

Johnston County, NC

Marketing Plan

Don't pass us by - explore what awaits beyond the highway!



**Johnston
County**
NEWS BUREAU

johnstoncountync.org

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President's Message

It's an exciting time for tourism development in Johnston County -- #TourismGrowsJoCo

As we enter the new fiscal year 2019-2020, we do so with a new Strategic Plan for the destination and JCVB, which was developed to evaluate current programs and set new goals and initiatives. As the county's official marketing organization, our commitment for excellence and tourism development remains a top priority.

It seems that after years of work, several key projects are coming together and great things are in store in 2020! While at the same time, transportation projects county-wide will prove challenging for residents, as well as visitors for years to come. New marketing campaigns are in the works to address this issue for our tourism partners.

Our partners are the source of all our success!

The hospitality industry in the county delivers the experiences we market and for that we are so very grateful. Our visitors seek your services, accommodations, tasty food and craft beverages, shopping coupons, and more -- we are delivering the marketing message! We need **more** great offers and your feedback on what works best! So in 2020, we are going to ask for **more** involvement, **more** offers, **more** content to share as we hope to deliver **more** visitors to your front door!

Let's put out the welcome mat!

Donna Bailey-Taylor
President/CEO



Hampton Inn Benson

New hotel products are on the way in 2020, which addresses a key concern of the 2013 Visitor Profile Study that additional mid-level hotel brands are needed in the market.



Tourism is Economic Development

After years of planning and development, Eastfield Crossing in Selma will begin construction in 2019 bringing jobs, hotels, a food hall and a conference center with 10,000 square feet of flexible space.

Visitor Spending

Visitors to Johnston County spent \$239.2 million in 2017 and VisitNC numbers for 2018 will be reported in August of 2019.

Impact of Tourism

JOBS: Tourism in Johnston County provides more than 2,000 full time jobs and nearly \$40 million in payroll.

TAXES: \$13.41 million in state taxes and \$6.08 million in local state taxes were generated by visitors to the county. Without tourism generated local taxes, households in Johnston County would pay \$309 more in taxes - tourism gives back!

Current trends in tax collection are up more than 26% due to Hurricane Florence and major construction projects like Novo Nordisk. Budget projections for funding the JCVB staff, administrative, grant programs and marketing programs break down into the following:

Human Resources - Salary/Benefits \$547,400
Admin/Operating Expenses - \$149,100
Grants/Capital & Marketing - \$200,000
Marketing - \$896,500

JCVB budget percentages fall within national industry standards: (Destinations Int'l)

	JCVB	DI Standards
Human Resources	30.6%	37%
Admin Expenses	8.3%	11%
Marketing	50.1%	54%
Grants	11.0	n/a

The Power of Travel



New 3-Year Strategic Plan

About the Process

Don Anderson, Executive Partner of Destination Consultancy Group, led the Johnston County Visitors Bureau through the strategic planning process over a six month time frame. Don's experience includes more than 250 strategic plans for destinations. Don conducted more than 30 personal interviews with community leaders, stakeholders, and staff in addition to three work sessions with the Tourism Authority to craft the new strategic plan for Johnston County tourism.

Defining Who We Are

Mission

The mission of the Johnston County Visitors Bureau is the marketing and developing of the destination's brand experiences to targeted visitor markets for economic growth and quality of place.

Visitor Promise

Connecting visitors to Johnston County community brand experiences.

Partner Promise

Championing business opportunities for the visitor industry and county communities.

Johnston County's Brand Position Statement

As a picturesque rural sightseeing destination, Johnston County interstate corridor exits and quaint Southern towns provide a convenient overnight stay destination. Lined with trees, winding rivers, and wildflower medians, this regional 'main street' thoroughfare abounds in outlet and antique shopping, cultural heritage surprises, and friendly local hospitality.

Core values

Responsive
Results-based

Collaborative
Integrity-vested

Transparent
Sustainable

Knowledgeable
Community-oriented

Guiding Principles

- Promote higher destination brand awareness and visitor conversion
- Increase overnight visitors
- Convert day visitors to overnight guests
- Increase visitor frequency year-round/off-peak periods
- Extend length of visitor stays
- Enhance destination experience value

Mission Focus



Drive Visitor Demand



Invest in the Destination



Communicate Relevance & Viability

Associated with the mission statement, five long-term Johnston County Visitors Bureau goals were determined under three core areas: Drive Demand, Build the Destination Product, and Advocacy.

Strategic Goals

1 - Destination Marketing: Enhance Brand Experience Awareness

To achieve higher destination brand awareness and conversion through targeted promotional strategies.

