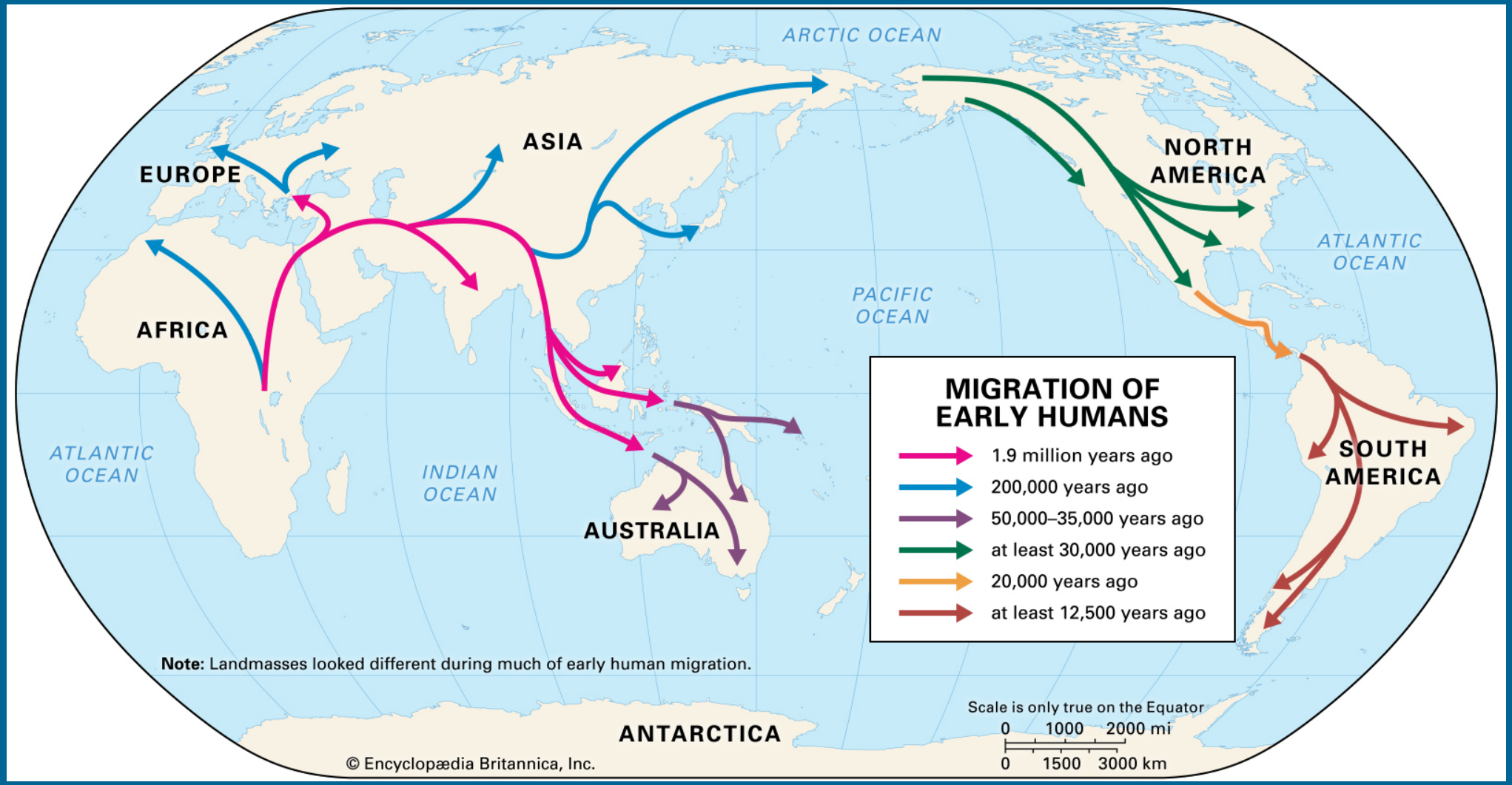
OUR CORNERSTONE:
BEING A COMMUNITY SHARED VALUE & ASSET

Jack Johnson
Destinations International

DESTINATIONS INTERNATIONAL

OUR STARTING POINT

DESTINATIONS INTERNATIONAL



DESTINATIONS INTERNATIONAL

our impact

In 2018 travel and tourism was

- ✓ 10.4% of global GDP contributing a record $8.8 trillion to the world economy
- ✓ Grew 3.9% – better than overall global GDP growth of 3.2% - outpacing the global economy for the 8th consecutive year
- ✓ 27.2% of total global service exports and 6.5% of total global exports – the #1 service export & #5 overall

DESTINATIONS INTERNATIONAL

our impact

In 2018 travel and tourism was

- ✓ 319 million jobs to the world economy
- ✓ 1 in every 10 jobs on the planet
- ✓ 1 in 5 of all jobs created across the world over the past 5 years

