



# STRATEGIC PLAN SNAPSHOT

## STRATEGIES

## PRIMARY GOALS

### (SUPPORTED BY SPECIFIC OBJECTIVES & ACTION PLANS)

#### **Organization:**

Create and operate a Destination Management/Marketing Organization (DMO) that will effectively and efficiently fulfill the mission of developing and promoting tourism into and for Lee's Summit

- Develop, adopt, and operate under a Vision Statement for the DMO
- Establish the organization as an independent not-for-profit agency
- Organize the Board of Directors to lead the agency
- Secure a professional and experienced staff for the DMO
- Secure appropriate office space and support services for the DMO
- Develop, manage, and monitor a budget for the DMO

#### **Marketing & Advertising:**

Develop and execute marketing and advertising programs to increase the awareness of Lee's Summit as a travel destination to consumers in the City's primary feeder markets

- Appropriately fund the DMO's marketing programs and activities
- Maintain a consistent visitor-directed marketing message and utilize it across all of Lee's Summit Tourism's marketing/advertising channels
- Enhance the Lee's Summit website to include additional visitor planning tools
- Focus marketing, advertising, promotion, and sales efforts on Lee's Summit's primary markets to attract both daytrip and overnight visitors

#### **Sales:**

Increase the economic impact of travel in Lee's Summit through targeted sales activities

- Increase the number of leisure travelers to Lee's Summit
- Increase the number of group tours to Lee's Summit
- Increase the number of meetings/conferences held in Lee's Summit
- Increase the number of amateur sporting events held in Lee's Summit

#### **Public Relations/Communications:**

Through public relations activities increase Lee's Summit's visibility and attractiveness as a travel destination to consumers through public relations activities and earned media on all platforms; Increase the knowledge of citizens and stakeholders regarding the

- Increase exposure of Lee's Summit to the public and the travel media through qualified writers/press, bloggers, influencers, and over social media platforms
- Create communications platforms and opportunities to disseminate information on the DMO's activities to City leadership, citizens, and stakeholders

#### **Visitor Experience & Services:**

Enhance the quality of visitors' experience by ensuring easy access to helpful resources and easy travel throughout Lee's Summit

- Develop and operate a Visitor Center for Lee's Summit
- Improve and expand visitor signage
- Expand the number of people who can properly assist visitors to Lee's Summit



## STRATEGY: ORGANIZATION

Create and operate a Destination Management/Marketing Organization (DMO) that will effectively and efficiently fulfill the mission of developing and promoting tourism into and for Lee's Summit

### BACKGROUND

Following the adoption of North Star's recommendations regarding the creation of a DMO, initial organizational steps were undertaken, including:

#### Development of DMO Bylaws

A draft set of Bylaws was developed by the consultant and a Lee's Summit working group and presented to the City's Community and Economic Development Committee for their review, editing, and approval. Following the Committee's recommended revisions to the draft, the Bylaws were recommended to the City Council for adoption. The City Council approved and adopted the Bylaws.

#### Creation of a Board of Directors

Candidates for the Lee's Summit DMO Board of Directors, as outlined in the organization's Bylaws, were selected by the City Mayor, recruited for service, and approved by the City Council.

**GOAL** Develop, adopt, and operate under a Vision Statement for the Lee's Summit DMO

**OBJECTIVE** Build a consensus vision for the organization to guide its activities and program of work.

#### **ACTION PLAN**

DMO Board of Directors should create and adopt a Lee's Summit DMO Vision Statement

#### Example DMO Vision Statements

Johnston County Visitors Bureau is the recognized and influential community tourism leader through its successful productive and technology savvy marketing, development and advocacy partnerships. – *Johnston County, NC CVB*

To be the recognized catalyst to make Norfolk a dynamic travel destination. – *Norfolk, VA CVB*

The Bismarck-Mandan Convention & Visitors Bureau is an engaged community brand marketing leader through its effective research, promotion and sales strategies, on-demand visitor services and productive industry and community partnerships. – *Bismarck, ND CVB*

The Chapel Hill/Orange County Visitors Bureau will serve as a leader in tourism economic development through creative marketing, as well as active community and product development support. – *Chapel Hill, NC CVB*

With Visit Phoenix's efforts, Greater Phoenix will achieve a healthy and sustainable visitor industry for the enjoyment of the visitor and the benefit of the local community. – *Phoenix, AZ CVB*

The Costa Mesa Conference and Visitor Bureau is the engaged destination marketing leader, supporting and selling the city's distinct visitor brand experiences and advocating community tourism benefits. *Costa Mesa, CA CVB*



**GOAL** Establish the organization as an independent not-for-profit agency

**OBJECTIVE** Secure 501(c)(6) Status for the Lee's Summit DMO

**ACTION PLAN**

The City has begun the process of securing a 501(c)(6) status for the DMO. This process should be continued to completion.

**GOAL** Organize the Board of Directors to lead the agency

**OBJECTIVE** Establish officers of the organization

**ACTION PLAN**

Elect officers of the Board as soon as possible (Chair, Vice Chair, Secretary, Treasurer)

**OBJECTIVE** Establish the committees of the organization

**ACTION PLAN**

Create and appoint members for the following Bylaw required committees:

Finance Committee

Oversees the annual review of the organization's financial statements and may direct as desired an audit of the DMO's finances. Oversees the preparation of the annual budget for presentation to the Board and City and shall regularly review the organization's financial position and make recommendations and reports regarding these matters to the Board of Directors. The Treasurer of the Organization serves as the Chair of Committee

Personnel Committee

Comprised of the officers of the organization. Oversees personnel matters, makes recommendations to the Board regarding personnel policies, and acts as the supervisor of the Executive Director

**ACTION PLAN**

Create and appoint members for the following recommended special committees:

Marketing Committee

Oversees and advises in the development and execution of the organization's marketing plan. Can include industry stakeholders with marketing responsibilities/experience who are not members of the Board.

Visitor Center Committee

Researches and makes recommendations to the Board regarding the creation, development, and operation of a Lee's Summit Visitor Center.



