



Travel Santa Ana Strategic Plan

2022-2024

Introduction

In 2021, Travel Santa Ana set out to develop a 3-year strategic plan for the organization. The purpose of this plan is to provide a vision and mission, strategic goals and actionable initiatives, and targets.

MMGY NextFactor engaged many of Travel Santa Ana's executive leaders and board members, plus local government leaders, key stakeholders, industry clients, and residents to ensure the broadest possible range of input to develop the plan.

The project included:

- A DestinationNEXT assessment of Santa Ana
- One-on-one interviews of key industry and community leaders
- Board and management sessions

This Strategic Plan was produced by:

- Paul Ouimet, President & CEO, MMGY NextFactor
- Shirin Jafari, Destination Development Director, MMGY NextFactor

Community Engagement:

1-on-1 Interviews

26 interviews with local stakeholders throughout the community

Board & Management Sessions

Multiple sessions with the Travel Santa Ana executive team and board of directors

DestinationNEXT Assessment

83 Participants

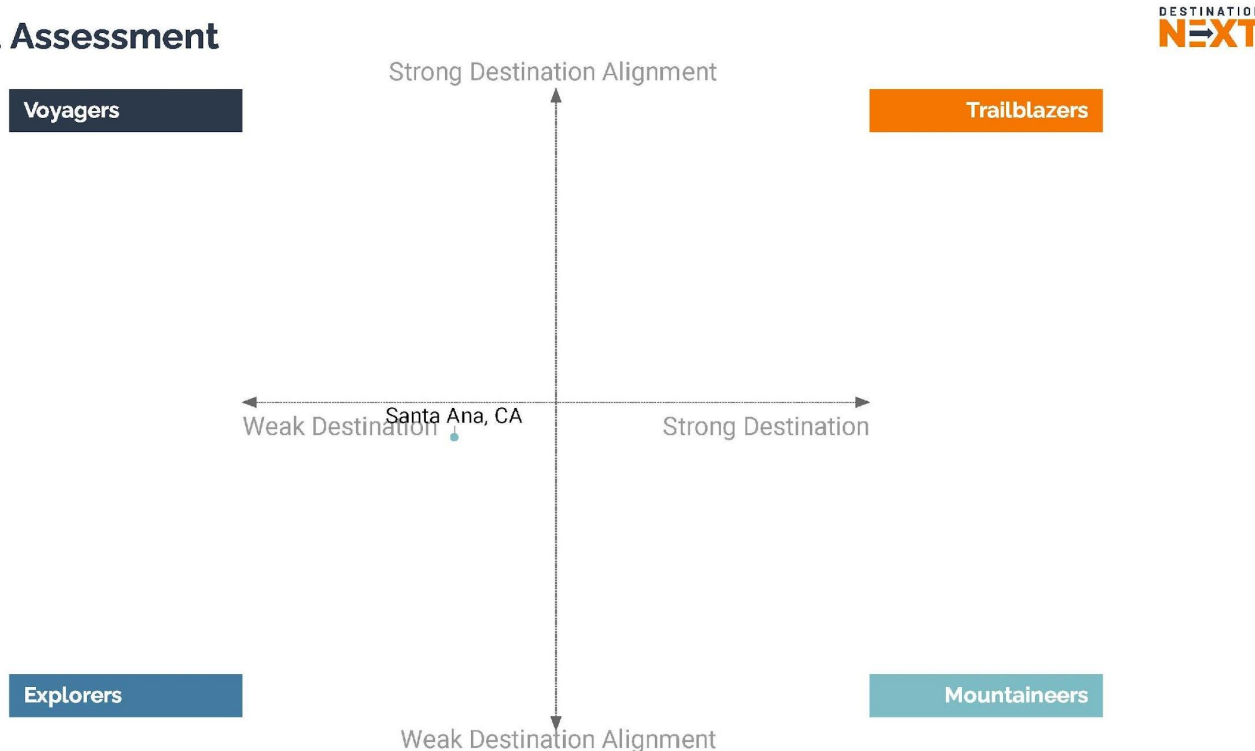
- 40.6% - Travel Santa Ana Industry Partners
- 12.3% - Travel Santa Ana Board of Directors
- 1% - Travel Santa Ana Team
- 11.2% - Government Leaders
- 32.7% - Community Leaders
- 2% - Customers (e.g. Meeting Planners)

Key Takeaways from DestinationNEXT

- Santa Ana is in the Explorers quadrant with below average scores for Destination Strength and Alignment.
- Different stakeholder groups have aligned perceptions of Santa Ana.

There are several opportunities for improvement in Santa Ana as per the lowest rated variables shown:

Overall Assessment



Destination Strength

| | Variable | Performance ▲ |
|----|------------------------------|---------------|
| 1. | Health & Safety | 2.25 |
| 2. | Sporting Events | 2.40 |
| 3. | Outdoor Recreation | 2.52 |
| 4. | Communication Infrastructure | 2.75 |
| 5. | Conventions & Meetings | 2.83 |

Destination Alignment

| | Variable | Performance ▲ |
|----|------------------------------------|---------------|
| 1. | Hospitality Culture | 3.04 |
| 2. | Community Group & Resident Support | 3.14 |
| 3. | Sustainability & Resilience | 3.26 |
| 4. | Workforce Development | 3.31 |
| 5. | Regional Cooperation | 3.50 |

