

Strategic Planning

How to get started

4/9/19



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Maine



WEST
VIRGINIA

TRAVEL **NEVADA**

RenoTahoe

EXPERIENCE
COLUMBUS



Visit **Orlando**



Barceló
HOTEL GROUP

HR | HOTEL
RETLAW

THE
BROADMOOR

MILWAUKEE
BALLEI



Cheap
Caribbean
.com

Southwest
Vacations

Presentation Highlights

- + What is long-range strategic planning
- + Why is it beneficial
- + Understand how to ladder up to the MOT plan
- + Step-by-step process for developing your own strategic plan
- + Measure progress toward plan goals

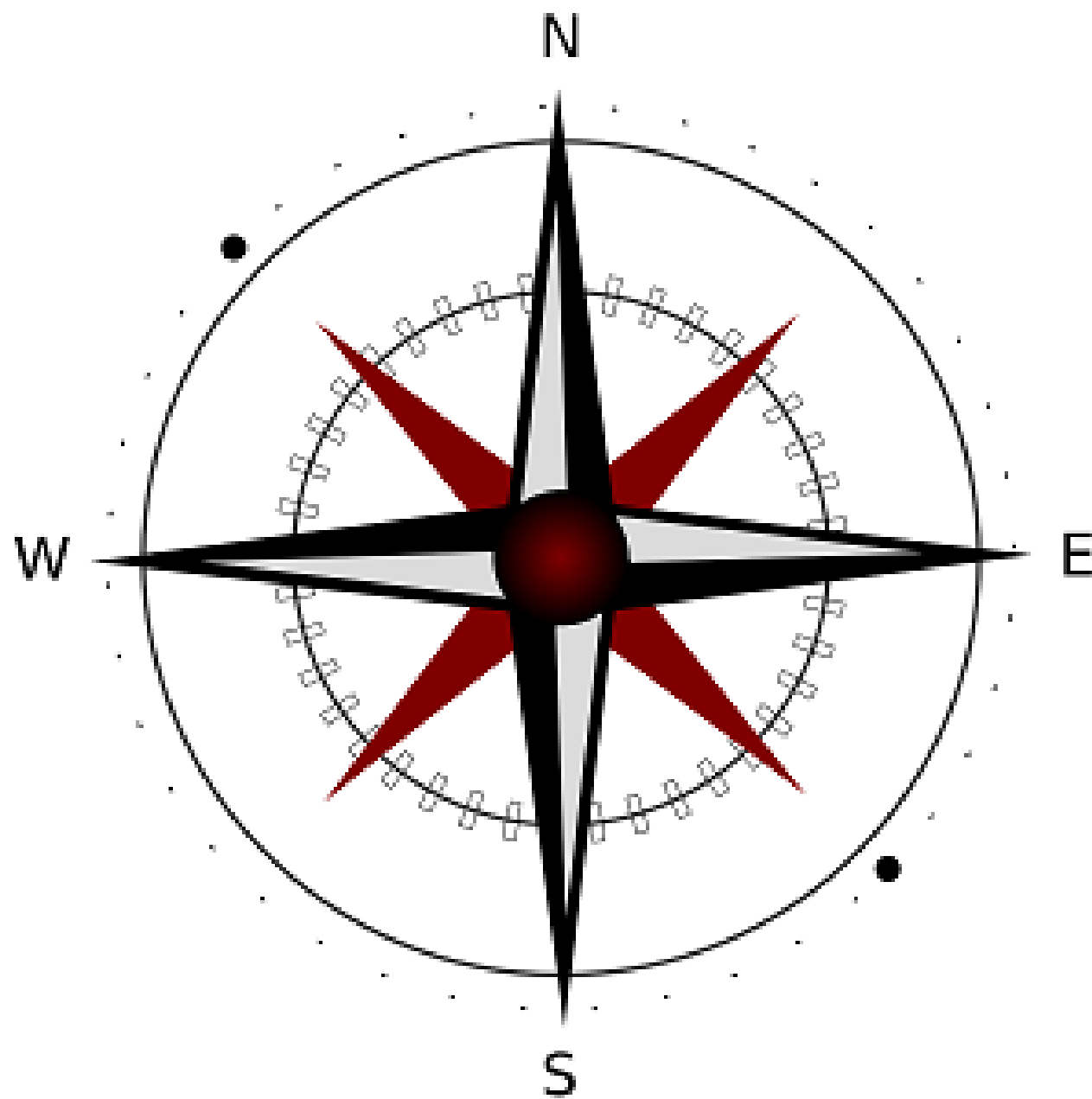


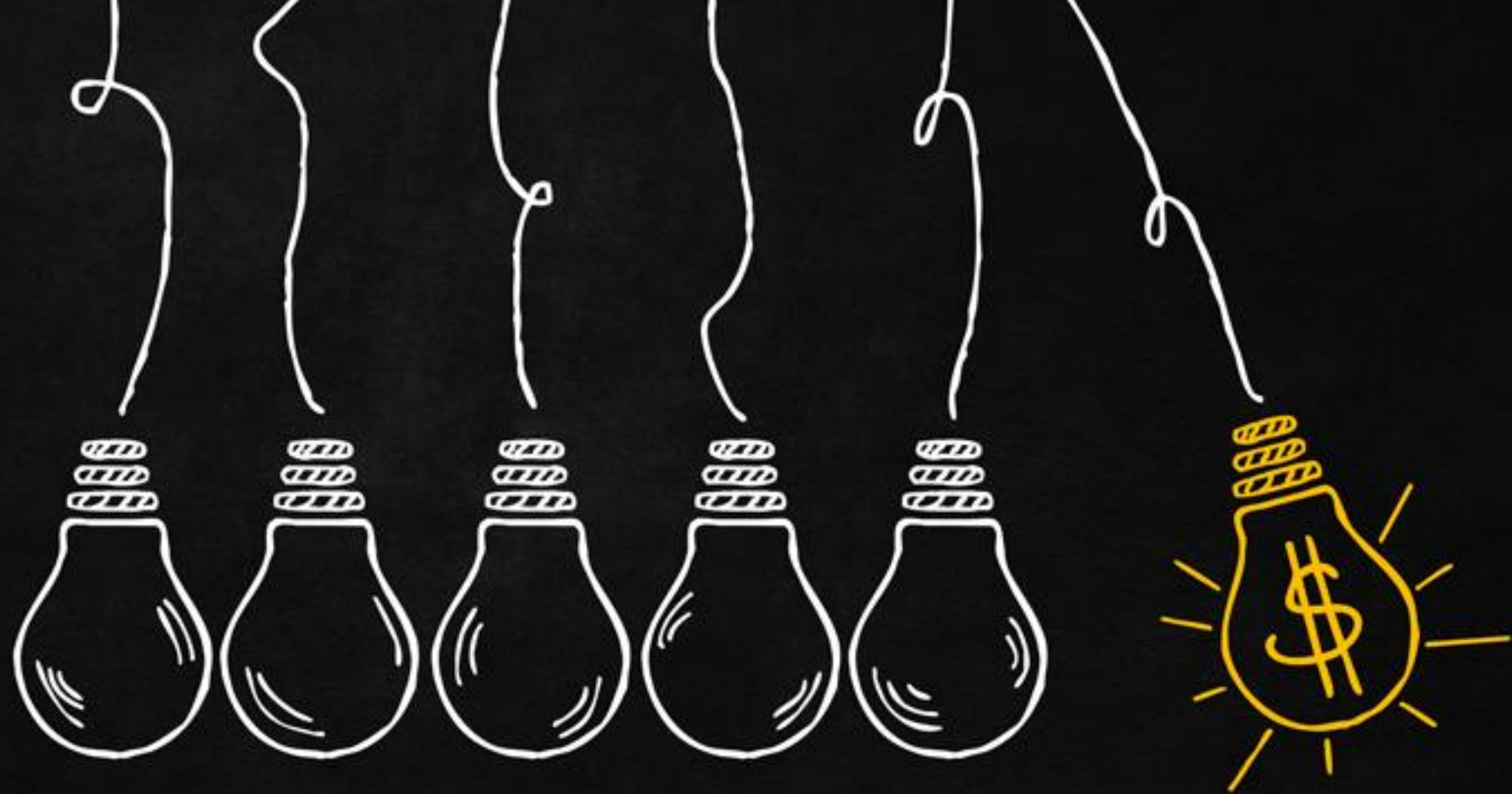
Defining an organization's direction and allocating its resources to pursue that direction.