**GOAL** Secure a professional and experienced staff for the DMO

**OBJECTIVE** Recruit and Hire an Executive Director

NOTE: As this is a start-up type of organization, it has been discussed that the City may be willing to have the Executive Director initially be a City employee, with funding for the position to come from the Business and Industry Fund. This would provide the Executive Director with access to the City's benefits program. The Executive Director would report to the DMO Board. The Board of Directors, working with the City, could transition the Executive Director to become an employee of the DMO at such time as it may be beneficial for all parties. This arrangement and its details should be discussed and confirmed prior to recruitment and hiring of an Executive Director.

**ACTION PLAN**

The Board of Directors should develop and approve a job description for the Executive Director.

A draft Lee's Summit DMO Executive Director Job Description is included in this document as **Appendix A** (pages 32 – 34).

**ACTION PLAN**

Develop and establish a salary and benefits package for the Executive Director position

In that the position may initially be classified as a City employee, the Board of Directors would need to work with the City's Human Resources Department to classify and establish the salary/benefits package.

The Board of Directors should establish a competitive salary for the Executive Director.

**ACTION PLAN**

Identify qualified applicants for the Executive Director position

Work with the City's HR department in meeting requirements for posting of the position

Announce and publicize the position on appropriate industry job posting sites such as:

Missouri Association Convention and Visitors Bureaus Job Board  
[www.macvb.com/employment](http://www.macvb.com/employment)



Southeast Tourism Society Employment Opportunities  
[www.southeasttourism.org/sts-industry-jobs](http://www.southeasttourism.org/sts-industry-jobs)

DMOPROZ Job Board  
[www.dmoproz.com/job-board](http://www.dmoproz.com/job-board)

Destinations International Career Center  
[careers.destinationsinternational.org](http://careers.destinationsinternational.org)

**ACTION PLAN**

Interview selected qualified candidates, select, and hire Executive Director

**OBJECTIVE**

Develop and add additional professional and support staff as needed and as budget allows

**ACTION PLAN**

Over time, as the program of work is implemented and revenues grow due to increased tourism to Lee’s Summit, add appropriate specialized staff.

Recommendations for staff positions should come from the Executive Director as he/she establishes the DMO’s program of work, identifies particular needs for staffing, and has an opportunity to develop budget for such positions.

Typical types of positions that may need to be added to the DMO staff over time could include areas such as:

- |                     |                           |
|---------------------|---------------------------|
| Marketing/Promotion | Sales                     |
| Sports and Events   | Visitor Center Operations |
| Admin/Finance       | Social Media              |

**GOAL** Secure appropriate office space and support services for the DMO

**OBJECTIVE** Establish a physical DMO Office

**ACTION PLAN**

Again, as this is a start-up organization, the physical DMO office space needs will change over time. Initially, the DMO will primarily only need space for the Executive Director to begin the program of work for the organization and to develop the organization’s long-range plans. As programs are adopted, staff added, and/or visitor center space is created, the office space needs of the DMO will expand.

It has been discussed and is recommended that initial office space could be made available within City Hall. This is a particularly beneficial recommendation in that office space costs to the DMO would be minimized and access to support services would be much more convenient.

One of the mid-term goals of the Strategic Plan is the development and operation of a Visitor Center in Downtown Lee’s Summit. Such a center could also have space for the DMO’s offices. (See “Visitor Services Strategy” section



of the plan.)

**OBJECTIVE**

Develop and secure appropriate support services for the DMO

**ACTION PLAN**

It has been suggested that initially some professional support services may be provided by the City and/or the stakeholder community on an in-kind or gratis basis.

It is recommended that such partnership arrangements be pursued and adopted in the early stages of the DMO's creation and operations. Such arrangements would be particularly helpful in terms of budget and staffing.

These types of services could include:

Marketing/Promotion	Web/Digital Services
Design	Printing
Accounting	Legal

Over time, as staffing and budgeting capacity develop, such partnership services would transition to be the responsibility of the DMO.

**GOAL** Develop, manage, and monitor a budget for the DMO

**OBJECTIVE**

Develop, manage, and monitor a budget for the DMO

**ACTION PLAN**

Determine the portion and amount of the City's Business and Industry Fund, including reserves and/or other funding sources, to be allocated to the DMO by working with the City of Lee's Summit

Develop a proposed budget based on the amount of available funds and on the financial requirements needed to accomplish the work of this Strategic Plan and ongoing operations

Present the proposed budget for consideration and approval of the Lee's Summit City Council

Establish an accounting system allowing for expenditures to be tracked by category/purpose

Create and present to the DMO Board monthly financial reports

**OBJECTIVE**

Have in place appropriate financial relationships and policies

**ACTION PLAN**

Establish banking arrangements with a local bank

Create policies and procedures for check-writing, petty cash, and DMO credit card usage



Create and establish policies and procedures for DMO staff travel and expense reporting

## STRATEGY: MARKETING AND ADVERTISING

Develop and execute marketing and advertising programs to increase the awareness of Lee's Summit as a travel destination to consumers in the City's primary feeder markets

Lee's Summit is a unique and very desirable destination for visitors, particularly from the City's primary market areas (pp. 19 -20.) Marketing, promoting, and advertising the destination to potential visitors is a primary function of a DMO. As a result, the DMO needs to develop and implement a good marketing and advertising plan based on and in appropriate relation to its overall budget.

**GOAL** Appropriately fund the DMO's marketing programs and activities

**OBJECTIVE** Allocate resources within the DMO budget for marketing and advertising

### ACTION PLAN

In the development of the DMO's annual budget and based on the requirements of the annual marketing plan, ensure that adequate funds are directed towards agency's marketing and advertising plans.

**OBJECTIVE** Ensure that advertising expenditures are result in a positive Return on Investment (ROI)

### ACTION PLAN

Implement a program of ongoing research and statistical data review (Google Analytics, inquiry rates for both printed and digital advertising, etc.) to evaluate the effectiveness of all print and digital media advertising purchases. Adjust and/or eliminate advertising placements with a less than desired ROI and re-direct those funds to other/new marketing/advertising initiatives

**OBJECTIVE** Leverage marketing/advertising funds with local, regional and state partners that would yield the greatest ROI for Lee's Summit Tourism

### ACTION PLAN

Research and participate in select co-op marketing/advertising opportunities with MO tourism department: ([industry.visitmo.com/partnerships-programs](http://industry.visitmo.com/partnerships-programs))

Research and participate in select VisitKC co-op marketing/advertising/PR opportunities ([www.visitkc.com/partners](http://www.visitkc.com/partners))

Work with Visit KC to ensure that Lee's Summit is listed as a regional/day trip option on its Website (Lee's Summit is not currently listed) ([www.visitkc.com/regional-destinations](http://www.visitkc.com/regional-destinations))

Investigate the development of co-op marketing/advertising partnerships with the tourism offices in Kansas City MO, Kansas City KS, Independence MO, Lawrence KS, Lenexa KS, Leavenworth KS, Olathe KS, Overland Park KS and other



regional destinations. Develop joint interest trails program, or hub-and-spoke regional tours program with Lee's Summit as the base for overnight stays.

