



**INDIANA DESTINATION
DEVELOPMENT CORPORATION**

FY23 STRATEGIC PLAN

updated 8/16/22

- 1. TOURISM, MARKETING & COMMUNICATIONS**
- 2. PARTNERSHIP DEVELOPMENT**
- 3. TALENT ATTRACTION STRATEGIC PLAN**
- 4. VISITOR CONVERSION**
- 5. GRADUATE RETENTION**
- 6. SPORTS TOURISM**
- 7. POLICY & ANALYTICS**

FY23 TOURISM, MARKETING & COMMUNICATIONS STRATEGIC PLAN

Executive Summary:

The tourism, marketing and communications team is working to promote, brand and tell Indiana's authentic story to attract visitors and talent, retain students, and convert visitors. It all starts with a visit.

Mission:

To increase the public awareness of Indiana. To increase Hoosier pride. To promote Indiana as a great place to visit, live, work, study, and stay.

Problem Statement:

People have no perception of Indiana, and the funding is sparse to improve that situation. Lack of awareness of the tourism industries positive impact on Indiana's economy (which stems from the inadequacy of the state's tourism budget allocation to market our state to visitors), and its potential impact on talent attraction and graduate retention.

Objective:

Develop paid, earned, owned, and shared media strategies.

Goals:

- Develop brand awareness inside and outside Indiana.
- Generate public awareness to drive more destination experiences in the State of Indiana.

Tactics for Achieving Brand Awareness and Public Awareness:

Paid Media Marketing: (All Indiana markets/Destination Market Areas (DMAs) and our regional drive markets)

- Broadcast/Cable – Strategy between WeCreate and Indiana Destinations Development Corporation
- Radio/Podcasts - Strategy between WeCreate and Indiana Destinations Development Corporation
- Print - Strategy between WeCreate and Indiana Destinations Development Corporation
- Digital, Display, Search Engine Marketing (SEM), Social Media - Strategy between WeCreate and Indiana Destinations Development Corporation
- Over the Top (OTT) Streaming - Strategy between WeCreate and Indiana Destinations Development Corporation
- Out of Home (OOH) - Billboards Strategy between WeCreate and Indiana Destinations Development Corporation
- Influencers - Strategy between WeCreate and Indiana Destinations Development Corporation

Tactic Implementation Timeline – Paid Media

June 2022: Launch of messaging campaign with third-party vendor tracking.

June 2022 - Ongoing: Paid messaging campaign will continue through fall, winter and next spring.

September 2022 - End of Messaging Campaign for Summer: Report due from agency for IDDC summer campaign and Co-Op partners.

Earned Media:

- Do one media mission in another city each year.
- Sponsor and attend Midwest Travel Journalist Association (MTJA) media dinner and conferences with media marketplace events in other city with writer groups.
- Write and distribute press releases as needed.
- Send themed pitches to media one per month.

Tactic Implementation Timeline – Earned Media

May 2022: Sponsor Midwest Travel Journalist Association (MTJA) dinner.

May 2022 - Ongoing: Write and distribute press releases and media pitches.

September 2022 and October 2022 - Media missions execution, possibly in Detroit, Michigan and Nashville, Tennessee.

Owned Media Marketing:

- Offer partnerships and share timely content featuring partners on website.
- Build organic content and share timely content featuring partners on our digital channels.
- Generate consumer emails for “Festivals & Events” and “Things to Do,” once per month each.
- Source user-generated content from partners and others.
- Send targeted emails and texting with passport programs.
- Inform industry of happening with IDDC through monthly industry newsletter.
- Generate and Distribute Travel Guide which reaches 300,000 people each year.
- Increase marketing emails for co-op lead generation, once per year.
- Generate leads for co-op partners brochures, once per year.
- Create content with photos and videos.

Tactic Implementation Timeline – Owned Media

May 2022 - Ongoing: Increase marketing emails with new audiences from passports.

May 2022 - Ongoing: Increase media library by sourcing photos and videos.

May 2022 - Ongoing: Increase content with photos and videos.

August 2022 - September 2022: Build advertising book to sell website, emails, Travel Guide and co-ops.

Shared Media:

- Invite co-op partners to attend media missions.
- Set up Media Marketplace dinner at the (MTJA) media dinner.
- Proactively solicit media pitches from partners, quarterly.
- Offer photo/video packages to co-op partners, each year.
- Solicit blogs from partners, all year.

Tactic Implementation Timeline – Marketing During the Visit

May 2022: Sponsor Midwest Travel Journalist Association (MTJA) dinner.

May 2022 - Ongoing: Solicit blogs from partners.

May 2022 - Ongoing: Solicit media pitches from partners.

September 2022 and October 2022 - Media missions execution, possibly in Detroit, Michigan and Nashville, Tennessee.