1 - Destination Sales and Service: Increase Business Development

To attain higher group and leisure travel business through targeted integrated sales and services strategies.

2 - Destination Development: Invest in Tourism Product

To facilitate and support the branded development of the county/community attractions and events, amenities, hospitality services and related tourism infrastructure.

3 - Visitors Bureau Partner Relations and Tourism Advocacy: Heighten Stakeholder Engagement

To inform key partners on the importance and value of tourism and effective roles and beneficial impacts of the JCVB.

3 - Visitors Bureau Resources and Management: Optimize Performance Effectiveness

To function as a fiscally responsible and talent-based organization delivering agreed-to performance returns.

Destination Marketing

The overall focus of destination marketing efforts of the Johnston County Visitors Bureau is to drive visitor demand in the five top target markets for leisure travel. The bureau's in-house team of marketing professionals use data insights to place the county's destinations in the forefront of visitor's minds as they travel the interstates 95 & 40 in North Carolina.

Strategic Goal

To achieve higher destination brand awareness and conversion through targeted promotional strategies.

Target Markets

Visiting Friends & Relatives and Pass-Thru Travel
Outdoor Recreation and Adventure Travel
Arts and Cultural Heritage Tourism
Culinary and Agritourism
Retail Shopping Tourism

Primary Target

Interstate travelers in peak season, March to October. Vacation travelers during summer months and snowbird travelers April and November months.

50-mile radius (outside JoCo)

Raleigh, Durham, Chapel Hill, Goldsboro and Fayetteville are the top markets for day-trip visitors for events, outlet shopping, and festivals.

Top Feeder States

Top states for inquiries and visitor spending combined are North Carolina, Florida, South Carolina, Virginia/Washington DC, Pennsylvania, New York, New Jersey, Maryland, Georgia, and Texas.

Family Travel Segment

Mid & Low-Income Families - \$50K-75,000K

65% are married and 75% own a home. Look for deals when shopping, college educated and work a mix of white-collar management and professional jobs. Activities include hunting, NASCAR, college football; they are pet owners and drive American made cars.

Seniors/Retiree Segment

Mid & Lower Income Seniors - \$50K-75,000K

61% are married and 85% own a home. Not typically up-to-date with the latest technology, prefer cultural activities, listens to talk radio, spends less than one hour a day on social network sites, shops for name brands and mid-level dining options like Outback Steakhouse. Engage in activities such as live theatre, art museums, symphony and golf.



Leisure Pass-Thru Travel

Our goals for leisure travellers are not only to provide overnight accommodations for those that are driving-through the market, but to create demand for weekend trips, extend time in-market to increase spending, and to develop loyalty for our interstate exits - the preferred stops along I-95 and I-40 in eastern NC.

Strategic Goal

Refine the message to the leisure pass-thru market using visitor insight data.

Marketing Support Action Plan

Review all billboard messaging to align with new strategic plan initiatives.

Implement monthly digital campaigns in target markets in peak season travel months.

Social media campaigns on VisitJohnstonCounty Facebook, Twitter, YouTube, Instagram and Pinterest.

Continue the FREE Hotel.com and Travel Media Group hotel coupons discount program partnership.

Consumer travel shows in top feeder cities in partnership with the VisitNC team.

AirBNB outreach program to area hosts offering welcome kits and to share county experiences with visitors.

Tourism Publications

Print 50,000 Official Visitors Guides annually.

Re-print as needed the “You Are Here” visitor map for the towns of Smithfield and Selma.

Re-print as needed the other town marketing pieces for Benson and Kenly.

Create road construction plan to assist visitors and encourage stopping “We’re Glad You’re Here”.

Implement a customer appreciation Holiday Gift program in December - “Thank you for visiting”.

Measurable Objectives

Increase occupancy tax revenues in 2019-2020 by five percent over 2019.

Refine and invest in best ROI for leisure travel niche market programming from JCVB Strategic Plan.

Formulate and implement an expanded digital/mobile marketing and social strategy in all niche markets in top five feeder cities.

Use VISA spending data to measure increase in visitation from targeted feeder cities.



Visiting Friends & Family

Capturing the resident's eye for what there is to do in the county, and especially while they have friends and family visiting for special events or extended stays will enhance the community's awareness of tourism and the quality of place we all enjoy.

Strategic Goal

Prepare and execute a dedicated bleisure, and visiting friends and relatives conversion program.

Target Markets

Johnston County Residents
Local corporate leaders
New home owners in the Triangle Region

Measurable Objectives

Prepare and execute a dedicated bleisure and VFR conversion plan to extend in-market stays and increase visitor spending.

Develop a RDU/RTP regional and day trip visitors promotional program.

