



# annual report

FY2024



**| Redhead Mountain Bike Park and Recreation Area  
| CHISHOLM, MN**



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# a message from the director

## what an incredible year!

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With your support, we proudly launched Star of the North™ — Explore Minnesota’s most ambitious campaign in years. Beyond promoting Minnesota as a travel destination, the campaign allows us to showcase the state’s unmatched quality of life and economic opportunity. We’re excited to tell this Minnesota story to visitors, future residents and businesses alike.



Thanks to one-time funding in FY23, we were able to jump-start programs we hope to continue for the benefit of all Minnesotans. Namely, we secured nearly \$4 million in one-time general funds and \$11 million in one-time funding for new initiatives, including grants for destination marketing organizations (DMOs) and the eleven Tribal Nations that share geography with Minnesota, as well as \$6 million to support multicultural festivals—plus, another \$11 million in one-time funding to launch workforce and business attraction marketing.

FY24 saw record attendance at our Explore Minnesota Tourism Conference, with nearly 400 in-person attendees and 181 virtual participants. This was the first multi-day event we’ve hosted since the pandemic, and the incredible turnout highlights the strength of Minnesota’s tourism and hospitality industry.

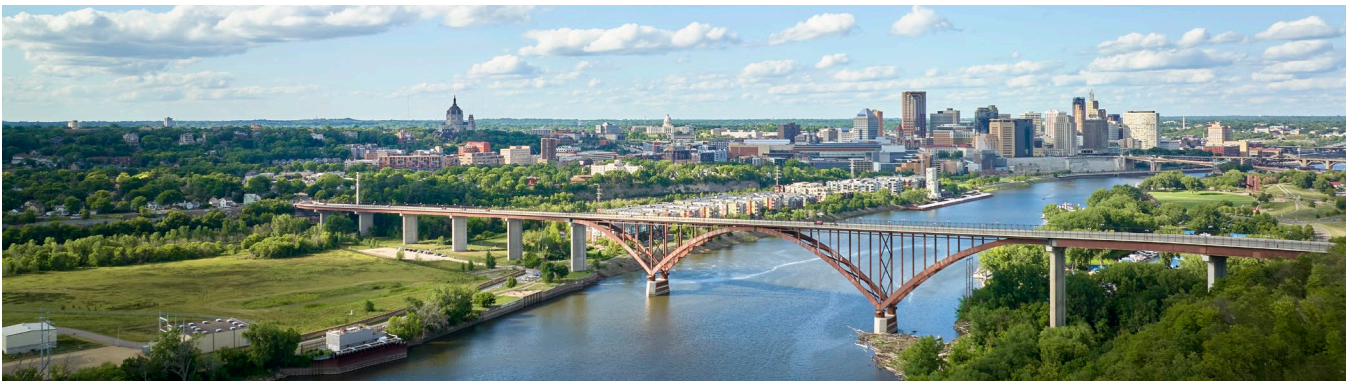
Stakeholder engagement remained a top priority in FY24. We held over 150 meetings, presentations, and webinars to connect with partners across Minnesota, including six Tribal Nations. Additionally, our Destination Update Series allowed our staff to better understand and support the needs of our communities. From the Minnesota Governor’s Fishing Opener to partnerships with events like the COOP FIS Cross Country World Cup, we strengthened relationships with key stakeholders and expanded our global reach.



Internationally, we've seen renewed interest in Minnesota, and our expanded marketing strategies are helping us reach new global audiences. From enhancing our content to engaging with international media and travel trade, our efforts ensure that Minnesota is top-of-mind for travelers worldwide. We are committed to collaborating with global partners and boosting Minnesota's presence on the international stage.

Minnesota's outdoor recreation resources are world-class, and our Outdoor Industry Partnership (ORIP) continues to champion this vital part of our economy. Through destination stewardship initiatives, we're focused on sustainability, natural resource conservation and strengthening Minnesota's outdoor recreation offerings. In FY24, we continued to develop and expand our work in sustainable travel and destination stewardship to ensure Minnesota remains a leading outdoor destination for generations to come.

This year, our marketing team demonstrated its agility and creativity through our Bring Ya A\*\* mini-campaign, which capitalized on a viral Timberwolves playoff moment. This quick, response-based marketing engaged audiences across social media, our website and the press at large, generating unprecedented positive local and national feedback.



Minnesota continues to rank as a top state for travel, quality of life and economic opportunity, and we're proud to be a destination that appeals to diverse communities. Whether for LGBTQ+ travelers, businesses hoping to expand their footprint or families seeking access to a better life, Minnesota is making its mark among our regional and national competitors.

With one-time funding secured in FY23, we've been able to take bold steps, expand our reach, and develop innovative ways to showcase Minnesota. As we look ahead to FY25, we are even more motivated to take on new challenges. Minnesota's future is bright, and together, we will continue to shine as the true Star of the North.

  
Lauren Bennett McGinty  
Executive Director, Explore Minnesota

# staff

## director's office

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**Executive Director**  
Lauren Bennett McGinty

**Deputy Director,  
Outdoor Recreation**  
Randolph Briley

**Deputy Director,  
Minnesota Film**  
Melodie Bahan

**Tribal Liaison**  
Dawn Blanchard

**Government Relations  
Supervisor**  
Lyndsey Hanson

**Human Resources Director**  
Roxanne Lane

**Executive Aide**  
Marya Barsanti

## operations

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**Director of Operations  
& Finance**  
Mike Meyer

**Management Analyst**  
Melissa DonCarlos

**Contract Specialist**  
Dawn Bushman

**Accounting Officer**  
Amy Drazkowski

**Buyer**  
Sandy Karnowski

## marketing

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**Deputy Director**  
Kathryn Sutton

**Research Analyst**  
Gretchen Nussbaum

**Project Coordinator**  
Cathy Pinsky

**Campaign Marketing Manager**  
Karina Hill

**Senior Campaign Marketing  
Strategist, Economic  
Development**  
Frances Fyten

**Campaign Marketing Strategist,  
Tourism**  
Jared Laabs

**Partnership Marketing Strategist**  
Glori Woolley

**Communications and  
Media Relations Manager**  
Chris Morgan

**Public Relations Specialist**  
Jake Juliot

**Senior Graphic Designer**  
Melanie Graves

**Digital Strategy Manager**  
Devon Cox

**Senior Digital Strategist, Social**  
Caitlin Hannah

**Senior Digital Strategist, Web**  
Andrew Parks

**Associate Digital Strategist**  
B Schneider

**Analytics Coordinator**  
Sean Lydon

**Web Operations Coordinator**  
Anne Paterson

## destination development

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**Deputy Director**  
Beth Helle

**Project Coordinator**  
Shannon Lukes Hauser

**Industry Relations Manager**  
Nicole Lalum

**Metro Regional Coordinator**  
Michael Hernandez

**Northeast Regional  
Coordinator**  
Derek Ramthun

**Southern Regional Coordinator**  
Lisa Havelka

**Market Development Manager**  
Jennifer Schak

**Market Development  
Campaign Manager**  
Cheryl Offerman

**Welcome Centers (WC)  
Network Supervisor**  
Julie Ramer

**WC Regional Supervisors**  
David Robb | Gail Walkowiak |  
Linda Vucich

**Customer Service Specialists  
Intermediate**  
Megan Jahnke | Stephen Sarvi |  
Ben Vuicich

**Customer Service Specialists**  
Robin Allen | Gloria DeBenedet |  
Janice Eppler | JR Helget |  
Jenny Krosschell | Sally  
Lundholm | Ruth Olson

# strategic direction

## new this year

Explore Minnesota updated its vision, mission and values to ensure they accurately reflect our expanded role and evolving priorities—especially given the addition of livability and economic opportunity marketing, the Outdoor Recreation Industry Partnership (ORIP) and Explore Minnesota Film (which began July 1, 2024) to our structure.

Updating these elements helps clarify our purpose both internally and externally, reinforcing our commitment to growing Minnesota’s economy while promoting travel, quality of life and economic opportunity.

By refining our direction, we remain agile and adaptable to changes in the marketplace, ensuring that Explore Minnesota continues to lead with a vision that reflects not just where we are today but where we aim to be in the future.

## vision

Position Minnesota as the premier state for travel, quality of life and economic opportunity.

## mission

We sustainably grow Minnesota’s economy by welcoming all through innovative and inclusive marketing, storytelling and industry partnerships.

## position

We lead Minnesota’s growth by fostering collaboration and promoting the state for the economic benefit of all Minnesotans.



## values

**Teamwork** | We collaborate, harnessing unique talents and strengths, to share the workload and trust each other to deliver the best results.

**Creativity** | We challenge the status quo, find innovative ways to solve problems and use our talents for the benefit of Minnesota’s economy.

**Agility** | We remove roadblocks and respond quickly to new opportunities; we are nimble and dynamic.

**Inclusivity** | We welcome all, respect individuality, treat each other with dignity, and seek to ensure a safe, inclusive and equitable environment at Explore Minnesota.

# strategic goals & objectives



## grow Minnesota's economy

Increase economic opportunity for Minnesotans by promoting the state for travel, livability and business development.



## provide industry leadership and maximize partner collaboration

Grow stakeholder participation in our programs, increase private and in-kind contributions, and prioritize opportunistic marketing.