**GOAL** Maintain a consistent visitor-directed marketing message and utilize it across all of Lee's Summit Tourism's marketing/advertising channels

**OBJECTIVE** Ensure all visitor-directed marketing messages highlight and feature Lee's Summit's strongest features and competitive points of differentiation.

(Special Note: The current video on the landing page of lstourism.com does an outstanding job of featuring the City's diverse tourism assets and family-friendly atmosphere.)

#### **ACTION PLAN**

Utilize the City's research-based primary tourism attractors through images, graphics and copy in all media, advertising design and placement:

- Historic Downtown
- Small-Town Charm/Slower Pace
- Historic Assets
- Natural and Scenic Beauty
- Arts/Culture
- Parks & Recreational Opportunities
- Family-Friendly
- Welcoming People
- Transportation
- Sports Facilities
- Proximity to and Easy Access from Major Population Centers

#### **Sample Messaging Examples**

(Thematic conceptual examples only; actual messaging, design, implementation and execution would be the work of appropriate advertising and design professionals under the direction of the Lee's Summit DMO.)

##### ***Big City Vibes, Small Town Charm***

*Just a few short miles from all the excitement of Kansas City, you'll find a charming place full of fun and hospitality. Whether you're looking to play your day away or enjoy a relaxing weekend getaway, Lee's Summit is the perfect choice. Stroll through our historic downtown with its unique shopping and dining options. Take in our vibrant arts culture. Come for one of our small-town festivals. It's a special place that will make you want to slow down and stay a while.*

*And a place where there are no strangers...only new friends.*

---

##### ***And they say there's nothing to do in a small town...***

*Whether it's the family fun of one of our unique local festivals, enjoying a great day of unique shopping and dining, experiencing our outstanding recreation opportunities, our history, and our vibrant arts culture...you'll find all this and more in charming Lee's Summit.*





Your hardest decision will be what you want to do first...

**OBJECTIVE** Consider the development of a new tourism-specific brand identity

**ACTION PLAN**

As a city, Lee's Summit has a strong, research-based brand message ("Your's Truly") that is well-utilized across the city and related agencies.

In tourism stakeholder meetings interest was expressed in researching the need for and value of a unique tourism marketing-focused brand identity. Utilizing a different tourism brand message is not uncommon in the industry. competitive points of differentiation.

The DMO's Marketing Committee, Board, staff and stakeholders should evaluate the benefit of developing a new tourism marketing focused brand message. If the decision is made to develop such a message, the DMO should engage the services of a contracted professional destination branding/marketing agency that can, based on research, create and deliver such a brand.

**GOAL** Focus marketing, advertising, promotion, and sales efforts on Lee's Summit's target primary markets to attract both day trip and overnight visitors

NOTE: Lee's Summit is primarily a drive-market for visitors, although the destination is also well-served by the Lee's Summit Municipal Airport, the Kansas City International Airport, and Amtrak.

**OBJECTIVE** Establish priority markets for potential leisure, group tours, SMERF, amateur sports, and conference/meetings markets and further refine those markets as day trip visitors or overnight visitors

**ACTION PLAN**





### **METRO KANSAS CITY REGION (approx. 30 mile radius of Lee's Summit)**

Kansas City, MO (22 miles)      Kansas City, KS (23 miles)  
Independence, MO (14 miles)      Overland Park, KS (21 miles)  
Lenexa, KS (23 miles)

### **TARGET MARKET 1 (approx. 25 – 100 mile radius of Lee's Summit)**

Lawrence, KS (51 miles)      Leavenworth, KS (55 miles)  
St. Joseph, MO (77 miles)      Topeka, KS (79 miles)

### **TARGET MARKET 2 (approx. 100 – 250 radius of Lee's Summit)**

Columbia, MO (123 miles)      Jefferson City, MO (127 miles)  
Springfield, MO (149 miles)      Abilene, KS (167 miles)  
Wichita, KS (200 miles)      Hannibal, MO (219 miles)  
St. Louis, MO (246 miles)

### **NATIONAL MARKETS (all markets 250+ miles from Lee's Summit)**

## **TARGET MARKETS BY TRAVEL CATEGORY AND VISITATION TYPE**

### **Leisure Travelers**

#### Primarily Day Trip

Kansas City, MO; Kansas City, KS; Independence, MO; Overland Park, KS; Lenexa, KS;  
Lawrence, KS; Leavenworth, KS; St. Joseph, MO; Topeka, KS

#### Mix of Day Trip and Overnight

Kansas City, MO; Kansas City, KS; Columbia, MO; Jefferson City, MO; Springfield, MO and  
other communities in approx. 150 radius

#### Overnight

Kansas City, MO; Kansas City, KS; Columbia, MO; Jefferson City, MO; Springfield, MO;  
Abilene, KS; Wichita, KS; Hannibal, MO; St. Louis, MO all other communities in National Target  
Market (250+ miles from Lee's Summit)

### **Group Tours**

Day Trips: Metro Kansas City Region, Target Market 1

Overnight: Target Market 2 and all National Markets

### **SMERF (Social, Military, Educational, Religious, Fraternal groups; includes Weddings)**

Mix of Day Trips and Overnights: Metro Kansas City Region, Target Market 1, some limited  
Target Market 2

### **AMATEUR SPORTS**

Day Trip: Some sporting events primarily from Metro Kansas City Region

Overnights: Target Markets 1, 2, and some National Markets

### **CONFERENCE/MEETINGS**



Primarily an Overnight Type of Market: Metro Kansas City Region, Target Markets 1 and 2

**OBJECTIVE** Establish specific marketing/advertising strategies, including platforms, message, creative and placement that will best reach each of Lee's Summit's identified target market segments