Marketing Support Action Plan

Monthly events calendar email blast campaign to residents.

Conduct a resident survey of awareness of things to do when friends and family visit.

Present "Get to Know Your CVB" PowerPoint in the county to chambers, town boards, and civic groups.

Create a Visiting Friends and Family section on the website.

Shop Local campaign in October/November.

Marketing support for major festivals and events that draw attendance from 50-100 miles of Johnston County.



Outdoor Recreation & Adventure Travel

The potential for outdoor recreation and adventure travel in Johnston County is high as biking, hiking, hunting, and camping are all activities readily available and growing in the county.

Strategic Goal

Step up active outreach to leisure travellers seeking outdoor recreation and adventure travel.

Measurable Objectives

Increase cabin stays at Howell Woods, Raleigh Oaks, and new on-farm stays with new outdoor and agritourism leisure packages.

Marketing Support Action Plan

Digital email campaigns with targeted lists of outdoor enthusiasts.

Reevaluate the golf traveller demand with county golf courses.

Update the geo-caching program with new locations.

Continue to promote all GALOT race event weekends with hotel deals for the Hampton Inn Benson.

Tourism Publications

Print JoCo Runs 4 x 9 rack card which promotes annual 5K runs in the county.

Print the JoCo Bike Routes for biking enthusiasts.

Geocaching brochure reprinted in 2020.



Retail Shopping Tourism

Shopping remains the number one driver of visitor spending in Johnston County with the concentrated outlet shopping in Smithfield and Selma.

Strategic Goal

To retarget the message to top destinations feeding shopping tourism visitation to the Smithfield and Selma area.

Measurable Objectives

Use research from VISA out-of-market spending numbers to retarget marketing messages for shopping tourism.

Increase Girls Weekend trip bookings by 10 percent in 2020.

Redesign the shopping coupon programs with shopping partners on the website.

Marketing Support Action Plan

Continue Google paid keyword program for outlet shopping to drive traffic to the website.

Get Girls Weekend re-designed with partners and available for booking online directly and with third party agents.

Use retargeting in conjunction with print or digital campaigns to increase reach to top performing markets.

Ways to improve current programs for shopping tourism:

The girlfriends getaway will be rebranded as the **Girls Weekend** to better align with Google searches to drive more traffic to the website.

Additional partners will be recruited to the program, especially obtaining hotel packages booking sites with hotels and third party sites.

Similar improvements will be made to the Sip & Stay Package for the Beer, Wine and Shine Trail, adding more partners and more ways to book.

Marketing events and entertainment at shopping venues like the carnival at Carolina Premium Outlets, 301 Endless Yard Sale and special sales at DeWaynes.



Culinary & Agritourism

JCVB will expand the Beer, Wine & Shine Trail brochure, website presence and app to include Fainting Goat Brewery and InStill Distillery in 2019.

Strategic Goal

Revamp the culinary and agritourism leisure messages to all new target markets as one of the county's strengths.

Measurable Objectives

Have 200 visitors complete all 7 stops on the new trail program and receive t-shirt gift or other top-shelf gifts from venues.

Have 200 visitors complete 4 stops on the new trail program and receive the bureau gift.

Complete the new NC Farms App project further marketing awareness and importance of agriculture in Johnston County.

Marketing Support Action Plan

Implement monthly digital campaigns in target markets in peak season travel months.

Use paid social, digital, and retargeting to drive traffic to beer, wine, shine trail website.

Expand listings on the NC Farms App up to 100 partners.

Work with the Johnston County Agriculture Marketing Steering Committee on branding partners with the JoCo Grows logo.

Increase exposure of culinary and agritourism partners in the Johnston County Visitors Center - establishing for-sale months for local products.

Encourage more cross promotion with farmers, craft beverage and restaurants owners to attract the culinary traveller.

Working with food travel influencers and Podcast culinary programs.

Prepare and execute new marketing campaign for Food Hall at Eastfield in Selma.



Arts & Cultural Heritage

Arts and history are key in-market activities for visitors and in some cases, such as Bentonville Battlefield, key drivers for leisure visits.

Strategic Goal

To enhance the offerings of arts and cultural activities via digital marketing to encourage more visitation.

Measurable Objectives

Reach visitation numbers or exceed the visitor impact of last reenactment at the upcoming 155th Bentonville Battlefield Reenactment, March 21-22, 2020.

Utilize top festivals such as the Ava Gardner Festival, Shindig, and Benson Mule Days to drive media placements, social engagement, and website sessions.

Marketing Support Action Plan

Email marketing campaigns for major arts and cultural heritage events in Johnston County to target feeder cities that would encourage overnight stays.

