



South Dakota Department of Tourism
 Strategic Direction: 2016/17—2018/19

OUR STRATEGIC ANCHORS

OUR VISION: With world-renowned monuments, breathtaking landscapes, rich culture and heritage and warm hospitality, South Dakota inspires a heightened sense of freedom and optimism and is one of America's most desired and meaningful vacation destinations.

OUR MISSION: We work to maximize Tourism's impact on South Dakota's economy by increasing domestic and international travel to our state.

OUR BRAND INTENTION

Innovative
Collaborative
RESPONSIVE
LEADER
Inspiring

OUR CULTURE

We are proud South Dakotans who share a passion for our state, its people and beautiful places. Our team strives for excellence in creative marketing, innovative thinking and attentive service to our industry. We take pride in our can-do attitude and aspire to be a leader among state tourism offices nationwide.

2016/17—2018/19 STRATEGIC AREAS OF FOCUS

- ① **Maximize South Dakota's visitor economy.**
- ② **Enhance and expand sustainable industry success.**
- ③ **Maintain and expand South Dakota's brand presence.**
- ④ **Advance the development of the destination.**
- ⑤ **Ensure operational excellence.**

2016/17—2018/19 STRATEGIC OBJECTIVES

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| <ul style="list-style-type: none"> • Increase Tourism promotion tax by 16%. • Increase Y/Y tourism-related economic impact by 4% annually. • Increase tourism-related jobs by 1% annually. • Increase room nights by 2.5% annually. • Increase average length of stay from 2.3 days to 2.8 days. • Increase visitation from 13.7M to 14.5M. • Increase international spend from \$114.6M to \$119.8M. | <ul style="list-style-type: none"> • Implement a minimum of three new marketing opportunities. • Provide at least one new training & development program for industry stakeholders each year. | <ul style="list-style-type: none"> • Increase earned media impressions by 3% annually. • Test one new domestic market each year. • Implement one new "big daddy" splash. • Improve consumer engagement as measured by: <ul style="list-style-type: none"> ✓ Increased web traffic by 16% ✓ Increased social engagement by 50% annually. ✓ Increased inquires by 9%. | <ul style="list-style-type: none"> • Quantify consumer demand baseline for: <ul style="list-style-type: none"> ✓ Tribal ✓ Adventure ✓ Sports ✓ Agri-tourism • Facilitate destination development guidance. | <ul style="list-style-type: none"> • Ensure no more than 2% turnover in Department talent. • Ensure 95% overall employee engagement (baseline in year one). • Achieve 100% employee participation in at least one learning & development offering. • Implement four process improvement projects. |
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2016/17 – 2017/18 STRATEGIC INITIATIVES

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| <ul style="list-style-type: none"> • <i>See other initiatives—all of which are designed to achieve the Department of Tourism's visitor economy objectives.</i> | <ul style="list-style-type: none"> a. R&D new marketing opportunities. b. Evaluate need for new co-op structure & make recommendations. c. Conduct industry training needs assessment. d. Improve industry reporting and communication. e. Increase Department's visibility across the state. | <ul style="list-style-type: none"> a. Identify and select "Big Daddy" splash options. b. Develop a strategy to increase earned media impressions. c. Develop a strategy to increase consumer engagement. d. Increase international and domestic tour options. e. Expand investment in Brand USA. f. Research new and emerging markets. | <ul style="list-style-type: none"> a. Maintain/elevate participation in state and national policy discussions. b. Foster an entrepreneurial spirit within our organization and our state travel industry. c. Conduct feasibility study for new product offerings: Tribal, Adventure, Sports and Agri-tourism. | <ul style="list-style-type: none"> a. Develop Department-wide knowledge sharing method. b. Develop a long-term employee happiness plan. c. Explore/ recommend work environment opportunities. d. Enhance internal communication channels. e. Identify and implement two core process improvement projects. |
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