- Number of grant applications
- Number of grants awarded and total dollar amount
- Quantitative and qualitative grant status and outcome reports
- Satisfaction survey of grant application process that seeks a target satisfaction rating of 80% or higher

Tactics:

- Work cooperatively with OCRA, SBCA and ISDA to develop grant program that enhance quality of place
- Publicly announce launch of grant program
- Offer workshops for prospective applicants
- Call for applications

- 4) **Expand PR, earned media and engagement opportunities.** Earned media will take on an increasingly important role as budgets continue to be constrained. IOTD will develop a communications and media plan that will go into effect January 1, 2014 to increase awareness of the Indiana brand and expand the Office's sphere of influence both inside state government and the broader consumer marketplace by identifying new partners and stakeholders.

Timeline:

- January 1-December 31, 2014

Metrics:

- Increase print, television, radio and online placement by 25% over 2013 results.
- Increase number of speaking engagements and publishing opportunities by 30% over 2013
- Increase impressions and equivalent ad value by 15% as measured by earned media tracking software
- Establish online educational resource center and media hub by July 1, 2014

Tactics:

- Develop 12-month communications plan that provides thought leadership and convenes influentials through speaking engagements, facilitating community conversations and publishing (research, expert ideas and opinions)
 - Target publishing opportunities with local newspapers, Indiana Chamber's Biz Voice, tourism industry trades (e.g., Agritourism World e-News), Economic Development publications, transportation journals and others
 - Target opportunities to host such events as Tourism Social Media Conference, National Extension Tourism Conference, Outdoor Writers Association of America, National Underground Railroad Conference, Midwest Cultural Tourism Conference and others
- Establish an online educational resource center and media hub that aggregates important industry content, warehouses press releases and hosts a specialized image library
- Utilize earned media tracking to assess reach, impact and value of activities

- 5) **Facilitate travel-related business activity through key tourism drivers and assets.** The marketing challenge for IOTD will be to strengthen Indiana's competitive standing by offering authentic experiences that call upon the beauty of the backroads, the magic of our rural communities, the luster of our capital city, the curious and heartwarming appeal of simplicity and the wonderful people and pace found at each stop on every traveler's journey. IOTD will launch concurrent micro-strategies beginning October 1, 2013 to assist the tourism industry in asset development by supporting Indiana's tourism drivers: Culinary and Agritourism, Outdoor Rec and Sport Tourism, Heritage Tourism and Arts and Cultural Tourism.

Timeline:

- October 1, 2013-June 30, 2014

Metrics:

- Review of KPI Dashboard illustrating two-thirds of one percent gains on a quarterly basis for lodging, attraction and state park visitation, automobile traffic and sales and tourism tax collections
- Net Promotor Score of 80% or greater from Visitor Satisfaction Surveys
- Engage in five (5) new business discussions

Tactics:

- Increase the appeal and use of transit corridors (I-69, US31, etc.)

- Increase focus on motorcoach and group travel
- Implement micro-marketing strategies to elevate Indiana’s Tourism Drivers using social, mobile, digital and traditional media
 - Tourism Driver I: Culinary and Agritourism
 - Collaborate with ISDA to implement place-based initiatives like Melon Corridor to drive regional leisure travel
 - Leverage relationships with Indiana State Fair and Purdue Agriculture Extensions to increase reach and impact
 - Create Agri- and Culinary Tourism Grant Program that aids assets’ marketing efforts, increases sustainability and drives attendance
 - Tourism Driver II: Outdoor Rec and Sport Tourism
 - Continue SportsIndiana grant program
 - Collaborate with Department of Natural Resources, SportsIndiana, NCAA and IHSAA to identify opportunities that increase state park visitation, bring new sporting events to Indiana and increase attendance at existing events respectively
 - Aid locales with preparation and pursuit of signature events like OWAA bid for Indy and Archery Olympic Trials bid for Hamilton County
 - Tourism Driver III: Heritage Tourism Strategy
 - Connect through personal > local > statewide > national > global approach to instill IN pride and invite Hoosiers home from around the world
 - Leverage Bicentennial Celebration
 - Develop tourism brand that connects to Bicentennial
 - Propose signature events for Indiana Bicentennial Celebration that unify IN
 - Torch relay
 - Virtual choir
 - Develop multi-cultural assets like African American Heritage Trail and historical assets like Civil War Memorial Trail
 - Tourism Driver IV: Arts and Cultural Tourism Strategy
 - Leverage classical arts, festivals, food artisans, craft artisans (including Indiana Artisan, Inc. where appropriate)
 - Elevate profile of IN’s arts and cultural assets through earned media efforts
 - Conduct feasibility study to determine the potential for creating public-private Cultural Tourism Development Fund that aids assets’ marketing efforts, increases sustainability and drives attendance
 - Develop statewide Cultural Tourism Passport, allowing affordable access to multiple cultural venues (museums, theatres, exhibitions and the like) for all Hoosiers
 - Establish tourism-focused educational curriculum for Indiana’s school children that meets state Social Studies standards and includes statewide cultural assets in the lesson plan (aka Tourism Literacy)
- Conduct collaborative meetings (media marketplace, fam tours, etc) to attract group tour, events, conventions and business gatherings
- Conduct place-based survey research, focus groups and interviews to measure visitor satisfaction (Net Promoter Score) and learn about stakeholder asset preferences; program to the preferences