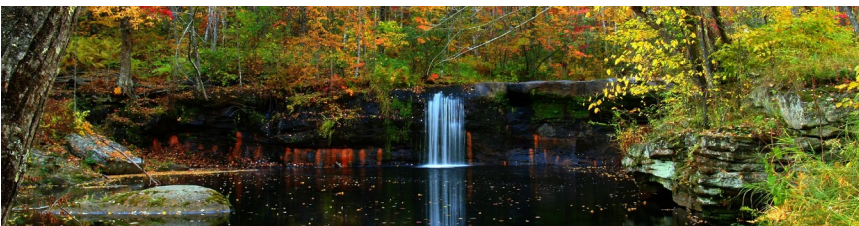
## advance and champion welcoming experiences for all

Increase the number of diverse vendors used, spend in diverse markets, content celebrating diverse cultures and foster relationships with underserved, cultural and heritage communities.



## ensure organizational excellence

Prioritize employee growth through educational opportunities and improve employee satisfaction as well as engagement.



## foster state stewardship

Build partnerships to identify areas of growth and sustainability and create new educational opportunities related to maintaining the cultural, environmental and economic integrity of Minnesota's top destinations.



**grow**

**Minnesota's  
economy**



# annual budget

## general fund operating budget for FY24

\$18.407M (base)

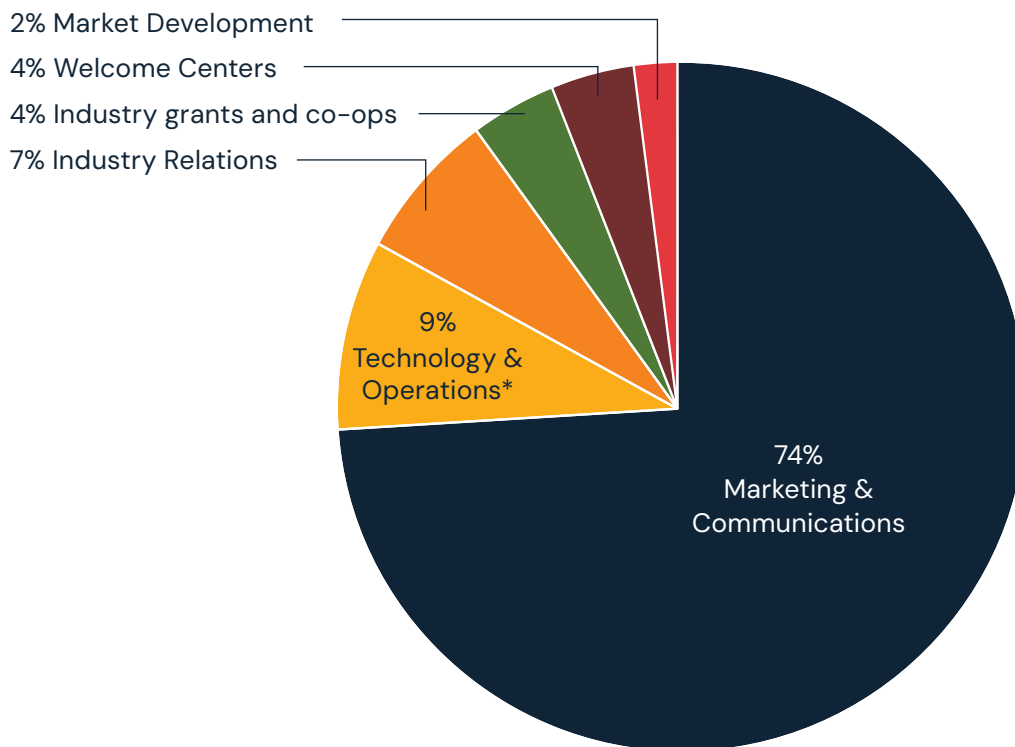
## one-time funding for FY24–FY25

- \$2M Tourism Recovery Grants
- \$2.2M for Tribal Nations initiatives
- \$11M Explore Minnesota for Business (marketing)

## private industry match

Cash	\$1.85 million
In kind	\$7.2 million
Total	\$9.05 million

## allocation of budget



| \*Includes exploreminnesota.com website contract

# economic impact by the numbers

tourism saved each Minnesota household \$1,002 in taxes in 2023.



+11%  
compared  
to 2022

Unless noted, this data was from the 2023 Tourism Economics Economic Impact Data  
\*Source: Minneapolis Saint Paul Metropolitan Airports Commission

# key growth metrics

## growing visitation where it matters

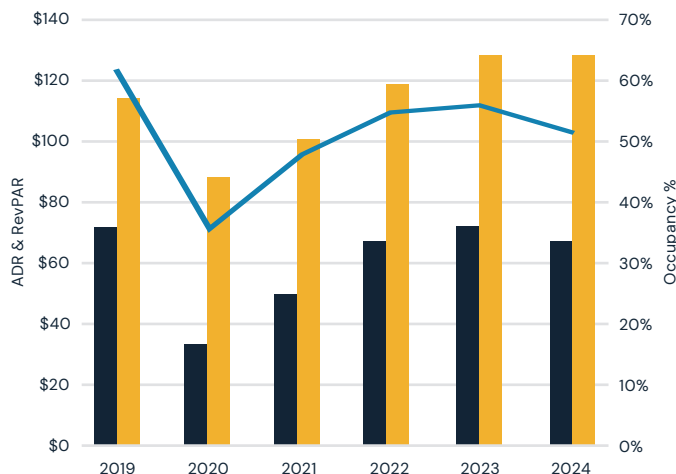
Minnesota’s average monthly hotel occupancy rate was 56% in 2023. This is above the 2022 average of 55% and below the 2019 occupancy rate of 62%.

Similarly, the 2023 average monthly hotel RevPAR<sup>†</sup> of \$72 is above the 2022 RevPAR of \$67 and is equal to the 2019 RevPAR.

The 2023 Minnesota ADR<sup>^</sup> of \$129 was above the 2022 and 2019 ADRs of \$89 to \$119.

## hotel occupancy

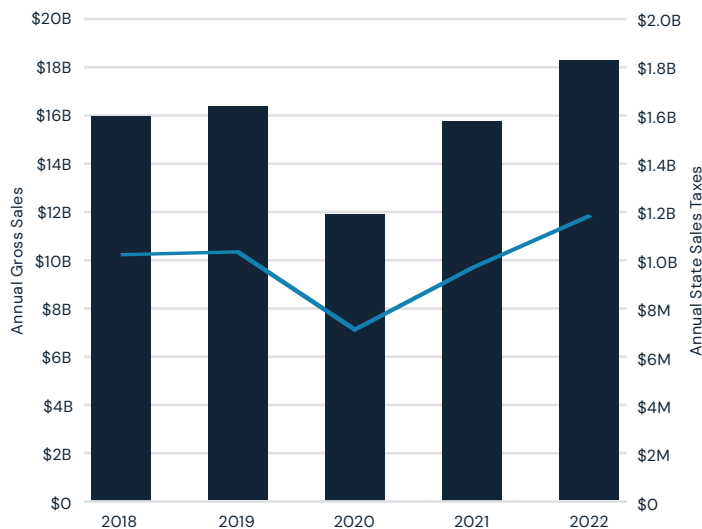
state hotel metrics comparison over time



	2019	2020	2021	2022	2023	2024*
<b>RevPAR</b>	\$72	\$33	\$50	\$67	\$72	\$67
<b>ADR</b>	\$115	\$89	\$101	\$119	\$129	\$129
<b>Occupancy %</b>	62%	36%	48%	55%	56%	52%

Source: Smith Travel Research (STR)

seeing industry recovery I&h° sales & taxes over time



	2018	2019	2020	2021	2022
<b>L&amp;H gross sales</b>	\$16B	\$16.6B	\$11.7B	\$15.7B	\$18.3B
<b>L&amp;H sales tax</b>	\$1B	\$1.1B	\$731M	\$998M	\$1.2B

Source: Minnesota Department of Revenue (MDOR)

<sup>†</sup> Total room revenue generated from the sale or rental of rooms.

<sup>^</sup> Room revenue divided by rooms sold, displayed as the average rate for a single room.

\* 2024 through end of June.

<sup>°</sup> The leisure and hospitality (L&H) industry sector includes a broad category of fields within the service industry such as lodging, food services, event planning, theme parks, transportation and other tourism oriented products and services. This sector is highly sensitive to economic and competitive market conditions and can have steep seasonal fluctuations during the year.

# star of the north<sup>★</sup>™

Explore Minnesota's newly launched Star of the North campaign allowed the agency to expand its focus beyond tourism to also include workforce attraction.

More than an advertising campaign, Star of the North is an immersive content strategy that uses real, first-person accounts to share the Minnesota story. By highlighting local places, traditions, businesses, people and ways of life, we're inviting people to be a part of Minnesota.



## tourism marketing

The Star of the North tourism campaign debuted in March 2024, launching an authentic, optimistic Minnesota message across a multitude of platforms, including broadcast and connected TV, digital video, social media, display, and native, plus sponsorships with content partners. The buy included broadcast TV spots in Chicago, Winnipeg and Thunder Bay; digital deployment in Minnesota, Colorado, Illinois, Indiana, Iowa, Kansas, Michigan, Missouri, Montana, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin and Wyoming; as well as Dallas and Canadian cities Winnipeg and Thunder Bay.

A national digital media strategy behaviorally targeted travelers by their passion activities with niche campaigns (fishing, paddling, golfing). Diversity-focused media was integrated throughout all campaigns and a flight market campaign ran in Dallas/Fort Worth, TX which was selected for direct flight access, high levels of diverse travelers and past positive performance.