Public relations support and outreach for arts and cultural heritage sites and events.

Paid social ad campaigns for arts and cultural heritage events in the county.

Concentrated ad campaigns for the 155th Bentonville Reenactment, driving traffic to the microsite hosted on the website.



Tactics & Programs

The following tactics and programs will be executed to reach the goals for leisure market visitation.

Advertising Plan for Leisure

Billboards along I-95 and I-40
 Visit NC Co-op Ad Programs
 Our State Magazine
 Southern Living
 AAA Go Magazine
 Travel Media Group & OIG Hotel Coupon Plan
 Carolina Heritage Magazine
 NC Travel Guide

Digital Campaigns

TripAdvisor Destination Experiences
 Civil War Traveller website
 Google Adwords Campaigns for Shopping, BWST, Bentonville Event
 Hosting Podcast programs
 Philly Voice Sponsored Content
 Paid Facebook/Instagram campaigns
 Excelerate digital email and retargeting campaigns
 Visitnc.com co-op programs
 NC Farms App

Leisure Travel Shows

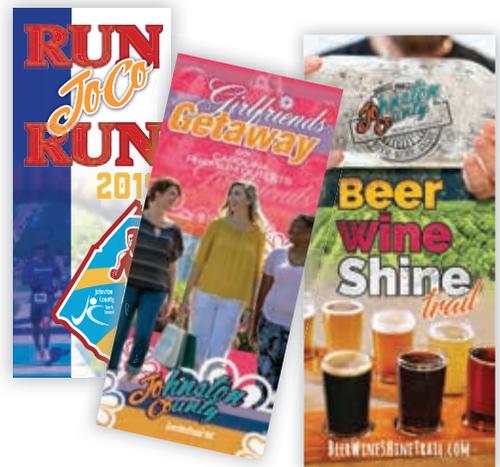
Visit NC Phil. Travel and Adventure Show - March 14-15, 2020
 Washington DC Travel & Adventure Show - March 7-8, 2020
 Visit NC - New York Times Travel Show, Jan. 24-26, 2020
 Military Travel Shows - Fayetteville, Goldsboro, Virginia Beach, VA
 Richmond Southern Women's Show, March 21-23, 2020
 AAA Superbowl Show
 Our State Best of the State event

NC Welcome Center Visits

1-800-Call Center Visits
 National Tourism Week - May 2020
 I-95 Welcome Center Visits - Summer & Christmas
 Host Welcome Center staff in JoCo whenever possible

Printed JCVB Publications for Leisure Market

Official Johnston County Visitors Guide
 You are Here - Smithfield Selma Guide
 JoCo Bike Routes
 Geocaching Brochure
 JoCo Runs Rack card
 Girls Weekend Rack Card
 Beer, Wine, Shine Trail Guide



Destination Sales and Services

The annual focus of Johnston County Visitors Bureau in this strategic goal attainment is to drive more visitors to the county and its communities through a three-priority target market strategy approach pertinent to group/meeting and event markets. The key marketing support and targeted marketing strategies with action plans follow.

Strategic Goal

To attain higher group and leisure travel business through targeted integrated sales and services strategies.

Target Markets

Group/Motorcoach Tours
Small Meetings, Wedding and Reunions
Sports Tourism

Primary Markets

North Carolina and our southern states continue to be the largest target markets for group business for Johnston County.

Targets

Motor coach companies, SGMP, AENC, MPI meeting planners, wedding shows for brides, and reunions planners.



Group/Motorcoach Tours

Getting partner involvement for group sales whether it be direct sales calls to meeting planners in Raleigh monthly, or sales missions to motor coach companies in Virginia; the JCVB team is ready to shift our efforts to bring more group business to the county.

Measurable Objectives

Increase partner participation in direct sales missions to motor coach companies in NC, SC, and VA.

Increase group sales leads/bookings by 20% in 2020.

Marketing Support Action Plan

Create new group tour itineraries for new attractions like the Food Hall in Selma, Bentonville Reenactment in March 2020, and major festivals that are group friendly.

Biannual email newsletter blast to motorcoach database with “what’s new” and book Christmas dates at Live @ The Rudy.

Follow up with all VisitNC group sales missions with direct mail piece/gift.

Increase marketing of local tours Selma Antique Wine Train from Cary, and the BWST and Dine Tour.



Small Meetings, Weddings, Reunions

Group sales efforts will take a new turn in Johnston County in year 2020 with the opening of the new Eastfield Crossing Conference Center in Selma. Along with two new venues - The Barn at Broadslab and The Farm at 42 offering two additional 5,000+ sq. foot event sites for meetings, there are several options for small meetings in the county. A new strategic plan is needed to address the needs of venue owners for marketing, and how the JCVB efforts will change in the next 12 months.

