Working title: Chief Revenue Officer (CRO)

Classification: Administrative Manager

About the Wisconsin Department of Tourism

The Wisconsin Department of Tourism (WDT) promotes and elevates the state's brand through effective marketing to drive economic impact for all Wisconsinites. We are the proud home of Travel Wisconsin, the official destination marketing organization for the State of Wisconsin, the Office of Outdoor Recreation and Film Wisconsin.

Travel Wisconsin inspires travelers to experience Wisconsin and make lasting memories in our beautiful state. Wisconsin's natural beauty, incredible culinary scene, spirited events, cultural offerings, and vibrant tourism businesses make this state a wonderful place to visit, live and work. Our team at Travel Wisconsin showcases this every day, marketing the state as a premier travel destination to consumers while driving economic impact to Wisconsin's 72 counties and 11 tribal nations.

Position Summary

The Chief Revenue Officer (CRO) is a senior executive responsible for developing and executing integrated B2B revenue generation strategies that strengthen the state of Wisconsin's visitor economy, increase tourism-related economic impact and position the state as a premier destination for leisure travel, business events, sporting events, film production, and outdoor recreation.

Reporting to the Deputy Secretary, the CRO provides strategic leadership across multiple business development functions, aligning industry partnerships, destination marketing, business attraction, and sales efforts to maximize visitor spending, investment, and economic growth. The CRO serves as a key member of the executive leadership team and works collaboratively with tourism industry stakeholders (destination marketing organizations, state-wide associations, attraction and tourism businesses, film and outdoor recreation stakeholders), state agencies, elected officials, to advance statewide economic development.

The Chief Revenue Officer leads the Market Development Bureau, comprised of Industry Relations, Outdoor Recreation, Film Wisconsin, and group travel, ensuring alignment with strategic goals and priorities connected to an overarching statewide revenue strategy. The CRO will supervise four positions: the Industry Relations Director, the Office of Outdoor Recreation Director, Film Wisconsin Director, and Group Travel Manager.

The CRO will leverage economic data insights through WDT's multiple platforms to inform the Revenue Bureau's strategy and serve on the executive leadership team, contributing to strategic organization-wide priorities. The CRO ensures contract management and project management

executed by the Market Development Bureau aligns with the organizational best practices and norms to deliver results.

This position combines executive management with strategic business development, making the Chief Revenue Officer the non-leisure, B2B organizational leader responsible for expanding the state's tourism economy through targeted industry growth, market development, and partnership-driven revenue generation. It reflects the modern evolution of state tourism organizations from primarily destination marketing agencies to comprehensive economic development organizations that drive visitation, investment, and long-term economic prosperity.

This position is headquartered at the Madison office and will have the option of working remotely between 60 - 80%. The position requires some evening and weekend travel. This position requires out-of-state travel a few times a year and may require international travel once or twice per year. This schedule may change based on organizational needs. All employees are required to come into the office for in-person collaboration meetings and trainings. All employees are required to report to the Madison office on their first day of employment and work in the office two days per week for the first three months of employment. High-speed internet access is required to meet the needs of remote work. Mileage is not reimbursable for in-office days.

GOALS AND WORKER ACTIVITIES

35% A.) Manage and supervise the Market Development Bureau's strategy and performance

1. Develop and execute a comprehensive statewide revenue growth strategy aligned with the agency's strategic plan and statewide economic development and marketing strategy.
2. Oversee the Market Development team, who are responsible for developing and implementing biennial plans and budgets and project plans.
3. Directly supervise the Industry Relations Director, Office of Outdoor Recreation Director, Group Travel Manager and Film Wisconsin Office Director by overseeing each bureau and offices' strategy, imperatives and budget.
4. Performance Management. Establish measurable goals and key performance indicators across all business units, including annual performance reviews and work plans, as well as regular monitoring and evaluation of team performance.
5. Monitor visitation/participation, economic impact, sales performance, and return on investment. Use research and data analytics to guide strategic decision-making. Provide high-level support and capacity in efforts to increase packaged travel itineraries

throughout the state, which may include collaborating with regional tourism organizations and attractions to develop market-ready products.