FY23 PARTNERSHIP DEVELOPMENT STRATEGIC PLAN

Executive Summary:

The partnership development team is working to increase the efficiency of funding for campaign messaging and destination and quality of place investments that will lead to new tourism, talent attraction, graduate retention, and visitor conversion efforts. This funding will help leverage state investment for a public campaign that will drive new visitors, new talent and help retain current graduates.

Mission:

The mission is to work with a sense of urgency to educate and gain financial support of public and private sector business executives, university leadership, philanthropies, and destination marketing organizations. The funding raised will be used to implement and assess studies, focus groups, and other consumer awareness techniques that will be used to generate ideas for innovative and fresh marketing tactics and will help determine which of these tactics are best uses before the state uses any Hoosier citizens tax dollars.

Problem Statement:

Lack of awareness of the tourism industries positive impact on Indiana's economy, stemming from the inadequacy of the state's tourism budget allocation to market our state to visitors, and its potential impact on talent attraction and graduate retention.

Objective:

Increase funding for the Indiana Destination Development Corporation's (IDDC's) Foundation and the profitability of other revenue generating tourism products.

Goals:

- Raise \$2,000,000 from public and private sector businesses, universities, philanthropies and destination marketing organizations.
- Generate \$500,000 for the Travel Sales Guide
- Produce \$150,000 for Digital Sales
- Secure \$300,000 in Sponsorships for Passports

Tactics in Support of Achieving Partnership Development Funding:

- Develop 4 donor levels for public and private sector businesses, universities, philanthropies, and destination marketing organizations of \$100,000+, \$50,000 to \$100,000, \$25,000 to \$50,000, and \$10,000 to \$25,000
- Set up fifteen one-on-one meetings per month with business executives, university leaders, philanthropies and destination marketing organizations.
- Strategically identify at least 25 speaking engagements for Secretary to increase awareness of IDDC's mission over one year.
- Implement Salesforce and Simpleview customer relations management systems.

July 2022 to June 2023 Tactic Implementation Timeline – Partnership Development

March 2022: Complete development of 4 donor levels.

July 2022: Complete Implementation of Simpleview CRM.

Ongoing: Continue to set up 15 partnership development meetings per month.

Ongoing: Schedule the Secretary for 2 speaking engagements per month.

Tactics in Support of Achieving Travel Sales Guide:

- Renew and maintain existing travel guide partnerships by individual contacts annually.
- Secure twenty new travel guide partnerships by individual contacts.
- Identify two new business markets for “blue ocean” opportunities through research.
- Be viewed as the tourism resource for all community partners through expertise.

July 2022 to June 2023 Tactic Implementation Timeline –Travel Sales Guide

August 2022: Identify blue ocean opportunities.

September 2022: Secure 10 new travel guide partners.

December 2022: Secure 10 new travel guide partners.

Ongoing: Renew and maintain existing travel guide partnerships.

Tactics in Support of Achieving Digital Sales:

- Renew and maintain existing digital sales partnerships by individual contacts annually.
- Secure twenty new digital sales partnerships by individual contacts by leveraging the new website.
- Implement new cooperative three-tiered system strategy proposed by WeCreate that has three pricing levels by engaging new partners at all levels of participation.
- Identify two new business markets for “blue ocean” opportunities through research.
- Be viewed as the tourism resource for all community partners through expertise.

July 2022 to June 2023 Tactic Implementation Timeline- Digital Sales

June 2022: Implement new cooperative system.

August 2022: Identify 2 blue ocean opportunities.

September 2022: Secure 10 new digital sales partners.

December 2022: Secure 10 new digital sales partners.

Ongoing: Renew and maintain existing digital sales partnerships.

Tactics in Support of Achieving Passport Sponsorships:

- Identify and secure new niche targeted sponsorships by individual contacts.
- Solicit niche targeted sponsors based on particular areas of interest.
- Set up 2 one-on-one meetings per month with business executives and university leaders.

July 2022 to June 2023 Tactic Implementation Timeline- Passport Sponsorships

June 2022: Secure College Passport sponsor.

September 2022: Secure Additional Arts and Culture Passport sponsor.

FY23 TALENT ATTRACTION STRATEGIC PLAN

Executive Summary

Provide on boarding tools to companies that will help recruit in-state and out-of-state talent by providing candidates with a positive perception of Indiana as a great place to visit, live, work and earn by showing them our quality-of-life destinations and cost of living leading to increased talent attraction to the state of Indiana.

Mission:

Work with a sense of urgency to increase the success of recruiting in-state and out-of-state talent.

