



# 2019-2021 STRATEGIC PLAN



## Letter from Secretary - Designee Sara Meaney

Dear Friends,

I'm delighted to present the new Strategic Plan for the Wisconsin Department of Tourism.

From the outset, it was important to me that this plan reflect your unique perspectives. As a result, tourism professionals like you – from Spooner to Milwaukee and beyond – took this opportunity to share their vision for the future of tourism. You told us that it needs to be about creating jobs, enhancing economic vitality, showcasing the exquisite beauty of our state, and transforming lives through exploration and discovery. We hear you loud and clear – and we couldn't agree more! Good strategic planning starts with shared vision, so it's energizing to see how closely our aspirations aligned. Clearly, we are all here to inspire travelers to experience the Wisconsin we love.

In crafting the details of this two-year plan, we went to great lengths to consider every ounce of feedback we received along the way, while also balancing the fact that we simply can't be everything to everyone. Success requires intention, especially given the realities of limited resources. You'll see that we used objective information and data to build a plan that is focused, realistic, and intentionally builds upon our already strong foundation. As you read through the plan, I hope you feel as inspired as I do to bring our shared vision for the future of Wisconsin tourism to life.

Thank you for your support and thoughtful engagement in the development of this plan. We couldn't have done it without you.



Get Clear

We invited more than a thousand industry stakeholders from across the state to share their input and insights.

The resulting Insight Report highlighted areas where stakeholders would like to see WDT focus their efforts including:

- Develop a cohesive, consistent, and compelling state-wide brand
- Lead the way in marketing Wisconsin
- Leverage and protect Wisconsin's unique assets to continue to grow the destination
- Involve, inform, and partner with stakeholders across the state
- Bring more diverse visitors to Wisconsin, and ensure a welcoming experience
- Increase funding and ensure funds are strategically used

The listening session attendees from across the state convened in Spooner, La Crosse, Milwaukee, and Wausau to review these themes and add context specific to their communities or areas of the industry.

Get Focused

A strategic planning team of Wisconsin Department of Tourism staff and Governor's Council on Tourism representatives made meaning of the stakeholder input and developed the next two-year strategic plan. The team aimed to develop a plan that brings clear direction and focus to both WDT and their partners across the state.

Get Moving

In order to bring the strategic plan to life and ensure successful implementation, staff are engaged in a process to ensure they have the right prioritizing, sequencing, and staffing in place as well as the systems and structures needed to support active plan management.

Look for ongoing updates on the strategic plan implementation here:  
<http://industry.travelwisconsin.com/strategic-planning>

Wisconsin Department of Tourism

2019-2021 Strategic Plan

Forward together with purpose.



Vision	Mission	Values	Reputation	Position
We believe in the power of exploration and travel.	Inspire travelers to experience Wisconsin.	<ul style="list-style-type: none"><li>• Can-do</li><li>• Authentic</li><li>• Collaborative</li><li>• Impact-driven</li><li>• Passionate</li></ul>	We are strategic and collaborative leaders who deliver value through industry expertise and resources.	The Department of Tourism promotes and elevates the reputation and brand of the state to drive economic impact for all Wisconsinites.
Imperatives				
Imperatives	Objectives	Initiatives		
Drive economic impact	<ul style="list-style-type: none"><li>• Increase per visitor spend</li><li>• Grow number of visitors, including underrepresented audiences</li></ul>	<ul style="list-style-type: none"><li>• Evaluate existing programs to increase visitor reach and optimize spend (media mix, communication strategies)</li><li>• Invest in data and research technology and make available to industry partners to make well informed timely decisions</li><li>• Define and identify new and existing audiences, markets, and partnerships</li></ul>		
Elevate the Wisconsin brand	<ul style="list-style-type: none"><li>• Increase brand campaign recall</li><li>• Execute brand relaunch</li><li>• Set baseline for regional adoption of brand</li></ul>	<ul style="list-style-type: none"><li>• Review and update existing tools, channels, and tactics</li><li>• Establish brand strategy to be inclusive of all travelers</li><li>• Define brand and campaign hierarchy and messaging</li></ul>		
Foster positive traveler experiences for all	<ul style="list-style-type: none"><li>• Maintain a “halo effect” impact (visit/return)</li><li>• Increase # of cross - agency initiatives</li></ul>	<ul style="list-style-type: none"><li>• Align our target audiences and our marketing efforts to achieve intended lift in perception</li><li>• Identify government agency partners for co-op action</li><li>• Prioritize diversity, equity, and inclusion initiative across agency programs and partnerships</li></ul>		
Engage partners across the state in shared goals/ vision	<ul style="list-style-type: none"><li>• Increase number of partners participating in adopting brand strategy</li><li>• Increase number of industry touch points</li><li>• Increase number of partners participating in WDT programs</li></ul>	<ul style="list-style-type: none"><li>• Develop process for umbrella campaign that partners can co-op</li><li>• Implement customer relationship management system and execute communications strategy</li><li>• Expand, improve, and define partner offerings (tools, resources, touchpoints)</li></ul>		
Ensure organizational success	<ul style="list-style-type: none"><li>• Increase employee engagement scores</li><li>• Increase employee retention</li><li>• Define and re-align key performance indicators and standards to match with strategic direction</li></ul>	<ul style="list-style-type: none"><li>• Engage, develop, and recognize staff</li><li>• Define, track, and evaluate key performance indicators</li><li>• Establish, document, and improve internal processes and procedures</li></ul>		