Measurable Objectives

Set and execute new sales calls goals for local, regional, and state meeting planners.

Increase group sales leads/bookings by 20% in 2020.

Conduct a regional sales blitz to state meeting planners and JoCo corporations to promote meeting space at Eastfield.

Develop a new strategic sales program to promote the new Eastfield Conference Center in Selma.

Marketing Support Action Plan

Quarterly sales email blast campaign to meeting planners.

Monthly personal visits to meeting planners in the Raleigh/Durham/Chapel Hill market.

Join MPI and become active in the Carolina's Chapter.

Design and print new marketing piece for small meetings at Eastfield.

Expand on the "Meet Outside the City", campaign that positions the new Eastfield conference center as accessible, affordable, and a relief from big city noise, traffic and congestion for attendees.

Host (10) site visits with potential meeting planners at Eastfield in 2020.

Use external lead-generating vendors such as Helms Briscoe, Conference Direct and Experient to qualify meeting prospects with a focus on corporate and association planners.

Maintain an expanded destination profile on Cvent and respond to leads received.

Encourage industry partners to join the JCVB sales outreach at trade shows and personal visits.

Host quarterly hotel sales meetings to exchange information on sales efforts and missions our partners can participate.

Create a marketing toolkit for meeting planners for site selection and for services.

Use the JCVB LinkedIn page to push out information on Johnston County as a meeting destination.

Improve content on johnstoncountync.org on the meeting, sports and group sections adding more editorial content, photos, and video.

Investigate how to use social platforms to promote the county as a meeting destination.

Sports Tourism

Participation with the Johnston County Sports Council to build the relationships with sports tournament bids, and services will continue to be the strategy with sports tourism.

Measurable Objectives

Provide exceptional support and services for the Cycle NC event in Clayton, and secure bid for Smithfield in 2020.

Submit at least two bids for rugby events when new fields are complete in Wilson's Mills.

Marketing Support Action Plan

Host JoCo Sports Council meetings to build relationships with venues and supply services for events being held.

Maintain membership in NC Sports Association and follow up with all leads from tradeshow.

Complete Joco Sports facility inventory for NC Sports Association and evaluate the need for a new Sports Venue Guide.

Find a sports venue partner that can attend TEAMS and Connect Sports with the JCVB sales staff when there is a partner interested in pursuing tournaments. Destination partners should consider nontraditional sports that meet off season when hotel partners are most interested in hosting them: Quidditch, Flag Football, Corn Hole, Pickle Ball, E-Sports and Disc Golf.

With GALOT available for rentals, the car club market should be one to pursue.

Sales team will meet with Clayton Parks & Recreation to market the new turf fields which will be built in 2020. The new director has a strong interest in bringing in tournaments to the area.



Tactics & Programs

The following group sales tactics are scheduled for FY 2019-2020:

AENC Tradeshow - Dec. 12, 2019

SGMP Regional Conference - Date TBD

AENC Annual Meeting - Charlotte, July 20-22

AENC Spring Conference - May, 2020

AENC Fall Conference - Cary, Nov. 7-8, 2019

MPI Regional Conference - September, 2019

Sales Blitz/Calls in Raleigh monthly

Travel South - Baton Rouge, LA - March 8-11, 2020

Follow up contacts with VisitNC sales missions

Review and share sports leads from NC Sports Association sales missions

Group Services

Two major events in 2019-2020 are scheduled and will require staff involvement and group services. The Cycle NC Mountains to the Sea bike ride will stay overnight in Clayton on October 2, 2019 and the Shriners Ceremony event will take place in Smithfield and Selma, in May 2020. Funding for transportation has been allocated as well as the staff will be involved in onsite information/registration.

The JoCo Works event on November 14-15 will involve the entire bureau staff and several Hospitality Association Partners to showcase how tourism is a great career path for 8th graders in Johnston County.

The Bentonville Battlefield 155th Reenactment is scheduled for March 21-22, 2020 and will involve public relations and group services.

Visitor Center Goals & Tactics

Increase traffic to the visitor center by 10% in 2020.

Engage visitors staying in area campgrounds to seek out “things to do” while camping in the area.

Host (4) tourism partner events aligned with the JoCo Hospitality Association Meetings.

Weekly social media outreach on the local products available for sale at the Visitor Center.



JoCo Retirement Community

Johnston County now has three 55+ communities that may partner with the bureau to promote visits here for a site tour and consider retiring to the county.

Marketing Support Action Plan

Build out the Retire Johnston County website page.