**ACTION PLAN**

Working with the Marketing Committee, develop, budget for, and execute an annual advertising/promotion plan

Within the annual Marketing Plan, identify the most appropriate paid advertising in appropriate consumer publications and on digital platforms that will have the highest potential ROI in terms of visitation

Within the Marketing Plan, include advertising placements in support of sales programs towards other market segments (group tours, meetings/conferences, SMERF markets, etc.) as outlined in the Sales Strategy of the plan

**OBJECTIVE** Increase Lee's Summit's visibility and attractiveness as a travel destination through digital platforms; utilize and expand digital technology and social networking platforms to convey the Lee's Summit brand and marketing message to reach and influence potential visitors and provide them with travel planning resources

**BACKGROUND**

A strong online presence has become the primary tool for destinations to attract, inform, and ultimately convert interest into actual travel. Travelers now use the Internet as the primary research tool for planning virtually all elements of their vacation plans, including itinerary planning, lodging, shopping and dining and more.

Digital marketing is well suited to reach different demographic groups and help cast a wider geographic net toward a specific kind of customer. In addition, it is very cost effective, particularly in contrast to broadcast (television/radio) advertising. While print advertising is certainly not dead, the trend in destination marketing is towards digital.

Most travelers now depend on information available on their mobile devices. Lee's Summit's web-based information is cell phone and tablet translated.

Through the outstanding work of the City's Creative Services Department, Lee's Summit Tourism has an excellent website. It is graphically appealing, visitor-friendly, easy to navigate, informative, and contains up-to-date editorial and



promotional content.

The Creative Services Department also does an excellent job of utilizing various social media platforms to promote the destination.

#### OBJECTIVE

Enhance the Lee's Summit website (*lstourism.com*) to include additional visitor planning tools

#### ACTION PLAN

As budget allows, develop and add to the website the following:

**Lodging Booking Engine** – Can be accomplished through third-party provider; encourages and captures bookings for Lee's Summit properties

**Blog** – Encourages visitor engagement and serves as unbiased endorsement (must be monitored by DMO staff)

**Media Room** – Provides story ideas and outlines, copies of press releases, a library of high-resolution photography and video, and Lee's Summit media contact information

#### OBJECTIVE

Increase presence, types of platforms, frequency of visit, and number of followers on Lee's Summit's social platforms

#### ACTION PLAN

Current platforms should be maintained and regularly updated.

Facebook (*www.facebook.com/lstourism*)

Twitter (*www.twitter.com/lstourism*)

Instagram (*www.instagram.com/lstourism*)

To take advantage of other popular and free social platforms, the Lee's Summit DMO should create and maintain a presence on

Pinterest (*www.pinterest.com*)

Linked In (*www.linkedin.com*)

YouTube (*www.youtube.com*)

(There are currently 3-4 individual videos on YouTube related to Lee's Summit Tourism; the DMO should create a Lee's Summit Tourism Channel)



### Best Practices: CVBs Ramp Up Marketing, Social Media Strategies

Maria Lenhart, *Meetings Today Magazine*

Given how social media and mobile technology are playing an ever-increasing role in site selection and the way visitors are accessing destination information, it's little wonder that CVBs/DMOs are stepping up their approach to digital marketing. Mobile apps, Twitter command centers, meetings microsites and partnerships with local bloggers are all important tools that destination marketers are using to boost a city's appeal and improve visitor engagement.

Taking this approach is absolutely necessary in today's environment, according to Katie Cook, director of digital marketing for Visit Austin. "CVBs should continue to watch trends on how people are communicating and looking for information

so that they enhance the overall destination experience," she said. "As visitors and meeting attendees get more and more social media savvy, they are expecting CVBs to be present and responsive on these networks."

DMOs are empowering association planners to promote their meetings by giving them landing pages, microsites and digitalized content they can use. Pinterest and Instagram are being used for this as well—and the majority of DMOs are building Pinterest and Instagram sites for their destinations. Destinations and planners alike are concerned with attracting younger people, so they need to be in those channels.

Here's a sampling of creative ways some CVBs are using digital tools to enhance their meetings and tourism appeal.

**Austin, TX:** At the Austin CVB, a multi-pronged social media program includes meetings-specific accounts on Facebook and Twitter as well as a blog and a presence on Instagram, Flickr, YouTube, Vimeo and Pinterest. "We also started a program called True Austin that allows some of our local bloggers and influencers to answer visitor questions on social media and email," Cook said. "Visitors and meeting planners want to know what the locals recommend and love the personalized service."

**Chicago, IL:** For large meetings and shows, Choose Chicago will set up a command center on Twitter where attendees can get answers to questions and assistance with problems. "For instance, anyone having an issue at the airport can get help immediately from someone who's monitoring the tweets coming in," said Rose Horcher, vice president of client services. "At a recent meeting, we used it to retrieve a laptop left at the hotel."

**Indianapolis, IN:** Visit Indy is using Twitter to build excitement and answer questions from attendees before they arrive in Indianapolis. About two weeks prior to a meeting, Visit Indy starts communicating with attendees via the organization's event hashtag, said spokesperson Lisa Wallace. "We can discuss anything from transportation options to where to get a cup of the best local coffee," she said.

**Louisville, KY:** The Louisville CVB enables planners to tap into prepared content on restaurants and attractions that they can post on Facebook, Twitter and other platforms, said Gathan Borden, director of brand marketing. "All the planner has to do is insert their meeting hashtag, plug in their group name and they have a full-on social media plan," he said. "They can pick up whatever they want, including Tweets and Facebook posts we've created, and share it with their attendees."

**Nashville, TN:** The Nashville CVB's "Live Music Guide" enables visitors to access information about where and when artists are appearing at various spots around the city. "Music is our brand and our product—it was important for us to have an app that really addresses this," said Deana Ivey, chief marketing officer for the CVB. "Meeting planners ask about it and we promote it at the registration desk. It's very handy for people to use when they want to go out after functions. It has augmented reality, so when you step outside the hotel or convention center, you'll see what's happening within a few blocks of where you are."

**Valley Forge, PA:** "The old adage that a picture is worth a thousand words no longer applies to modern digital marketing," said Edward Harris, vice president of marketing and communications for Valley Forge Tourism and Convention Board (VFTCB). To that end, the VFTCB launched the cutting-edge Montco360.net, offering more than 30 interactive virtual tours of the most popular attractions and event venues in Montgomery County, all filmed with drones.