Diverse audiences across these targeted regions received additional messaging that demonstrates Minnesota is welcoming to all. We accomplished this by partnering with media vendors who are uniquely capable of reaching diverse individuals and with content partners who have specific resonance with those audiences.

## campaign results

Our 2024 UpWave Brand Study revealed a seven-point lift in favorability for Minnesota among general campaign audiences and a six-point lift for diverse audiences. Previously successful Explore Minnesota campaigns saw a maximum four-point lift, proving our evolution has had a big impact. The Star of The North campaign also drove increased consideration for visitation, alongside numbers for awareness, ad recall, familiarity and purchase intent.

### general campaign brand lift FY24 spring–summer campaign

Awareness	2.6 point increase
Ad recall	3.9 point increase
Familiarity	4.3 point increase
Favorability	7.1 point increase
Consideration	5.1 point increase
Purchase intent	2.1 point increase

### diversity campaign brand lift FY24 spring–summer campaign

Awareness	2.6 point increase
Ad recall	3.0 point increase
Familiarity	3.9 point increase
Favorability	6.0 point increase
Consideration	4.3 point increase
Purchase intent	2.6 point increase



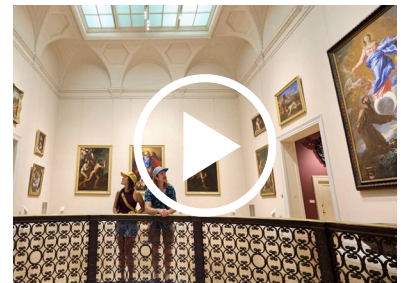
#### what to do on an epic fishing trip to Lake of the Woods

Katie and Kendra’s first trip to the Walleye Capital of the World took the South Carolina–based anglers on a whirlwind tour of Minnesota.



#### what to eat, drink and do on a road trip from Minneapolis to the Iron Range

Photographer Ben and marketing guru Claire are always searching for new spots to celebrate their love of food and travel.



#### what to see, eat and do on a road trip from Minneapolis to the North Shore

Between their backgrounds in textile weaving and craft beer, Chereen and her husband, Rob, sought and found creativity and community in Minnesota.

## advertising media spend breakouts

- Fall '23 Niches**
  - Hiking
  - Food & Events
- Winter '23-'24 Niches**
  - Winter recreation
  - Shopping
- Spring/Summer '24 Niches**
  - Golf
  - Paddling
  - Fishing

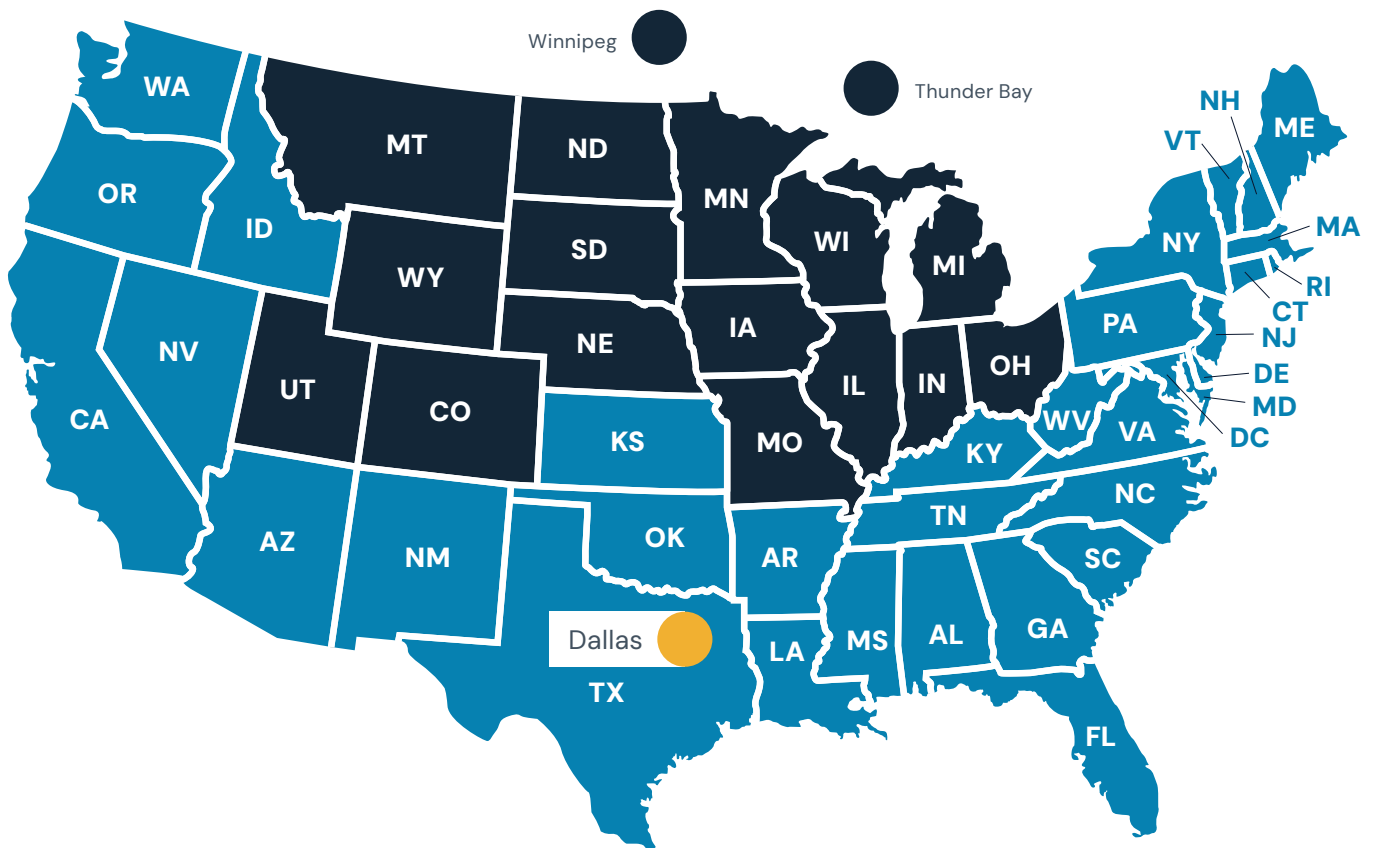
## media spend by season

Percentage of full year media spend



Additionally, 11.6% of the total campaign spend was dedicated to enhancing reach among diverse audiences.

## FY24 annual campaign map



# workforce attraction and livability marketing

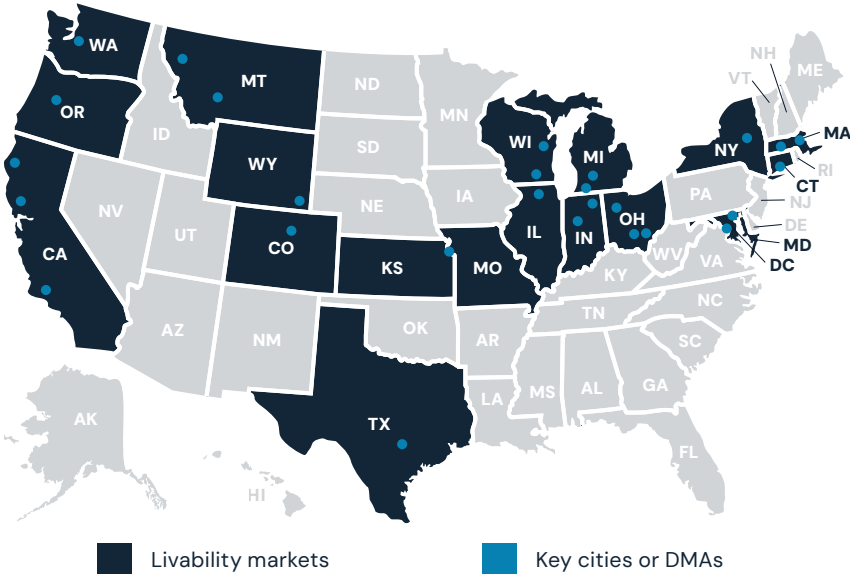
As part of our first workforce attraction and livability campaign launched in March 2024, we produced several long-form videos showcasing newcomers who moved to Minnesota for job opportunities and chose to stay for the high quality of life. They hail from across the country and the world, settling in cities, suburbs, and rural areas. Videos focus on key industries like technology, high-tech manufacturing, education, and health & wellness, each 3-4 minutes, complemented by 15- and 30-second media spots.

Media tactics include digital and video partnerships with Conde Nast and Wired.com, connected TV, social media, and digital audio, along with digital out-of-home campaigns and mobile retargeting in Boston, Silicon Valley and Seattle. The campaign launched in cities like Austin, Boston, Columbus, Denver, Green Bay-Appleton, Rockford, San Francisco, and Washington, D.C., targeting national audiences with similar values and a willingness to relocate.

The campaign also debuted with new content on [exploreminnesota.com/live](https://exploreminnesota.com/live) with a similar style and message to our tourism campaigns.

The workforce attraction and tourism campaigns support and amplify each other throughout [exploreminnesota.com](https://exploreminnesota.com).

## FY24 annual campaign map



Market studies and U.S. Census migration data indicate that Minnesota is well-positioned to attract newcomers from the Northeast, Midwest and Western states. These insights, along with data on workers in targeted industries, guided the campaign strategy.



