



FY23 Strategic Plan & Scope of Work

About

Discover New England (DNE) is a regional destination marketing organization founded in 1992 by the six New England state tourism offices. DNE is a nonprofit (501c6) association dedicated to promoting travel to and within the member states of Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

Overview

The following plan is a revised FY23 strategy based on a budget from state partner dues. This restores Discover New England (DNE) to its pre-pandemic funding level; taking into account the increased costs of doing business due to inflation.

This plan serves as a guide for year 1 post-pandemic. With more time and budget, it is recommended that additional research, such as a survey and more roundtable discussions, be conducted to fine-tune the elements of this plan and to gain more industry input for the development of a 5-year plan.

It is essential for New England to work together as one-destination to regain its share of the international tourism market which saw a loss of nearly 80% in 2020. New England is a relatively small and compact region and is positioned as one destination by media and the travel trade because visitors to the northeast visit multiple states during their travels.

Timing is critical as international inbound travel to the United States is rebounding rapidly without the negative COVID testing mandate for entry. Visitation to New England could more than double 2022 figures in just two years' time and it would only benefit by the Federal Administration's increased commitment for USTA to attract 90 million international visits by 2027.

In addition to travel barriers dropping and the Federal Administration kicking into gear, the Northeast, and more specifically Boston, will be seeing a flurry of new airline direct routes. To name a few: JetBlue starting flights from London, United from Heathrow, New Zealand Air, Delta from Tel Aviv, American from Halifax, Aer Lingus has plans from Manchester and PLAY from many locations in Europe. Japan Air is also talking of restoring daily flights to Boston in 2023.

Timing could not be better for the New England state partners to return to the international market. There is strong opportunity for growth while nurturing tourism stability for our suppliers. The domestic drive market is being threatened by COVID-response funds running their course and now inflation and waning consumer confidence in anticipation of a recession. New England would be smart to nurture different markets that are more price inelastic to inflation and that is less weather-dependent. The high-end international visitor creates the market diversity New England needs.

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Data

From 2018 to 2019 domestic and international travelers spent \$1.1 trillion in the U.S. supporting 9 million jobs and \$180 billion in tax revenue. Domestic travel expenditures reached \$972 billion which was a 4.4% increase over 2018 (adjusted for inflation, 2.3% increase).

In 2020 and 2021, many parts of New England reported their best years on record due to the domestic traveler; however, international travel was greatly restricted and business/group travel hindered due to the COVID pandemic. Given the extraneous factors involved, 2020 and 2021 are being viewed as outliers; however, the impacts are expected to resonate in consumer behavior in 2022 and beyond.

DNE will look at 2019 as the benchmark year for the purpose of planning. In 2019, the New England states experienced a combined visitor expenditure of \$54.7B according to USTA. \$7B of which came from international travelers. Top origin markets listed from largest to smallest: Canada, UK, China, Japan, Germany, France, Brazil, South Korea, India, Spain, Italy, Australia, Netherlands and Mexico (Source: Tourism Economics). In reviewing the chart below, an important observation is the rapid growth out of the gate during 2022 and the momentum thereafter.

Asian markets continue to be impacted by travel restrictions, reduced visas and testing mandates; therefore, these markets are expected to rebound closer to 2024.

	2017	2018	2019	2020	2021	2022	2023	2024	2025
International visitors to New England region (000)									
Total international	5,441	5,690	5,664	1,127	1,446	3,688	4,994	5,870	6,334
Canada	2,485	2,623	2,528	545	872	2,092	2,624	2,947	3,094
Mexico	46	49	51	16	18	49	52	54	55
China	272	260	251	29	41	97	172	226	264
Japan	236	216	240	38	12	130	191	228	240
South Korea	110	101	123	20	13	66	91	111	124
Australia	66	69	70	11	9	28	54	74	85
Brazil	114	145	134	23	17	52	78	100	116
India	89	92	100	20	14	42	60	75	88
France	134	157	158	20	29	86	136	167	179
Germany	184	174	173	22	17	82	134	176	195
Italy	73	77	89	11	8	41	63	80	89
Netherlands	58	63	67	16	7	30	47	60	68
Spain	66	80	99	15	11	40	64	80	87
UK	385	406	414	68	90	259	397	459	486
Total overseas	2,910	3,018	3,086	566	556	1,547	2,318	2,869	3,185

TOURISM ECONOMICS

Goal

DNE's goal is to increase tourism visitation and expenditures to all six states in the region.

