



2024 MARKETING STRATEGIC PLAN

MISSION STATEMENT

Expand domestic and international inbound travel and motion picture production to generate revenue and employment in Virginia

VISION	STRATEGY
<p>Lead with data and research to accelerate the inbound visitor demand by maximizing Virginia’s tourism potential and strategically driving \$100 million a day in visitor spending by 2026.</p>	<p>Identify high-yielding micro-audience segments most likely to travel to Virginia. Utilize hub and spoke marketing to showcase the abundance of experiences near VA’s top-visited destinations, specific to each audience segment. Develop accompanying messaging, content, and advertising to increase awareness, consideration, and conversion, ultimately accelerating inbound visitor demand and increasing visitor spending. Through these efforts, tourism fosters entrepreneurship opportunities, provides job opportunities for Virginians, and improves the quality of our communities and lives around the Commonwealth.</p>

CONSUMER AUDIENCES	KEY STAKEHOLDERS
<p>In-state and Virginia Consumers</p> <ul style="list-style-type: none">● Couples● Families● Friends groups <p>Micro-Audience Segments</p> <ul style="list-style-type: none">● Outdoor enthusiasts● Urban explorers● Travel & activity enthusiasts	<p>Governor’s Office & Lawmakers</p> <p>DMOs & Tourism Industry Partners</p> <p>Trade & Media</p> <p>State Agency Partners</p> <p>Third-Party Partners</p>

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GOALS

VTC's core goal is to **grow Virginia's tourism economy** by utilizing data and partnerships to **accelerate the inbound visitor demand by driving \$100 million per day** in visitor spending by 2026.

- Accelerate inbound visitor demand
- Build brand loyalty and trust with micro-audience segments
- Develop collaborative marketing initiatives and partnerships to maximize Virginia's tourism marketing potential

OBJECTIVES & KEY RESULTS

Objective 1: Accelerate Inbound Visitor Demand

Increase awareness, consideration, and conversions through owned, earned, and paid media, focusing on high-yielding micro-audience segments

Key Results & 2024 Targets:

- Drive 154k Direct Hotel Bookings (ADARA)
- Drive \$49-\$55M in Direct Hotel Revenue (ADARA)
- Maintain Household awareness levels of 57% for Virginia
 - Drive consumer awareness of Virginia is for Lovers brand and Virginia's abundance of tourism offerings through media coverage. Increase VTC's media reach/impressions by 5% and secure at least 20 positive placements including "Virginia is for Lovers" in stories
- Drive 38.1M in total Virginia industry-wide hotel room nights
 - Capitalize on visitor demand for Sports, Meetings, and Group Markets, fostering inbound visitation growth. Generate a minimum of 150 sales leads for group tours and sports.

Objective 2: Build brand loyalty and trust with target audience segments

Increase consumer engagement, conversions, and retention through valuable and relevant content

Key Results & 2024 Targets:

- Increase production of short-form videos and implement boosting strategy to reach new OOS audiences and grow social followers across networks by 3% by EOY
- Maintain at least 55% organic traffic by implementing SEO best practices across owned channels
- Secure an across-network engagement rate of 1.5% or higher by engaging consumers with new serial social media content formats
- Increase focus on social media community management to build trust. Reach 40% actioned messages and engage in comments daily.
- Develop 3 niche content campaigns aligned with audience segments by sourcing compelling assets from outside content creators and partnering with influencers to amplify VTC efforts
- Develop 2 new email marketing lead-generation strategies and 3 new automated drip campaigns to attract, nurture, and retain consumers in target audiences

Objective 3: Maximize Virginia's Tourism Marketing Potential

Support Industry Partners Through Collaborative Marketing Efforts

Key Results & 2024 Targets:

- Leverage brand equity through marketing partnerships and sponsoring significant events and initiatives, based on agency objectives. Develop 2 strategic projects between VTC and key stakeholders
- Increase the number of VIFL merchandise partners by 10%

- Establish 2 new Partner Co-op Programs, one for NOVA and one Statewide
- Empower industry partners statewide with a marketing toolkit with cost-effective strategies to amplify the Flagship Campaign's reach and drive visitation throughout Virginia
- Pixel at least 25 industry partner pages to improve analytics and reporting statewide
- Highlight 7 tourism regions in the Flagship campaign
- Develop a focused partnership plan to support 5 NOVA DMO partners
- Participate in or lead 6 industry education events annually

MEASUREMENT AND EVALUATION

Research and analytics inform VTC's marketing strategy at all stages, from planning to implementation to evaluation. We do not "set and forget" marketing plans; we implement, analyze, and adjust as needed to achieve our goals.

VTC will assess key performance indicators monthly, quarterly, and annually including:

- Increase awareness, engagement, and conversion through owned, earned, and paid media
- Increase economic impact through attributed hotel and flight bookings