6. Prepare executive reports and presentations for agency leadership and policymakers.
7. Collaborate with Deputy Secretary and Operations Director to execute workforce planning, talent development, succession planning, employee engagement, recruitment and onboarding processes for new employees.
8. Train, mentor and identify professional development opportunities for revenue development bureaus to advance and deepen the team's subject matter expertise, contract management, project management and other needs that arise.
9. Represent the department before the Governor's Office, Legislature, state agencies, industry associations, and national organizations, on an as needed basis.
10. Use data and insights to set long-term strategies and initiative short-term shifts in approach to maximize revenue potential.
11. Oversee, manage and guide knowledge retention policies for the CRM system to foster seamless workflows, reporting and compliance among all sections and offices.

20% B.) Oversee Industry Relations strategy, economic development and marketing programs and international revenue development strategy

1. Oversee and guide industry relations strategies, operations, programs, resource development, and biennial plans and budgets developed by the Industry Relations Director.
2. Establish strategic program alignment between industry marketing, economic development programs, and outreach strategies to deepen engagement with industry partners and strengthen participation in WDT programs that drive economic impact and revenue in alignment with the statewide marketing strategy.
3. Oversee industry outreach strategy and implementation by the Industry Relations Director and their team. Communicate and coordinate with the Secretary's Office, when needed.
4. Connect and guide the Industry Relations Director to broader strategies in the agency and state government and ensure strategic alignment within the Industry Relations team and across the Department.
5. Coordinate and connect with the Governor's Office, other state agencies, state-wide advocacy groups and associations to execute annual tourism events or special promotional opportunities with the Governor.
6. Oversee the industry relations director's management of the industry relations budget and manage the international budget in collaboration with the Marketing TDS. Present budget recommendations to the Deputy Secretary and Secretary and collaborate with

the Operations team to ensure financial management and state procurements standards are met.

7. Lead WDT's internal cross-bureau/functional international strategy team to execute the international business development strategy. This includes collaborating with the Secretary, Deputy Secretary, Chief Marketing Office (CMO), Marketing Tourism Development Specialist, Industry Relations Director and other key internal team members, as well as contracted and subcontracted agencies.
8. Develop strategic partnerships that increase international visitation in collaboration with the Marketing Tourism Development Specialists (MTDS), which includes targeting tour operators, receptive operators, wholesalers, travel advisors, and international travel trade partners.
9. Lead, advise and manage contractors and subcontractors to deliver industry relations deliverables and international programs and strategies. The CRO will oversee industry relations contracts managed by the Industry Relations Director, while the CRO will also collaborate with the Marketing TDS and other WDT international strategy committee members to manage contracts. Collaborate with DOA shared services in procurement and CAPS to comply with state-enterprise-wide policies and WDT policies.
10. Manage the Marketing Tourism Development Specialists' efforts to coordinate sales initiatives with international marketing campaigns that involve a variety of national and international partners, consortiums and collaborations.
11. Manage and implement industry stakeholder engagement, outreach and advocacy strategies and plans. Develop compelling value propositions for the international marketing strategy.

15% C.) Lead strategic business development in group travel market

1.) Identify emerging tourism markets and new revenue opportunities.
2.) Manage and direct innovative programs that increase visitation and tourism investment, including building strategy partnerships with private industry.
3.) Analyze tourism trends, competitive positioning, and market opportunities to inform strategic decisions for five revenue streams: meetings and conventions, sports, motorcoach, international and film.
4.) Manage and direct the Group Travel Manager's work leading statewide sales efforts to increase business travel and group visitation by attracting meetings, conventions, sports, motorcoach groups, and international visitation.
5.) Manage and direct the Group Travel Manager's work developing sales strategies targeting association, corporate, government, and nonprofit meeting planners that result in increased revenue from the **meetings and convention** and **sports tourism** market (by generating more overnight stays and visitor spending).