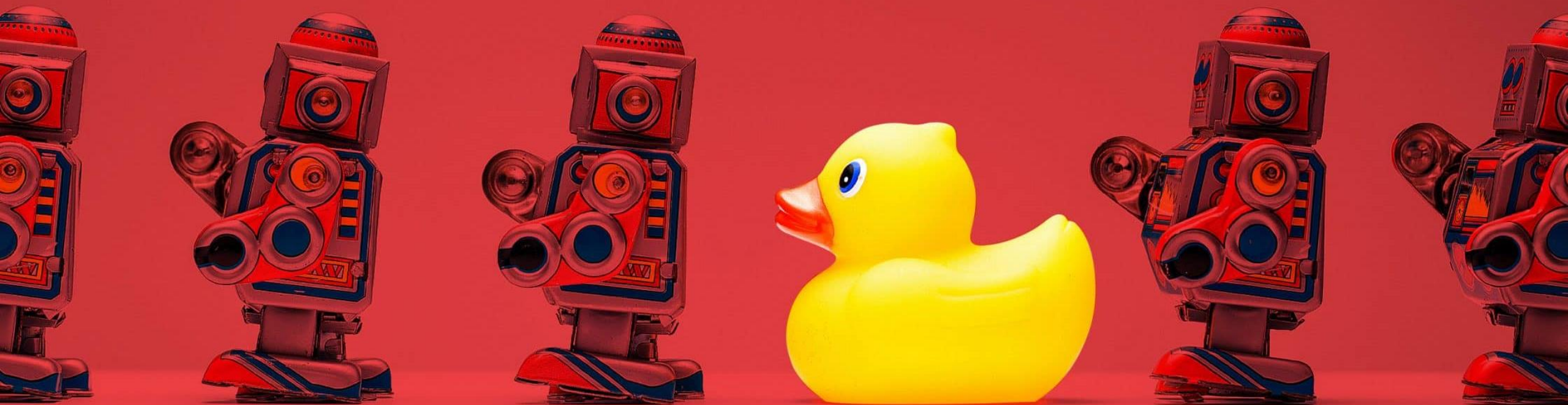
Benefits



YOU
ARE THE CREATOR OF YOUR OWN DESTINY.













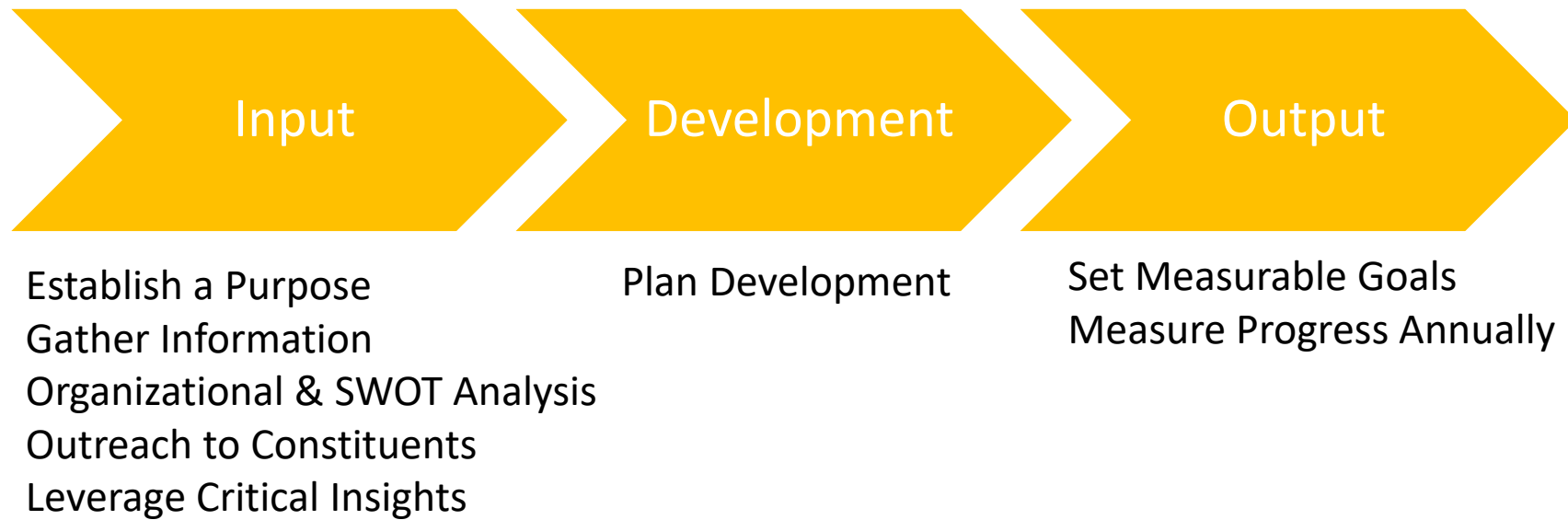
Leverage MOT

Maine Of Tourism

- + Where do you sit within the context of the state's plan
- + What is aligned with your own goals
- + Where can you collaborate with the MOT
- + What strategies can you execute against
- + Use the MOT as a resource