Problem Statement:

Indiana struggles with wage stagnation, has a workforce shortage in many fields, and housing affordability challenges that affects the attraction of talent both in-state and out-of-state. As a result, qualified workers and college graduates are choosing to move out-of-state for employment opportunities for hiring paying jobs even though our cost of living is often more competitive with a lesser salary.

Objectives:

Develop and deliver tool kits, and resources to employees, and collaborate with companies, trade associations, local economic development organizations, higher education institutions, and not-for-profit organizations to provide in-state and out-of-state talent with information that creates a positive perception for Indiana. Information would include recreational and tourism destination opportunities that enhance quality of life leading to the creation of a positive perception regarding Indiana, and therefore, the increased recruitment of talent for Indiana.

Goals:

- Develop and provide toolkits that augment talent attraction for hiring entities, such as companies, trade associations, local economic development organizations, higher education institutions, and not-for-profit organizations.

- Establish partnerships to collaborate with hiring entities.
- Gain adoption and activation by hiring entities of the new state messaging.
- Design new talent attraction policy incentives that would entice out-of-state talent to move to Indiana.

Tactic in Support of Achieving Toolkits Adoptions:

- Develop onboarding toolkits that can be used by hiring entities. Working with tourism marketing and communications staff, to create an asset map of Indiana destinations, a cost-of-living calculator, a video on Indiana destinations in the region where the company or organization is located, and a Hoosier-by-Choice video of an employee in that region that chose to move from out-of-state and shares his/her story on 'why' and 'why still here'.
- Collaborate with Director of Visitor Conversion to design a welcome kit for new Indiana residents that includes a welcome letter from the Governor, things to do in Indiana and Indiana passports information.

Tactic Implementation Timeline: Toolkits Adoptions

- *July 2022 – August 2022:* Figure out how to provide a cost-of-living calculator as part of the onboarding toolkits.
- *July 2022 – August 2022:* Figure out how to provide access to our asset map for potential recruits.
- *July 2022 – August 2022:* Figure out how to include Indiana passports information to welcome kit.
- *July 2022 – September 2022:* Write and get approval for welcome kits welcome letter from Governor.
- *July 2022 – October 2022:* Create a video of Indiana destinations in six regions, Northwest, North Central, Northeast, Central, Southwest and Southeast.
- *July 2022 – Ongoing 2022:* Identify existing Hoosiers-by-Choice videos and create new Hoosier-by-Choice videos of employees that have chosen to move from out-of-state and shares his/her story of 'why' and 'why still here' in designated regions.
- *July 2022 – October 2022:* Design regional "things to do" that includes destination attractions and restaurants.

Tactics in Support of Achieving Collaborative Partnerships:

- Conduct one-on-one meetings with Indiana companies, trade associations, local economic development organizations, and not-for-profit organizations that lead to adoption of the onboarding toolkits by their employers and members.
- Create six regional councils in Northeast, North Central, Northeast, Central, Southwest and Southeast Indiana for talent attraction, graduate retention, and visitor conversion.

Tactic Implementation Timeline: Collaborative Partnerships

June 2022 – December 2022: Establish six regional talent attraction, graduate retention, and visitor conversion councils.

June 2022 – Ongoing: Meet with five Indiana companies, trade associations, local economic development organizations, or not-for-profit organizations per week.

Tactics in Support of Achieving Adoption and Activation of New State Messaging:

- June 2022 – July 2022: Create an adoption pledge form working with tourism, marketing, and communications staff. Provide to five companies per week.
- July 2022 – Ongoing: Connect company and organizations who pledge to adopt the new messaging to our tourism, marketing, and communications staff and creative firm contractor to provide assistance, if necessary. Follow up as necessary to gain two activations per week.

Tactics in Support of Achieving Talent Attraction Legislative Policy Incentives:

- Identify best practices for new talent incentives in other states and countries.
- Advocate for new policies that create new talent attraction incentives helping grow our shrinking workforce.

Tactic Implementation Timeline: New Talent Attraction Legislative Policy Incentives

- *July 2022 – August 2022: Work with Director of Policy & Analytics to identify best practices from neighboring states for talent attraction policy incentives.*
- *August 2022: Make recommendations to Secretary/Chief Executive Officer and Chief Operating Officer/Chief of Staff on new talent attraction incentives policy package for 2023 General Assembly.*

FY23 VISITOR CONVERSION STRATEGIC PLAN

Executive Summary:

The Director of Visitor Conversion is working to market Indiana's quality of life and cost of living to in-market travelers, track and identify out of state guests in Indiana for retargeting, and measure net migration to Indiana, leading to increased population and work force in the state of Indiana.

Mission:

Increase Indiana's population and workforce through remarketing strategies to out of state visitors both while they are in market and after they leave.

Problem Statement:

Indiana has a workforce shortage and a population that is not growing at a fast enough rate to keep up with the need for new workers.