6.) Motorcoach and Group Tour Markets. Oversee strategy for relationship development with domestic group tour operators and the motorcoach industry implemented by the Group Travel Manager.
7.) Serve as a backup to the Group Travel Manager and contribute to relationships development and maintenance strategies, as needed.
8.) Represent the state at domestic and international trade shows and industry events as needed. Advise on identifying additional representatives from Wisconsin tourism industry.

15% D.) Oversee Wisconsin film industry development

1.) Provide strategic leadership for the state's film office and initiatives designed to attract film, television, commercial, and digital media productions.
2.) Support and advise Film Office Director as they develop strategies that increase film and television production within the state.
3.) Oversee relationship management strategy that is executed by the Film Director. Occasionally provide back-up support or find additional support within the WDT team when needed.
4.) Advise, develop and support policies and initiatives that encourage long-term investment in the state's creative film economy, within the scope of the Film Office's vision and mission.

10% E.) Oversee Outdoor Recreation Economy Revenue strategy

~~1.)~~ Provide executive leadership for initiatives that grow the state's outdoor recreation economy by amplifying opportunities, fueling development and innovation, strengthening the network and supporting the internal team.
2.) Connect and guide the OREC Director to broader strategies in the agency and state government and ensure strategic alignment within the Office of Outdoor Recreation and the Department.
3.) Coordinate and connect outdoor recreation with the Governor's Office, other state agencies, state-wide advocacy groups and associations.
4.) Oversee industry outreach strategy and implementation by the OREC Director. Ensure collaboration and coordination occur with the Secretary and Deputy Secretary.

10% F.) Serve on the Executive Leadership team and foster collaboration of cross-functional teams to meet Department goals and objectives.

1. Shape and inform organizational strategy, drive business results, collaborate on high-level operational, financial and policy decisions as an executive leadership team member.

2. Collaborate with Deputy Secretary to operationalize and implement the marketing development bureaus strategy focused on growing revenue streams in the outdoor recreation economy and tourism industry through group travel (meetings and conventions, sports, motorcoach and international strategies).
3. Foster collaboration across marketing, public relations, communications, operations, research, public affairs, and industry relations to maximize economic impact and deliver impactful industry programs and resources.
4. Train internal teams and contracted agencies on the marketing development bureau's strategy, including key benchmarks, objectives and KPIs.
5. Create a high-performing, collaborative organizational culture. Inform and support organizational change initiatives and build a culture aligned with WDT's cultural values and norms.
6. Participate in regular executive leadership and manager team meetings and organizational-wide initiatives and projects (such as strategic plan development, organizational culture building, change management initiatives, the adoption of new technology and tools to advance organizational efficiency and effectiveness).

Knowledge, Skills, and Abilities Required

1. Tourism industry experience. More specialized experience in destination marketing is preferred.
2. Economic development expertise.
3. Proven experience supervising and managing a team and contributing to an organizational senior leadership team. Proven ability to innovate and lead change management initiatives.
4. Proven experience providing strategic leadership and the ability to guide the team by developing annual or biennial plans, strategy documents and comprehensive budgets. This includes developing sales strategies, marketing project integration, etc.
5. Proven experience in business development and revenue generation
6. Proven ability and experience employing data-driven decision making.
7. Financial management, budget management and financial stewardship.
8. Stakeholder engagement and outreach strategy development and implementation experience combined with strong, strategic relationship management skills.
9. Public-private partnership development skills and experience.
10. Ability to work independently and collaboratively with cross-functional teams, supporting stakeholders at all levels of the organization.
11. Excellent verbal and written communications skills.
12. Familiarity with brand strategy, public relations and marketing.

13. Knowledge and skills developing and implementing policies and procedures in a complex organizational structure. Preferred experience working in complex large public/governmental or large business/corporate environments.
14. Team oriented and able to work effectively with peers, subordinates and supervisors, while also acting as a decisive leader.