Vision

Elevate Santa Ana as the authentic & welcoming Orange County destination

Mission

To share Santa Ana with the world



Strategic Goals



Ideal Future Ranking

During the planning workshop, Travel Santa Ana board members ranked the following items in terms of importance to determine the ideal future for Santa Ana's visitor economy in the next three years. The rankings are listed in order of the aggregated results.

| Ranking | Accomplishment | Score |
|---------|--|-------|
| 1 | Establish a brand for Santa Ana | 9.07 |
| 2 | Support the growth of local events | 8.71 |
| 3 | Increase visitation at hotels | 8.71 |
| 4 | Develop a digital marketing strategy | 8.62 |
| 5 | Establish a website and CRM | 8.55 |
| 6 | Establish digital media platforms | 8.54 |
| 7 | Establish communication with key stakeholders | 8.46 |
| 8 | Identify key audiences | 8.38 |
| 9 | Develop a content strategy | 8.31 |
| 10 | Increase business, government, and resident support & understanding and support of tourism and the DMO | 8.29 |
| 11 | Identify key market segments | 8.00 |
| 12 | Address diversity requirements of Santa Ana | 7.73 |
| 13 | Establish data analytics and business intelligence | 7.64 |
| 14 | Strengthen strategic alliances with other DMOs within OC | 7.62 |
| 15 | Build the organization resources | 7.43 |
| 16 | Expand profile of Travel Santa Ana within OC | 7.43 |
| 17 | Create an ambassador program | 6.64 |
| 18 | Support initiatives to address workforce issues | 5.69 |

Sales & Marketing

| | | Timeline | | |
|---|---|----------|---------|---------|
| | | FY 2022 | FY 2023 | FY 2024 |
| Strategic Initiatives | | | | |
| Targets <ul style="list-style-type: none"> Increase hotel visitation numbers Increase website traffic year over year Increase social media traffic year over year | a. Establish a brand for Santa Ana | █ | | |
| | b. Identify key audiences | █ | | |
| | c. Establish a website and CRM | | █ | |
| | d. Develop a digital marketing strategy | █ | █ | |
| | e. Identify key market segments | █ | █ | |
| | f. Create marketing and sales collateral in Spanish | █ | | |

Community Alignment

| | Strategic Initiatives | Timeline | | |
|---|--|----------|---------|---------|
| | | FY 2022 | FY 2023 | FY 2024 |
| <p>Targets</p> <ul style="list-style-type: none"> Ambassador program launched by 2024 Complete visitors study by end of 2023 | a. Create an ambassador program | | | |
| | b. Establish communication with key stakeholders (business, government, community leaders) to expand profile of Travel Santa Ana | | | |
| | c. Increase resident support & understanding of tourism and the DMO | | | |
| | d. Strengthen strategic alliances with other DMOs within OC | | | |
| | e. Conduct a comprehensive visitors study | | | |

Sustainable Organization

| | Strategic Initiatives | Timeline | | |
|--|---|----------|---------|---------|
| | | FY 2022 | FY 2023 | FY 2024 |
| | a. Prioritize diversity requirements of Santa Ana | | | |
| <u>Targets</u> <ul style="list-style-type: none"> • 4 staff by 2023 • \$1.7M in revenue by 2024 • New data platform (CRM) in place by 2023 | b. Utilize data analytics and business intelligence to support economic development initiatives and events that drive tourism | | | |
| | c. Build the organization resources | | | |

Organization Values

Passion

We are passionate in our efforts to strengthen our community's economic vitality.

Inclusiveness

We are diverse and inclusive. All are welcome.

Collaboration

We value and respect each other, and recognize we are stronger when we work together.

Relevance

We are valued in our community for our leadership, expertise, and integrity.

Awareness

We are aware of our community's cultural heritage and history and continue to ask questions and learn.

TRAVEL SANTA ANA

VISION

Elevate Santa Ana as the authentic & welcoming Orange County destination

MISSION

To share Santa Ana with the world

STRATEGIC GOALS



VALUES

Passion

Inclusiveness

Collaboration

Relevance

Awareness

2022-2024 STRATEGIC GOALS

| Sales & Marketing | Community Alignment | Sustainable Organization |
|--|--|---|
| 2022-2024 KEY INITIATIVES | | |
| <ul style="list-style-type: none"> a. Establish a brand for Santa Ana b. Identify key audiences c. Establish a website and CRM d. Develop a digital marketing strategy e. Identify key market segments f. Create marketing and sales collateral in Spanish | <ul style="list-style-type: none"> a. Create an ambassador program b. Establish communication with key stakeholders (business, government, community leaders) to expand profile of Travel Santa Ana c. Increase resident support & understanding of tourism and the DMO d. Strengthen strategic alliances with other DMOs within OC e. Conduct a comprehensive visitors study | <ul style="list-style-type: none"> a. Prioritize diversity requirements of Santa Ana b. Utilize data analytics and business intelligence to support economic development initiatives and events that drive tourism c. Build the organization resources |
| TARGETS | | |
| <ul style="list-style-type: none"> • Increase hotel visitation numbers • Increase website traffic year over year • Increase social media traffic year over year | <ul style="list-style-type: none"> • Ambassador program launched by 2024 • Complete visitors study by end of 2023 | <ul style="list-style-type: none"> • 4 staff by 2023 • \$1.7M in revenue by 2024 • New data platform (CRM) in place by 2023 |



Travel Santa Ana 2022-2024 Strategic Plan

Prepared by:

