

MASSACHUSETTS OFFICE OF TRAVEL & TOURISM

STRATEGIC PLAN FY2013

MISSION: To market Massachusetts as a leisure travel destination in order to generate state and local tax revenues, create jobs, and support travel-related businesses.

SNAPSHOT OF MASSACHUSETTS TOURISM:

Top 5 Origin Markets
(Ranked by estimated Visitor Spending)

<p>DOMESTIC</p> <ol style="list-style-type: none"> 1. Boston 2. New York 3. Hartford & New Haven 4. Prov./New Bedford 5. NH-other than DMAs 	<p>INTERNATIONAL</p> <ol style="list-style-type: none"> 1. Canada 2. UK 3. Germany 4. Japan 5. Italy
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Massachusetts Tourism Economic Impact

Revenue:
\$16 Billion

Total Number of Visitors CY2010:
(Domestic & International)
21 Million

Tax Revenue CY2010:
\$1.1 Billion

Number of Jobs Supported:
130,000

Strategic Goal 1:

To maximize tourism revenues by focusing marketing efforts on domestic and international markets, generating maximum return on investment.

- Focus domestic marketing efforts on DMAs that generate the highest volume of overnight leisure trips: in state and New England.
- Increase and allocate international marketing resources based on visitation patterns and economic outlooks: expand Canadian program); continue programs in European markets.
- Collaborate with other New England states on marketing/PR in European markets through *Discover New England* (DNE).
- Achieve cost efficiencies in media production by leveraging purchasing power and negotiate added value in digital, print, radio, and TV.

Strategic Goal 2:

Develop niche markets that have potential to generate significant revenues and are important sources of revenue for specific regions and businesses.

Enhance Massachusetts brand.

- **Enter emerging markets: Asia, India, Brazil.**
- **Align international efforts with Brand USA to qualify for 30% added value.**

Niche/Special Interest Markets:	
LGBT Historic Ports (cruise) Accessibility Group Tour MassJazz	Multicultural Sports Enthusiasts Film buffs Weddings Culinary

Strategic Goal 3:

Increase earned-media-value utilizing a strong PR program:

- Increase the effectiveness of marketing programs and the frequency of marketing messages through robust, innovative social media program and search functions.
- Use 3rd party sources – TV shows, magazines, online bloggers – to increase the credibility of MOTT’s marketing messages.
- Convey and provide vivid imagery of Massachusetts’ destinations, attractions, and activities.

Strategic Goal 4:

Monitor consumers’ changing media habits and shift marketing vehicles appropriately; leverage social media.

- Expand online marketing programs
- Launch mobile applications
- Maintain blogs
- Produce and viral-market video for targeted audiences

Strategic Goal 5:

Use MOTT’s leadership to increase the effectiveness of regional tourism councils, other DMOs, and travel businesses.

- Develop a common research platform so RTCs can better target their marketing program to best traveler prospects.
- Assess annual Governor’s Conference on Travel & Tourism programming to increase attendees’ knowledge and practical skills
- Encourage RTCs to develop multi-region marketing programs
- Tourism U: offers free skill-based workshops throughout the state
- Industry Newsletters: keep trade aware of MOTT program and marketing opportunities
- Make industry aware that MOTT provides marketing assistance to municipalities

Strategic Goal 6:

Employ primary and secondary research to target marketing programs and evaluate results.

- Track web use: volume and visitor origins
- Develop visitor profiles; Survey visitors, re: preferences
- Track revenue stats by region
- Share all research with travel industry to help focus marketing programs.

Strategic Goal 7:

Maximize effectiveness of new universal database.

- Increase travel industry’s ability to post information on massvacation.com and get exposure to potential customers.
- Increase MOTT’s ability to target industry communications.

Strategic Goal 8

- Continue to align sports marketing into MOTT; including competitive bidding efforts, refined branding of Massachusetts as sports destination
- Maintain Massachusetts film office at MOTT: marketing Massachusetts as desirable location for big budget Hollywood movies, small independents, and commercials. Also branding as a film buffs destination.

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