Objective:

Educate out of state visitors on the benefits of living in the Hoosier state, communicating the enhanced quality of life, lower cost of living and other benefits enjoyed by Indiana residents, leading to increased population, an enhanced work force and an improved state economy.

Goals:

- Identify a market of potential new residents from a pool of out of state visitors.
- Communicate quality of life and cost of living benefits through paid retargeting to identified out of state audiences.
- Measure effectiveness of out of state marketing efforts at changing sentiment, increasing population, and impacting Indiana's economic success.
- Create innovative in-market experiences to collect data from visitors and communicate the benefits of Indiana residency during their stay.
- Design new resident attraction policy incentives that would entice out-of-state residents to move to Indiana

Tactics in Support of Out of State Market Identification:

- Work with third-party data vendor to:
 - Identify visitor attraction marketing targets who travel to Indiana.
 - Targeted toward families and young people with existing connections to Indiana.
 - Find geographic areas rich with the desired professional skillsets.
 - Identify recent visitors.
- Analyze previously acquired data to find potential conversion prospects.
- Work with director of talent attraction to outline desired fields of work for respective regions/cities/companies.

Tactic Implementation Timeline – Market Identification

April 2022 – Ongoing: Upload out of state visitors identified through other Indiana Destination Development Corporation (IDDC) initiatives (Bandwango, et al.) into third-party vendor data system.

May 2022 – Ongoing: Meet biweekly with director of talent attraction to discuss new ways to support recruiting efforts from Indiana companies.

June 2022: Launch of visitor attraction messaging campaign with third-party vendor tracking.

July 2022 – End of Messaging Campaign: Create target audiences from the visitors identified by third-party vendor, and continuously update with newly identified visitors.

Tactics in Support of Visitor Retargeting:

- Coordinate with campaign marketing agency and director of tourism, communications, and marketing to develop messaging for retargeting campaign to identified audiences.
- Use third-party data and analytics to maximize advertising efficiency in the retargeting campaigns.

Tactic Implementation Timeline – Visitor Retargeting

June 2022: Launch of visitor attraction messaging campaign with third-party vendor tracking.

July 2022 – End of Messaging Campaign: Visitor retargeting messaging commences based on third-party vendor tracking and owned data from other IDDC initiatives (Bandwango, et al.).

Tactics in Support of Measuring Success:

- Utilize third-party data vendor to collect visitor conversion data, such as real estate purchases.
- Pursue other data sources to track long-term and short-term trends in net migration. Possibilities include, but are not limited to:

- BMV data on new licenses and address changes.
- Data from Local Economic Development Organization's (LEDO's), recruiters and others.
- Initiate regular surveys measuring regional/in-state/national sentiment about Indiana as a place to live.
- Work with Director of Policy & Analytics to create a dashboard for data on net migration.

Tactic Implementation Timeline – Measuring Success

April 2022 - Ongoing: Work with partners such as the Bureau of Motor Vehicles (BMV), and Indiana Housing and Community Development Authority (IHCDA) to collect and analyze data on relocation.

April 2022 - Ongoing: Work with Director of Policy & Analytics to set up and manage net migration dashboard as new data sources come online.

June 2022: Website and visitor attraction messaging campaign launch with third-party vendor tracking.

January 2023 - April 2023: Initiate and complete survey measuring sentiment about Indiana as a place to live.

Tactics in Support of Marketing During the Visit:

- Identify destinations that most regularly host out-of-state guests.
- Develop interactive executions that can obtain leads/contact information and communicate the benefits of Indiana residency.
- Identify key conferences and events that will play host to large out-of-state audiences and staff an information booth/table.
- Require that future Indiana Destination Development Corporation Grant projects feature visitor conversion efforts.

Tactic Implementation Timeline – Marketing During the Visit

April 2022 – Ongoing: Meet with and cultivate relationships with venues and destinations that host out-of-state guests.

May 2022 – Ongoing: Attend conferences with large out-of-state audiences to distribute information about Indiana.

August 2022: Work with vendor to create/design augmented reality photo booths for placement in high attendance venues.

October 2022: Initiate contract to order augmented reality photo booths.

November 2022: Create online elements for delivery with augmented reality photo booth orders.

December 2022: Install augmented reality photo booths in select venues.

December 2022 – Ongoing: Monitor incoming data from augmented reality photo booths.

FY23 GRADUATE RETENTION STRATEGIC PLAN

Executive Summary:

Provide current college students with opportunities to explore Indiana both professionally and recreationally by leveraging collaborations with higher education systems, tourist destination attractions, and the private sector leading to increased graduate retention in the state of Indiana.

Mission:

Work with a sense of urgency to increase the percentage of college students to stay in Indiana after graduation.

