

Wyoming Office of Tourism FY15 – FY16 Strategic Plan

Contribution to Wyoming Quality of Life Results:

The Wyoming Office of Tourism supports these Wyoming Quality of Life Results:

- Wyoming values the unique aspects of its western heritage, providing residents and visitors expanding access to cultural, historical and recreational experiences.
- Wyoming has a diverse economy that provides a livable income and ensures wage equality. Wyoming Office of Tourism supports these goals by promoting and facilitating increased travel to and within the state of Wyoming. A healthy tourism economy contributes to business sustainability and strengthens the industry's job and income generation capacity.

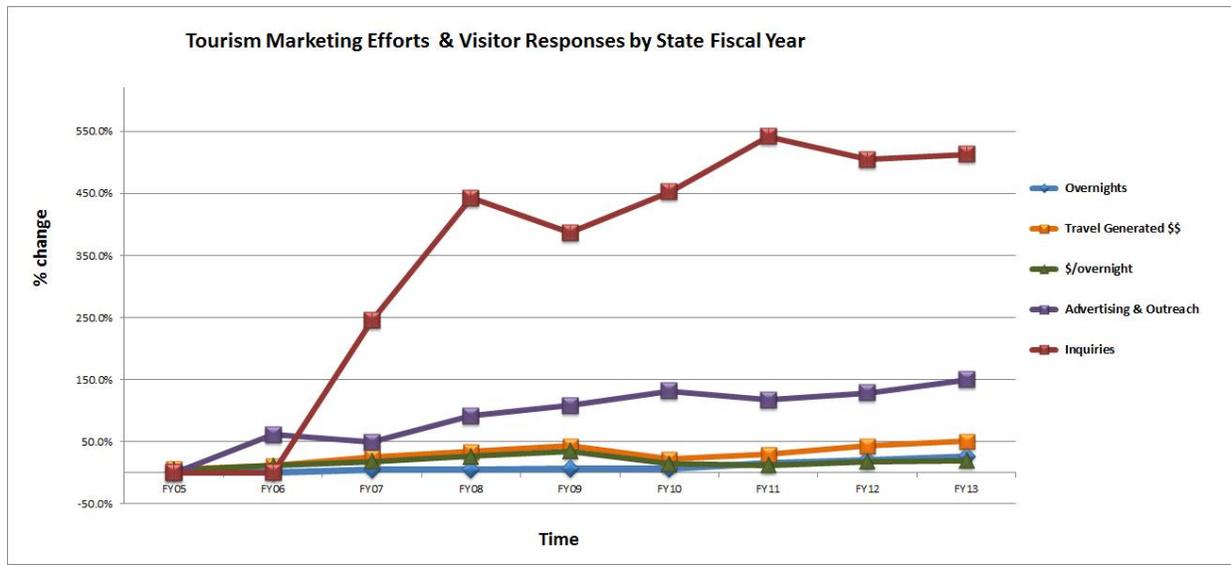
Basic Facts:

The Wyoming Office of Tourism has twenty four full-time staff positions and operates with a biennium budget of \$24,646,245. The funding sources for the budget are 100% general funds.

Programs include sales and marketing efforts in the following areas:

- Brand Management
- Global Sales & Services
- Strategic Partnerships
- Business Operations

Performance Measure #1:



Story Behind the Performance #1:

Wyoming Office of Tourism (WOT) provides a unique value to Wyoming as the only statewide organization dedicated to growing Wyoming's tourism economy. Through a series of programs, WOT fulfills its mission to promote and facilitate increased travel to and within the state of Wyoming. By working with strategic partners and stakeholders, WOT will sustain the vision for the destination that *Wyoming is the only true west experience*.

The local tourism industry relies on WOT to create an umbrella marketing campaign, promoting Wyoming as an ideal vacation destination and positioning Wyoming against competitive brands as the destination of choice.

First and foremost, WOT must assure that visitors have Wyoming at the top of their mindset when considering a vacation destination. The marketplace is competitive and it is critical that the Wyoming brand stands out above the clutter of other rival destinations as well numerous entertainment options.

Effective advertising and outreach efforts create brand awareness. And once consumers are brand aware, they are twice as likely to visit as non-aware consumers. Once deployed, potential visitors respond to marketing campaigns and are driven to explore Wyoming vacation planning information through a variety of response platforms such as the website, mobile and tablet sites, social media outlets, internet search engines, digital downloads of publications (inquiries). As WOT's advertising and outreach efforts increase, so has the volume of inquiries as a result of those efforts. An increase in inquiries is a direct result of increased awareness which is a result of increased and consistent messaging in the marketplace. While advertising and outreach resources have increased by 100% from FY04 to FY12, during that same time inquiries have grown by 513%. The increase in advertising and outreach allows the Wyoming message to reach substantially more consumers, resulting in increased awareness and thus increased interest in a Wyoming vacation.

Just like awareness about a destination leads to inquiries, in turn, inquiries about a destination lead to actual visits. Since 2004, Wyoming has enjoyed a 20% increase in the number of overnight visitors, which result in direct travel-generated sales on such things as shopping, accommodations, gasoline and fuel, food, entertainment and recreation, just to name a few. Despite fluctuations in a national economy during the past decade, visitor spending and associated sales tax collections from travel-generated spending have grown by 51% from FY04 to FY12. Increasing the number of visitors and/or extending their length of stay are both growth factors in a healthy, sustainable tourism economy.

By creating and implementing a fully integrated marketing campaign, WOT builds business potential for Wyoming constituents who operate tourism-related businesses and services, adding strength to the Wyoming travel industry . . . an industry predominantly made up of small, independent businesses. By developing robust strategic partnerships with industry stakeholders and regional or national partners, WOT can leverage the collective resources to continue to elevate the awareness of the brand and further drive Wyoming's tourism economy. The eight year trend analysis indicates that it's working.

As the only statewide organization dedicated to growing Wyoming's tourism economy, WOT plays a major role in influencing travelers before during and after their trip to Wyoming.

It is important to note that Wyoming's tourism industry is subject to outside influences over which the division has no control. Natural catastrophes (fires; floods) and global issues (terrorism; housing market; presidential elections; gas prices) can impact people's ability and willingness to travel.

Improving the Performance #1:

1. Grow the visitor economy by increasing visitor volume by 10% over national growth; and increasing the return on investment of the sales tax collection generated from the paid media campaign by 10%.
 - a. Expand international markets.
 - b. Expand domestic markets.
 - c. Grow length of stay.
 - d. Expand target audiences.

Additional ongoing funding request of \$2.7 million for a) sustaining advertising efforts in existing markets (\$2.4 million); and b) media inflation of 5% on television advertising only (\$300,000)

Additional ongoing funding request of \$69,672 to add 2 seasonal positions

2. Maximize the impact of our partnerships by increasing the number of partner investments by 10%; by increasing the dollar amount invested by our partners by 8%; and ensuring the successful renewal of local lodging taxes.
 - a. Clarify the role of partnerships.
 - b. Establish a partnership system.