**"anything and everything I need is here"**

Originally from Iraq, William and his family moved to Sartell for his work in renewable energy and found a true community they didn't know they were looking for.



**"it's almost like you need an excuse to stay indoors in Minnesota"**

When teacher Ursula made the move from Florida to Minnesota she was surprised to find her new home was an even better source of Vitamin D.



**"moving to Minneapolis was the best move we've ever made"**

Kat and Josh are working artists in glass manufacturing, who realized homeownership and work-life balance could be a reality for them in Minnesota..

## survey results

For this campaign, we measured how ad unaware and aware survey respondents view Minnesota with respect to specific livability attributes. These scales are typically out of five, with a score above a four seen as particularly positive. Across all tested factors, those aware of ads rated Minnesota more favorably than those not aware of ads, demonstrating that our campaign is resonating.

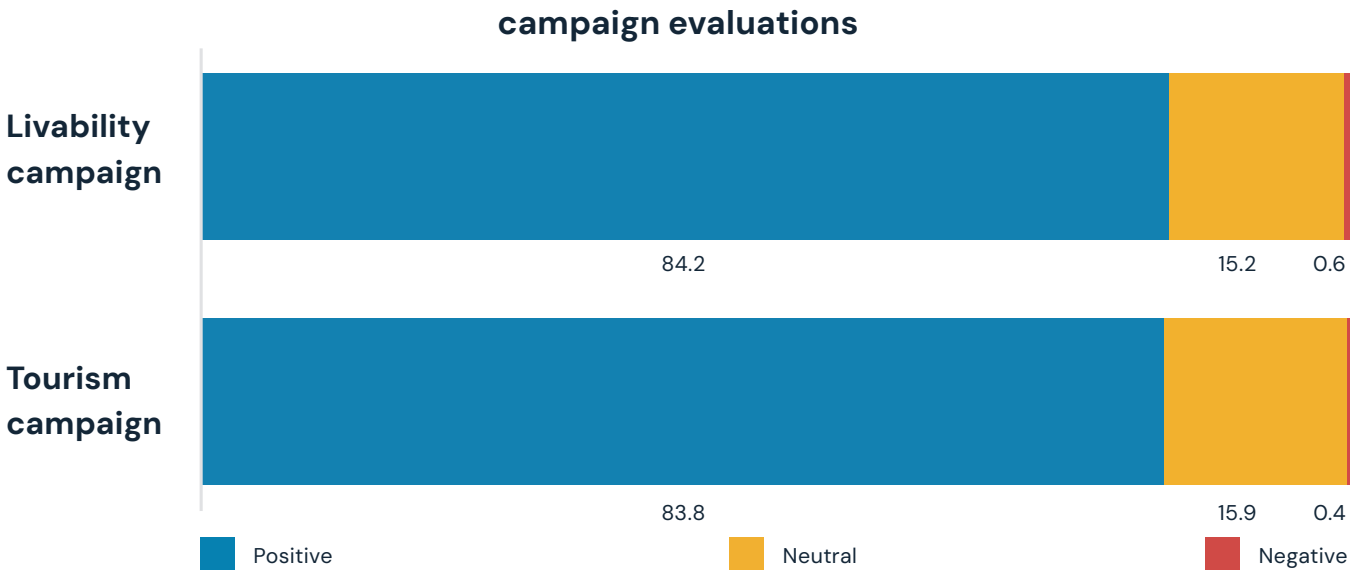
### survey participants say Minnesota ...

	Unaware	Aware	Lift
Is a place where I can see myself living happily for a long time	3.55	4.17	0.62
Is a place where I can achieve my career goals	3.62	4.20	0.58
Is culturally diverse	3.57	4.14	0.57
Is committed to equity and inclusion for all	3.64	4.19	0.55
Has good schools	3.69	4.23	0.54
Is a place with high-quality job opportunities	3.71	4.24	0.54
Has entrepreneurial opportunities	3.67	4.20	0.53
Is a place to feel proud about	3.69	4.21	0.53
Is welcoming to all	3.76	4.28	0.52
Prioritizes environment sustainability	3.74	4.25	0.51
Has high-quality health care	3.72	4.22	0.51
Is good for overall health and wellbeing	3.79	4.29	0.50
Is a good place to raise a family	3.86	4.31	0.45
Has citizens who engage in their communities	3.82	4.27	0.45
Is safe	3.89	4.34	0.45
Is peaceful and quiet	3.91	4.32	0.41
Has people like me	3.81	4.21	0.40
Is growing and evolving	3.83	4.22	0.40
Has vibrant cities and metropolitan areas	3.83	4.22	0.39
Is a beautiful place to live	4.04	4.43	0.39
Has home ownership opportunities	3.90	4.27	0.38
Is affordable	3.86	4.23	0.37
Has access to nature and outdoor spaces	4.18	4.48	0.30

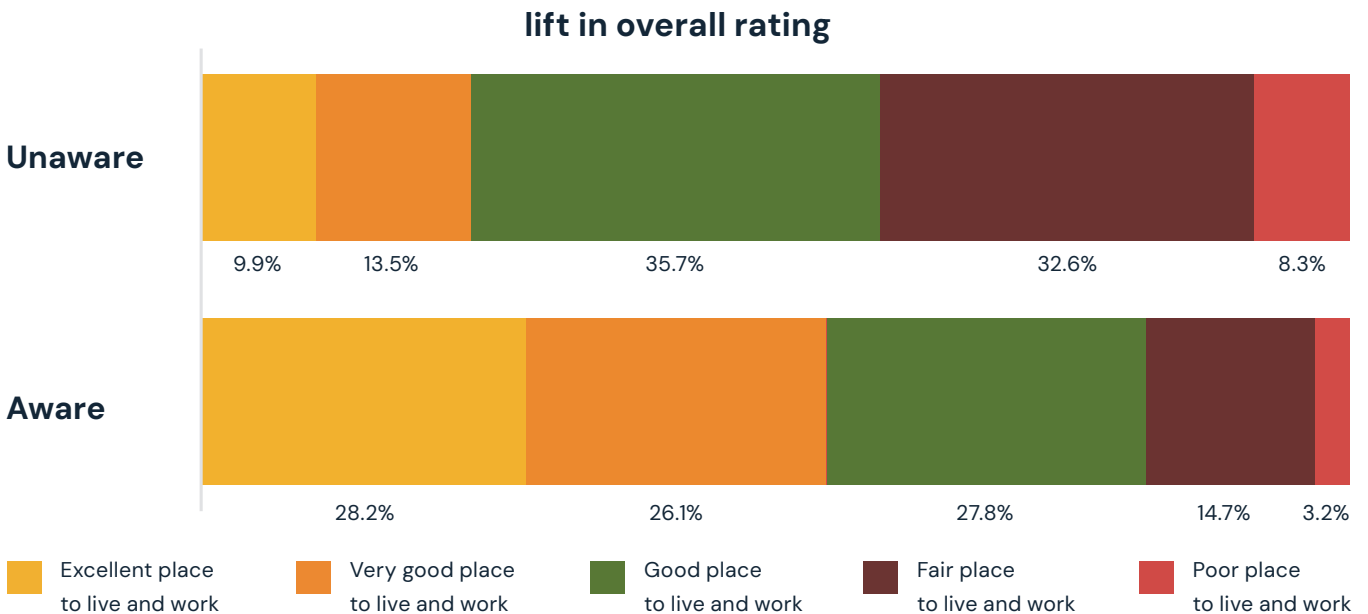


The Explore Minnesota workforce attraction and spring/summer 2024 tourism campaigns had different messaging and targeting strategies. However, both Star of the North campaigns have a similar visual look and feel by design. This creative alignment led to overwhelmingly positive campaign evaluations and also allowed us to more efficiently use our production dollars.

Our workforce attraction campaign was viewed positively by 84.2% of those surveyed, and our tourism campaign was considered positively by 83.8%. Both positive ratings are above our research partner SMARI’s benchmark of 70% positive, demonstrating a very promising start to our Star of the North campaign.



Those aware of our Star of the North workforce attraction and livability campaign rated Minnesota as a good place to live and work more often than those unaware of ads. More than 82% of survey respondents who were ad aware rated Minnesota as good, very good or excellent. This is a 23% lift in positive ratings compared to those not aware of these ads.



# jumping on a viral sensation

## bring ya a\*\* to Minnesota

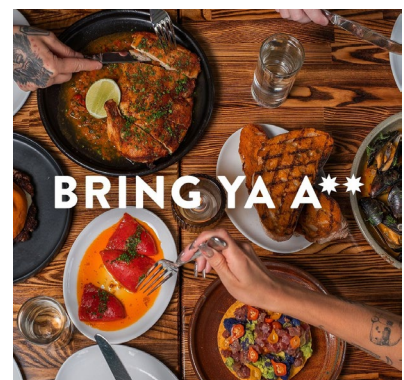
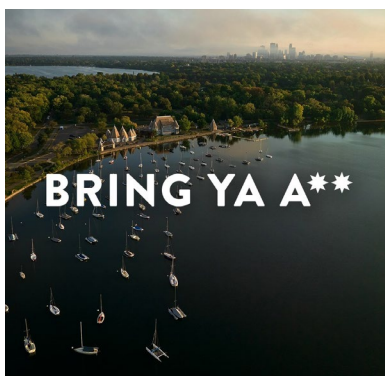
Throughout the year, the marketing team sought to effectively boost awareness of Minnesota through innovative, efficient and cost-effective methods.