Problem Statement:

Both in-state and out-of-state college students leave Indiana to pursue employment elsewhere after graduation, known as the “Brain Drain.” This causes a shortage of qualified workers for various jobs, a loss of innovative thinking and entrepreneurs, reduction of economic and population growth, lessens tax-revenue for the state, creates a negative socio-economic impact, and provides fewer individuals to patronize local and state-wide businesses and tourism destination attractions.

Objectives:

Develop tools, resources, programming, and collaborations with higher education systems that provide students with state-wide internships, future jobs, recreational and tourism destination opportunities leading to the creation of a positive perception regarding Indiana and, therefore, the increased retention of college graduates in Indiana.

Goals:

- Review and/or establish current data and trends providing the most accurate information regarding graduate retention.
- Establish partnerships in collaboration with higher education institutions.
- Create new tools that lead to college student engagement and destination experiences.
- Develop tools for organizations working with interns to provide destination experiences.

- Design pre-and post-graduation policy incentives for students to experience Indiana destinations and commit to staying in the state.

Tactics in Support of Achieving Data Collection and Dissemination:

- Collaborate with Indiana Commission for Higher Education and Independent Colleges of Indiana to decipher existing data and determine what information is needed for further research.
- Partner with individual Indiana higher education institutions to review existing data and determine what information is needed for further research.
- Act as a bridge between individual higher education institutions and employers by providing insights on student decision-making regarding where they work, live, and play and provide internally to Director of Talent Attraction.

Tactic Implementation Timeline: Data Collection and Dissemination

May 2022 – September 2022: Decipher existing data and determine what information is needed for further research.

May 2022 – Ongoing: Review individual higher education institutions data and determine what information is needed for further research.

May 2022 – December 2022: Work with Director of Policy and Analytics to find accurate data points for graduate retention and use as a metric for measuring performance (Census Data, USPS NCOA date, Partner-reported hiring data, Annual perception survey, Graduates with in-state addresses 2-5 years post-graduation).

Tactics for Achieving Higher Education Institution Collaboration:

- Conduct one-on-one meetings with Indiana higher education institution leadership that lead to appropriate connections with various offices that have direct student interaction.
 - Public: Ball State, Indiana State University, Indiana University (and regional campuses), Purdue University (and regional campuses), University of Southern Indiana, Vincennes University, and Western Governors University.
 - Private: Anderson University, Bethel College, Butler University, Calumet College of Saint Joseph, DePauw University, Earlham College, Franklin College, Goshen College, Grace College, Hanover College, Holy Cross College, Huntington University, Indiana Wesleyan University, Manchester University, Marian University, Oakland City University, Rose-Hulman Institute of Technology, Saint Elizabeth's College of Nursing, Saint Mary's College, Saint Mary-of-the-Woods College, Taylor University, Trine University, University of Evansville, University of Indianapolis, University of Notre Dame, University of Saint Francis, Valparaiso University, Wabash College

- Create a new student orientation “Welcome” video, utilizing the Governor of Indiana., the President or Chancellor of the university, and a prominent alum living in Indiana.
- Form partnerships with university communications departments to establish a recurring (monthly or quarterly) newsletter which highlights specific destinations/experiences for students. This may include a video series, blog posts, student testimonials, interviews.
- Establish a Graduate Retention Advisory Council populated with higher education officials with the intent of furthering connections.

Tactic Implementation Timeline: Higher Education Institution Collaboration

May 2022 – Ongoing: Meet with two higher education institutions per week.

May 2022 – Ongoing: Create a student orientation “Welcome” video one per month.

May 2022 – December 2022: Establish Graduate Retention Advisory Council

June 2022 – August 2022: Establish roll-out plans for student experience passport.

August 2022: Roll-out student experience passport.

August 2022 – Ongoing: Work with student life and student groups on campuses.

August 2022 – December 2022: Establish recurring (monthly/quarterly) newsletter with two higher education institutions per month.

Tactics for Achieving College Student Engagement and Destination Experiences:

- Create a college student destination experience passport that provides various exploration opportunities around the state.
- Work with destination marketing organizations (DMO’s), chamber of commerce’s, and local economic development organizations to encourage localized destination and internship experiences.
- Create a statewide student advisory group populated with student leaders to advise on engagement opportunities and policies that would best increase graduate retention.
- Start and/or utilize existing groups, which focuses on student-led trips or visits to local or statewide destinations attractions.
- Work with alumni councils and young professional organizations to partner on current student networking events hosted at various local tourist destinations and event spaces.
- Work with Partnership Development team, community partners, businesses, sports teams, etc. to obtain gifts, tickets, shirts, and other promotional giveaways to incentivize participation.

Tactic Implementation Timeline: Student Engagement & Destination Experiences

May 2022 – August 2022: Contact destinations listed on passport to outline process and ask for “deals”.