- 6) **Enhance co-op marketing and advertising programs to attract new partners and increase profitability.** IOTD generates earned income through cooperative marketing and promotional activities. It will make significant improvements to existing programs and create new ones beginning July 1, 2013 to achieve efficiency, deeper market penetration, cost savings and greater earned income.

Timeline:

- July 1, 2013-June 30, 2014

Metrics:

- Increase advertising revenue by a minimum of 15%
- Generate sponsor revenue by a minimum of \$100K
- Reduce production expenses by a minimum of \$50K (Note: \$170K savings in RAE staffing cost will not be realized until 2015)

Tactics:

- Increase efficiency, savings and profitability of publications
 - Indiana Travel Guide and brochures
 - Engage third party who offers turnkey layout and production (efficiency and savings)
 - Transition from biennial to annual publication to increase value proposition and ad potential to investors (higher profitability)
 - Increase ad rates
 - Transition RAEs to 100% commission program to achieve cost savings (to reward success; “skin in the game”)
 - Expand geo-targeting and increase market penetration by entering Chicago and Cincy markets and expanding to others in the future (to increase stakeholder participation)
 - Improve distribution network and service levels (service satisfaction for consumers and stakeholders)
- Become exclusive producer and distributor of Indiana State Roadmap (NEW!)
 - Assume responsibility for INDOT Map
 - Absorb INDOT budget (or portion of it)
 - Create paid sponsorship programs comprised of category specific and exclusive buys
 - Develop ad sales program
 - Improve distribution network and service levels
- Monetize electronic advertising (NEW!)
 - Consumer website, email, mobile app and tablet
 - Package and sell ads
 - Expand social/mobile/digital communities using rich and relevant content to increase quantity of qualified leads
- Printed co-op advertising
 - A subsidized program that benefits DMOs in Indiana that they cannot afford to purchase advertising at “rack rate” in major publications on their own

- 7) **Facilitate industry education opportunities and launch statewide service standard to improve quality of Indiana workforce.** IOTD strives to be a workforce development partner that focuses on increasing private sector employment and improving the quality of Indiana's workforce. The tourism industry is a competitive sector within the broader labor market. A coordinated public-private effort among government agencies, industry partners and university programs that specialize in workforce development and training will be undertaken beginning January 1, 2014 to facilitate business growth, education and nurture a statewide culture of service excellence.

Timeline:

- January 1-June 30, 2014

Metrics:

- Development of statewide service standard and adoption of program by six (6) companies, organizations or municipalities
- Conduct two (2) workshops and/or education programs (one per quarter) and publish two (2) position papers
- Set up online education resource center that aggregates existing industry information and is located at www.in.gov/tourism
- Increase enrollment in the second workshop by 10% over the first one