An example of this strategy was clear when the Explore Minnesota team seized on a viral moment after a Timberwolves playoff game.



The team quickly responded, and over the course of the 2024 NBA Western Conference Finals continued to engage audiences on social media and exploreminnesota.com, receiving overwhelmingly positive feedback both locally and nationally. This success prompted us to explore additional tactics, including sponsored posts, merchandise sales and creating banners for in-state industry partners to display.

Explore Minnesota invested less than \$12,000 on the effort, resulting in a 980% increase in social engagement and an 84% rise in website sessions compared to previous weeks. We attracted nearly 6,000 new social media users across platforms. Moreover, our national and local media attention was nearly five times greater than that of our highest-performing pitches or events—the efforts were published by the *New York Times*, *People*, *NPR*, *CBS News*, *ESPN.com* and *Sports Illustrated*, among others. Finally, we were able to generate over \$1,200 from online swag sales through a low-risk partner venture with no upfront investment.



# communications & media relations

## coverage

Throughout FY24, we secured favorable coverage of Minnesota in some of the nation’s most popular and trusted publications, including the *New York Times*, *Wall Street Journal*, *People*, *Travel & Leisure*, *Forbes*, NPR, CBS News, ESPN.com, *Sports Illustrated* and *Midwest Living*. This coverage significantly raised national awareness and favorability of the state. Importantly, although our total impressions in FY24 were less than in FY23, the value of these impressions was far greater, hitting more nationally recognized and reputed publications.

Similarly, our efforts boosted visibility with coverage in news outlets such as the *Star Tribune*, MPR, CBS News Minnesota, *Rochester Post Bulletin*, *Duluth News Tribune*, *The Forum Fargo–Moorhead*, *Detroit Lakes Tribune*, *Red Wing Republican Eagle* and *Willmar West Central Tribune*, among others.

## national media & PR metrics\*

	FY23	FY24
Total positive national media impressions	2.2 billion	1.3 billion
Estimated ad value	\$473,000	\$1.4 million

## Instagram Bring Ya A\*\* post comments

- chenuer** Ohhhhh Minnesota got jokes 🤔

20w 52 likes Reply
- garnix2** C'mon. That awesome. Will we see t-shirts soon?

20w 86 likes Reply
- sofiariamexplores** Alright I'm coming

19w 3 likes Reply
- louis\_icon** Legit marketing. Well played MN.

20w 956 likes Reply
- anthony\_downs** This is next level. Well done.

20w 14 likes Reply
- myclassroomchaos** After watching the interview and this post, I am convinced to add Minnesota to my list of places to visit.

20w 79 likes Reply
- helloworldolynj** It's the North Stars as asterisks for me. \*\* 🙄🙄🙄

20w 303 likes Reply
- colleenmulheran** I mean, thisssssss is what responsive marketing looks like

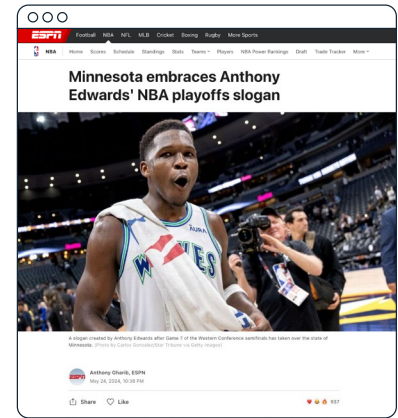
20w 7 likes Reply
- trentcutler** It's working, I want to go

20w Reply
- seasonm\_cooper** LOVE that y'all embraced this 😂👏 I want to come too!

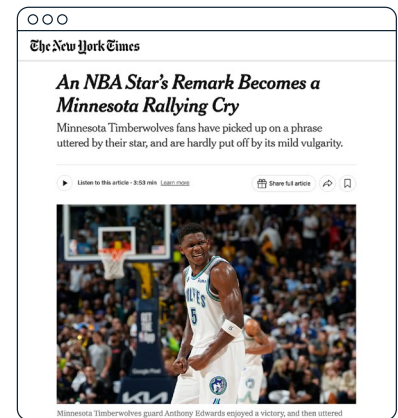
20w Reply
- clinton\_allen** 🙄🙄🙄🙄🙄🙄well played MN. Well played.

20w 18 likes Reply
- ava\_really** I'm coming for PWWL 💜

20w Reply



ESPN.com



New York Times



People

\*data from Cision 2024

# best-in-class website

In FY24, we developed new content specifically for individuals interested in relocating to the state. By conducting a thorough audit and improving content, we increased total web sessions by 20.1%, average session duration by 7.1% and the number of website users by 10.4% within the year.

In FY25, the Digital Strategy team is embarking on a selective refresh of our website’s front and back end to keep it functional for the next 2-5 years. We are doing this to extend the life of our current site and save state funds. By cleaning and re-factoring the code and implementing strategic design changes, we will save the state over \$800k of unnecessary web update costs over a period of two years and improve user experience.

## web analytics

		FY23 comparison
Total sessions	9,765,053	+20.1%
Average session duration	2 min, 6 sec	+7.1%
Users	8,989,165	+10.4%

## top traffic sources

Organic search	47.8%
Direct / unknown	23.8%
Social	6.8%
Paid search	5.6%



**We maintain a Lighthouse Accessibility score of 91-99 and are compliant up to Web Content Accessibility Guidelines (WCAG) 2.2.**

91-99 is the highest level of accessibility standards. The state currently requires compliance up to WCAG 2.1.



**#9 of all 50 state DMOs in 1st page keywords on Google**



**top organic search term "BOUNDARY WATERS"**



**top age groups  
35-44  
25-34**



**gender mix  
53.8% FEMALE  
46.2% MALE**



**top cities (outside of MN)  
CHICAGO, DALLAS,  
NEW YORK CITY,  
LOS ANGELES**



**top interests  
NEWS  
MEDIA & ENTERTAINMENT  
FOOD & DINING  
SHOPPING**

# taking our social media marketing to new heights

## overview

This year, our team’s focus on Instagram and short-form video paid off with an increase in impressions, engagement, video views and more. We achieved this by posting highly engaging photos and short-form vertical videos that focused on our audience’s areas of interest and utilized a mix of original, user-generated and influencer content about Minnesota.

Our focus on Instagram aligns with our target audiences for the website and workforce attraction, or livability marketing (ages 25–45). We’re also focusing on shares, saves and profile visits as key performance indicators (KPIs) as they are some of the best indicators of travel intent as well as brand awareness.

While some statistics were down year-over-year on Facebook due to algorithm changes within Meta (which has become an issue for all brands), organic content is a low priority for Meta in contrast to our paid efforts.

In FY25, we plan to expand our video output while maintaining a nimble and curated approach. Building on this year’s successes, we will invest more deeply in both established and emerging platforms.

### instagram

		Compared to FY23
Impressions	16,369,934	+23.5%
Engagements	303,645	+23.9%
Engagement rate per impression	1.9%	+0.4%
Video views	3,676,929	+40.7%
Video saves	18,609	
Video shares	33,638	
Profile vies on Instagram	116,577	
Website clicks	6,538	
Instagram stories impressions	1,903,220	
Instagram stories reach	1,881,284	
Follower growth rate	+6.12%	

### facebook

		Compared to FY23
Impressions	7,637,257	-13%
Engagements	1,021,811	-38.7%
Engagement rate per impression	13.4%	-29.6%



### instagram + facebook total

#### Impressions

	Compared to FY23
121,082,977	+23.1%

#### Engagements

	Compared to FY23
1,755,074	-46.5%

#### Engagement Rate/ Impression

	Compared to FY23
1.5%	-56.6%

## top posts

### bring ya a\*\* (to Minnesota)



Engagements	33,326
Impressions	195,007
Shares	14,916
Saves	1,200
Reach	167,254
Comments	393

### we're Minnesotans



Engagements	23,072
Impressions	256,606
Shares	3,588
Saves	845
Reach	242,498
Comments	441

### least stressed state



Engagements	16,816
Impressions	311,440
Shares	5,602
Saves	781
Reach	172,073
Comments	432

# from a top state...

Explore Minnesota’s vision is to position Minnesota as the best state for travel, quality of life and economic opportunity. Here’s how we measured up in FY24:

**who’s interested in the star of the north?**  
among regional travelers\* Minnesota is a top ten state for:



fishing



shopping



boating



paddling  
(kayak & canoe)



winter  
outdoor rec

## key Minnesota national rankings in FY24



least-stressed  
state<sup>^</sup>



state for  
health care<sup>^</sup>



best state  
for economic  
opportunity<sup>†</sup>



best  
park system<sup>†</sup>



state in  
the country —  
best overall<sup>†</sup>



happiest  
state<sup>°</sup>

among our primary targets,  
Minnesota ranks as follows:



performing arts



pro sports



lgbtq+ friendly



relaxation



affordable



accessible



music & events



outdoor rec

\*Regional travelers defined as travelers from Minnesota, Wisconsin, Iowa, North Dakota, South Dakota, Colorado, Nebraska, Illinois, Indiana, Michigan, Missouri, Montana, Ohio, Utah, Wyoming, Winnipeg, Canada and Thunder Bay, Canada. Source: SMARI 2024 Spring/Summer Ad Effectiveness Study

<sup>^</sup> Source: WalletHub

<sup>†</sup> Source: U.S. News & World Report

<sup>°</sup> Source: CNBC

## ...to an international icon

Inbound travel to the United States is projected to recover fully in 2025 but Minnesota continues to lag behind the national projections, likely recovering in 2026 (IST, 2024). Explore Minnesota remains committed to supporting Minnesota’s full recovery and growth by increasing our marketing investment, expanding our global presence through cooperative marketing organizations and fostering relationships with international travel trade and media to ensure the U.S. remains a top destination for international visitors.