Objectives/Strategies

Achieving the goal of increasing tourism visitation and expenditures to the region, DNE will focus on the following objectives:

Strengthen New England supplier relations.

- Generating a DNE Advisory Committee that is composed of a fair and diverse representation of suppliers from each state.
- Host educational opportunities for New England's hospitality industry.
- Provide a schedule of reporting on DNE performance and metrics using respected research partners.
- Conduct research to ensure that DNE is aligned with the industry's needs.

Manage the New England brand and adopt important tools & positioning.

- Improve DNE's research and reporting capabilities.
- Adopt mobile and media technology that allows DNE to be competitive where consumers are.
- Generate fresh visual mobile, web, social and communications content that grabs attention, informs and inspires.

Manage the New England brand and foster a desire to travel to New England by reaching targeted geographic and demographic markets in an integrated and effective way.

- Re-establish trade relationships with key tour operators and airline partners.
- Engage media and influencers with updates, resources and pitches to generate earned media coverage.
- Align with BrandUSA and the U.S. National Travel & Tourism Office.

Begin nurturing opportunity markets that may be built upon into the future.

- Secure memberships with Visit USAs and similar organizations in secondary markets.
- Utilize tools with the US Commercial Service to identify emerging markets and their feasibility.
- Test select Domestic fly-markets.
- Seek funding to conduct a study in partnership with educational institutions to understand the ways that the region can benefit economically.

Implementation

The implementation includes:

1. Nurturing supplier relations
2. Manage the New England brand: Adopting important tools & positioning
3. Manage the New England brand: Primary markets, expanding efforts in the UK/Ireland and Germany
4. Taking steps now that may be advanced in years 2-5

1. Nurturing Supplier Relations

Supplier Relations.

Building and maintaining relationships with suppliers throughout the region will take consistent communication and programming and it will take positioning DNE as a respected expert leader in the tourism industry. Their perception of DNE is what will determine the size and dependability of the Partner Program and will influence public policy towards regional tourism in general. The cornerstone steps for this are:

- Using and providing expert research and data;
- Providing mechanisms for industry input, feedback and participation;
- And providing training opportunities that improves our New England suppliers' skillsets.

DNE Advisory Committee.

Fewer groups have a bigger toolbelt than our New England tourism industry in its collective. Having their structured input in the direction of the organization and having their accountability will aid DNE considerably while allowing for stronger, influential supporters throughout the region.

2. Manage the New England brand: Adopting important tools & positioning

Research.

DNE will need to continuously utilize up-to-date data in order to pull reports as needed and to generate quarterly market and program reports for the industry. DNE held meetings with both *Travel Market Insights/XBorder Research Group*, based in Lake George, and *Tourism Economics*, based in Philadelphia, at the recommendations from other RMOs and Brand USA. It was determined that both serve very different needs that enable DNE to provide confidence to the New England industry and to policy makers.

- *Travel Market Insights/XBorder Research Group*. This research firm will act as an extension of staff for DNE and assist with ongoing surveys of New England suppliers, trainings and benchmark/forecast reporting.
- *Tourism Economics*. This research firm is the most trusted by all RMOs, 22 states and Brand USA. They will provide DNE with a dashboard called Symphony that will aggregate airline, STR, visitation, tourism revenues and employment, competitive data and custom KPIs from programs, social and web assets.

Creative Assets & Inspiration.

- *Partnership with Yankee Publishing.* This is a full partnership that includes the production of a digital guide, four translations, multichannel distribution to 1.5 million subscribers in fly-markets, boosted distribution in specific markets defined by DNE, advertorial for state partners at no added cost and the ability to update and expand on in future years. Yankee Publishing is the perfect partner for DNE because of their strong familiarity with the states and because of their ability to turn a guide around in short time. In 2007, the previous guide was completely paid for by advertising. For this version and due to the shortened timeline to produce a piece, DNE would like to front the cost of the piece and then provide added value for the Partner Program instead so some of this cost may be made up later on with Partner Program revenues.
- *Crowdriff.* Adopt a mechanism to collate continuous content from the states and outside organic feeds to enable fresh visuals and content to be available for communications and display.
- *Mobile App.* In an effort to aggregate all of New England's experiences into one platform in a way that DNE is not responsible for maintaining content, DNE could have an attractions and activities app customized for the region that can be promoted via trade partners. This was discussed often during IPW 2022's appointments in which operators said that they would absolutely direct agents and their direct clients to this resource. – possible STEP Grant match funding.

