



Discussion Guide

STRATEGIC PLANNING SESSION

PRODUCED BY
OnStrategy

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Meeting Outcomes

- **A Clear Vision:** The Commissioners will define NCOT's desired future state by establishing a clear vision for the organization that will guide actions and decisions across the entire organization.
- **Strategic Priorities:** Working collaboratively, the Division of Tourism staff and Commissioners will define the strategic priorities for the organization over the next 2-3 years in order to clarify where the Division should be focusing its efforts.
- **Strategy Scorecard:** The Commissioners will provide direction on the subsequent development of an organizational scorecard to be used to measure the success of the strategic plan.

Ground Rules

- **Be present:** Mute your cell phone, close the laptop and engage with the conversation
- **Be respectful:** One conversation at a time, keep an open mind and don't dominate the conversation
- **Be strategic:** Stay on topic, keep the conversation at 30,000 feet and don't get lost in the details. Off-topic or overly detailed discussions will be put in the Parking Lot

Planning Assumptions

- It is the Commission's role to provide guidance on the high-level vision and guiding direction for the Division. It is the Division's role to determine how best to implement the Commission's direction.
- We are planning for 2015/2016.

Work to Date

Key Decisions and Actions

- **The Mission Statement:**
 - **Current Version:** The discussion of the current mission statement culminated in the consensus that it included all the proper components, but needed to be reordered.
 - **Revised Draft:** *Promote statewide tourism to enhance the economic vitality of Nevada.*
- **Communications:**
 - **Monthly Briefing:** A monthly memo will be provided to the Commissioners with updates on things the Commissioners need to know including talking points for the upcoming month. Input from the Commissioners will be solicited prior to the monthly briefing.
 - **Press Releases:** Ensure that all press releases are sent to Commissioners electronically, preferably with an email that details the importance of the press release.
- **Meeting Structure:**
 - **Robust Subcommittee(s):** Continue meeting quarterly but with a semi-annual marketing subcommittee meeting.

- **Subcommittee Meeting Timing:** Marketing committee should meet 90 days before any major media buy.

Recommended Next Steps

- **Build on the Momentum:** Due to the work completed during the first planning session, the momentum has been built and the desire to continue the strategic planning process is great. We have made great strides towards revising the Mission Statement, Values, Stakeholders, and SWOT Analysis of NCOT. Additional strategic planning sessions to review and update other areas of NCOT's strategic plan are highly recommended. Focus areas would be:
 - **Vision:** Get everybody on the same page by establishing a focal point for the organization as a whole.
 - **Strategic Objectives:** Identify long-term priorities for the organization complete with milestones and action plans for achieving them.
 - **Key Performance Indicators:** Identify clear metrics and targets to measure the organization's success.
- **Create Accountability:** Make reporting on the status of strategic objectives and the dissemination of information an ongoing process for future Commission meetings to ensure the organization is meeting its performance targets, collaborating and being proactive.

SWOT Analysis: Commissioner's Perspective as of 2/21/14

<p>Strengths:</p> <ul style="list-style-type: none"> • Experience/Expertise • Diversity of Product • Passion • Camaraderie • Rolodex • Simplicity/Flexibility • Mature tourism industry: infrastructure, relationships, etc. • Creativity • Proximity to California (large population center) • LVCVA and RSCVA • Access (to the governor) • Global Perspective • Progressive thinkers/foresight • Great resources • Involvement with Brand USA 	<p>Opportunities:</p> <ul style="list-style-type: none"> • International Markets • International Markets (not just for Las Vegas) • Increased cultural and heritage tourism • More fully engage our parks system to leverage tourism (State, National, & Local) • Indian tourism • More customer-centric communication (website as an example) • Better share/communicate the impact of NCOT • Technology to better make use of our limited budget • Changing cultural landscape/demographics: Could target new audiences, millennials specifically • Present a united front to increase air access. Specifically within Northern Nevada (RSCVA, RTAA, EDAWN)
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Mature tourism industry: engrained beliefs • Less funding than other states • Reputation (Legacy) • Big Market (Vegas) "becomes" Nevada • No strong University • Gaming reputation overshadows everything • Org. Structure: one solution that tries to encompass diverse interests (culture, tourism and Indian affairs) • Open meeting law prevents discrete strategy discussions • Director is spread thin/Conflicting governance • Commissioners don't feel engaged enough. Frequency of meetings. • Many masters 	<p>Threats:</p> <ul style="list-style-type: none"> • More direct funding steals from the legislature • Being badly outspent by other states • Lost 1.5 years in our marketing campaign due to poor execution • Instability with marketing partners • Cost of maintaining branded rest stops • Expansion of gaming to other regions • Online gaming • Gaming is not a passion for millennials. • Access

2020 Vision: What does success look like for NCOT?

Current Vision

Think Big. Be Bold.

Commissioner Feedback (Feb. 2014)

- **Increased Tourism to the “rest of the state”**
 - Unify the specific needs of all the state's regions equally and respectfully to promote Nevada as a unique, desirable and popular destination.
 - To ultimately drive visitors to the unexpected locations found throughout our State. Las Vegas and Reno/Tahoe are givens, how can we expand additional destinations for our visitors.
 - Increased visitation to the state, especially for the rural areas.
 - Maximization of spending and messaging for "the rest of the state".
- **Increasing the economic impact of tourism on the State**
 - Our success should be measured by our success of attracting a significant amount of National and International new visitors to Nevada.
 - Success will come when you walk around the city during the off season and you still see stores open, restaurants open and business as usual. No boarded up buildings in areas that were once thriving.
- **Other**
 - Clearly casting a strategic vision and garnering the funding/political support to realize that vision.
 - To achieve historical and diverse experiences for the visitors to our State.

Strategic Priorities: To Reach our Vision, what are the key actions the organization must complete?

2013/2014 Strategic Imperatives

- Generate revenue for public and private industry partners and tax revenue for state and local municipalities.
- Educate the Nevada tourism industry to help bolster all sales and marketing efforts of statewide industry partners
- Create awareness of the Nevada brand (as identified)
- Increase visitation to Nevada's rural and historic areas
- Increase consumer spending per trip and increase length of stay at Nevada lodging properties