In 2023, Minneapolis–St. Paul International Airport (MSP) welcomed several new international nonstop flights including WestJet servicing Edmonton and Saskatoon, Canada, Delta Air Lines resuming service to Tokyo and launching flights to Dublin, Ireland, and the first-ever flights to MSP by Lufthansa servicing Frankfurt, Germany.



FY24’s international marketing strategy built on the momentum we created in FY23, prioritizing consumer-first marketing in high-yield/high-growth international markets. We identified the best opportunity markets and seasons by utilizing data from IST, Statistics Canada, U.S. Travel, Brand USA, and other authoritative sources. In addition, we commissioned the first-ever RMI TRIP Report™ for Minnesota.

The RMI TRIP Report™ offers proprietary insight into our selected markets. It included state, city and property-specific product inventory, estimated trade room nights booked, and estimated visitor spending through a comprehensive market-by-market audit. This report will serve as a benchmark for product development and leisure travel activity for the state.

In our second year of our international agency of record contract with RMI, 34 marketing contracts were executed across six European tourism markets, including the United Kingdom, Germany, France, the Nordic region, the Benelux region and Italy.

The diverse marketing plan utilized various tactics to inspire, educate, and generate bookings, including newsletter distribution, social media promotions, print editorial and advertising, digital marketing campaigns, out-of-home promotions, television broadcasts and hosting familiarization (fam) tours for trade and media.



## international marketing results

### newsletters

Sent	22
Recipients	2,424,711
Click-thru	4,775
Open rate	26.72%

### social media

Reach	4,705,840
Impressions	8,112,725
Engagement	397,419

### earned media

Articles	49
Print reach	640,000
Digital reach	71,208
Broadcast reach	1,340,000

### digital\*

Impressions	13,530,000
Clicks	135,098

### websites

Page views	12,267
Clicks	488

### booking attribution<sup>^</sup>

Passengers	1,095
Room nights	433

### product development

New itineraries	11
-----------------	----



\*includes paid advertising on airline, media and tour operators, plus business forums

<sup>^</sup>directly attributed to cooperative campaigns with our tour operators through June 2024

## global partnerships

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Minnesota maintained its memberships in:

- U.S. Travel Association
- Brand USA
- National Tour Association
- American Bus Association
- International Inbound Travel Association
- International Gay and Lesbian Travel Association
- Great Lakes USA
- Mississippi River Country
- Great American West (gateway cities membership)
- Nine Visit USA Committees around the world



International programs are also supported by industry partners through co-op marketing programs and hosting international trade or media clients.

## additional trade activities

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### **Brand USA mission to Tokyo, Japan and Seoul, South Korea in July 2023**

Our team met with over 80 travel trade and tour operators to better identify the current opportunities for Minnesota and the path for inbound travel growth from Asia. We also participated in group educational/destination training sessions to better understand these markets.

### **Brand USA Travel Week to London, UK in October 15–19, 2023**

Our team conducted 24 media appointments with European travel writers and outlets, and 37 trade appointments with tour operators and travel distributors from Europe.

### **U.S. Travel’s IPW 2024 to Los Angeles, CA in June 2024**

At the country’s largest international inbound travel trade show, with 6,000 participants from 60+ countries, we conducted 115 appointments with trade, marketing, and media representatives from around the world.

### **Brand USA Connect Canada to Toronto, Montreal and Calgary in June 2024**

Our team conducted 28 appointments with travel agent consortia, airlines, and tour operators. We also attended two travel agent trade shows and networking events with an estimated attendance of 300 people.

## hosted familiarization (fam) tours



### Ron Reizen

From October 7–12, 2023, Mr. Ron Peereboom Voller & Mr. Frederik Schrijvers of Ron Reizen TV, a national weekly Dutch television show, visited Minnesota to shoot a multi-episode travel show for the Dutch market. While in the state, they visited Minneapolis, St. Paul, Bloomington, Duluth and Cook County. The show aired throughout The Netherlands in early 2024.

### Irish Times

From April 11–13, 2024, Shilpa Ganatra, a freelance writer from the *Irish Times*, visited Minneapolis–St. Paul to feature Prince and Paisley Park. She also included metro-area travel stops including the Mall of America®, Dakota Jazz Club and other attractions. The article was published in June 2024.



### Icelandair Norway trade fam tour

From May 30–June 2, 2024, Explore Minnesota hosted five Norwegian tour operators, one Norwegian journalist and one Icelandair representative. The tour was designed to stimulate travel to Minnesota in 2025 and commemorate the 200th anniversary of Norwegian emigration to the U.S.



### Lufthansa flight launch fam tours

On June 4, 2024, Lufthansa launched its nonstop flight service between Minneapolis–St. Paul International Airport and Frankfurt, Germany. This new year-round route is expected to boost German travel to Minnesota, including during the shoulder seasons. To support this new connection, Explore Minnesota organized two familiarization tours to showcase the region to German travelers.

A German media group tour took place from June 4 to 9 and included representatives from three leading media publications, Brand USA and Lufthansa. The group visited popular attractions in the Minneapolis–St. Paul area, including Mill City Museum, Paisley Park and a river cruise on the Mississippi River. The group also traveled to Duluth and Cook County and visited Split Rock Lighthouse, Gooseberry Falls and Canal Park in Duluth.

The second tour, a German tour operator group, was held from June 11 to 15 and was coordinated by our German representation agency, Lieb Management. The tour included seven tour operators, along with Lufthansa and Lieb Management representatives. The trade group followed the same routing as the previous media group in an effort to create bookable consumer products in Germany which aligned with the German media coverage of the destination.





**advance and  
champion welcoming  
experiences for all**

# initiatives

## continued commitment to diversity spending

---

In FY24, marketing to diverse audiences accounted for more than 11% of overall media expenditures. We focused significantly on attracting Black, Latino and LGBTQ+ travelers. Media buys included content partnerships with AFAR magazine and Q. digital.

Overall, diverse audiences rated the Star of the North campaign and creative as “excellent.”\* Across all targeted audiences, the campaign exceeded benchmarks in thinking positively of Minnesota, more likely and interested in visiting Minnesota, and that Minnesota is a welcoming and safe place to visit.

## Tribal Nation engagement

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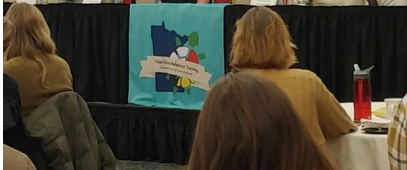
We continue to broaden our engagement with the 11 Tribal Nations that share geography with Minnesota.

We received \$2.2 million in one-time funding to support Tribal Nations engagement for FY24/25. With most of the funding, we developed the first Tribal Nations Tourism Grant Program. The first round of solicitation ran from December 2023 to May 2024, with \$181,800 available to each Tribal Nation.

Current recipients are Bois Forte Band of Chippewa, Fond du Lac Band of Lake Superior Chippewa, Grand Portage Band of Lake Superior Chippewa, Leech Lake Band of Ojibwe, Lower Sioux Indian community, Mille Lacs Band of Ojibwe, Prairie Island Indian Community and Red Lake Nation.

In FY24, we added a Tribal Nations representative to our tourism council, and our Explore Minnesota Business Council also has a Tribal seat.

In FY25, we hired a Tribal liaison as a full-time staff member at Explore Minnesota. In addition, many members of our managerial staff will be attending Tribal-State Relations Training throughout FY25 and are looking forward to continuing this important work.



\*Source: SMARI 2024 Spring/Summer Ad Effectiveness Study

## internal DEAI task force

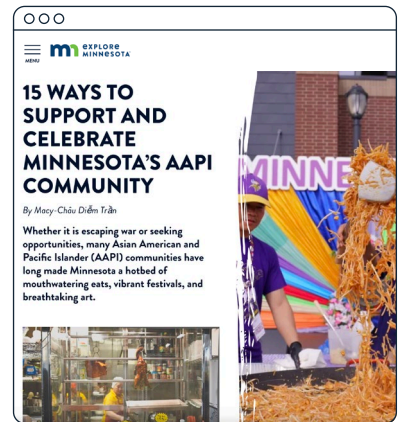
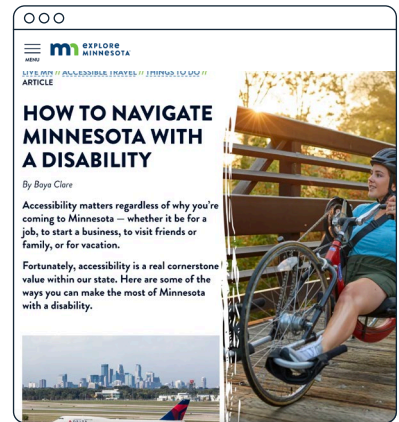
In FY24, Explore Minnesota assembled a task force specific to DEAI for the agency, dedicated to creating an Equity Change Plan which will be introduced in FY25. Additionally, the entire staff at Explore Minnesota participated in Intercultural Development Inventory (IDI) training—although the training was not mandatory, we had a 100% participation rate among staff.