**Vancouver, BC:** Tourism Vancouver encourages local bloggers to post content on the bureau's Inside Vancouver website. "It's very personalized information that gives the viewpoint of those who live here, whether it's about where to take a bike ride or where to get a great glass of wine," said Dave Gazley, vice president of meeting and convention sales. "People are looking for authentic experiences."

## STRATEGY: SALES

Increase the economic impact of travel in Lee's Summit through targeted sales activities

**GOAL** Increase the number of leisure travelers to Lee's Summit

**OBJECTIVE** Conduct marketing and selected sales activities directed to Leisure Travelers

### ACTION PLAN

By far, the most effective method of reaching large numbers of leisure travelers and "selling" them on travel to the destination is through the Internet, digital advertising, and print advertising.

The majority of the DMO's sales efforts to reach the Leisure Market should be through these platforms, and should constitute the majority of the DMO's advertising, promotion, and communications budgets.

### ACTION PLAN

Attract leisure visitors to Lee's Summit through participation in selected consumer travel and/or recreational shows in primary feeder markets

It should be noted that consumer travel shows are not always effective for destination marketing organizations as the audiences at such shows are usually quite large and diverse.

That being said, with Lee's Summit's strong attraction as a day-trip destination, participation in travel shows in the feeder markets such as Kansas City Metro and Target Markets 1 and 2 (pp. 19 – 10) could be beneficial.

Research (market, audience, projected attendance, cost and schedule) of upcoming travel and/or outdoor in the identified Target Markets

Consider attending/participating in selected travel and/or recreational shows as part of a co-operative effort with other area destinations/DMOs

Register for those shows that indicate the highest potential; after attending the selected shows, evaluate their effectiveness and ROI

### ACTION PLAN

On a limited basis, utilize AAA offices to increase leisure visitation



While not as influential as they once were, AAA offices and their travel counselors do still have some influence on their membership. These offices also plan and operate group tours.

Research and identify individual AAA offices in Metro Kansas City and Target Markets 1 and 2 (pp. 19-20.) Prepare informational packets on Lee's Summit and distribute to those AAA offices via mail or when possible, in-person calls/sales blitzes.

Research advertising in the regional edition of the *AAA Tourbook* (annual publication) and select AAA digital and publications

### **ACTION PLAN**

Take advantage of major events, conventions, and festivals taking place in the Metro Kansas City Region; monitor the calendaring of such events; plan and execute programs and activities that will attract visitors to these events to Lee's Summit

**GOAL** Increase the number of group tours to Lee's Summit

### **BACKGROUND**

Tour operators occupy a vital role in the travel industry by organizing accommodations, meals, sightseeing and transportation. These pre-set travel packages allow for a customized travel experience based on budget or preferences.

The group tour industry has traditionally served an older demographic. That paradigm has shifted somewhat in recent years as Baby Boomers tend to prefer independent travel or travel with affiliated/affinity groups. That has led to smaller group tours (30 - 40 people as opposed to the traditional 50 – 55), the development of specialty tours, eco and adventure tours, special interest tours, and more variety of activity options while on tour, including more independent time in a destination.

Along with organized, pre-set and sold group tours, many independent groups or organizations utilize charter services to travel. These include church groups, bank travel clubs, student/youth groups, and others.

**OBJECTIVE** Make group tour planners aware of Lee's Summit as a group tour destination and work with group tour planners in tour/itinerary planning

### **ACTION PLAN**

Work with the Missouri Division of Tourism's (MDT) group tour program; utilize their resources and experience in developing and promoting Lee's Summit as a group tour destination; participate with MDT group tour sales and marketing programs





### **ACTION PLAN**

Develop information on Lee's Summit's group tour resources

Research local stakeholders' interest in, capacity for, and policies regarding group tour business. Compile findings in a Lee's Summit Group Tour handbook for easy reference and as a guide for selling to/working with group tour planners

Plan for and provide typical DMO services desired by group tour planners (i.e., lodging/dining/retail/attractions referrals, sample itineraries, local tour guide services, group tour planner familiarization tours, promotional materials/assistance, etc.)

### **ACTION PLAN**

Add a "Group Tour Planners" page to the Lee's Summit website with information pertinent to and helpful for group tour planners

### **ACTION PLAN**

As staffing and budget allow, obtain membership and participate in the marketplace programs of appropriate group tour organizations

National Tour Association ([ntaonline.com](http://ntaonline.com))

American Bus Association ([www.buses.org](http://www.buses.org))

Midwest Bus and Motorcoach Association ([mbmca.org](http://mbmca.org))

Student and Youth Travel Association ([syta.org](http://syta.org))

Going on Faith/Group Travel Family ([gofconference.com](http://gofconference.com))

**GOAL** Increase the number of meetings/conferences held in Lee's Summit

### **BACKGROUND**

The meetings/conference market for Lee's Summit currently has some challenges for Lee's Summit due to the small amount of dedicated meeting/conference space in the city and competition from nearby destinations with major meeting/conference space.

**OBJECTIVE** Plan and execute sales activities directed to attracting meetings and conferences

### **ACTION PLAN**

Develop information on Lee's Summit's meeting/conference resources



Research local stakeholders' interest in, capacity for, and policies regarding meetings/conferences. Compile findings in a Lee's Summit Meeting Planner's handbook for easy reference and as a guide for selling to/working meeting planners

Plan for and provide typical DMO services desired by meeting planners (i.e., lodging/dining/retail/attractions referrals, meeting space capacities, receptive services, local itinerary assistance, spouse program planning assistance, registration volunteers, promotional materials/assistance, etc.)

**ACTION PLAN**

Work closely with and utilize the meetings/conference services and marketing/sales knowledge and experience of meeting space providers in the area.