Hold biannual meetings with 55+ communities to engage them in the Retire NC program.

Complete the application to become a new NC Retirement Community with VisitNC.

Tactics

ideal-LIVING Expo – Greater D.C. Area Sept. 28-29, 2019 or Feb. 29 - March 1

Destination Development

JCVB will continue to invest tourism dollars into marketing grants for festivals and community events, as well as capital funding for tourism development projects.

Measurable Objectives

Conduct a resident survey on wants and needs for tourism development in Johnston County.

Form a relationship with the new Parks, Open Space and Trails Coordinator with the county.

Marketing Support Action Plan

Update the website with list of grants awarded for matching marketing and capital grants.

Include news about grants program in the “Tourism Does That” monthly newsletter.

News releases and social announcements for each grant awarded by the JCVB board.

Update the five year review of capital grants and survey tourism partners on future development plans.

Matching Marketing

In 2019-20, the community grant amount has increased to \$750 for events and some guidelines have been updated.

Capital Grants

The JCTA has allocated \$175,000 for capital grants in 2019-20 as we enter the last year of the 5-year grant cycle.



Public Relations

JCVB will continue to invest in public relation activities to tell our tourism stories in target markets supporting all strategic initiatives for leisure, group, and small meetings markets.

Measurable Objectives

Host at least five media fams or visits to the county in 2020.

(10) Bureau-generated article placements in national or international publications in 2020 and generate \$1 million in earned media impressions.

Increase all social channel engagement and followers by 10%, drive visitors to johnstoncountync.org with 1 million-page views.

Marketing Support Action Plan

Audit the website for content keywords to align with strategic plan and new initiatives.

Monthly news releases and weekly BLOG posts to support all leisure, group, and festival campaigns.

Create a media section in Filecamp for the Bentonville 155th Reenactment in March 2020.

Use all social channels to drive visitation to johnstoncountync.org and other JCVB websites.

Curate content that engages potential visitors to learn more about Johnston County and encourages visits and support of local tourism assets.

Utilize partnerships with the Hospitality Association, hotels, attractions, trails and others to share content and use bureau hashtags whenever possible.

Create new customized pitch sheets based on new (5) target markets aimed at traditional media, bloggers, and influencers.

Break down video footage from campaigns into b-roll for all media to use.

Host media tours and site visits with regional partners and VisitNC team whenever assignment aligns with our top five.

Conduct desk tops in media markets from the top DMAs from research, especially in the North Carolina and Virginia/DC markets.

Engage top-tier digital influencers as brand ambassadors for our top marketing messages for leisure visitors.

Continue to track media relations ROI by using Meltwater service.

The following media outreach missions are scheduled for FY 2019-2020:

Raleigh Media Mission, VisitNC, Date TBD

Travel Media Showcase, August 20-23

IMM (Int'l Media Marketplace) - January, 2020, New York, NY

Canadian Media Mission, VisitNC, Date TBD

VisitNC 365 Media Roundtable, April 2020

Partner Relations & Tourism Advocacy

JCVB will embark on strengthening our relationship with tourism partners in the county, as well as launch a new campaign of community awareness on the importance of tourism in Johnston County.

Measurable Objectives

Design and implement a new community awareness campaign during National Tourism Week (May), Summer Travel is Important (July/August), and Shop Local (Nov/Dec).

Build the local audience email database to 1,000 recipients for in-market messaging.

Goal of (10) speaking engagements at area chamber and civic club meetings.

Goal of (50) graduates of the JoCo Hospitality Heros Program.

Goal of (75) members of the Johnston County Hospitality Association in 2020.

Marketing Support Action Plan

Host quarterly events in the Visitors Center featuring local Johnston County products for sale.

Have National Tourism Week proclamation read and adopted by the County Commissioners in 2020.

Prepare a Memorandum of Understanding (MOU) with each 2% room tax committee to better align expectations and explain general statutes on spending the room tax.

Monthly "Tourism Does That" newsletter to explain the mission and activities of the bureau to local leaders and elected officials.

Host (4) Hospitality Association educational and networking events to build relationships with our partners.

Support the Johnston County Economic Development industry appreciation event on September 10, 2019.

Develop a streamlined dashboard report for the board and community outreach programs.



Visitors Bureau Management & Resources

Investing in the professional management of the bureau and providing educational opportunities for the staff are key initiatives for the long term viability of the organization.

Measurable Objectives

Update the JoCo Visitors Bureau Personnel documents to align with the Johnston County HR documents.

Complete the cross-training and long-term succession plan for the bureau.

Review and update the JCVB Crisis Plan and align with Johnston County Emergency Service and Public Information Officer to show how the visitors bureau assists during disasters.

