

INDIANA™

Indiana Destination Development Corporation
FY '24 – '25 STRATEGIC PLAN



IDDC VISION

Increase the *desirability* of Indiana as a place to visit, play, live, learn, work, and raise a family.



IDDC MISSION

Brand and promote Indiana to tell the state's *authentic story* to attract and retain visitors, talent, and graduates and to improve the state's image.

SITUATIONAL ANALYSIS

The IDDC was created to improve Indiana's image, resulting in more visitors and more talent attracted to the state, and greater retention of the graduates of Indiana colleges and universities. Research had shown the state was rated below its competitive set on most image attributes. The first step in the image building process was to create a unified state brand message to use as the vehicle to tell the state's story. The IN INDIANA branding campaign was launched in the summer of 2022.

In its first year, IN INDIANA produced impressive results for the state. According to a 2022 image study analyzing the first year's effort, the campaign boosted the state's image for those consumers who were exposed to it and attracted 864,000 incremental out-of-state visitors to Indiana. The visitors influenced by the campaign spent \$102 million at Indiana businesses and paid \$11.22 million in taxes. For each dollar spent on out-of-state advertising in 2022, the state of Indiana received an additional \$6 in tax revenue, a tax ROI of 6:1.

Given these impressive results, the Governor and legislature increased the funding for the IN INDIANA campaign to \$20 million per year for the FY '24 - '25 biennium. This plan will deploy those funds with the most impactful and cost-effective strategy during the next two years.

IDDC STRATEGIC INITIATIVES:

VISITOR ATTRACTION

OVERVIEW

Research has shown that Indiana's tourism advertising and visitation not only increases visitor spending at Indiana businesses, creates jobs and raises state and local tax revenue, but it also improves the image of the state in general. The 2022 Indiana Image Study showed that out-of-state consumers who were exposed to the state's tourism advertising and visited the state had a much better perception of Indiana as a good place to live, start a career, start a business, attend college, buy a vacation home, and retire. Based on this research, the IDDC believes that achieving all of its primary objectives – attracting and converting visitors, attracting talent and retaining college graduates – all start with tourism. *It all “starts with a visit”!*

PROBLEM STATEMENT

Historically, Indiana has typically had one of the smallest tourism promotion budgets in the country. This has led to poor image results for the state when compared to its regional competitive set. The FY '24 - '25 biennial budget, while still lagging behind regional competitors like Michigan, Ohio, Kentucky, and Illinois, is the first significant funding for Indiana image building in decades. It's time to tell the Indiana story to the region, the country and the world. There is much to be done.

OBJECTIVES

- Develop paid, earned, owned and shared marketing strategies to promote travel to and in Indiana.

GOALS

- Increase Indiana's brand awareness inside and outside of Indiana.
- Through marketing, increase visitation to Indiana destinations.

IDDC STRATEGIC INITIATIVES:

VISITOR CONVERSION

OVERVIEW

Knowing from research that visitors have a much better image of Indiana than out-of-state residents who have never visited the state, the IDDC will target visitors with messaging that promotes the benefits of becoming an Indiana resident, visitors such as those attending conferences and conventions, sporting events and festivals.

PROBLEM STATEMENT

Indiana has a workforce shortage and a population that is not growing at a fast enough rate to keep up with the need for new workers.

OBJECTIVES

- Educate out-of-state visitors on the benefits of living in the Hoosier state, including the enhanced quality of life, the lower cost of living and other benefits that make Indiana such a great place to live, work and raise a family.

GOALS

- Identify potential new residents from a pool of out-of-state visitors.
- Market Indiana's quality of life, education system and cost of living benefits through paid retargeting to these potential new residents.
- Measure the effectiveness of the out-of-state marketing efforts at improving sentiment, increasing population and contributing to Indiana's economic success.
- Create innovative in-market experiences to collect data from visitors and communicate the benefits of living in Indiana during their visit.
- Design new resident attraction policy incentives that would entice out-of-state residents to relocate to Indiana.

TALENT ATTRACTION

OVERVIEW

The quest to attract talent is at the top of the agenda for every state and city in America. Given that competition, the IDDC has deployed research to determine which types of workers are most likely to strongly consider relocating to Indiana. Based on interviews with Indiana corporate recruiters as well as focus groups with workers around the country who are open to moving to a new state, the research shows that best prospects for relocation to Indiana are workers who already have some connection to the state. Those who grew up in Indiana, attended college here or have family/friends living in Indiana were more likely to accept a position in Indiana. And because of the state's advantages for raising a family – safety, low cost of living, strong education system, etc. – workers who are married and in the early family formation stage of life (no children yet or young, pre-school children) are prime prospects.