May 2022 – Ongoing: Visit with 2 DMO’s, chambers of commerce and local economic development per week.

June 2022 to Ongoing: Work with athletic administrators on creating “team building” destinations.

August 2022 – December 2022: Create a statewide student advisory group.

August 2022 – Ongoing: Identify quarterly “meet ups” for students across the state utilizing student experience passport.

Tactics in Support of Achieving Assistance to Organizations Working with Interns:

- Develop tools to be included in the kit, i.e., asset map, collateral material, messaging that is developed for Indiana college interns.
- One-on-one meetings with organizations working with interns to provide tool kits for intern applicants/candidates.

Tactic Implementation Timeline: Assistance to Organization Working with Interns

May 2022 – August 2022 – Finalize toolkit Indiana college interns.

June 2022 – Ongoing: Work with Director of Talent Attraction to identify organizations needing help with the hiring of interns.

July 2022 – Ongoing: Utilize connections at higher education institutions as well as the student experience passport to provide prospective students with internship opportunities.

July 2022 – Ongoing: Partner with local DMO’s and Chamber’s to identify summer intern cohorts for destination experiences.

Tactics in Support of Achieving Pre-and-Post Graduation Legislative Policy Incentives:

- Identify best practices for pre-and-post graduation policy incentives in other states and countries.
- Advocate for new policies that create pre-and-post graduation incentives that helps stem the “Brain Drain.”

Tactic Implementation Timeline: Pre-and-Post Graduation Legislative Policy Incentives

May 2022 – September 2022: Work with Director of Policy & Analytics to identify best practices for pre-and-post graduation policy incentives.

October 2022: Make recommendations to Secretary/Chief Executive Officer and Chief Operating Officer/Chief of Staff on pre-and-post graduation incentives legislative policy package for 2023 General Assembly.

FY23 SPORTS TOURISM STRATEGIC PLAN

Executive Summary:

Leverage sports tourism partnerships/relationships, and sporting events to promote, brand and tell Indiana's authentic sports story to attract visitors.

Mission:

To utilize sports tourism to drive people to visit and live in Indiana.

Problem Statement:

Indiana lacks an organized sports tourism experience that drives people to sports destination locations. Also, all sports funding is directed to external not-for-profit sport-related entities, making it difficult for the state to lead.

Objectives:

Develop and implement statewide sports experiences for core areas of sport for which Indiana is known (i.e., Basketball, Golf, Motorsports and Outdoor Recreation) and design a plan to drive visitors to Indiana's youth sports facilities and evaluate our physical assets to determine future opportunities.

Goals:

- Create, develop and implement an Indiana basketball experience.
- Generate, design and complete an Indiana motorsports circuit.
- Drive new golfers to the Pete Dye Golf trail.
- Construct and execute Trail Towns Program.
- Evaluate statewide Indiana youth sports facilities and determine future opportunities.

Tactics in Support of Achieving an Indiana Basketball Experience

- Create a curator committee to identify basketball destination sites, destination events and points of interest.
- Develop a timeline for implementation of basketball experience.
- Proactively contact each basketball destination sites/events and points of interest to confirm their participation.
- Build a consumer facing product for the website and an interactive passport.
- Work with tourism, marketing and communication team to develop an earned, owned and shared media plan.
- Plan a statewide basketball experience rollout.

Tactic Implementation Timeline – Indiana Basketball Experience

March 2022: Convene curation committee and development of list of destinations to be included in the program.

April 2022: Timeline development.

May 2022 – November 2022: Contact and/or visit each destination and point of interest to confirm participation.

September 2022: Identify and solidify program partnerships and a title sponsor.

February 2023: Develop and complete a web page/site.

February 2023 – May 2023: Develop and finalize a marketing plan (roll out) for the Indiana Basketball Experience.

June 2023: Finalize passport program with Bandwango.

July 2023: Launch Indiana Basketball Experience passport.

Tactics in Support of Achieving an Indiana Motorsports Circuit

- Create a curator committee to identify motorsports destination sites, destination events, and points of interest.
- Develop a timeline for implementation of motorsports circuit.
- Proactively contact each motorsports destination sites/events, and point of interest to confirm their participation.
- Build a consumer facing product for the website and an interactive passport.
- Work with tourism, marketing and communication team to develop an earned, owned and shared media plan.
- Plan a statewide motorsports circuit rollout.

Tactic Implementation Timeline – Indiana Motorsports Circuit

March 2022: Convene curation committee and development of list of destinations to be included in the program.

April 2022: Timeline development.

May 2022 – November 2022: Contact and/or visit each destination and point of interest to confirm participation.

September 2022: Identify and solidify program partnerships and a title sponsor.