The Process



Purpose

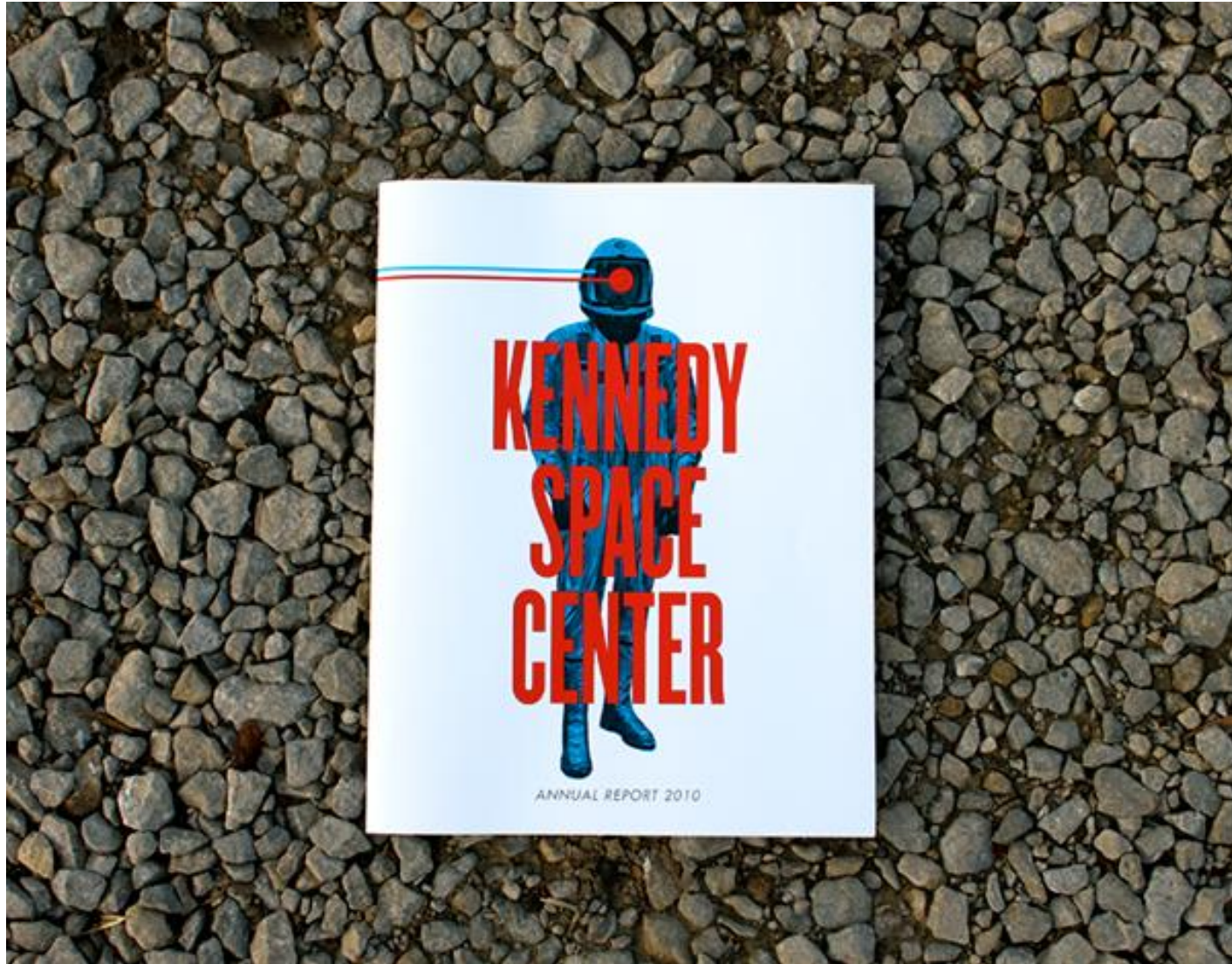
- + Establish a clear purpose for developing the plan
 - What do you hope to accomplish
 - How will you use the plan
 - Who will you collaborate with to execute the plan



Gather Information

- + Based on the past five years of data
 - Are you keeping pace with your peer group
 - Are you keeping pace with the overall industry
 - What are your overall expectations
 - Why/why now
- + Review other successful similar organizations
 - Strategic plans
 - Corporate annual reports





Gather Information

- + Gather industry trends and forecasts
 - Travel Associations
 - Travel Publications & Bloggers
 - Research Companies & Consultants
 - State Universities – Academic papers
 - National, Regional, Local Associations



U.S. TRAVEL
ASSOCIATION

 DESTINATIONS
INTERNATIONAL

 hsmái
FUEL SALES • INSPIRE MARKETING • OPTIMIZE REVENUE


 MANDALA
RESEARCH
INSIGHT · STRATEGY · RESULTS

Skift.
DEFINING THE FUTURE OF TRAVEL.