**OBJECTIVE**

Provide meeting planners with online tools and resources to plan a meeting/conference in Lee's Summit

**ACTION PLAN**

Add a "Meeting Planners" page on the Lee's Summit Tourism Website

**Best Practices Examples: Meeting Planner Services Web Pages**



**Franklin, TN**

Very similar city to Lee' Summit: historic downtown, close to major destination city (Nashville), similar size conference facilities  
[www.visitfranklin.com/meetings/10-reasons-to-host-your-meeting-in-franklin](http://www.visitfranklin.com/meetings/10-reasons-to-host-your-meeting-in-franklin)



**Albany, GA**

Also very similar to Lee's Summit  
[www.visitalbanyga.com/meetings-and-groups](http://www.visitalbanyga.com/meetings-and-groups)



**Austin, TX**

Nearest major competitive city for this market (until the opening of Kalahari Resort in Round Rock)  
[www.meet.austintexas.org](http://www.meet.austintexas.org)



**Knoxville, TN**

Midsized city with excellent menu of meeting services  
[www.visitknoxville.com/meetings](http://www.visitknoxville.com/meetings)



**GOAL** Increase the number of amateur sporting and recreational events held in Lee's Summit

**OBJECTIVE** Plan and execute sales activities directed to attracting amateur sporting events

**ACTION PLAN**

Working with the City's Parks and Recreation Department and privately held sporting facilities such as Paragon Star, identify and inventory the destination's sports facilities and outdoor recreation assets (such as hiking and biking), prime usage, and available calendaring dates for amateur sporting events and outdoor recreational activities and competitions

Work with the local lodging community to ascertain their interest and willingness to participate in sports teams housing, as well as their policies and inventory availability

Identify the Events Rights Holders of amateur sporting events/tournaments that best match the destination's facilities

Develop and execute sales programs to Events Rights Holders to secure events for Lee's Summit

Provide necessary services to support sporting events

**GOAL** Increase visitation from individuals interested in arts/culture

**OBJECTIVE** Identity and market Lee's Summit's arts/cultural assets to potential visitors

**ACTION PLAN**

Working with the City of Lee's Summit Cultural Arts Program, inventory and identify the destination's primary arts and cultural assets (including events)

Develop and execute marketing, promotion, and sales activities directed towards persons interested in arts/culture

**GOAL** Increase visitation by persons arriving by Amtrak

**OBJECTIVE** Use both current and potential future Amtrak arrivals to Lee's Summit to increase both daytrip and overnight visitation

**ACTION PLAN**

Work directly with and partner with Amtrak, MoDOT, and the Missouri River Runner Marketing Committee, to develop service to the destination from Lee's Summit's primary markets and to leverage their marketing and promotion resources to generate interest in train travel to Lee's Summit

Develop and market travel itineraries and tour packages for Lee's Summit that include train travel by Amtrak



## STRATEGY: PUBLIC RELATIONS/COMMUNICATIONS

Through public relations activities, increase Lee's Summit's visibility and attractiveness as a travel destination to consumers through public relations activities and earned media on all platforms;  
Increase the knowledge of citizens and stakeholders regarding the Lee's Summit DMO's program of work

**GOAL** Increase exposure of Lee's Summit to the public and the travel media through qualified writers/press, bloggers, influencers, and over social media platforms

**OBJECTIVE** Engage in a broad general media relations program to generate earned media in strategically targeted outlets

### ACTION PLAN

Create customized pitches aimed at editors, journalists, bloggers, influencers and others, particularly in Lee's Summit's identified source market areas in Metro Kansas City Region and Travel Market Regions 1 and 2

Create, distribute and pitch story ideas and press releases to qualified media outlets; focus on both existing and emerging and existing story lines, including small town uniqueness, unusual shopping or dining outlets, arts and culture, special events, outdoor recreation, history, etc.

**OBJECTIVE** As a part of Lee's Summit DMO's digital public relations activities, utilize digital influencers

### ACTION PLAN

Research, identify and utilize qualified macro and micro influencers whose blog/vlog areas of interest match Lee's Summit's travel product and who have a quantified and large base of followers matching Lee's Summit's target market demographics

**OBJECTIVE** Communicate regularly with travel consumers and potential visitors

### ACTION PLAN

Continue to produce and distribute a Lee's Summit permission-granted consumer-targeted travel e-newsletter produced by the City's Creative Services Department

Editorial content of the e-newsletter should include information on local attractions, feature stories, special events, itinerary suggestions, etc.



## Best Practices: Examples of Travel Consumer E-Newsletters

**AUSTIN INSIDER** # AUGUST 2018

### DISCOVER THE LIVE MUSIC CAPITAL OF THE WORLD®

From intimate listening venues to the bright lights of the Big Stage, Austin has a musical experience for every taste. Catch live music day and night performed by blues bands, indie rockers and more. [READ MORE](#)

**Teach Austin's Top Chefs**  
Cook a top and top with our 12 favorite places for queso around town, best paired with an elevated margarita. [READ MORE](#)

**Your Owner's Guide to Austin**  
Special weekend escapes, LGBTQ-friendly spots, restaurants, nightclubs and attractions in the city's exciting neighborhoods. [READ MORE](#)

**FEATURED CONTENT**

**Butch's Billiards**  
Located in the heart of Austin, three full bars, pool, shuffleboard, pool, darts, video your favorite team with our sports packages. Kickstart your night - late night. [LEARN MORE](#)

**Live! It Wine Tour**  
The heart of Texas Wine Tour. Awesome views, and amazing wine. Celebrate Texas dinner and a true Texas state-of-the-art performance. All-inclusive price. [BOOK NOW](#)

**CALENDAR OF EVENTS**

Austin Symphony Concerts in the Park 8/4/18 - 8/25/18 The Long Center <a href="#">DETAILS</a>	Austin Pride Festival & Parade 8/18/18 Panda Gardens <a href="#">DETAILS</a>	All Gardens, Livestyles and Gardens Festival (AGLGF) 8/22/18 - 8/25/18 Various Locations <a href="#">DETAILS</a>
Ball Park 8/24/18 Congress Avenue Bridge <a href="#">DETAILS</a>	Out of Bounds Comedy Festival 8/27/18 - 8/29/18 Various Locations <a href="#">DETAILS</a>	Capital City Black Film Festival 8/30/18 - 9/1/18 Austin Convention Center <a href="#">DETAILS</a>

**visit Austin**  
"The Live Music Capital of the World"

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**Fredericksburg**  
THE TEXAS HILL COUNTRY

**CLICK HERE FOR AUGUST'S EVENT CALENDAR**

### Enjoy Texas Wine Country Grape Harvest

Spent a few days in Fredericksburg enjoying grapes and enjoying Texas Wine Country before experiencing the area's museums, shops and culinary adventures. [Learn more](#)

