strategic priorities

THE PROCESS
The strategic planning process began in early 2014. Joe Lathrop of OCG Consulting served as the facilitator. He conducted one-on-one interviews with Greater Des Moines Convention and Visitors Bureau and Des Moines Area Sports Commission staff. Board members and other stakeholders. Held a retreat with the leadership team. Went through a SWOT analysis.

THE ASSESSMENT
We assessed our current position. Where are we right now? What are our objectives? Who are our target audiences? What do we have to work with? What are our current realities?

THE RESULTS
The strategic planning process resulted in five main strategic priorities. Including regional relevancy. Attract new markets and retain existing markets. Enhance the visitor experience. Push the Des Moines brand. Board advocacy.

THE FUTURE
Moving forward the Board of Directors and staff members will tackle each of these strategic priorities. Create action items and measurables. Hold ourselves accountable for the advancement of our organization and Greater Des Moines.
REGIONAL RELEVANCY

Continue to be a leader in the region, involved in all conversations regarding destination development, both traditional and non-traditional

TACTICS

• 28E Communities
  - Become community advocates in each 28E community with City Ambassador Plan
  - Increase communication to cities
  - Report new ROI calculations from Economic Impact Calculator to stakeholders
  - Reach out to possible new 28E communities
  - Identify cities and develop plan to work with those who have no hotels yet but are likely to do so in the near future
  - Work more closely with corridor communities to tie in with Capital Crossroads Cultivation Corridor
  - Expand reach beyond Polk County
  - Identify where we can be marketing/promotion expert for communities and their events

• Community Organizations
  - Continue to advocate and hold seats on significant boards/committees
  - Reciprocal ex-officio seats for major community groups
  - Continue to identify and work strategically with partner organizations (i.e. Bravo, Greater Des Moines Partnership, Chambers, etc.)

• Product Development
  - Define future role of Greater Des Moines Convention and Visitors Bureau and Des Moines Area Sports Commission...How will we look?
  - Conduct additional demographic visitor research and visitor experience research
  - Align with organizations like MPO to create and impact the destination experience for visitors
  - Iowa Events Center/Greater Des Moines Partnership - Continue to advocate for additional development at the Iowa Events Center to include hotel, entertainment plaza, additional tenants at Wells Fargo Arena, retail

• Partners/Investors
  - Align partners with convention and sport planners
  - Statement of benefits/investment to each partner

• Transportation
  - Continue to work with cities, airport and others to enhance transportation in Central Iowa (airport expansion, additional airlines and flights, cab service/Uber-type companies, rail, DART, rental car companies)

• Facilities
  - Advocate and support new and ongoing projects such as projects with area universities/colleges, community projects, sports facilities, new/expanded attractions, private projects that align with our mission

• Capitalize on culture and culinary tourism initiatives to reach out to Cultivation Corridor

• Determine the “Next Big Thing”
ATTRACTION NEW MARKETS & RETAIN EXISTING MARKETS

Attract new markets and retain existing markets to increase revenue and reach exposure of the Greater Des Moines Convention and Visitors Bureau and Des Moines Area Sports Commission

TACTICS

- Build ag/technology/bio-science, STEM/STEAM and health based tourism and conferences
- Build LGBT market
- Build upon existing YP and Boomer markets
- Research culinary tourism using outlets such as the World Food Travel Association, United States of Flavor Guide, Ontario's program, etc to create a Culinary Tourism plan inclusive of:
  - Beer/wine
  - Farm-to-table
  - Microsite
  - Ad/marketing plan
- Targeted marketing for current and future hotel inventory
  - Messaging to cities location of any new hotels critical
- Servicing model to enhance experience of existing markets
- Focus further on diverse/inclusion markets

ENHANCE THE VISITOR EXPERIENCE

Enhance visitor satisfaction through coordinated efforts to provide experiences that consistently meet and exceed visitor expectations

TACTICS

- Build upon existing visitor research survey to know what visitors truly think of our area
- Educate locals on how to interact with visitors
- Targeted Communications with pre-visit/prospective visitor
  - Website, newsletters, blogs
- Serving on-site visitors
  - Hospitality/front line communications with partners/hotels
  - Evaluate Catch Crew interactions with visitors
  - Learn and promote destination experience best practices
- Follow up after visitors leave to gain valuable feedback
PUSH THE DES MOINES BRAND

Review Catch Des Moines and Sports brand survey results to determine effectiveness of brand and what areas upon which we can improve

TACTICS

- Continue to grow online/digital presence
  - Identify new markets
- Review existing co-op program
  - Determine plan to make Greater Des Moines Convention and Visitors Bureau’s message the focus while maintaining as much revenue as possible
- Enhance Community Calendar
- Look at non-traditional methods to get us “out there”
  - Yelp, Trip Advisor, Blogs
- Sports

BOARD ADVOCACY

Further engage Board of Directors to actively advocate for the Greater Des Moines Convention and Visitors Bureau, Des Moines Area Sports Commission and the region

TACTICS

- Increased communication
- Know what is happening in the communities and the communities tell us what is happening
- Outline new board policies
- Board Self-Assessment
- Educate and acquaint Board with Greater Des Moines Convention and Visitors Bureau and Des Moines Area Sports Commission staff
- Relevant board meetings
- Redefine and re-align Sports Advisory Board