Communication Pillars

DNE should work with its marketing experts to reassess communication pillars to appeal to societal issues that are the most current including inclusivity and the environment. Here are a few possible pillars to work from:

- **Wellness and the Environment** - Featuring healthy, civic and environmentally aware tourism product and experiences, choosing tourism businesses that donate to causes or offset their impacts, interpretive natural experiences and more. This is deeper than just going for a hike, going to a farm or doing a zipline.
- **Diversity & Inclusion** –Throughout New England, visitors can find a celebration of different cultures, a place where refugees and immigrants can start business and thrive and where LGBTQI+ community can feel safe to express themselves; all of which enriches the experience for everyone.
- **The Undiscovered/Behind the Scenes** –Travel is about discovery; at any turn New England stashes away funky foodie stops, fabulously repurposed structures, tucked away murals or finds at the back of alleyways, and bits of other Atlas Obscura. It's not just culture and arts, but there is more natural beauty to be found far beyond the beaten path.
- **Multigenerational** – Featuring family experiences with kids of a wide age range and many people love to travel with their fur-babies too. Planning can be quite a challenge, where to stay, how to pack, what to do that entertains the parents, grandparents and the kids alike.
- **History Meets Modern** – New England has a rich American history which is uncontested; however, there is much more of a convergence of modern advances with respect to preserving the region's historical significance. Technology and immersive experiences collide.
- **Adventure** –Everyone should step slightly outside of their comfort zones and challenge themselves every once in a while, and New England has the four-season variety of experiences to do just that.

3. Manage the New England brand: Primary markets, expanding efforts in the UK/Ireland and Germany

Why UK/Ireland?

- Long history with DNE
- Established awareness
- Forecasted to double by 2025
- Proximity
- Fewer barriers to entry
- More lift from different airports into Boston

Tactics include: in-market representation, trade shows, media and trade engagement, social media, a sales mission (P2P), BrandUSA programming

Why Germany?

- Long history with DNE
- Established awareness
- Forecasted to more than double by 2025
- Europe's largest travel market
- US is Germany's largest DEI investment market

Tactics include: in-market representation, trade shows, media and trade engagement, social media, a sales mission (P2P), BrandUSA programming, translation of digital guide.

BrandUSA.

It is critical for DNE to align and collaborate with the United States' tourism efforts overseas in order to capitalize on the demand that they generate and to benefit from their contributions to our campaigns. Additionally, BrandUSA qualifies media and trade partners to ensure that BrandUSA state members are receiving quality joint marketing opportunities. There's a lot of competition for market share in the UK, Ireland and Germany due to other states increasing their commitment in these markets and DNE needs to do the same to not only defend the great work that DNE has done over the years but to ensure we are positioned for continued growth.

Proposed BrandUSA Partnership

Microsite Revisions
Global Marketplace 2023
Travel Week 2023
Programmatic Media Campaign
General Media Buying
Sojern Affinity
Multi-Channel UK Winter 2023
Programmatic Media Campaign
General Media Buying
Sojern Affinity
Multi-Channel DE Winter 2023

The objective is to develop a comprehensive package with BUSA that will incorporate not only trade but consumer targeting and online marketing that drives visitation to the DNE microsite. The above is a plan for both markets that includes: a programmatic media buy, a DNE facilitated joint marketing effort through an approved BrandUSA media partner, a joint marketing campaign with Sojern which has strategic alignments with various airlines in markets and gives the DNE state partners the option to do additional buys into a multichannel. Additional funding is required to make modifications to the microsite.

4. Taking steps now that may be advanced in years 2-5.

Test-Market in Select United States DMAs.

An objective of DNE is to manage the New England brand. This is not necessarily restricted to overseas visitors. It is true that certain New England states may already be marketing to North American markets, but having New England-wide communication in those markets would only help to better achieve scale and elevate the effectiveness of their current individual campaigns; similarly, to how DNE is in the same markets that BrandUSA is in.