 Market
Research.com

MINTEL

Phocuswright[®]

 Cornell University

 MICHIGAN STATE
UNIVERSITY

 ADVENTURE TRAVEL
TRADE ASSOCIATION

**OUTDOOR
INDUSTRY[®]**
ASSOCIATION

 **RETAIL
ASSOCIATION OF
MAINE**
Voice of Maine Retail

 MAINE SNOWMOBILE
MSA
ASSOCIATION[®]

 Ski Maine
ASSOCIATION

 MAINE CAMPGROUND OWNERS ASSN.
MECOA

SPONTANEITY CELEBRATED

Phocuswright data suggests that more than 60% of travelers would consider an impulse trip based on a good deal on a flight or hotel. Over the last two years, travel related searches on Google for “tonight” and “today” have grown over 150% on mobile. That means an already shrinking planning window is getting even shorter. More and more customers are open to blind booking, a growing trend in Europe. Air carriers Lufthansa and Eurowings now allow passengers to book tickets based on the experience they are seeking without knowing the destination. This means that DMOs need to consider strategies that disrupt traditional trip planning cycles.

PERSONAL VALUES & BELIEFS DRIVE ACTION

In the 2018 Edelman Earned Brand Study, the global PR firm predicts the rise of the belief-driven buyer. Belief-driven buying is now a mainstream mindset across ages and incomes. People believe that brands, over government, can lead societal change. One-in-two people surveyed choose, switch or avoid a brand based on its stand on societal issues. Of belief-driven buyers 67% bought a brand for the first time based on its position on a controversial issue. And 65% will not buy a brand because it stayed silent on an issue it had an obligation to address. When it comes to travel, it's long been known that avid travelers don't just view a vacation as a place



VOICE & DIGITAL ASSISTANTS

Voice technology promises brands a richer and deeper engagement with customers. By identifying moments where voice technology can enhance the customer journey, provide practical support, cut out steps or make life a little easier, brands can build engagement. In a 2017 Google/Phocuswright study, 1 in 3 travelers across countries are using digital assistants to research or book travel and are already searching for everything from hotels to flights to things to do within a destination.

AI & CHAT BOTS

Five billion people use messaging apps each month on the four largest messaging apps surpassing the number of users on the four largest social networks. Sixty-five percent of Millennials are already talking to and making purchases through bots. The number of messages between businesses and consumers using AI and bot technology has reached 2 billion per month. DMOs should be thinking about how these new tools allow for more personalized direct interactions between destinations and consumers, perhaps over time disrupting the need for traditional planning tools. Sources: Manychat.com, TechCrunch, Statista

Gather Information

- + Review your competitive set
 - How are they positioned in the marketplace – what is their USP
 - Understand their key messages and visual identity
 - Assess how are you similar/different



Brand Positioning



It's Better in The Bahamas.

Position the collection of the islands of The Bahamas as the premier Caribbean destination.

Comm Strategy

Develop The Bahamas nation as a collection of diverse yet easily accessible islands that offer a wide range of vacation choices for visitors by exposing the messages, people, culture and country to markets that fit demographic mix.

Spend

\$1,315,000*

*Trending down from 2016, but Q3 2018 has already reached 2017 total spend.

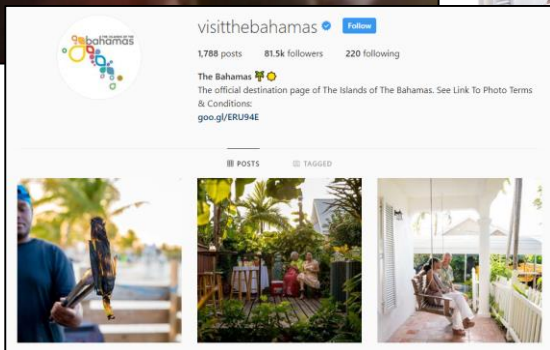
Messaging

Bahamas	
Key Messaging	<ul style="list-style-type: none">• Looking for adventure in The Bahamas? Try diving for sunken Spanish Galleons off Grand Bahama Island. Or set off on a sailing trip in The Abacos, the boating capital of the world. Whatever excites you, you'll find it in The Islands Of The Bahamas• The Islands Of The Bahamas has something for the whole family. Have fun together on one of our many family-friendly beaches, including boat trips, snorkeling, and more. Or enjoy beachside pampering while your kids play in the sand. Share The Bahamas together and you'll make memories that will last a lifetime.• We move at our very own pace here. So, it's only fitting that one of the most relaxing places in the world offers a variety of ways to help rejuvenate your mind, body, and soul. You'll find indoor and outdoor spas offering treatments and wellness activities for individuals and couples.• Imagine a world where you can't tell where dreams begin and reality ends. This is The Bahamas. And it's like no other place on Earth.
Claimed Differentiators	<ul style="list-style-type: none">• We invite you to explore all of our islands. One step and you'll realize our beauty extends far beyond our extraordinary natural wonders. It's the smiles on the faces of the Bahamian people. The unique sounds of our rich culture. The warm hospitality of our heritage and our colorful history.
Perceptual Promises	<ul style="list-style-type: none">• This is The Bahamas. And it's like no other place on Earth.