December 2022: Develop and complete a web page/site.

December 2022 through March 2023: Develop and finalize a marketing plan (roll out).

March 2023: Finalize passport program with Bandwango.

May 2023: Launch Indiana Motorsports Circuit passport

Tactics in Support of Achieving an Improved Pete Dye Golf Trail

- Transfer the Pete Dye Golf Trail challenge to Bandwango to better track and communicate with users.
- Utilize the Bandwango platform to increase participate communication and engagement.
- Proactively contact Pete Dye Golf Trail golf courses to ensure mutual promotion.
- Work with tourism, marketing and communications team to develop a nationwide earned, owned and shared media plan to promote the Pete Dye Golf Trail.

Tactic Implementation Timeline – Pete Dye Golf Trail (PDGT)

March 2022: Finalize passport program with Bandwango.

April 2022: Timeline development.

April 2022: Contact former PDGT Challenge participants regarding new program.

May 2022: Identify grassroots/organic marketing opportunities to promote new program.

May 2022: Contact courses and provide marketing collateral for distribution.

May 2022 – Ongoing: Continued communication with PDGT courses to ensure promotion of new program.

May 2022 – Ongoing: Communication with Marketing Team to identify new and creative ways to promote the PDGT (social media, organic, event promos, etc.).

Tactics in Support of Achieving Trail Towns Program

- Develop an executive summary (elevator speech) of program.
- Identify pilot Trail Towns.
- Create certification guidelines for program.
- Proactively build internal partners.
- Market the program to the Governor and Lt. Governor.
- Work with outside stakeholders on program.

Tactic Implementation Timeline – Trail Towns Program

April 2022: Create executive summary of program.

May 2022: Reconvene Trail Towns interagency committee.

May 2022: Update the Timeline.

July 2022: Finalize certification guidelines for participation.

July 2022: Executive sign off on program implementation.

July 2022 – Ongoing: Communication with Marketing Team on launch of Trail Towns program and fit within overall marketing program.

August 2022: Identify outside stakeholders and extend invite to join efforts.

November 2022: Finalize list of pilot communities; confirm their interest and/or participation.

December 2022: Official announcement of the Trail Towns pilot program.

December 2022 – June 2023: Ongoing communication with pilot program towns regarding application process and certification.

Tactics in Support of Evaluating Statewide Indiana Youth Sports Facilities and Future Opportunities

- Continue to support Team Indiana’s mission by sharing human resources to drive youth sports events to the state of Indiana.
- Develop a comprehensive list of all youth sports venues throughout the state of Indiana.
- Work with the director of policy and analytics to generate statewide economic impact data that will help drive public awareness of the positive impact of youth sports tourism in Indiana.
- Assess our current youth sports venue inventory and identify future facility opportunities.

Tactic Implementation Timeline – Future Opportunities and Evaluation of Indiana Youth Sports Facilities

May 2022 – Ongoing: Meet with Team Indiana to share information.

May 2022 – Ongoing: Serve as a connector of communities new to the youth sports marketplace/tourism with Team Indiana.

June 2022: Develop comprehensive list of facilities currently in Indiana.

July 2022: Identify facilities under construction or in plan for Indiana.

June 2022 to November 2022: Utilize data, working with Director of Policy and Analytics, to generate statewide economic impact data of youth sports (have available for state budget review with ISC in December).

January 2023: Utilize data and comprehensive list of properties to identify future facility opportunities.

FY23 POLICY & ANALYTICS STRATEGIC PLAN

Executive Summary

The director of policy and analytics (P&A) is responsible for developing data and analytics tools and systems to support the agency's policy, programmatic, administrative, and marketing initiatives. P&A also serves as a resource for other Indiana Destination Development Corporation (IDDC) units and agency partners in their respective efforts to create a positive image and reputation for Indiana to attract visitors, retain and attract talent and retain young college graduates to keep Indiana a thriving state.

Mission

Deliver timely and quality research, metrics and data tools that inform IDDC policy, programmatic, administrative, and marketing initiatives, as well as serve the data needs of each respective IDDC unit.

Problem Statement

Indiana does not have much of a perception nationwide. To attract visitors, it is vital that IDDC collect and interpret national, state, and local data that will help inform policy decision makers, stakeholders, and the general public. IDDC must embolden its data infrastructure, research, and analysis to inform its future initiatives, policies, and research.

Objective

Educate policy makers, stakeholders, and the general public on the need to create a positive image and reputation for Indiana to attract visitors, retain and attract talent and retain young college graduates to keep Indiana a thriving state. Establish IDDC as a statewide leader in data

research and analysis for Indiana's attraction efforts. Through the development and dissemination of data tools and industry reports, IDDC's data insights can enable agency staff, stakeholders, public policy makers and the public to measure the positive impact of Indiana's attraction and retention efforts on the Indiana economy and return-on-investment for each dollar appropriated to IDDC.

