



Oshkosh Convention
& Visitors Bureau

STRATEGIC PLAN



2018-2022 Strategic Plan

Mission

The OCVB is the official destination marketing organization for Winnebago County committed to support and enhance the economic impact of tourism through events, services, sales, and marketing

Vision

The OCVB is the go-to for everything Oshkosh, is a strong partner in the community that supports an amazing visitor experience and positive economic impact.

Target / Lead Customers

1. Professional Associations/Organizations
2. Event Planners/Organizers /Sports Commissioners
3. Hotel Staff
4. New Hotels/Recreation Venues
5. Visitors

I. BECOME MORE FINANCIALLY SUSTAINABLE

- A. Increase Sales and Grow Room Tax Revenue
- B. Create and Execute Tourism Development Fund
- C. Apply for Tourism Grants

II. IMPROVE HOW WE TELL OUR STORY – MARKETING / PR

- A. Identify Our Brand
- B. Create a Marketing/PR Plan that Consistently Shares Our Story to Visitors as Well as the Community

III. PROMOTE AND SUPPORT PARTNERSHIPS FOR GROWTH AND A BETTER VISITOR EXPERIENCE

- A. Build Stronger Partnerships with Hotels
- B. Develop Strategic Partnerships for Identifying Cross-Organizational Solutions
- C. Explore Adding Lodging to Oshkosh
- D. Explore Opportunities for Creating a New Sports Complex
- E. Explore Opportunities to Add Transportation Options and Parking

IV. ENHANCE THE EFFECTIVENESS OF OCVB OPERATIONS

- A. Develop and Deploy Our Planning Processes
- B. Develop Key Performance Indicators and Measures that Accurately Define Our Success.
- C. Define Our Sales Process and Plan
- D. Deliver Excellent Customer Service (Experiential Tourism)
- E. Improve Staff Education/Knowledge.
- F. Evaluate Staffing Needs



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I. BECOME MORE FINANCIALLY SUSTAINABLE

A. Increase Sales and Grow Room Tax Revenue

1. Develop concentrated marketing plan toward event planners
 - a. FAM
 - b. Marketing Campaign
2. Develop an offseason events plan
 - a. Have a good handle on what is going on--communication
 - b. Coordinate dates with our partners
3. Target Weddings
4. Motor Coach Market (Circle Wisconsin)

B. Create and Execute Tourism Development Fund

1. Identify potential members
2. Identify how fund will be used
3. Determine how much we want to raise
4. Make assignments
5. Execute plan

C. Apply for Tourism Grants

1. Research what is available (private, local, County, and State)
 - a. Restaurant week
 - b. Meetings Mean Business
 - c. Etc.
2. Identify which grants we will pursue
3. Apply for targeted grants

D. Explore Additional Revenue Sources

1. Identify opportunities to provide revenue stream to OCVB (AirBnB, UW-O, VRBO)
2. Event Revenue
3. Etc.



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II. IMPROVE HOW WE TELL OUR STORY - MARKETING/PR

A. Identify Our Brand

1. Work with board to determine brand
 - a. Does "event city" still fit?
 - b. How does tourism fit in?
2. Develop a brand identity that tells all who we are and why we're great.
 - a. Who are our ideal customers? (see above)
 - b. Create an elevator speech - Who are we?
 - c. Identify our selling points.
 - Are we marketing the waterside location enough?
 - d. Educate staff/board/partners on how to leverage brand
 - Provide talking points/brand guidelines so all giving consistent message.
3. Create supporting materials that expand on the brand
 - a. Visitor's/Lodging guide (things to do for people attending events)

B. Create a Marketing/PR Plan that Consistently Shares Our Story to Visitors as Well as the Community

1. Identify benchmarks of success
2. Promote new events to city residents
 - a. Local media
 - b. Social media (Instagram/Facebook)
 - c. Local business groups
 - d. Individual local businesses
 - e. Local government
 - f. Signs, etc.
3. Promote events to future/current visitors
 - a. Social media (Instagram/Facebook/LinkedIn)
 - b. Regional/countrywide media
 - c. Meeting planner groups
 - d. Organization groups
4. Identify cross-organization opportunities for co-marketing
5. Communicate ROI for events (see KPI's)



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III. PROMOTE AND SUPPORT PARTNERSHIPS FOR GROWTH AND A BETTER VISITOR EXPERIENCE

A. Build Stronger Partnerships with Hotels

1. Coordinate dates with our Venue partners
2. Evaluate and Strengthen relationship with Oshkosh Hospitality Group
3. TBD

B. Develop Strategic Partnerships for Identifying Cross-Organizational Solutions

1. Determine process for collaborating/communicating with other business organizations, venues and resources within Oshkosh area
2. Identify process and execute collaboration/communication with city
 - a. Can our partners share the OCVB message?
 - b. Are they willing to work together on attracting new resources?
3. Identify opportunities to include members of the public in OVCB activities

C. Explore Adding Lodging to Oshkosh

1. Create a comprehensive lodging list that includes VRBO/Air BnB and campsites (provide for Lodging Guide).
2. Identify short-range and long-range goals for the number of beds needed to determine quantifiable gap (we need XX new beds).
3. Determine incentives that would attract new hotels to Oshkosh
 - a. Undeveloped properties (particularly Pioneer Hotel)
 - b. Especially Downtown
 - c. Tax districts/incentives
 - d. Identify potential income / ROI
4. Create target list of specific hotel chains/investors who would fit Oshkosh's needs
5. Explore creating a group who could approach hotels/investors/or RFPs

D. Explore Opportunities for Creating a New Sports Complex

1. Develop a group beyond designed to identify specific need
2. Partner with City Economic Development and Parks and School District Recreation to develop

E. Explore Opportunities to Add Transportation Options and Parking

1. TBD



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IV. ENHANCE THE EFFECTIVENESS OF OCVB OPERATIONS

A. Develop and Deploy Our Planning Processes

1. Complete and deploy our Strategic Plan
2. Develop schedule for monthly report outs to Board
3. Develop schedule for quarterly updates to strategic plan
4. Provide access of plan to key partners and general public

B. Develop Key Performance Indicators and Measures that Accurately Define Our Success

1. Develop Strategic Plan progress measures
2. Develop Strategic Plan Outcome measures (what does success look like for each initiative?)
3. Develop other key measures
4. Explore ability to track ROI for each event (marketing/sales) to help determine what is a "quality" event (work with Sales on this?)

C. Define Our Sales Process and Plan

1. Determine the qualifiers for a "quality" event - set clear goals for a successful event year.
2. Identify our ideal customer — align with marketing plan.
3. Identify our top selling points.
4. Review sales goals
5. Determine a successful sales process
 - a. Determine the materials that must be supplied
 - b. Identify what is the standard customer service process

D. Deliver Excellent Customer Service (Experiential Tourism)

1. What does excellent customer service look like - develop guidelines?
2. What is the process for tweaking customer service guidelines?

E. Improve Staff Education/Knowledge.

1. Educate staff on what ROI qualifiers fit OCVB in order to execute ROI tracking.
2. Learn more about regional trends in tourism/events
3. Determine how this information is updated and shared

F. Evaluate Staffing Needs

1. Identify staff goals (align to strategic plan)
2. Identify opportunities for volunteers/interns to support areas staff cannot meet.