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EXPLORE THINGS TO DO PLACES TO STAY DEALS OUR ISLANDS



BOOK YOUR STAY

FLORIDA

THE ISLANDS OF THE BAHAMAS

The Bahamas is comprised of 700 islands and over 2,000 rocks and cays, sprinkled over 100,000 square miles of ocean. The archipelago is an ecological oasis, boasting the clearest water on the planet.

VISIT OUR PARTNER WEBSITES

ADJUST ANY SLIDER TO START

RELAXING

ACTIVE

HIGH HEELS

FLIP FLOPS

POPULAR

HIDDEN GEMS

COUPLES

FAMILY

RESORT-HOTEL

BOUTIQUE-LODGE

LONG ISLAND
EXTRAORDINARY NATURAL WORLD WONDER

Plunge into the world's deepest blue hole! Explore the wave-crashing coastline, delve into the fresh mutton and discover the tranquility of Long Island.

LEARN MORE

Official Home Of The
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LEARN MORE

JOIN US
We'll Show You Around

Bahamians love meeting new people and making when you join our complimentary People-To-People e, you'll be paired with a volunteer Bahamian host how you our culture and way of life in a memorable, kind vacation experience.

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SIGN UP TODAY FOR SPECIAL OFFERS FROM THE BAHAMAS!

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SIGN UP

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Gather Information

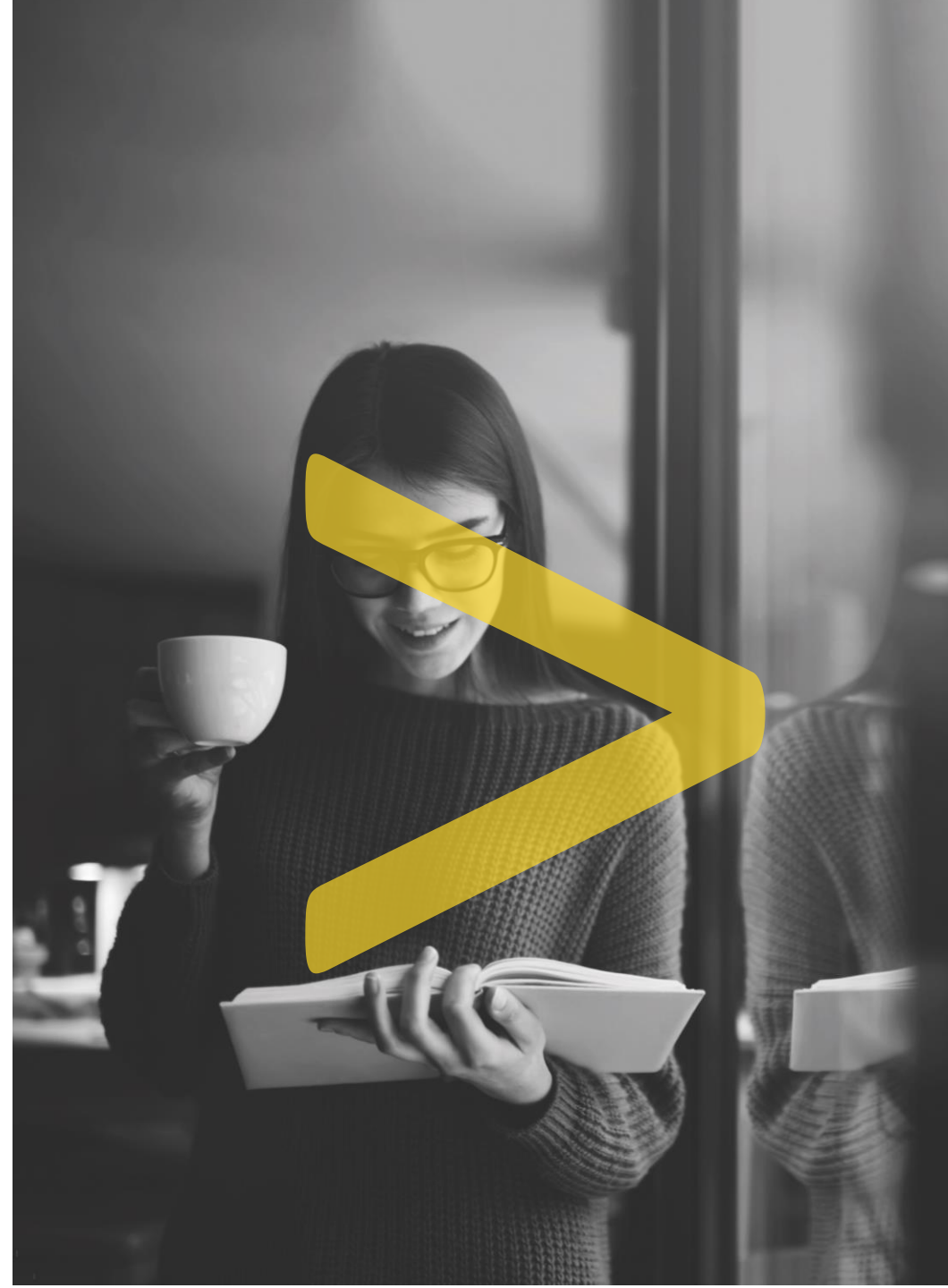
- + Conduct an organizational analysis
- + Conduct a SWOT analysis