There are many advantages for reaching the domestic market including:

- The sheer size of untapped market potential - \$924.3 Billion;
- Increasing availability of lift to different airports throughout New England;
- Increasing adoption of self-driving technology and electric vehicles;
- Less weather dependent than the drive market;
- Assumed higher propensity to stay longer in fewer states (yet still inclined to visit multiple states);
- More likely to stay in New England vs adding NYC or Niagara Falls;
- Less competition with other countries;
- More likely to spend on rack rates;
- Less socio-economically tied to European current events;
- Fewer barriers to travel.

This plan is attempting to make a strong case for the United States; however, it is NOT asking to launch a large effort in this first year. Instead, it is recommended that DNE test consumer markets for responsiveness with the aid of a key media partner; this is included in the Yankee Publishing Partnership as added value for DNE.

US Commercial Service New Market Assessment Services. This is a relatively low cost-service that DNE should utilize to assess other opportunity markets and to receive reports that includes identification of key partners and tactics. These can only be done on markets that DNE is not currently in. The benefit of doing this due diligence is that the exact report can be used to apply for further federal funding to pay to launch efforts in new trade markets recommended by the assessment including show registrations and the cost of campaign placement. Further discussion will be needed to identify which markets should be assessed; however, based on visitation to New England in 2019, the markets of Brazil, Japan, India and Korea may be considered.

Other Partnerships.

- DNE should budget to join VisitUSAs in all first, second and third tier international markets in order to enable a presence that can be expanded upon in the future.
- There is interest from New York & Co and Capital Region USA to collaborate with DNE to build origin demand around the new New Zealand Air flight launching this October to JFK. JFK is an important gateway into Connecticut, Western Massachusetts and Vermont. DNE may only participate in this campaign using pay-to-play partners from throughout the region.
- The US Commercial Service has identified the high HHI Mexican LGBTQI+ market as having a high propensity for U.S. travel and as a strong opportunity market. For a low cost, DNE can participate in a virtual conference and provide a destination training to over 100 media and travel trade specializing in travel for this demographic.

Travel beyond Tourism. *Higher Education-Initiative Economic Roadmap.* The Northeast is known for its high performing education and attracts students from around the world. There may be an opportunity for the region to maximize the talent that is attracted here because of education and to capitalize on their return leisure travel by family and friends in the short and long-term. In order to assess the feasibility, the interest, the types of partnerships and steps required, DNE may be able to work with the U.S. Economic Development Administration (EDA) to source funding to take on experts that can develop an economic roadmap geared towards visitation, seasonal employment and long-term retention of talent. The finished report for this study may be used to securing additional federal funding for implementation.

Scope of Work

Scope of Work: DNE Operations & Office Closure Plan

Currently, DNE is operating at a minimal staff level which makes this the ideal opportunity to make physical and operational changes to the organization that improve efficiency and that are cost-saving.

Staffing Up

With new systems in place, DNE will be able to cast a wide geographical net for talent. DNE will assess equipment and post for the following positions:

- Director of Product & Services, responsible for the Partner Program and Educational Trainings.
- Administrative Assistant, responsible for FAM tour planning and for light bookkeeping assistance.
- Develop on-boarding plan including regularly one-on-one meetings.

Scope of Work: Supplier Relations

The Director of Product & Sales will be responsible for managing programs that interface directly with New England suppliers including the Partner Program and the Educational Program. Ideally, these programs will be created in collaboration with the new Director after hire.

Phase 1 –Systems.

- Assess current TEAM capabilities and Zoom Meetings and Webinars against other technologies.
- Identify a financial transaction service to simplify invoicing and payment options to DNE.
- Ensure DNE metrics interface with Tourism Economics Symphony platform.

Phase 2 –Industry Input & Partner Program.

- Conduct an annual industry survey via Survey Monkey to gather feedback on programming, visitation and priorities.
- Define and advertise Partner Program components and pricing.
- Establish policies and gain board approval for the creation of a Stakeholder Advisory Board and what the nomination process looks like.
- Identify training topics of most interest to the industry.
- Identify metrics and finalize a regular reporting template for Partners and Industry Suppliers.

Phase 3 –Content, Trainings & Reporting.