## working with diverse storytellers

As we aim to elevate Minnesota’s diversity, we know we must engage directly with those communities and closely aligned travel experts to help tell those stories. In FY24, we put a focus on content that reflects how Minnesota is welcoming to all.

A few standouts:

- A new series on the ways travelers can support and celebrate the state’s many cultural and ethnic groups, beginning with a breakdown of businesses, events and programming from the Asian American Pacific Islander (AAPI) and LGBTQ+ communities. Future installments will focus on actionable recommendations from members of the Black, Native American and Latino communities, as well as all the immigrant groups that have built strong roots within Minnesota over the years.
- We also published compelling livability content alongside the launch of our Star of the North workforce attraction campaign. These pieces included overviews of how Minnesota supports families, provides quality healthcare options to all of its residents, and meets a higher accessibility standard than most states.



# visitors services & welcome centers

Explore Minnesota’s visitor services program continues to provide information to travelers and facilitates travel throughout the state. Six state-operated welcome centers are located in Minnesota Department of Transportation buildings at key state entry points.

## visitor services\*

Welcome Center visitors	2,041,331
Customer contacts	2,046,836
Direct calls handled	1,795
Voicemails handled	910
Chats handled	1,401
Print materials distributed at Welcome Centers	580,847

## community partner programs

Number of Mall of America® brochure program participants	67
Number of MSP Airport brochure program participants	30
Visitors to Affiliate Welcome Centers	424,091
Print materials distributed outside Welcome Centers	365,308



\*Explore Minnesota-operated centers only



**provide industry  
leadership and  
maximize partner  
collaboration**



# overview

## industry outreach

In FY24, we were back on the road to learn from stakeholders all over Minnesota. With more than 150 meetings, presentations and webinars to key stakeholder groups — including 13 Tribal Nations meetings — we prioritized connecting to communities. Nearly two dozen community partners took advantage of our Destination Update Series, where agency staff learn what’s happening throughout the state. We streamlined our communications with stakeholders through our weekly enewsletter, Industry News.

We continue to expand outreach efforts, increase staff presence at industry meetings and provide subject matter presentations to support our growing community.



## Industry News & resources

*Industry News* (formerly the *EMT Express*) is Explore Minnesota’s weekly enewsletter for travel industry professionals. It contains information on our programming and initiatives as well as upcoming events and opportunities for our partners.

We continue to provide timely research and data for the tourism industry, including traveler profiles, industry business condition reports and seasonal travel updates on [exploreminnesota.com/industry](https://exploreminnesota.com/industry).

Economic research helps convey the positive impact of tourism across the state. Leisure and Hospitality data is available by county and region, and economic and halo study impacts are currently available at the state level. County-level 2023 economic impacts will be available later in 2024.



industry news subscribers



industry website views

# National Travel and Tourism Week

As Explore Minnesota advocates for the importance of travel in Minnesota and throughout the world, we supported and uplifted National Travel and Tourism Week with posts on our LinkedIn account.

## linkedin

Impressions	4,517
Engagements	230
Clicks	132

This National Travel and Tourism Week, let's celebrate how the travel industry powers the economy, connects our people, creates quality job opportunities, and supports our communities. Travel is invaluable to America's success.

#NTTW24 #OnlyinMN



23

**Explore Minnesota**  
5,595 followers  
4mo

Happy National Travel and Tourism Week! The travel industry is pivotal to our economy, communities, and connecting America.

#OnlyinMN #NTTW24 U.S. Travel Association

73

Like Comment Share

## tourism matters

The [Tourism Matters industry microsite](#) provides resources to champion Minnesota tourism. Explore Minnesota actively promotes agency policy and budget proposals at the Capitol, highlighting why #TourismMatters.

The 94th session of the Legislature starts on January 14, 2025. We'll continuously update [tourismmatters.org](#) with the latest videos, statistics, media coverage, and newsletters to support industry advocacy efforts, ensuring relevant information is shared with legislators.

### the website includes:

- Tourism Matters Videos
- Tourism Matters Newsletters and Legislative Updates
- Minnesota Leisure & Hospitality Fact sheet
- Legislative Materials
- Information on Legislatively Appropriated Grants

# strategic partnerships & major events

## 2023 Minnesota Governor's Pheasant Hunting Opener

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The 2023 Minnesota Governor's Pheasant Hunting Opener (GPHO) was held in Owatonna and Steele County in southwest Minnesota October 13-14, 2023.

Explore Minnesota partnered with the Minnesota Department of Natural Resources (DNR), the city of Owatonna and Steele County to promote the intersection of tourism, outdoor recreation and hunting activities to the general public and to strengthen short- and long-term relationships with communities, stakeholders, and elected leaders.

**our media reach for the GPHO was huge, totaling 10k impressions – including:**

- 70 Media interviews during Friday's Media Row
- 22 Media interviews during Saturday's Event
- 1,002,370 Television reach
- 2,257,610 Radio reach
- 461,581 Social media reach
- 6,628,610 Online reach

## 2023 Minnesota Governor's Deer Hunting Opener

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In collaboration with the DNR, the 2023 Governor's Deer Hunting Opener was held at the Eagle Bluff Environmental Learning Center in Lanesboro, MN, on Saturday, November 4, 2023.

With support from the Backcountry Hunters & Anglers, Bluffland Whitetails Association and Minnesota Conservation Federation, Explore Minnesota and the DNR held a Hunters' Reception and listening session, deer processing demo and venison sampler on November 3. A brunch, photos and media interviews with the Governor was held on November 4.

## 2024 COOP FIS Cross Country World Cup races at Theodore Wirth Park

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The Loppet Foundation provided Explore Minnesota with a new partnership opportunity to sponsor the 2024 Loppet Cup – a COOP FIS (Federation of International Skiing) Cross Country World Cup, from February 17-19, 2024. The event encompassed a series of distance and sprint races with the best skiers in the world battling for the title of World Cup Champion.

The sponsorship included logo and event branding on skier bibs, stadium banners, course signage, backdrops, global and local TV broadcasting (World Feed & NBC), PA announcements, in-venue video placements, a spectator guide print ad, promotional materials and earned/owned media inclusion.

## 2024 Minnesota Governor's Fishing Opener

The 2024 Minnesota Governor's Fishing Opener (GFO) was held in Lake City in southeast Minnesota May 10-11, 2024.

Explore Minnesota partnered with the Minnesota Department of Natural Resources (DNR), the Lake City Chamber of Commerce and the city of Lake City to mark the annual start of Minnesota's fishing season (walleye, bass, lake trout and northern pike). Through several high-visibility events specifically for outdoor and general media, the Minnesota Governor's Fishing Opener elevates visitor awareness of the host community and creates a lasting local impact.

### by the numbers:

- 28 Media outlets participating
- 25M Estimated media audience reach
- 47k Social media platform impressions
- 7k Influencer engagements
- 158,471 Influencer social media audience reach



Radio, print, television, and social media professionals covering the event focused on Minnesota's fishing opportunities, the area's natural resources, and the assets of Lake City. The resulting stories inspired participation in recreational fishing in Minnesota and drove awareness of the area.

The weekend was packed with activities throughout the community, culminating in fishing and shore lunch at Lake Pepin.

## Explore Minnesota Tourism Conference

The 2024 Explore Minnesota Tourism Conference was an accessible and affordable educational opportunity for Minnesota's tourism and hospitality industry. This hybrid event was held February 26–27, 2024, in Rochester at the Mayo Civic Center. We saw record attendance with nearly 400 in-person and 181 virtual attendees.



Virtual attendees could tune in for free broadcasts of select keynote sessions and the Explore Minnesota Tourism Awards. Recordings of breakout sessions and keynotes were made available on our [tourism industry website post-conference](#).

New in 2024, we offered a half-day leadership summit on Monday intended for executive directors, CEOs, and presidents of destination management organizations, chambers of commerce and visitor bureaus.

Highlights included a look back at 2023 and the launch of our Star of the North campaign. Conference keynote speakers delivered messages on trends, digital strategies and cultivating resilient mindsets. The scholarship program hosted three Tribal Nations representatives, each matched with a mentor. We are thankful for the generous support of our local and national sponsors.

The annual Explore Minnesota Tourism Awards celebrate the outstanding people, marketing activities and promotion initiatives that make Minnesota a premier travel destination. Dozens of submissions from the industry were received and scored with seven overall awards presented, including an Emerging Leader and Tourism Industry Leader award.



**one Minnesota award**  
**Mesabi Trail**



**creating a welcoming experience**  
**Visit Duluth**



**marketing innovation**  
**Otter Tail Lakes Country Association**



**outstanding social media campaign**  
**Best Western Hotels of Minnesota**



**visitor services award**  
**Katie Claire Schuler, Caribou Highlands Lodge**



**emerging leader**  
**Cindy Smyka, Ely Area Tourism Bureau**



**tourism industry leader**  
**Bill Foussard Owner, Best Western Plus White Bear Country Inn/ Rudy's Redeye Grill**

## FY24 marketing partnerships

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This year, we enhanced our exposure in neighboring states through promotions with sports teams, retailers, major attractions, airlines, publishers and more. The total in-kind value of these partnerships exceeded \$2.2 million, more than double the amount spent.

