

VISIT ROWAN COUNTY

SALISBURY, NORTH CAROLINA

Be an original.

ROWAN COUNTY TOURISM DEVELOPMENT AUTHORITY BOARD OF DIRECTORS MEETING


Wednesday, September 12, 2018 – Board Planning Session

AGENDA

Discussion: Rowan County TDA Strategic Assessment & Guidance – Chris Cavanaugh,
Magellan Strategy Group



Rowan County TDA Strategic Assessment and Guidance
September 2018

Rowan County TDA Strategic Assessment and Guidance 

TDA made a strategic decision in 2013 with the launch of Master Plan: Completion and Connection

- 1. Make the driving force behind the TDA's decision making to be strategic choices focused on growing the economic impact of tourism and visitor spending in Rowan County.**
- 2. Core goal of the Master Plan was to double the economic impact of tourism over a ten-year period from 2013 to 2023.**

Master Plan set the stage for organizational discipline and focus.

2

Rowan County TDA Strategic Assessment and Guidance



Achieve the goal by focusing on the following key areas outlined in the Master Plan:

- **Organizational Structure**
- **Destination Marketing and Branding**
- **Destination and Product Development**
- **Partnership Structure and Connectivity**

3

Rowan County TDA Strategic Assessment and Guidance



- **Where did we start?**
- **Who are we?**
- **What do we want? GROWTH.**

4

Rowan County TDA Strategic Assessment and Guidance



Where are we today?

- **Organizational Structure**
- **Destination Marketing and Branding**
- **Destination and Product Development**
- **Partnership Structure and Connectivity**

5

Rowan County TDA Strategic Assessment and Guidance




Observations:

- **You are different from other DMOs...and that's a good thing**
- **Others starting to catch on and doing things differently as well**
- **Very nimble organization--flexibility is key**
- **Understand what you do well**
- **Strong administrative structure essential—as good as it gets in NC**
- **Legislation re-write went relatively smoothly**

6

Rowan County TDA Strategic Assessment and Guidance

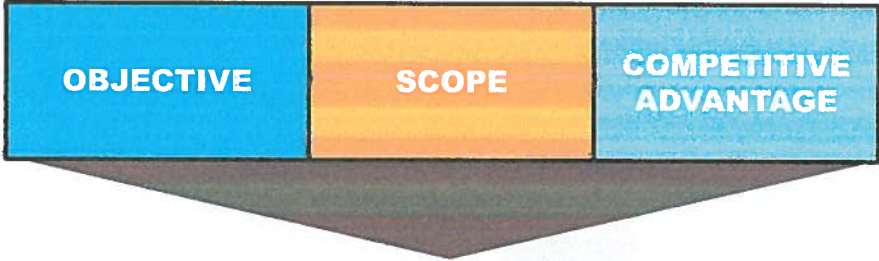



Observations:

- Growth coming from new places in the future
- Reporting and accountability important
- Effective, customized partnerships are what make it work
- Development and adoption of community brand a success
- Product development investments sound and unique in NC

7

Three Elements




OBJECTIVE **SCOPE** **COMPETITIVE ADVANTAGE**

THE STRATEGY STATEMENT

Harvard Business Review

Based on the article "Can You Say What Your Strategy is?" by David J. Collis and Michael G. Rukstad © 2014 Harvard Business School Publishing. All rights reserved.

Objective



OBJECTIVE SCOPE COMPETITIVE ADVANTAGE

OBJECTIVE IS:

- ✓ A single precise goal that will drive the business.
- ✓ Specific, measurable, and time bound.


OBJECTIVE IS NOT:

- ✗ The same as mission or vision.
- ✗ Generic (e.g., “We seek to grow profitably”).

Harvard Business Review

Based on the article “Can You Say What Your Strategy Is?” by David J. Collis and Michael G. Rukstad © 2014 Harvard Business School Publishing. All rights reserved.

Scope



OBJECTIVE SCOPE COMPETITIVE ADVANTAGE

SCOPE IS:

- ✓ Where the company competes along three dimensions:
 - Customer or offering
 - Geographic location
 - Vertical integration
- ✓ Clear about where a company will *not* compete.

SCOPE IS NOT:

- ✗ A precise prescription for what to do within the specified bounds.

Harvard Business Review

Based on the article “Can You Say What Your Strategy Is?” by David J. Collis and Michael G. Rukstad © 2014 Harvard Business School Publishing. All rights reserved.

Competitive Advantage

magellan STRATEGY GROUP

OBJECTIVE SCOPE **COMPETITIVE ADVANTAGE**

Two parts of competitive advantage:

Harvard Business Review

Based on the article "Can You Say, What Your Strategy is?" by David J. Collis and Michael G. Rukstad, © 2014 Harvard Business School Publishing. All rights reserved.

The Strategic Sweet Spot


magellan STRATEGY GROUP

OBJECTIVE SCOPE **COMPETITIVE ADVANTAGE**

Harvard Business Review

Based on the article "Can You Say, What Your Strategy is?" by David J. Collis and Michael G. Rukstad, © 2014 Harvard Business School Publishing. All rights reserved.

Rowan County TDA Strategic Assessment and Guidance



Where do we want to go?

- **Organizational Structure**
- **Destination Marketing and Branding**
- **Destination and Product Development**
- **Partnership Structure and Connectivity**

What do we do to get there?

13



Rowan County TDA Strategic Assessment and Guidance

September 2018

Rowan County Occupancy Tax Receipts (GROSS)

MONTH	FY15-16	FY16-17	%CHNG	FY17-18	%CHNG	FY18-19	%CHNG
July	\$ 64,271.42	65,208.17	1.5%	72,999.06	11.9%	82,827.79	13.5%
August	\$ 62,590.56	66,663.57	6.5%	76,010.73	14.0%		
September	\$ 63,255.27	64,467.53	1.9%	74,220.99	15.1%		
Quarter Total	\$ 190,117.25	196,339.27	3.3%	223,230.78	14%		
October	\$ 77,003.85	79,169.16	2.8%	92,286.61	16.6%		
November	\$ 60,532.12	62,445.01	3.2%	79,174.98	26.8%		
December	\$ 51,001.36	54,165.23	6.2%	68,584.25	26.6%		
Quarter Total	\$ 188,537.33	195,779.40	3.8%	240,045.84	22.6%		
January	\$ 53,223.53	56,069.00	5.3%	64,114.21	14.3%		
February	\$ 58,278.45	59,387.76	1.9%	68,703.79	15.7%		
March	\$ 63,177.91	70,895.99	12.2%	84,759.62	19.6%		
Quarter Total	\$ 174,679.89	186,352.75	6.7%	217,577.62	16.8%		
April	\$ 72,366.67	83,161.39	14.9%	92,168.35	10.8%		
May	\$ 73,046.32	87,164.78	19.3%	89,394.40	3%		
June	\$ 69,446.31	76,624.86	10.3%	85,776.47	12%		
Quarter Total	\$ 214,859.30	\$ 246,951.03	14.9%	267,339.22	8.3%		
Adjmts Penalties							
Penalties							
Year Total	\$ 768,193.77	\$ 825,422.45	7.4%	\$ 948,193.46	14.9%		