DESTINATIONS INTERNATIONAL

what we are right now

- Bigger than we have ever been before
- Greater opportunities to help our communities
  - → Putting more people to work
  - → Bringing communities back from oblivion
  - → Creating new opportunities for entrepreneurs
  - → Creating economic options for people
  - → Improving quality of life for residents

DESTINATIONS INTERNATIONAL

what we are right now

- Public policy issues that demand our attention
  - → Homelessness
  - → Affordable Housing
  - → Job transitions
  - → Quality of Life/Place issues
  - → Environmental issues
  - → Sustainability issues

what we are right now

- Increase Vulnerability
  - → Tight government budgets
  - → Fiduciary failures within our industry
  - → The lack of community relevance
  - → Our responses no longer resonate

DESTINATIONS INTERNATIONAL

tight government budgets

Projections for most governments show that the rate of growth of expected government revenues are growing at a pace below the rate of growth of projected government expenses.

As part of this, there is a growing trend by those who seek to divert a destination organization's funding to start by undermining the credibility of the destination organization.

fiduciary failures within our industry

Destination organizations spend other people's money, promoting other people's property by articulating, protecting and promoting an abstract idea - a brand, that is owned collectively by all the people of a destination. Each one of these carry a fiduciary responsibility that must be acknowledged and fulfilled.

DESTINATIONS INTERNATIONAL

the lack of community relevance

Destination organizations are too often finding their relevance in a community is weak or non-existent. There seems to be a disconnect between the destination organization and the community it claims to serve. This means that there is no ownership of the destination organization or a narrative about the shared value it should represent within the community.

our responses no longer resonate

The civic and political ground on which we stand has shifted. We talk to the public, to elected officials and to the media about industry performance measurements and return on investment that are often not understood or not believed. The logic of our arguments no longer seems to matter.

DESTINATIONS INTERNATIONAL

FINDING OUR CORNERSTONE

DESTINATIONS INTERNATIONAL

what is the community need?

In today's globalized, networked world, every community must compete with every other for its share of the world's…

…visibility, attention and respect.

…tourists, consumers and available talent.

…businesses and the available capital and investments.

Those communities who fail to compete will lose ground. They will be left behind.

DESTINATIONS INTERNATIONAL

what are the solutions?

The community needs infrastructure, public space, transportation, capacity and residents. But that alone is not enough.

For a community to compete, people need to be made aware of that destination, they need to hear about it, and they need to be able to find it when searching.

People must have a clear and positive image of the destination's brand. This will create a desire for people to visit the destination, to experience the community and it's people for themselves and ultimately, share their experience with others.

why are we the solution?

We bring strategies to achieve awareness and positive impressions; brand development, management and communication; promotion, marketing, sales, and visitor engagement.

We are the experts. We have the tools, knowledge and relationships to provide the solution. And we have something that no outside person will bring to the table, we have the love of our community to see it through and will personally be affected by the results.

But this also means that we have a bigger mission. Our mission is not to put “heads in beds.” Measuring hotel occupancy is a good measurement, but not our mission. Every visitor is important. Every impression is important. Everything that allows a community to compete is important.

DESTINATIONS INTERNATIONAL

who are destination organizations customers?

Destination promotion is for the benefit and wellbeing of every person in a community. It is an essential investment to develop opportunities and build quality of life to benefit the people of a destination. What is our industry always pointing to? How many jobs are created, how much local spending is generated, how much local tax revenue is generated, and how much economic activity is generated.

So, who is helped by this? Who is our customer?

It is the residents of the community.

DESTINATIONS INTERNATIONAL

Our customer are our residents.

Our families, our friends, our neighbors.

Our community.

DESTINATIONS INTERNATIONAL

cornerstone

Every community must compete with every other community for their share of the world's attention, customers, ides and investment. To compete, people need to be aware of a community, have a positive impression, and want to visit to experience the community and meet its people.

This is achieved through clearly developing, articulating and managing the community's brand. Efforts must be made to promote, market, sell, and engage potential visitors. And all of this must be reinforced again and again. Destination organizations are uniquely positioned to do this.

Addressing this need for destination promotion is for the benefit and well-being of every person in a community. It is a common good. It is an essential investment to develop opportunities and build quality of life to benefit all the residents of a community.