**State's Oldest Continuous Fair**  
The Gillespie County Fair celebrates its 131st birthday, August 22-26, with a carnival, parade, food, music and more being. [Learn more](#)

**FIC Presents "Nonsense"**  
The award-winning Fredericksburg Theater Company presents "Nonsense" for two weeks in August. [Learn more](#)

**Vote Texas Hill Country for "Best Wine Region"**

**Trade Days = Shopping Mecca**  
On the weekend of the 3rd Saturday every month, Fredericksburg's shopping scene gets even better. [Learn more](#)

**Labor Day Weekend Gateway**  
It's the best official gateway weekend of summer, and you should take advantage of it! Visit the Texas Hill Country has to offer. [Learn more](#)

**visitmidland**  
Midland, Texas

The mission of VisitMidland is to encourage economic growth by developing, promoting, enhancing and supporting Midland as a vibrant visitor destination.

**June 2018 Edition**  
[Visit Our Website](#)

**I hope to do this June**  
Click on the four event teams for details about these fun events perfect for the whole family. For a complete listing of Midland events, go to the [VisitMidland Event Calendar](#).

**Summer MovieFests**  
Summer MovieFests - Enjoy the 7th season of the world's longest running moviefests.

**Family Fridays** - Enjoy fun, educational activities this summer based on Dinosaur Trail (book availability) and a love of learning setting all ages at the Museum of the Southwest.

**Shower Day Lunch & Lecture** - Join the Petroleum Museum with Robert Lindsey, PhD to learn about the significance of the O.C. Parker map and its influence on the growth of Gulf Oil Company.

Did you know, you can be your event for FREE on our website calendar? [Click here to submit your event!](#)

**4th of July**

**PIONEER**

CELEBRATE INDEPENDENCE DAY WITH A BAND AT MOGAN PARK

Star Spangled Salute

**Partner Spotlight - Midland Community Theatre**  
Midland Community Theatre was founded in 1980 by Art Cole. Each year, Midland Community Theatre hosts their annual fundraiser, Summer MovieFests, the world's longest running moviefests at the historic Union Theatre.

Since 1995, the McLennan Community Theatre Competition has taken place showcasing playwrights to create new comedy scripts suitable for production in community theatres. Over 2,000 plays have been written, and every August, finalists from the competition are presented at the Midland Theatre & Music Festival production.

**GOAL** Create communication platforms and opportunities to disseminate information on the DMO's activities to City leadership, citizens, and stakeholders

**BACKGROUND** A common problem in the DMO industry is that is generally little knowledge among citizens or stakeholders about the work of the DMO or of the economic impact of tourism in the community.

**OBJECTIVE** Grow awareness among Lee's Summit's citizens, leaders, media, and local tourism stakeholders of the economic impact of tourism in Lee's Summit and the work of the DMO

### ACTION PLAN

Create and distribute to stakeholders, City leadership, citizens, and local media a regular communication that includes information and graphics on items like DMO activities, sales programs, economic impact information, stakeholder news, new products, special events, relevant information from regional/state tourism entities, feature stories, letter from the Executive Director, etc.





## Best Practices Example: Beaumont, TX Local E-newsletter



**OBJECTIVE** Involve and encourage dialogue with local stakeholders

### ACTION PLAN

Plan and conduct quarterly Lee’s Summit Tourism “Connect” Meetings. These meetings could possibly be combined with planned hotel/lodging meetings. Utilize “Connect” meetings to discuss/communicate Lee’s Summit DMO and City activities/programs; receive input from stakeholders; provide a forum for the exchange of information between Lee’s Summit tourism stakeholders, organizations and event planners; and build cohesive support for the DMO and the development and promotion of tourism

**OBJECTIVE** “Get the word out” about tourism and the DMO to local citizens and groups

### ACTION PLAN

Develop a list of possible Lee’s Summit Tourism/DMO speaking topics (Impact/Importance of Tourism in Lee’s Summit, Economic Impact of Tourism in Lee’s Summit, The Work/Programs of the DMO, The Tourism Strategic Plan, New Tourism Developments in Lee’s Summit, etc.)

Develop a “DMO/Tourism Speakers Bureau” made up of speakers from the leadership of the City, DMO Board and staff members, and interested



stakeholders. Contact local business, civic, social, and educational groups (which are often searching for meeting/luncheon/event speakers); speak/present as often and to as many groups as possible

**OBJECTIVE**

Utilize the annual National Travel & Tourism Week (NTTW) as a promotional vehicle to inform Lee's Summit citizens about the impact of tourism in the city and the work of the DMO

**ACTION PLAN**

Use the U. S. Travel website ([www.ustravel.org](http://www.ustravel.org)) to determine the dates for NTTW

Plan and conduct Lee's Summit's Travel and Tourism week activities and promotion such as media events; visitor recognition/visitor events; government events; travel and hospitality employee events, etc. Utilize and customize activities detailed in the free toolkit available on the U.S. Travel website

**OBJECTIVE**

Communicate the career opportunities in the hospitality/tourism industry to young people in the Lee's Summit educational system

**ACTION PLAN**

Work directly with the Lee's Summit educational system and support workforce development and educational programs such as ProStart and Hospitality/Tourism curriculum/classes





## STRATEGY: VISITOR EXPERIENCE AND SERVICES

Enhance the quality of visitors' experience by ensuring easy access to helpful resources and easy travel throughout Lee's Summit

**GOAL** Develop and operate a new state-of-the-art Visitor Center for Lee's Summit

**OBJECTIVE** Develop the Visitor Center in downtown Lee's Summit

### ACTION PLAN

With the historic downtown being the focal point of Lee's Summit's tourism product, it naturally follows downtown would generally be the first destination/contact point for visitors

Having the Visitor Center in downtown would make it quite convenient for visitors to obtain information on the destination and receive advice on planning their visit. This service not only enhances the visitor experience; it also has the potential to encourage visitors to extend their stay and/or increase their spending in the city

In addition, having the Center located downtown is perceived as a valuable benefit by the downtown attractions, retailers and restaurateurs

Begin with developing DMO office downtown and utilizing staff and partners to help serve as visitor information points (ex. City Hall front counter staff, etc.)