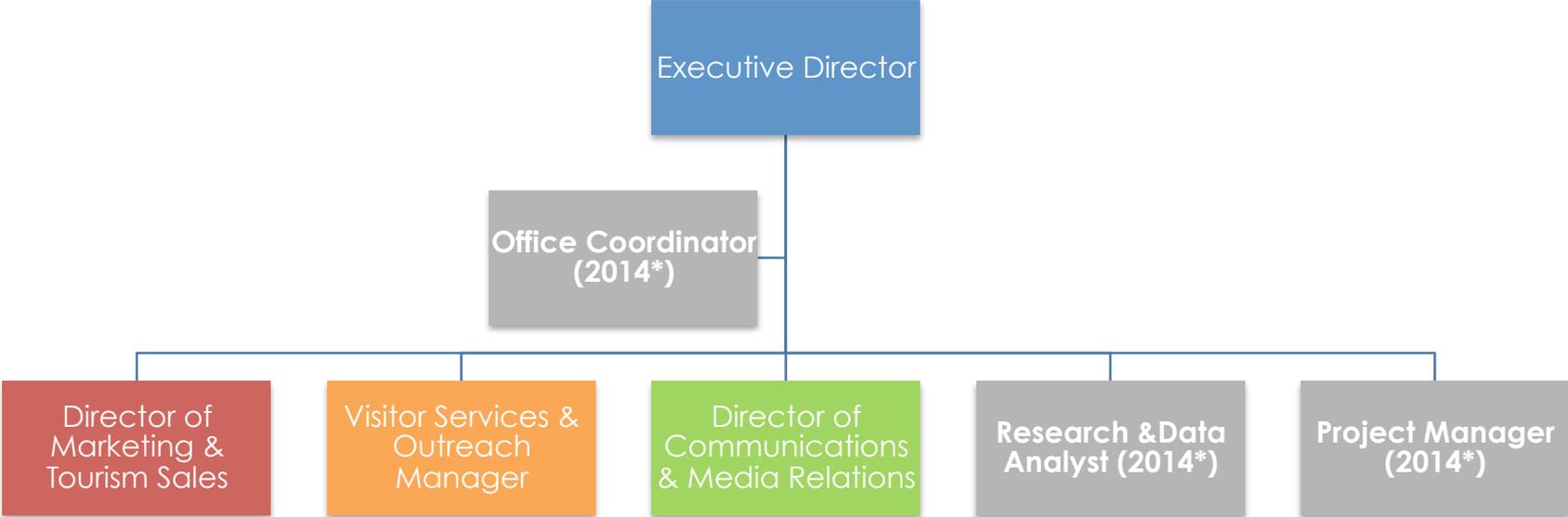
Tactics:

- Develop statewide standard of service excellence with IUPUI, VisitIndy and DWD that reduces skills gap, enhances career preparedness, improves quality of Indiana workforce and expedites advancement
- Create online education resource center that aggregates existing industry information and is located at www.in.gov/tourism
- Develop workshop and certification programs (online, webinar, in-person) to teach industry standards and best practices; publish position papers and provide thought leadership to industry practitioners
- Collaborate with SBDC on the creation of an Entrepreneurism Training Program to provide technical assistance, education and reinforce sound practices for business growth within the tourism industry
- Implement quarterly Key Performance Indicator (KPI) Dashboard for Indiana that includes a Tourism Jobs Index