- Create an Educational Calendar that is continuously updated.
- Secure guest speakers and industry experts.
- Maintain the online Industry Resources section on www.DiscoverNewEngland.org with past educational recordings, video, research and other tools.
- Establish and implement an Industry communications calendar.
- Launch Stakeholder Advisory Board meetings.
- Implement a reporting schedule.

Timeline: Supplier Relations

Phase		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1 –Systems	Assess training and financial transaction tech capabilities											
	Interface training metrics with Symphony											
2 –Industry Input & Partner Program	Industry Survey											
	Update Partner Program components and pricing as more information is received											
	Create Stakeholder Advisory Policy and Process and complete selection process											
	Finalize list of training topics of interest											
	Interface Partner Program metrics with Symphony											
3 –Content, Trainings & Reporting	Release Educational Calendar with registrations with fully updated webpage											
	Launch Industry Communications Plan											
	Launch Stakeholder Advisory with quarterly meetings											
	Release regular Partner Program reports											

Scope of Work: Manage the New England brand - Adopting important tools & positioning

DNE needs to shift from a text and sales-based approach to a visual and marketing-based approach by expanding the organization's display and digital capabilities. Having these tools will only improve the effectiveness of advertising and sales activities.

Phase 1 –Foundational Cornerstones.

- Formalize contracts with research partners Tourism Economics (Symphony platform) and TTMI (customized forecasting).
- Utilize marketing consulting services to assess and formalize communication pillars.
- Secure visual asset management CrowdRiff and load with existing photography.

Phase 2 –New Tools that will Evolve DNE with Improved Marketing Capabilities.

- Establish a schedule of research reporting and report templates.
- Contract with sole-source partner Yankee Publishing to create a DNE Digital Guide that includes translation, international metrics reporting, boosted distribution to select Domestic fly-markets and within Yankee Publishing's media outlets.
- Create a library of visually interactive itineraries, galleries and lists with corresponding printable versions to be used as trade sales tools.
- Assess Mobile Platform technologies for feasibility, function, ease of industry inclusion and promotion.

Phase 3 – Rollout & Promote Inspirational Assets.

- Populate visuals on BrandUSA and Yankee Publishing joint-marketing.
- Provide destination and asset training for in-market reps.
- Launch industry supplier trainings on how to interface with CrowdRiff and selected Mobile Platform.

Timeline: Manage the New England brand - Adopting important tools & positioning

Phase		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1 –Foundational Cornerstones	Formalize contracts with research partners: Tourism Economics & TTMI											
	Assess communication pillars											
	Formalize CrowdRiff and populate											
2 –New Tools that will Evolve DNE with Marketing Capabilities	Create research reporting templates											
	Formalize agreement with Yankee											
	Design a collection of itineraries, galleries, lists and other visual content based on pillars											
	Research and select mobile platforms											
3 – Rollout & Promote Inspirational Assets	Populate visual content on Yankee Publishing, BUSA and on sales tools/presentations											
	Provide training for in-market reps											
	Launch training and “how to” one pagers for industry on how to interface with mobile platform and CrowdRiff											

Scope of Work: Manage the New England brand - Primary markets, expanding efforts in the UK/Ireland and Germany

While expanding marketing tools and capabilities, DNE needs to re-establish trade and media relationships that have may have been hindered during the pandemic. Simultaneously, consumer messaging via joint marketing campaigns brokered with the assistance of in-market reps will foster the demand that trade and media respond the strongest to –consumer demand.

Phase 1 –Partners.

- Sign contracts with TTM, GIA and sign an LOA with BrandUSA.
- Identify and integrate metrics that interface with Tourism Economics Symphony Platform.
- Improve and synchronize CRM processes (potentially take on a program such as Salesforce)

Phase 2 –Define Trade & Media Tactics/Events.