Marketing Support Action Plan

Review the visitor bureau comparables from the new strategic plan and create a report for the tourism authority, setting goals for the future of the bureau.

Investigate the work involved in accreditation with Destination International.

Conduct educational sessions throughout the county on “Working with the Visitors Bureau” whenever possible.

The following staff education and programs are scheduled for FY 2019-2020:

NCTIA Tourism Leadership Conference, September, 2019

VisitNC 365 Conference, April 2020

Destination International Annual Meeting, St. Louis, July 2019

DI, CDME Course, Washington, DC, Feb. 2020

ESTO, Austin, TX, August 18-21, 2019



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Johnston County Tourism Authority

Scotty Henley, Chairperson

Rick Childrey, Vice-Chairperson

Lynn Daniels, Secretary

Ernie Brame, Special Project Committee Chair

Rick Heilmann, Marketing Committee Chair

Ben Cook, Sports Council Representative

Michael Mancuso

Paul Boucher

Cheryl Lane

Randy Capps

Chad McLamb, Ex-Officio Finance

Dates for JCTA Meetings

July - no board meeting

August 14

September 11

October 9

November 13

December - with Holiday Open House

TBD

January 8

February 12

March 11

April 8

May 13

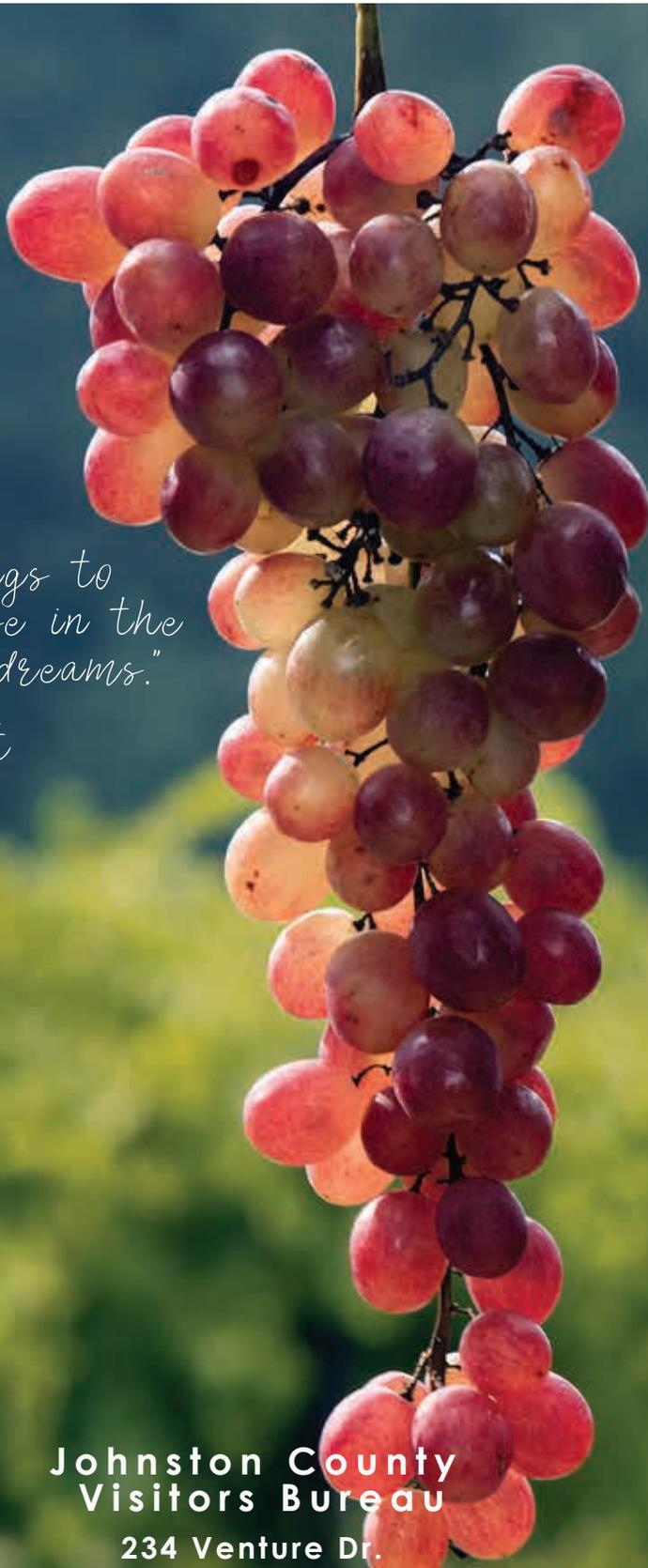
June 10

The Tourism Authority meets the second Wednesday each month at 12N, excluding July and December. Meetings are open to the public, please join us as we tackle the task of marketing the county.