Goals:

Business Intelligence:

1. Develop and structure data systems incorporating new and existing data sources.
2. Leverage data systems and implement software tools to conduct research, analysis, and data visualizations.

Tactics in Support of Business Intelligence:

- Assess current data infrastructure and data sources.
- Research and invest in BI solutions including Tableau, Infogram, data warehouse (Azure/AWS).
- Document, define and integrate existing data sources/services into data warehouse for cross-analysis and longitudinal data access.
- Develop baseline data quality and governance standards.
- Establish live data connections and prioritize automation of reports/data tools where viable.
- Integrate proprietary data (ADARA, Zartico) and public data (Census, BMV) with existing data projects/sets to develop more granular and comprehensive analysis of Indiana's tourism market.

Tactic Implementation Timeline – Business Intelligence

May 2022 – Ongoing: Finalize Tableau procurement. Set up data warehouse utilizing existing on-prem server resources provided by IOT. Work with other units to establish vendors and ownership of proprietary data (e.g., Adara) for maintenance, administrative and budgetary considerations.

July 2022: Load initial data tables into data warehouse. Establish live connections to data sets utilized via data visualization software. Develop APIs between data warehouse and data sources (Census, BLS, IPEDs and proprietary data providers). Establish baseline data quality and governance standards.

September 2022: Finalize assessment of current data infrastructure and data sources.

September 2022 – Ongoing: Integrate proprietary, internal, and public data (Census, BMV) with existing data projects/sets to develop more granular and comprehensive analysis of Indiana’s tourism market.

April 2023: Develop baseline data quality and governance standards for the collection, storage, and dissemination of IDDC data resources.

Goals:

Policy, Research & Analysis:

1. Develop a collection of reports and research tools to inform legislators and decision makers on the need to increase state tourism funding \$40M annually during the next biennium.
2. Utilize internal and external data and research to formulate reports, supporting materials and public policy recommendations.
3. Work with staff, partners universities and research institutions to develop data tools and research beneficial to all parties and state attraction and retention efficacy and advocacy efforts.

Tactics in Support of Policy, Research and Analysis:

- Develop a collection of reports and research tools designed to encourage legislators and decision makers to increase state tourism funding \$40M annually during the next biennium.
- Build a repository (SharePoint) of policies, procedures, guidance, research, and analysis for use by agency staff as well as to serve as the agency’s digital archive.
- Identify and document industry best practices and legislation to inform state policy.
- Pinpoint metrics for analyzing performance in the following areas –
 - Tourism, Marketing and Communications;
 - Partnership Development;
 - Talent Attraction;
 - Graduate Retention;
 - Sports Tourism; and
 - Lincoln Amphitheatre
- Develop insights and tools that address staff analysis needs, close data gaps, and provide advocacy and information tools for Indiana tourism, retention, and attraction efforts.
 - Policy: Compile a list of best practice funding and policy ideas from all fifty states.

- Graduate Retention: Compile and transform existing Census Post-Secondary Employment Outcomes (PSEO) data to produce statewide analysis of graduate migration patterns (analysis currently only available on institution level).
- Partnership Development: Build tools to support advertising sales efforts, including demographical and financial (tourism \$) analysis of local/media markets.
- Sports Tourism: Compile clearinghouse of venue/event listings. Leverage ADARA data to determine economic impact of amateur sports statewide and regionally.
- Tourism, Marketing and Communications: Leverage data warehouse as a hub for cross-analysis of multiple data sources to help identify market infiltration and measure effectiveness of marketing campaigns.
- Visitor Conversion: Leverage potential ADARA data with BMV/IAR data to measure visitor conversion. NOTE: data is currently unavailable
- Talent Attraction: TBD

Tactic Implementation Timeline – Policy, Research and Analysis:

May 2022: Complete PSEO dashboard for graduate retention. Await new data releases for US Census.

May 2022: Build a repository of policies, procedures, guidance, research, and analysis.

August 2022: Build tools for partnership development activities.

September 2022: Finalize legislative fact sheets, dashboards and research tools designed to highlight the necessity for increasing state tourism funding the next biennium. After initial data collected, there will be ongoing updates to all data.

September 2022: Collect budget and policy information from state tourism agencies nationwide. Build data table to store research and data tool for quick access to relevant budget and policy information. After initial data collected, there will be ongoing updates to all data.

October 2022: Finalize clearinghouse of venue/event listings for sports tourism.

October 2022 – Ongoing: Upon procurement of proprietary tourism data solutions, leverage data to support respective unit projects and day-to-day activities.

December 2022: Establish unit metrics. Confirm or build metrics reporting processes.