**OBJECTIVE** Have a downtown Visitor Center specifically designed for that purpose, designed to be attractive, interactive, provides appropriate visitor services, includes public restrooms, has ample and convenient parking, and includes office space for DMO staff

### ACTION PLAN

Create a Visitor Center Committee from the Board of Directors

Utilize the input of the board, staff, and stakeholders as well as visitor center best practices in the planning and design of the Visitor Center

Establish and implement a plan and a timeline for budgeting for, securing, designing, and building out of a Visitor Center

During the design and development phase of the new Visitor Center, consider operating a temporary Visitor Center in Lee's Summit City Hall or other available space in Downtown Lee's Summit



### Best Practices: Visitor Centers Reference Websites

12 Things Successful Visitor Centers Do Differently

<https://tourismeschool.com/blog/12-things-successful-visitor-centres-do-differently/>

Asheville NC Visitor Center

<https://www.exploreasheville.com/iconic-asheville/about-asheville/visitor-information/>

Austin TX Visitor Center

<https://www.austintexas.org/plan-a-trip/visitor-center/>

University of Rhode Island Visitor Center

<https://dbvw.com/news/first-impression-uri-unveils-new-welcome-center/>

### Visitor Center Design Best Practice Examples



Columbus GA



Florence AL



Macon GA



Ft. Wayne IN



Johnson City TN



**GOAL** Improve and expand visitor signage

**OBJECTIVE** Capture the interest of drivers with highway signage on Interstates 70, 470, and 49 as well as along Highway 50

**ACTION PLAN**

Consider adding to the DMO advertising plan the purchase of billboards along key feeder highways to the advertising plan

With the current loss of the state's "brown sign" program, long-term efforts by the City and DMO on this issue with the Missouri Department of Transportation may be necessary to enhance Interstate signage highlighting Lee's Summit's tourism assets as well as "Visitor Information" signage directing travelers to the Lee's Summit Visitor Center once it has been established

**OBJECTIVE** Improve visitor wayfinding signage

**ACTION PLAN**

Lee's Summit currently has some wayfinding signage that is easy to follow and provides helpful information. As budget allows, extend wayfinding signage into areas such as the commercial/retail districts and to more rural assets

**GOAL** Expand the number of persons who can properly assist visitors to Lee's Summit

**OBJECTIVE** Equip visitor contact personnel, volunteers, and interested citizens to assist visitors to Lee's Summit

**ACTION PLAN**

Develop and institute a hospitality training program that equips front-line personnel in visitor contact points (hotel front desks, attractions/points of interest, downtown merchants and restaurants, convenience stores, etc.) with customer service skills and knowledge of the Lee's Summit tourism product

**OBJECTIVE** Create and distribute the appropriate visitor publications and provide helpful visitor information at various visitor touchpoints

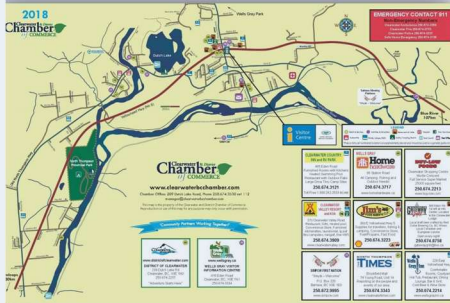
**ACTION PLAN**

Produce and publish an annual Lee's Summit Visitors Guide. Make the Visitors Guide available in a digital version on the Lee's Summit Tourism Website. Distribute the Visitors Guide to as many visitor-contact points in the city as possible, i.e., hotel front desks, Chamber offices, government offices, attractions/points of interest, downtown merchants and restaurants, convenience stores, etc.



Develop and produce a map of Lee's Summit on tear-off pads and make available free-of-charge at all visitor contact points

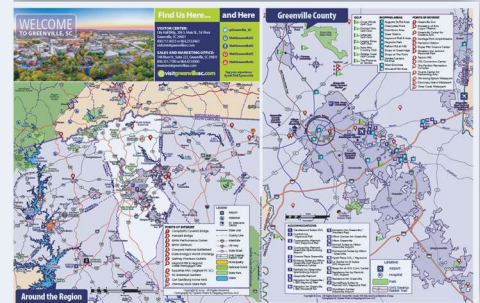
### Best Practices Examples: CVB Tear-Off Maps



Clearwater Beach, FL



Austin, TX



Greenville, SC





## **APPENDIX A:**

### **Draft Job Description: Lee's Summit DMO Executive Director**

Lee's Summit, MO is actively seeking an accomplished and visionary leader to develop and manage a newly created 501(c)(6) Destination Management/Marketing Organization (DMO), and for overseeing all programs and policies for the Lee's Summit DMO.

The City of Lee's Summit, Missouri is a thriving, progressive community located 16 miles southeast of downtown Kansas City. With a population of more than 103,000, Lee's Summit enjoys the many attributes of a significant suburb within a major metropolitan area while still maintaining a small-town feel. Complemented by a growing business community and superior quality of life amenities, Lee's Summit has become one of the largest cities in Missouri and is consistently ranked as one of the best places to live in America.

The position requires an experienced leader with strong vision and experience in the tourism industry, including creating and managing a team, strategic planning, advocacy, marketing, public relations, and destination development. The position will be responsible for exercising fiscal control over the agency's budget and ensuring optimal return on the investment of transient lodging tax funds.

The duties of this position include, but are not limited to, the following:

- Lead the DMO, guiding the City's tourism programs with a forward-thinking strategic vision for the organization
- Develop, recruit, inspire, and manage a team of professionals, providing direction on all programs and initiatives
- Demonstrate professional communication skills, acting as the primary spokesperson for the organization with industry stakeholders, media, and diverse partners
- Advocate for the intrinsic value of tourism as an economic driver and effectively communicate the role of the DMO
- Develop and maintain relationships and partnerships with diverse stakeholders in the city, region, state and in the tourism sector nationally
- Provide leadership and strategic oversight for the City's tourism brand strategy and marketing campaigns
- Develop and execute a comprehensive marketing plan, guiding the organization to implement strategies that effectively engage key audiences with compelling and innovative messaging
- Develop and execute a comprehensive sales strategy that will increase visitation from leisure travelers, business travelers, groups, and others
- Working with the Board of Directors, the Board's Treasurer and Finance Committee, and the Lee's Summit City Council, develop and manage an annual budget