- TTM and GIA to implement a schedule of sales calls, trainings, media calls, newsletters, VisitUSA communications and social media.
- TTM and GIA to broker joint marketing contracts with media and trade partners within the BrandUSA LOA.
- TTM and GIA to broker independent joint marketing contracts with airline partners.
- TTM and GIA to coordinate all logistical and appointment details for DNE hosted sales missions.
- TTM and GIA to solicit an agreed upon number of press trips and familiarization tours as well as buyers for the DNE Summit.
- Identify pay to play events including but not limited to the following options:
 - Sales Mission Germany
 - Sales Mission UK
 - Sales Mission Ireland
 - Discover America Media Day, Canada (9/15)
 - Brand USA Travel Week (9/26-10/2)
 - World Travel Market, UK (11/7-11/13)
 - ITB, Germany (3/7-3/9/23)
 - IPW (5/20-5/25/23)
 - Holiday World, Ireland (Jan 2023)
 - VisitUSA Ireland Thanksgiving Theme Night (11/17) or VisitUSA Ireland RoadShow (March 2023)
 - Domestic Consumer Shows (Chicago or Los Angeles – is holding space per CT)
 - Aer Lingus Road Show (TBD)
- Discover New England Summit: Secure host property and establish a planning committee.
- Fold programs and pricing into Partner Program menu of opportunities.

Phase 3 – P2P Promotion, Tracking and Reporting.

- Sell DNE Sponsor opportunities and program event registrations.
- Write post-reports for each program and provide key metrics for the Tourism Economics Symphony program.

Timeline: Manage the New England brand - Primary markets, expanding efforts in the UK/Ireland and Germany

Phase		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1 –Partners	Formalize contracts with TTM & GIA											
	Integrate consultant activity metrics with Symphony											
	Improve & synchronize CRM process											
2 –Define Trade & Media Tactics/Events	TTM & GIA Deliverables											
	Confirm show/travel schedule											
	<i>Sales Mission UK</i>											
	<i>Sales Mission Ireland</i>											
	<i>Sales Mission Germany</i>											
	<i>BUSA Travel Week</i>											
	<i>IPW</i>											
	<i>WTM</i>											
	<i>VUSA Ireland Roadshow</i>											
	DNE Summit											
3 – P2P Promotion, Tracking and Reporting	Quarterly & year-end reporting in addition to post-show reports											
	Sell P2P via Partner Program											

Scope of Work: Taking steps now that may be advanced in years 2-5.

DNE needs to “plant the seeds” for future growth and that means doing due diligence now with a mix of testing new markets, bringing on federal partners to help with new market assessments, and “keeping a toe in” secondary markets in case they move up in the future when DNE has more resources.

Phase 1 – Identify Opportunity Markets

- Work with Tourism Economics to identify the top two domestic fly opportunity markets for New England.
- Work with Tourism Economics and TTMI to identify top international markets currently traveling to New England.
- Schedule exploratory meetings with organizations championing higher education in New England.
- Meet with DEI marketing experts for best-practices.

Phase 2 – Funding Options and Development of Proposals with Strategic Partners

- Yankee Publishing will fully sponsor a boosted social, email and display campaign in the top two domestic fly markets identified by Discover New England with multiple campaigns.
- Secure VisitUSA memberships and/or US Consulate relationships in markets identified as the top and secondary origin markets to New England by DNE’s research partners.
- Utilize the US Commercial Service to conduct a full assessment on 2-3 complex opportunity markets such as Brazil and India.
- Research STEP Grant funding for the development of a mobile platform and to launch new foreign markets.
- Secure partnerships and identify federal resources such as through the Dept of Commerce or the Economic Development Administration to fund the development of new programs such as to support state partner initiatives with their airports or other major gateways to grow inbound travel or to create a program that enables tourism suppliers to adopt emerging technology into their organizations.
- Seek federal funding to conduct a study to development a Regional Higher Education Economic Roadmap.

Phase 3 – Implement and Assess

- Measure, report and assess test market results from Yankee Campaigns. Consider bringing in another media partner to test a different audience in the same geographic markets.
- Apply for grants.
- Assess study results for Year 2-5 Strategic Planning.

Timeline: Taking steps now that may be advanced in years 2-5

Phase		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1 – Identify Opportunity Markets	Work with Tourism Economics to identify top domestic & international opportunity markets											
	Hold exploratory meetings with Education industry experts											
	Learn marketing diversity best-practices											
2 – Funding Options and Development of Proposals with Strategic Partners	Yankee Publishing to test market domestic fly-markets with boosted added value partner campaign											
	Secure VUSA and US Consulate relationships in second tier markets											
	Research different grant programs and begin partner development for possible applications											
	Sign agreement with US Commercial Service for new market assessments											
3 – Implement and Assess	Assess and revise Yankee test marketing in Domestic Fly markets. Consider bringing in another partner if successful											
	Assess and update year 2-5 Marketing Plan accordingly											