**What should you
Keep doing
Stop doing
BEFORE doing something new**

Organizational Analysis

- + What is your organizational culture
- + What resources and processes do you have in place
 - How operationally savvy is the organization
- + What is your threshold for risk
- + How do your hiring practices relate back to attitude/mindset



S

STRENGTHS

- Things your company does well
- Qualities that separate you from your competitors
- Internal resources such as skilled, knowledgeable staff
- Tangible assets such as intellectual property, capital, proprietary technologies etc.

W

WEAKNESSES

- Things your company lacks
- Things your competitors do better than you
- Resource limitations
- Unclear unique selling proposition

O

OPPORTUNITIES

- Underserved markets for specific products
- Few competitors in your area
- Emerging need for your products or services
- Press/media coverage of your company

T

THREATS

- Emerging competitors
- Changing regulatory environment
- Negative press/media coverage
- Changing customer attitudes toward your company

Constituent Outreach & Input

- + Online survey
- + Listening sessions, focus groups
- + One-on-one interviews
- + Audiences
 - Employees
 - Community leaders
 - Industry Partners
 - Legislators

Constituent Outreach & Input

- Consumers
 - > Are they satisfied
 - > What else they're looking/asking for
 - > Would they spend more money on new/different experiences/products/services
 - > Do not try to be all things to all people

Leverage Critical Insights

- + What did you learn from the information gathered
- + What role can/or should your organization play in addressing the critical insights
- + Can be larger than simply sales & marketing, can address operational and communications related insights



REALIZE TOURISM AND ECONOMIC DEVELOPMENT ARE LINKED

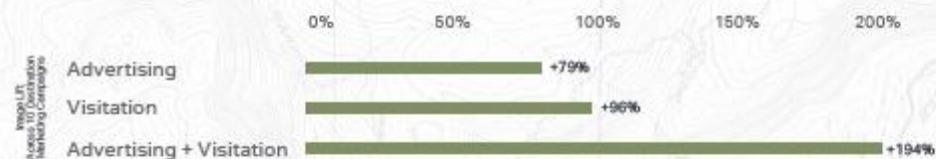
Despite the fact that the Maine Office of Tourism and Film sits within the Department of Economic and Community Development there is a perceived divide between the functions of tourism development and economic development when in reality the two are inextricably linked. It is a common myth that tourism marketing promotes only tourism. Yet there is extensive research to the contrary. In a study published by Longwoods International titled The Halo Effect, tourism marketing is proven to have a profound impact on decisions such as where to start a business, attend college and where to live. Likewise, a recent Oxford Economics study includes extensive discussion of how tourism as “low hanging fruit” opens the door to economic development more quickly and effectively than other avenues like new investments in manufacturing infrastructure, etc. Given the state’s critical workforce shortage, there is a greater

opportunity to highlight the Maine lifestyle in tourism marketing for the benefit of not only tourism growth, but also resident recruitment. Workforce issues such as labor shortage, housing and education are cited in both the industry and Destination Next surveys as a significant issue facing the travel industry. While there has been collaboration in the past between the MOT and DECD, as well as private sector organizations such as Live + Work in Maine, and Maine & Company, there is an expectation by the industry that more meaningful partnerships are now warranted. The industry would benefit from a better understanding for how these two entities – tourism and economic development at the public and private level – are working together to address key economic issues within the state.

A GOOD PLACE TO LIVE

0% 50% 100% 150% 200%

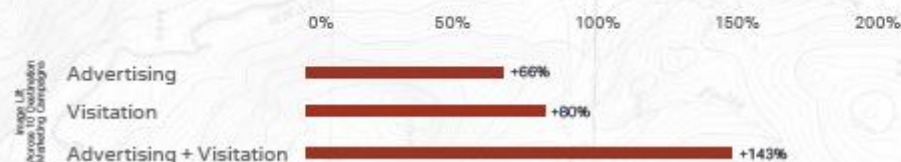
A GOOD PLACE TO START A BUSINESS



Destinations have many economic development goals, including the launch of new businesses. When executives are exposed to advertising and visits, those destinations are more likely to be viewed as desirable locations.