No additional funding requested

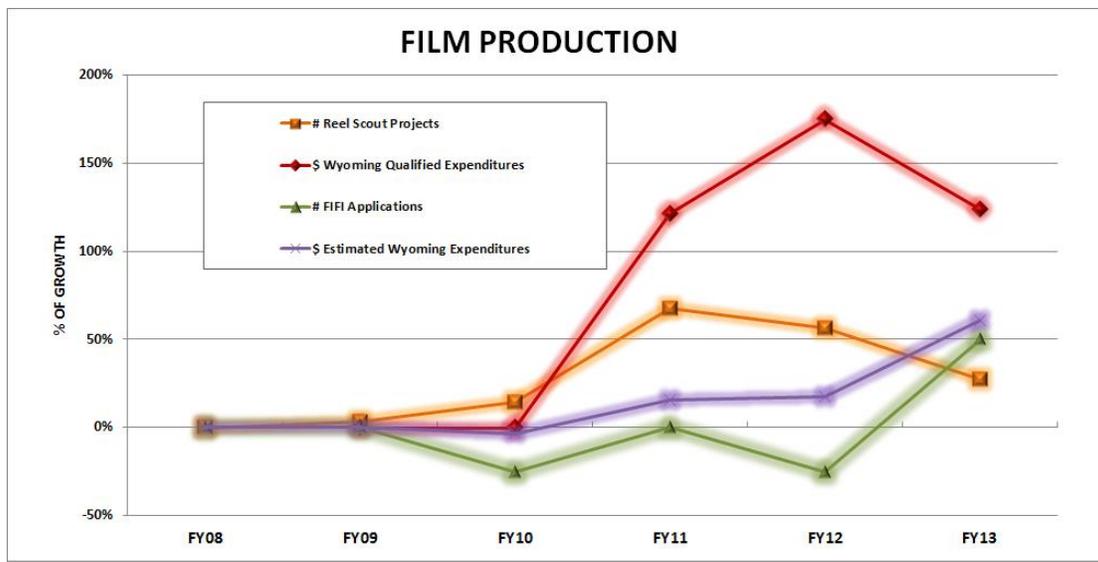
3. Champion the Destination and the Brand by ensuring an annual trip satisfaction score of 75, including the “can’t wait to return measure,” increasing inquiries by 15%, increasing domestic awareness of the Wyoming brand by 3% in target markets and increasing conversion by 4%.
 - a. Strengthen Wyoming’s brand associations.
 - b. Increase consumer engagement pre and during visit.
 - c. Increase the likelihood of repeat visitation.
 - d. Assess asset inventory relevant to our competitive set.

No additional funding requested

4. Achieve Organizational Excellence
 - a. Become Wyoming’s employer of choice.
 - b. Become our stakeholders’ partner of choice.

Additional ongoing funding request of \$34,369 for additional ETS and telecom services

Performance Measure #2:



Story Behind the Performance #2:

The purpose of the Wyoming Film Office is to promote Wyoming locations as settings for film production. When production companies film in Wyoming, they contribute to the economic vitality of that local community and to the state as a whole. Production companies purchase goods and services from local businesses, including everything from accommodations, food and beverage, hardware and lumber supplies, equipment rental and more. They also employ local

crews ranging from just a few to hundreds. Film production also contributes significantly to Wyoming's tourism economy by enhancing the public visibility through television, DVD and motion picture distribution.

The Wyoming Film Industry Financial Incentive (FIFI) program was developed to provide the entertainment industry a financial incentive and make Wyoming more competitive in bringing the jobs, economic impact and tourism promotion that on-location filming contributes to a state. FIFI legislation was passed by Wyoming's 57th Legislature and enacted into law in February 2007.

Through marketing and promotion efforts, awareness about location opportunities, the incentive program and the increased number of qualified work force has expanded interest in filming in Wyoming. Film Office inquiries are fulfilled through an online packaging system called "Reel Scout." The software combines a comprehensive contact management system, digital photography library and a local crew database to better showcase Wyoming's production resources. By utilizing the web-based Reel-Scout database, the Film Office can increase the number of digital images and location packages offered to production companies. The system allows the Film Office to track requests from production companies including the status of projects, locations scouted and city or county statistics to measure usage. From FY08 to FY12, the number of Reel Scout location packages distributed has increased by 27%.

In FY09, the FIFI program began to show concrete production activity so it serves as the performance benchmark for FIFI activity including the number of applications as well as total economic value of productions while filming in Wyoming. Since the inception of the program, 19 FIFI projects have been approved, representing over \$5.6 million in Wyoming expenditures for the purchase of in-state goods and services associated with film production.

Improving the Performance #2:

1. Grow the Visitor Economy by increasing the number of FIFI applications by 25%.
2. Maximize the Impact of our Partnerships by establishing a partnership evaluation system for film projects.
3. Champion the Destination and the Brand by recruiting film production projects that have Wyoming central to the story line; that provide additional Wyoming "behind the scenes" footage; that feature Wyoming props and product placement; and that provide pre and post production promotions and/or endorsements.

No additional funding requested