A key partnership with Ink Global and American Airlines facilitated over 58,933 Star of the North campaign video completions. This partnership provided more than \$125,000 in in-kind value and targeted Chicago, Dallas, Denver and St. Louis visitor flight markets.

We are proud to partner with many companies and organizations, both local and national, to amplify our marketing efforts. Notable partnerships in FY24 included:



# industry programs: co-op marketing and grants



## co-op program participants

100 industry participants  
placed over 275 ads

-34% YoY



## spend

\$799,729.25 industry  
spending in FY24

+14% YoY



## in-kind value

\$2,239,563 in-kind value from  
contractors/media partners

+26% YoY

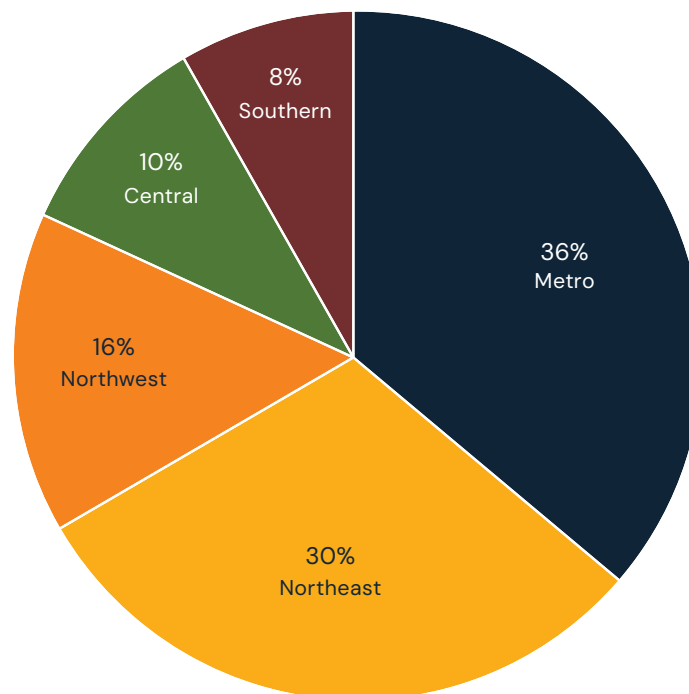


## investment

\$717,569.82 Explore Minnesota  
invested in FY24

+30% YoY

## participation\* by region



| \* 67% of participants were DMOs, 33% were other tourism-related businesses.

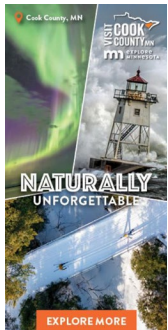
## grant program

### FY24 Tourism Recovery Grant Program

The FY24 Recovery Grant Program was funded and administered by Explore Minnesota to provide grants to individual or collaborative nonprofit Destination Marketing Organizations (DMOs) and other tourism promotion organizations. Funds aided the post-pandemic tourism recovery of communities statewide. No match dollars were required to participate in this program.

<b>Awarded</b>	<b>\$1,153,850</b>
<b>Grantees</b>	<b>110</b>

- Individual grant awards ranged from \$5,000 to \$40,000 based on organizational budget
- Grants aided communities in every region in the state
- Grant dollars were primarily used to support visitor guides, print ads and digital advertising within Minnesota and in the surrounding states



### FY24 Tribal Nations Grant Program

The FY24 Tribal Nations Grant Program was funded and administered by Explore Minnesota for the purpose of providing funds to the 11 federally recognized Tribal Nations who share geography with Minnesota to support development and promotion as it pertains to forming or expanding sustainable tourism assets, culture, heritage, arts, agritourism and outdoor recreation for the economic benefit of their communities. No match dollars were required to participate.

<b>Awarded</b>	<b>\$1,449,843</b>
<b>Grantees</b>	<b>8</b>

- \$181,800 maximum grant award per Tribal Nation
- Grant dollars are primarily used for tourism initiatives, planning, marketing and education







**foster state  
stewardship**

# overview

## destination stewardship

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Destination stewardship is an ongoing journey for Explore Minnesota. It involves local communities, governmental agencies, nongovernmental organizations and the tourism industry in a multi-stakeholder approach to maintaining our state’s cultural, environmental, economic and aesthetic integrity. We are in the early stages of assessing options and learning what other states are doing.



In FY24, we launched the new [Explore Minnesota More](#) podcast

## outdoor recreation industry partnership (ORIP)

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Work at ORIP began as part of Explore Minnesota in September 2023, with an operational budget of \$150,000. Over the calendar year, there has been much progress to report, from collaboration with the MN Children’s Cabinet to support the Children’s Outdoor Bill of Rights to becoming a part of the Confluence of States and the Outdoor Recreation Roundtable.

We also:

- Collaborated with the State of Minnesota to arrange the first-ever use of federal emergency loan funding for businesses impacted by a lack of snow during the winter of 2023–24.
- Circulated a monthly newsletter to roughly ~800 outdoor industry stakeholders.
- Introduced the Explore Minnesota More podcast with DNR Commissioner Sarah Strommen and Explore Minnesota Executive Director Lauren Bennett McGinty.
- Began development on the state’s first comprehensive Outdoor Recreation Economic Impact Report (to be released in summer 2025).

Over FY25, ORIP will continue to focus on laying the foundation for continued success by publicizing and engaging in outreach campaigns across the state highlighting the importance of Minnesota’s outdoor recreation industry and hosting the first annual Outdoor Recreation Industry Summit on June 18, 2025.



## tourism council

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The [Explore Minnesota Tourism Council](#) consists of 35 individuals representing various sectors in hospitality and tourism appointed by the Governor. The advisory Council serves the broader interests of tourism in Minnesota by promoting activities that support, maintain and expand the state’s domestic and international travel market, thereby generating increased visitor expenditures, tax revenue and employment. Council members share insights with staff on sustainably increasing travel while promoting our various cultural and outdoor attractions.



## livability and economic development council

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The [Explore Minnesota for Business Council](#) launched in June 2024, consists of up to 14 representatives from economic development, talent acquisition, higher education and business sectors across the state. Appointed by the Governor, the Council members advise Explore Minnesota’s livability, workforce and economic opportunity promotional efforts. As part of their role, Council members emphasize and prioritize diversity, equity, inclusion and accessibility and provide professional marketing insights.





**ensure  
organizational  
excellence**

# organizational activities in FY24

Explore Minnesota staff, who work throughout the state, are some of the most passionate cheerleaders for Minnesota. To ensure organizational excellence, our goal is to provide a working environment where employees can thrive, learn and grow together. We continue to evolve our training opportunities, employee engagement programs and organization to better fit the needs of Explore Minnesota now and prepare us to innovate for the future.



## quarterly staff meetings

Quarterly meetings are a time when our staff from around the state gather to experience an in-depth look at a destination or attraction and participate in professional training.

This year, we held meetings at:

- the Minnesota State Capitol
- the Landmark Center
- the Como Zoo





## setting employees up for success

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As part of our commitment to ensuring employees have the tools, resources and support they need to thrive, we conduct a biannual employee satisfaction survey.

Areas of focus include:

- professional experience
- management effectiveness
- employee engagement with additional focus around diversity, equity, accessibility and inclusion

Over time, the survey metrics have shown an increase in employee satisfaction around workplace culture, opportunities to communicate with teammates and encouragement to participate in Diversity, Equity, Accessibility and Inclusion (DEAI) training. Opportunities for continued improvement include creating more ongoing employee engagement activities, continuing transparent and frequent communication and providing onboarding assistance for tools like our project management system.



## new hires

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Explore Minnesota welcomed 14 new employees in a variety of positions across the state. Many positions were either new hires to the state or positions reimagined to better fit the needs of the organization.

For the first time, Explore Minnesota welcomed to our staff:

- one Industry Relations Manager
- one Marketing Deputy Director
- one Marketing Campaign Manager
- one Communication and Media Relations Manager
- one Senior Marketing Specialist, focused on economic development
- two Project Coordinators
- one Customer Service Specialist Intermediate

Explore Minnesota continues to find ways to uncover new opportunities for advancement and growth for all our staff.

## photo credits

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Per annual report page, starting in top left corner, going clockwise.

C	Paul Vincent	25	Willmar Lakes Area	40	Paul Vincent
1	Paul Vincent	26	Explore Minnesota	41	Ely Area Tourism Bureau
2	Lane Pelovsky Courtesy Of Meet Minneapolis   Paul Vincent	27	Paul Vincent	42	Paul Vincent
3	Jordan Olson   Paul Vincent	28	Sigrid Dabelstein   Visit Duluth   Dawn Blanchard   Paola Carlson Sanchez Courtesy of Meet Minneapolis	43	Paul Vincent
5	Visit Lake City	30	Grand Portage Welcome Center	44	Explore Minnesota Staff
6	Paul Vincent   Mateo Mackbee   Exlore Minnesota   Claudine Grove   Paul Vincent	31	Paul Vincent	45	Explore Minnesota Staff
7	Paul Vincent	32	Kvidt Creative, courtesy of Visit Mankato		
11	Paul Vincent	33	Paul Vincent		
17	TNT postgame show <i>Inside the NBA</i>   Meet Minneapolis   Explore Minnesota   Meet Minneapolis	35	Explore Minnesota		
		36	Explore Minnesota		
		39	Lorie Shaul		
20	Visit Detroit Lakes				
21	Meet Minneapolis   Explore Minnesota   Explore Minnesota				
23	Metropolitan Airports Commission				
24	Paul Vincent				



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