



**EXPLORE  
MINNESOTA<sup>SM</sup>**

22/23 – 24/25 STRATEGIC PLAN

## **A letter from Executive Director Lauren Bennett McGinty**

To Minnesota's Tourism Industry Partners, Supporters and Staff:

I'm delighted to share our 2022-2025 Strategic Plan for Explore Minnesota!

This plan is the result of a thorough process that included extensive stakeholder outreach, quantitative and qualitative research, and a more progressive, forward-thinking plan for our industry.

Over the past few months, we traveled the state to ask you—as Minnesota's tourism industry professionals and supportive stakeholders—to share your challenges and goals. Through a statewide survey, interviews and multiple listening sessions, we've come away excited by your desire to see Explore Minnesota continue to lead the growth of Minnesota's tourism economy.

We crafted this plan to improve and augment the great programs you appreciate at Explore Minnesota, while expanding and adding new areas of focus such as diversity and destination stewardship. Over the coming months, you'll continue to see details emerge about how we are implementing this plan, and we'll share updates as the work progresses. We are ready to be bold, try new things, and, above all, think differently.

Thank you—we'll see you out there!

## Explore Minnesota Strategic Planning Process Overview:

### Know Minnesota

We invited more than 1,000 industry stakeholders from across the state to share their input and insights. Listening sessions were convened virtually and in person in New Ulm, Roseville, Duluth and St. Cloud. Stakeholders provided input and shared context specific to their communities, regions and sectors of the industry.

The resulting Situation Assessment highlights areas where stakeholders recommended Explore Minnesota focus their efforts, including:

- Capitalize on Minnesota's natural resources to promote year-round travel.
- Increase engagement with tourism industry stakeholders across state and local levels.
- Broaden Explore Minnesota's marketing to highlight Minnesota's unique position as a one-stop destination for a wide range of travel experiences.
- Work with governmental partners to strengthen the tourism workforce and stabilize the state's travel and tourism industry.
- Shift national media perception of Minnesota to propel the state's visitor economy.
- Assume a leadership role for equity, diversity, accessibility and inclusion in the tourism industry.

### Go Minnesota

The strategic planning team at Explore Minnesota considered all stakeholder inputs to develop this three-year strategic plan. The plan brings clear direction and focus for both internal and external stakeholders while providing guidance to develop a more future-focused agency. The strategic imperatives were identified as follows:

- **Grow Minnesota's Visitor Economy**
- **Maximize Partner and Stakeholder Leadership and Collaboration**
- **Create a Welcoming Experience for All Visitors**
- **Foster Destination Stewardship**
- **Ensure Organizational Excellence**

### Grow Minnesota

In order to bring the strategic plan to life and implement the plan components, staff will engage in a process to ensure they have the right prioritizing, sequencing and staffing in place to reach our goals. We will also add new systematic structures and tools to support active plan management and agency growth.

Look for ongoing updates on the strategic plan here: [exploreminnesota.com/industry](https://exploreminnesota.com/industry)



# Explore Minnesota

Three-year Strategic Plan, July 2022 to June 2025

**Vision**

To be a top 10 destination for extraordinary travel in all four seasons.

**Mission**

We support Minnesota's economy and promote sustainable travel by welcoming all to experience our diverse cultures and destinations through innovative marketing, industry partnerships and unique storytelling.

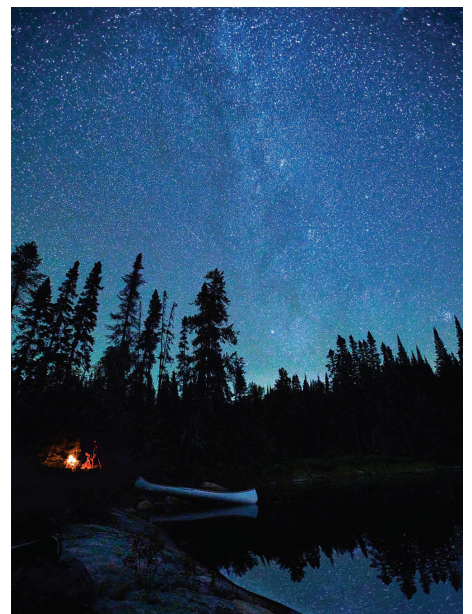
**Values**

- **Teamwork:** We collaborate, harnessing unique talents and strengths, to share the workload and trust each other to deliver the best results.
- **Creativity:** We challenge the status quo, find innovative ways to solve problems and use our talents for the benefit of Minnesota's visitor economy.
- **Agility:** We remove roadblocks and respond quickly to new opportunities; we are nimble and dynamic.
- **Inclusivity:** We welcome all, respect individuality, treat each other with dignity, and seek to ensure a safe, inclusive, and equitable environment at Explore Minnesota.

**Position**

We lead Minnesota's travel industry by collaborating with partners and stakeholders to market our state for the economic benefit of all Minnesotans.

Strategic Goals	Objectives
<b>Grow Minnesota's Visitor Economy</b>	<ul style="list-style-type: none"> <li>• Increase total visitation</li> <li>• Increase economic impact of tourism</li> <li>• Grow jobs created by tourism</li> </ul>
<b>Create a Welcoming Experience for All Visitors</b>	<ul style="list-style-type: none"> <li>• Increase the percentage of diverse vendors used</li> <li>• Increase spend in diverse markets</li> <li>• Expand and highlight content celebrating diverse cultures</li> <li>• Foster relationships with underserved, cultural and heritage communities</li> </ul>
<b>Maximize Partner and Stakeholder Leadership and Collaboration</b>	<ul style="list-style-type: none"> <li>• Increase private and in-kind stakeholder contributions</li> <li>• Grow stakeholder participation in Explore Minnesota's programs</li> <li>• Prioritize opportunistic and partnership marketing</li> </ul>
<b>Foster Destination Stewardship</b>	<ul style="list-style-type: none"> <li>• Conduct a Destination Assessment of Minnesota</li> <li>• Build partnerships with governmental agencies to identify areas of growth/sustainability where tourism intersects</li> <li>• Create new educational opportunities around maintaining cultural, environmental and economic integrity of Minnesota as a tourism destination</li> </ul>
<b>Ensure Organizational Excellence</b>	<ul style="list-style-type: none"> <li>• Prioritize employee growth through educational opportunities</li> <li>• Improve employee satisfaction as measured by an annual survey</li> <li>• Develop OKRs (Objectives &amp; Key Results) for all projects</li> <li>• Create plan for increased employee engagement</li> <li>• Establish an organizational structure that is future-focused</li> </ul>



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