DRAFT Three-Year Strategic Destination Plan Schematic: FY2020–FY2022

Our DMO Purpose and Direction		Our Mission Focus			Communicate Relevancy and Viability	
Mission	Drive Visitor Demand	Strengthen Visitor Experiences	Our Strategic Goals	Heighten Stakeholder Engagement	Optimize Performance Effectiveness	
	Enhance Brand Experience Awareness	Increase Business Development	Invest in Tourism Product			
<p>Our DMO Purpose and Direction</p> <p>The mission of the Johnston County Visitors Bureau is the marketing and developing of the destination's brand experiences to targeted visitor markets for economic growth and quality of place.</p> <p>Vision 2030</p> <p>Johnston County Visitors Bureau is the recognized and influential community tourism leader through its successful productive and technology savvy marketing, development and advocacy partnerships.</p> <p>Values</p> <ul style="list-style-type: none"> • Responsive • Collaborative • Transparent • Knowledgeable <p>Our DMO Culture</p> <ul style="list-style-type: none"> • Results-based • Integrity-vested • Sustainable • Community-oriented <p>Visitor Promise</p> <p>Connecting visitors to Johnston County community brand experiences.</p> <p>Partner Promise</p> <p>Championing business opportunities for the visitor industry and county communities.</p> <p>Tourism Authority Promise</p> <p>Leading and investing in JCVB strategic and operational plans.</p> <p>Our Destination/DMO Challenges</p> <ol style="list-style-type: none"> 1. Renewed Organization Focus: JCVB future vision formulation with complementary Board and staff directions 2. Acute Transportation Disruption: recognized I-95 and I-40/42 major road improvements and development impediments over the next decade 3. Continued Destination Experience Growth: activated visitor product development strategy/tourism master plan based on agreed-to destination vision 4. Effective Destination Brand Communications: integrated influential tourism and community dialogue with targeted messaging implementation 5. Increased Tourism Partner and Stakeholder Engagement: new/enhanced lucrative visitor industry and community partnership formations and internal communications and advocacy programming 	<ul style="list-style-type: none"> • Refine and invest in best return leisure travel niche market programming (2020–2022) • Formulate and implement an expanded digital/mobile marketing and social media strategy (2020–2022) • Prepare and execute a dedicated b-leisure and visiting friends & relatives (VFR) conversion program (2021–2022) • Investigate a Raleigh Durham (RDU)/Research Triangle regional/day visitor promotional program including high impact television advertising (2020) • Finalize and execute a new targeted and measurable destination marketing plan with associated research program (2020–2022) 	<ul style="list-style-type: none"> • Activate an increased comprehensive group weddings strategy (2020–2021) • Expand the group conference sales program including partner participation in direct sales missions (2020–2021) • Prepare and implement a leisure/retirement sales strategy and program (2020–2022) • Review and enhance all group and leisure visitor services (2020–2021) 	<ul style="list-style-type: none"> • Re-evaluate the meetings market potential for a conference center/associated hotel development (2020) • Review the county-wide parks & recreation master plan with setting of facility development priorities (2020) • Undertake a formalized product development strategy/tourism master plan with identified top venue/facility opportunities and JCVB role involvement (2021) • Actively participate in tourism/hospitality workforce development with economic institution partners (2020–2022) • Assess the JCVB tourism grants program with partner advice (2021) 	<ul style="list-style-type: none"> • Formalize and execute an annual stakeholder "Tourism Does That" communications strategy and plan (2020–2022) • Determine key tourism issues of importance with Board positions formulated and advocated (2020–2022) • Continue ongoing dialogue with key industry groups such as Hospitality Association, Sports Council, community EDOs, and residents on JCVB activities and impacts (2020–2022) 	<ul style="list-style-type: none"> • Ensure regular strategic plan revisions aligned to annual measurable destination marketing and business plans with budget allocations (2020–2022) • Prepare and execute a human resources/Board and staff professional development strategy and plan (2020) • Apply and achieve the Destination Marketing Accreditation Program (DMAP) designation (2021–2022) 	
	<p>Our Strategic Results Coverage</p> <ul style="list-style-type: none"> • County/community annual number of visitors and total spending • Leisure visitor inquiry contact database total with estimated conversion rate • Destination website analytics • Social media engagement interactions 					



*"The future belongs to
those who believe in the
beauty of their dreams."*

Eleanor Roosevelt

**Johnston County
Visitors Bureau**

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