PROBLEM STATEMENT

Indiana has workforce shortages in many fields, and wages may not be as high as in more expensive parts of the country. And the state's poor image perception is a barrier to attracting talent.

OBJECTIVES

- Develop tools to assist employers with their talent attraction efforts.
- Market the advantages of living in Indiana to the best worker prospects.

GOALS

- Develop toolkits that augment talent attraction efforts by corporations, universities, and other employers. These toolkits would provide prospects with information on the state's cultural and recreational opportunities, quality of life advantages and cost of living.
- Establish partnerships to collaborate with a wide range of Indiana hiring entities.
- Enlist hiring entities to adopt the state's new IN INDIANA messaging.
- Design new talent attraction policy incentives that would entice out-of-state talent to move to Indiana.
- In partnership with cities and industry groups, market to the best out-of-state prospects for recruitment to Indiana.

IDDC STRATEGIC INITIATIVES:

GRADUATE RETENTION

OVERVIEW

Each year, Indiana's impressive collection of colleges and universities produces tens of thousands of college graduates. These new college grads have years to experience all the state has to offer, if they actually get off campus and explore Indiana. We know that experiencing Indiana will make them prime prospects for staying in Indiana. Specific marketing to students attending Indiana colleges and universities will encourage them to discover all Indiana has to offer both as visitors and residents.

PROBLEM STATEMENT

Significant numbers of both in-state and out-of-state college graduates leave Indiana to pursue employment elsewhere after graduation, creating the state's "brain drain". This contributes to the state's shortage of qualified workers in various industries, a loss of innovative thinking and entrepreneurs, and population declines.

OBJECTIVES

- Collaborate with the state's colleges, universities, and employers to connect students and graduates with internships, employment opportunities and recreational and tourism destination opportunities to increase Indiana's graduate retention rate. Market Indiana's tourism opportunities and resident advantages to college students and recent graduates.

GOALS

- Track current data and trends on Indiana's graduate retention.
- Establish partnerships to collaborate with the state's higher education institutions.
- Create tools which encourage college student and intern engagement with destination experiences.
- Design pre- and post-graduation policy incentives for students to experience Indiana destinations and commit to staying in the state.

IDDC STRATEGIC INITIATIVES:

PARTNERSHIP DEVELOPMENT

OVERVIEW

While state funding will always be the bedrock of IDDC's financial support, there is also a role for non-state investment in IDDC's initiatives from businesses/corporations, foundations, colleges/universities, municipalities, economic development agencies and tourism entities. These investments will range from direct grants and contributions to the IDDC, to sponsorships and buy-ins for specific IDDC programs or products. To facilitate the flow of private-sector dollars into IDDC programs, IDDC has established a foundation to benefit the corporation.

PROBLEM STATEMENT

Non-state support is needed by the IDDC both to increase the funds available for its programs and initiatives and to demonstrate private-sector buy-in to the IDDC's mission and efforts.

OBJECTIVES

- Generate dollars from businesses/corporations, foundations, colleges/universities, municipalities, economic development agencies and tourism entities for IDDC initiatives.

GOALS

- Raise funds through direct investments in the IDDC from companies and foundations.
- Generate revenue by offering sponsorships and buy-in opportunities for IDDC projects and products.
- All funding support will advance the adoption of and activation of the IN INDIANA brand.

IDDC STRATEGIC INITIATIVES:

RESEARCH & REPORTING

OVERVIEW

The need for the creation of the IDDC was identified through a comprehensive research program prior to the agency's launch. Research remains a top priority, both to focus the IDDC's efforts and to measure its results.

PROBLEM STATEMENT

Success measures for public policy initiatives are sometimes elusive. For that reason, the IDDC identifies and funds the research needed to ensure that program initiatives are providing measurable results.

OBJECTIVES

- Educate policy makers, stakeholders, and the general public on the need to improve the image and reputation of Indiana, to attract and retain visitors, talent and recent college graduates. Research and report the results of IDDC initiatives regarding Indiana's attraction and retention efforts.

GOALS

- Leverage data systems and implement software tools to conduct research, analysis, and data visualizations.
- Develop and structure data systems incorporating new and existing data sources to track and report results.