



STRATEGIC PLAN: 2023-2025



Dear Friend,

I am pleased to share the **Wisconsin Department of Tourism Strategic Plan for 2023-2025**.

Our first-ever strategic plan, unveiled in 2019, was prepared with significant input from our industry partners. It proved exceptionally resilient, providing a solid foundation and aspirational vision even as we navigated the most difficult of circumstances presented by the global pandemic. Such is the value of a well-constructed strategic plan! With those challenges now solidly in the rearview mirror, I'm proud to say that despite it all, we accomplished most of the objectives outlined in that strategic plan. As a result, Wisconsin tourism had a record-breaking economic impact in 2022.

This refreshed strategic plan was prepared with the awareness that the lay of the land has shifted dramatically in recent years, from the global economy and consumer sentiment to tourism trends and marketing tactics. You'll see that the plan is bold in its vision and specific in its focus, allowing us to proceed with great intention. It clearly defines who we are and how we will achieve our ambitious goals for Wisconsin.

I know I speak for all of us at the Wisconsin Department of Tourism when I say how honored we are to be entrusted with the job of driving economic impact for all Wisconsinites through the power of tourism. We look forward to continuing to work with you as we put the plan in motion to inspire visitors to experience Wisconsin.

Take care and happy trails,

Anne N. Sayers
Secretary Anne Sayers



OUR STRATEGIC PLAN IN ACTION

The Wisconsin Department of Tourism Strategic Plan: 2023-2025 is not designed to sit on a shelf. Rather, it is built to serve our team daily, guiding strategy development, decision making and work plans. It is operationalized in the activities of every staff member and our partner agencies.

Follow our progress by signing up to receive the Travel Wisconsin News or by regularly visiting travelwisconsin.com/industry.



VISION

Grow our economic impact at a higher rate than our competitors

MISSION

Inspire visitors to experience Wisconsin

VALUES

Excellence
Collaboration
Balance
Fun
Authenticity

REPUTATION

Strategic and visionary leaders who boldly take action to support our mission

POSITION

Promote and elevate the reputation and brand of the state to drive economic impact for all Wisconsinites

IMPERATIVES

OBJECTIVES

INITIATIVES

1

DRIVE ECONOMIC IMPACT

- Grow the number of visitors, including high-value audiences where we under-index
- Increase per visitor spend
- Use data to inform new or tangential revenue streams

- Deploy data-driven strategies and research focused on target audiences, consumer behavior and travel trends
- Drive engagement and optimize spend by deepening the sophistication of our tools and tactics that support the consumer journey
- Define and refine new and existing audiences, sectors, markets and partnerships including meetings and conventions, sports, outdoor recreation and the arts

2

ELEVATE THE WISCONSIN BRAND

- Increase campaign recall
- Improve and maintain consumer perception
- Identify and execute brand extension opportunities
- Clearly define the brand position and make it widely available
- Seize state enterprise-wide brand opportunities

- Refine brand strategy to be inclusive of all travelers and reflective of consumer behavior trends
- Define brand architecture across the agency, industry and state
- Maintain strict adherence to brand standards in all consumer touchpoints
- Provide resources to industry for brand alignment
- Authentically implement diversity, equity, accessibility and inclusion initiatives across agency programs and partnerships

3

ENGAGE PARTNERS ACROSS THE STATE IN OUR VISION

- Increase economic impact generated by partners participating in WDT programs
- Ensure economic impact of tourism is experienced statewide

- Refine partner offerings and tools to advance our statewide marketing strategy
- Mobilize industry around our vision and provide strategic leadership

4

UPHOLD ORGANIZATIONAL SUCCESS

- Cultivate a resilient organizational foundation grounded in transparency, clarity and adaptability in an ever-changing world
- Monitor and continually improve employee satisfaction
- Attract and retain top talent

- Utilize strategic plan to implement data-driven work plans
- Create, document and improve internal processes and communication systems
- Establish and live a culture aligned with our organizational values