

STRATEGIC PLANNING PROCESS

Purpose

- Realign organization for the next five years
 - Review mission and vision of the organization (rationalize brand positioning)
 - Discuss and triage corporate business goals (radar screen)
 - Look to destination management and not just visitor recruitment
 - Understand the evolving role of VSPC
 - Assess industry, competitor and customer trends
 - Drill down to review departmental goals
 - SWOT analysis and 5P strategies
- Focus on
 - Increasing per-visitor economic impact
 - Asset and product development
 - Community and infrastructure development
 - Collaborating with the local community and deepening partnerships
 - Value-added proposition of people and region
 - Any gross negatives extracted from interviews and/or secondary research

About HCP

- Local firm with over 35 years of experience providing strategic consulting and other business services.
 - Currently under agreement with Pinellas County to provide support services
- Engaged with Tourism and Public Agencies – previous engagements with:
 - MOSI
 - Florida Aquarium
 - Clearwater Marine Aquarium
 - Tampa Theatre
- Most recently completed a strategic planning process with Pinellas County Economic Development
- Has conducted opinion research for Pinellas, Sarasota, and Hillsborough Counties all within the previous year

Approach

- Nine Month Scope
- Key Phases
 - Committee Stakeholder Interviews – 1:1 interviews with 36 key stakeholders to gain unvarnished opinions
 - Market wide Secondary Stakeholder survey – online survey distributed to larger pool of stakeholders
 - Community Sentiment survey – online survey to Pinellas County residents to gain their perspectives in a broad-based format
 - Industry trends review – Review of industry data and nationwide tourism-related trends in partnership with industry experts
 - Strategic Planning Workshop – all day session with VSPC leadership to review findings, make decisions and build consensus based on the research findings. Exercises to include:
 - Outline positioning statement and platform. (Mission, Vision, and Position)
 - Construct force field diagram and establish driving and restraining forces.
 - Review service structure to identify core, near core, and outfield targets.
 - Discuss customer triage fielding to classify A, B, and C targets.

- Situation analysis of competitive advantages/disadvantages, customer needs, and weaknesses/strengths.
- Discuss stakeholders' mission and goals, integrated strategies (offensive/defensive) and projects/programs.
- Assign goals to timings of immediate (one year), mid-range (two to three years), and long-term (greater than three years).
- Plan creation and presentation
- Committee & Countywide Stakeholders to comprise a varied and diverse group of important perspectives including:
 - Tourism Development Council members
 - Representatives from lodging
 - Creative Pinellas
 - Sporting representation
 - Large and small attractions
 - Airport executives
 - Environmental representation from Pinellas County
 - Chambers of commerce from across the county
 - Municipal governments

SCHEDULE

January 2021	Kickoff Committee Stakeholder interview questionnaires designed Countywide Secondary stakeholder survey instrument design finalized Industry and visitor analysis begins
February 2021	Committee Stakeholder interviews begin Countywide Secondary stakeholder survey instrument launched Industry and visitor analysis continues Community sentiment survey instrument designed Community sentiment survey launched, distributed
March 2021	Committee Stakeholder interviews conclude Countywide Secondary stakeholder survey collection continues Industry and visitor analysis continues Community sentiment survey collection continues
April 2021	Countywide Secondary stakeholder survey concludes Industry and visitor analysis concludes Community sentiment survey collection concludes <i>Strategic planning workshop is scheduled (Committee Stakeholders/VSPC Leadership)</i>
May 2021	Community sentiment survey collection concludes Strategic planning workshop is held (Committee Stakeholders/VSPC Leadership) Plan creation begins
June 2021	Plan creation continues to be finalized
July 2021	Plan creation concludes, new plan is delivered to VSPC for approval Presentation materials begin production Presentation date is scheduled
August 2021	Presentation materials conclude production, reviewed with VSPC
September 2021	Presentation to elected officials, public