STAFFING AND FISCAL EXPENDITURE OVERVIEW

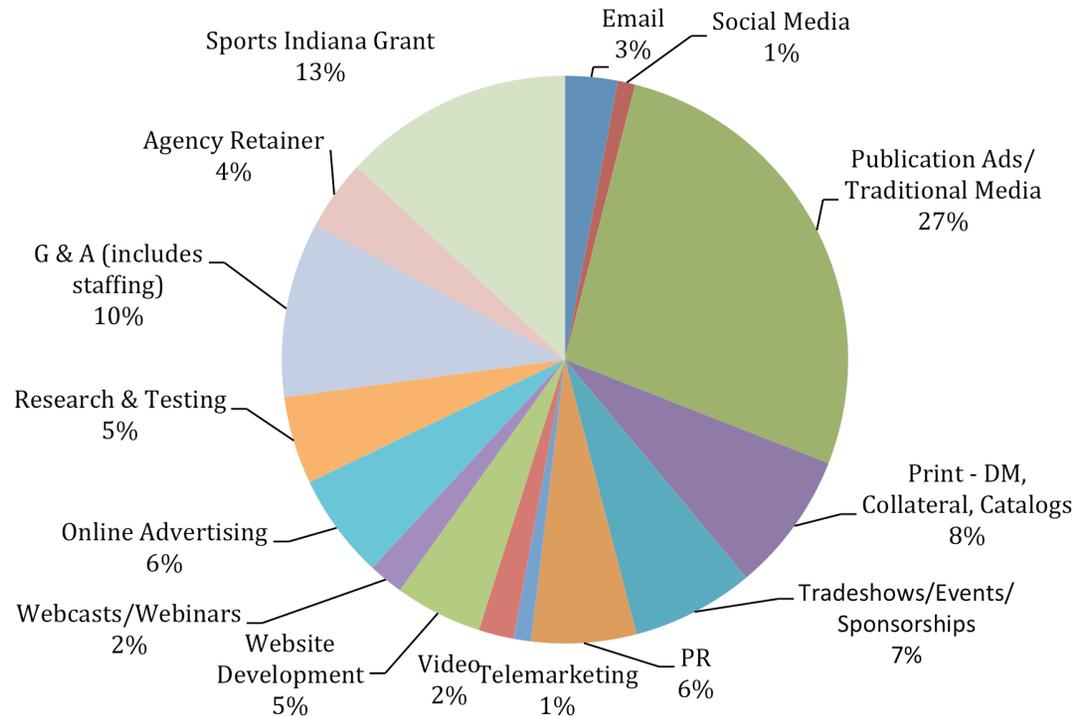
FY2013 Harnessing Existing Opportunities	FY2014 Expanding Our Reach	FY2015 Becoming a Leader	IMPACT
<p>Grow staff from 4 to 5</p> <ul style="list-style-type: none"> • New unified brand platform • Economic impact research • Increased travel and outreach time • Estab. baseline for statewide events • Improved publications and co-op model to drive earned revenue • Increased subscriber base for visitor guide • Earned media opportunities • Technology enhancements <ul style="list-style-type: none"> ○ Earned media tracking ○ Mobile application ○ Tablet magazine 	<p>Grow staff from 5 to 7</p> <ul style="list-style-type: none"> • Advertising and promotion costs are variable • More earned media • More grants • Expanded technology platform <ul style="list-style-type: none"> ○ Location marketing with geo-fence ○ Improved direct-to-consumer contact (email) to increase qualified leads • Increased earned revenue with better publications and co-op model • More ambassadors through educational initiatives (tourism literacy) • Convene partners/ stakeholders with quarterly workshops • Increase number of state & regional events 	<p>Grow staff from 7 to 8</p> <ul style="list-style-type: none"> • Increased earned income from co-op ad and promo programs • Expanded advertising and promotion • Continued increase in earned media • Bicentennial • Rich data hub and information resource • Increase state, regional national events • Statewide standard of service excellence • Sought after thought leadership 	<p>One message, one brand Grow staff from 4 to 8</p> <ul style="list-style-type: none"> • Create in-house capacity • Improve ability to be creative and proactive • Expanded programs and assets • Indiana as a more desirable place to live and visit • High performing earned income streams for office • Increased travel-related revenue for industry • "Loud voice at podium" • IOTD positioned as leader in field

ORGANIZATIONAL CHART



The current staff is exceedingly capable and versatile but has been hindered by resource constraints and required to take on multiple responsibilities. The structure above expands the size of the staff by three FTEs over the next 18 months, enables team members to focus on individual core competencies and adds essential skills in writing, media relations, content management, analytics, performance tracking, reporting, program planning and execution.

2014 FISCAL BUDGET



- Research, publications, advertising/broadcast and PR are essential additions.
- Social, mobile and digital marketing play an increasingly important role.
- Research and testing are necessary to measure against competitive set, validate brand and quantify effectiveness of strategy.
- Appropriated budget will be supplemented in 2015 with net revenue from earned income activities (e.g., publication advertising, co-op advertising, internet marketing, research programs, events, etc).
 - Earnings will be reinvested into programming to improve current products and create new ones that result in deeper market penetration, greater return on investment and more state tax revenues.
 - Earned income will provide greater flexibility and enable agency to be more opportunistic and self-sustaining.

END