Source: Longwoods International

A GOOD PLACE TO ATTEND COLLEGE



Colleges and universities are now seen as catalysts for economic impact. Destination advertising and visitation can make cities a more attractive choice for students.

Source: Longwoods International

Develop Strategies

- + What strategies will you deploy to address the critical insights and meet your stated objectives
 - How have other brands/organizations gotten your attention
 - What do you admire about them
 - What got you hooked
 - Model/modify
 - Beg/borrow/steal



Our collective ambition is the MOT's roadmap for how tourism should be cultivated over the next five years based on key principles, goals and responsibilities. This plan is built upon five strategic imperatives that relate to sound tourism business practices, as well as align with the insights and trends previously identified. All five pillars are designed to work in concert with one another – success in one area enhances success in the others. Further, each imperative acting as a pillar for the five-year strategic plan, recognizes that statewide success will only be possible with collaboration and support from the tourism industry, elected public officials, Maine residents, business leaders, other governmental departments and entities, and of course, the MOT. This means raising the bar on collective efforts to communicate, innovate, protect the assets and resources that underpin the Maine brand and the visitor experience, problem-solve and expand our thinking across the entire lifecycle of our industry.

1. BE REAL/AUTHENTIC
2. BUILD COLLABORATION AND PARTNERSHIP
3. MAKE SITES/PROGRAMS COME ALIVE
4. BALANCE COMMUNITY AND TOURISM
5. UNDERSTAND READINESS



4. BALANCE COMMUNITY AND TOURISM

A successful tourism economy *balances the needs of residents, communities, visitors and the destination*. It's about guiding tourism in a way that achieves the optimal balance of visitation, economic impact, sustainability of our state's tourism assets, and livability. To do so requires on-going community support for tourism and stewardship of the destination, its assets and the visitor experience.

KEY STRATEGIES & INITIATIVES:

+ Reinforce resident appreciation of tourism's importance and provide education for the industry about resident's perceived value of tourism to align these two perspectives utilizing key insights from the Resident Value of Tourism study.

+ Pilot efforts to help rebalance visitation to better match capacity.

- Deploy in-state mobile proximity marketing tactics using geo-fencing technology to entice visitation to nearby venues.
- Create a program for visitors and Maine residents that rewards visiting off-the-beaten path destinations with culturally rich experiences, ideally syncing up with destination plans of the Maine Parks & Lands Bureau, Maine Department of Transportation, Maine Department of Inland Fisheries & Wildlife, and Maine Department of Agriculture, Conservation & Forestry.

- Identify high demand destination experiences and identify steps and initiatives that could lead to longer-range sustainability for those experiences.
- Enrich utilization of Registered Maine Guides.
- Generate consumer awareness of Registered Maine Guides program as a means to discover lesser known in-state destinations through in-depth recreational activities and an elevated outdoor experience.
- Explore options with the Maine Motorcoach Network to smooth out high demand peaks and valleys.

Metrics: Value of Tourism measures (including percentage of residents who agree tourism brings more benefits than problems to the state, percentage of residents who feel tourism should be actively encouraged in their communities, percentage of residents who feel the MOT helps to preserve Maine's unique cultural heritage and tourism assets, quality of life).



Suggested Plan Outline

- + State the purpose & objectives for writing the plan
- + Recap the process
- + Outline the state of the industry/trends
- + Identify the critical insights you'll address in the plan
- + Outline the current state of your organization/business
- + Communicate the strategies of the plan
- + Identify clear and measurable goals
- + Set a timeline for measuring progress toward the goals



Goal Setting

+ Set realistic goals

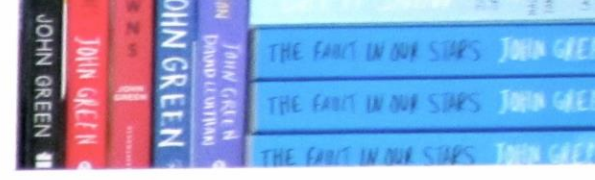
- Are new metrics needed?
- What sources will you use/need to measure these goals?
- For existing metrics, what has been your average success rate over similar time periods?
- How much can you realistically move the needle?



Execute the plan

- + Reference for annual plan development – tactics in your annual plan should ladder up to strategies outlined in the long range plan
- + Refer to the plan often, particularly when you are making resource decisions





Checklist

Purpose/objective

Data points from last five years

Competitive audit

Trends

Industry feedback

Consumer feedback

SWOT

Organizational Analysis



Questions

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