DESTINATIONS INTERNATIONAL

DESTINATION NEXT

The 2019 Futures Study

Industry Disruptors

Industry Clients

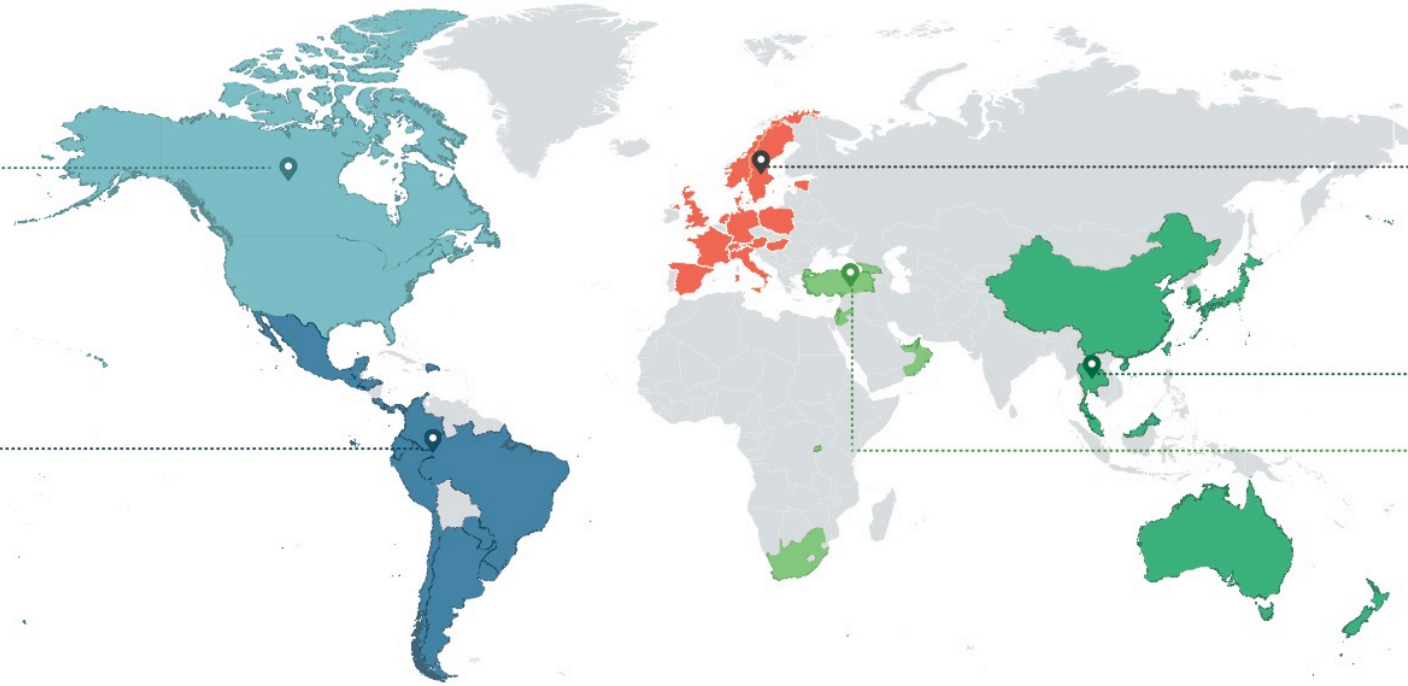
Advisory Panels

Community Leaders

Destination Leaders

DESTINATION NEXT

Global Scope



North America
Bermuda
Canada
United States

Latin America
Argentina
Brazil
Chile
Colombia
Costa Rica
Dominican Republic
Ecuador
El Salvador
Guatemala
Honduras
Mexico
Panama
Paraguay
Peru
Uruguay

Europe
Austria
Denmark
Estonia
France
Germany
Hungary
Italy
Monaco
Netherlands
Norway
Poland
Spain
Sweden
Switzerland
United Kingdom

Middle East/Africa
Bahrain
Israel
Jordan
Oman
Rwanda
South Africa
Turkey
United Arab Emirates

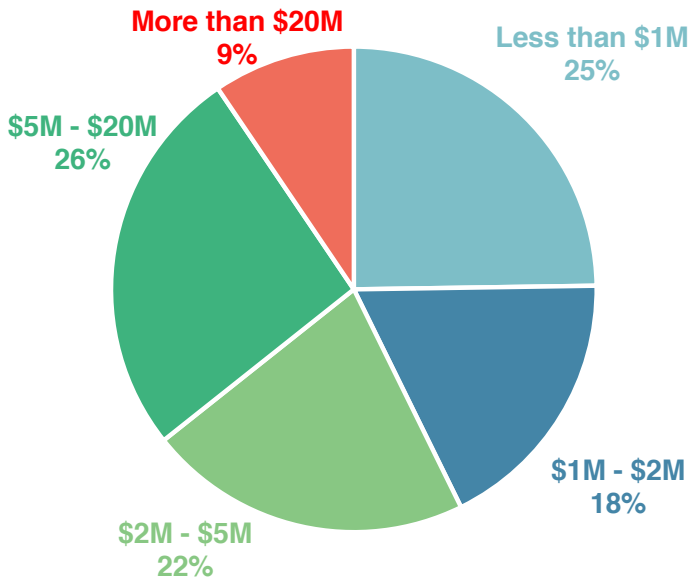
Asia Pacific
Australia
China
Georgia
Hong Kong
Japan
Malaysia
New Zealand
Singapore
South Korea
Taiwan
Thailand

521
Participants

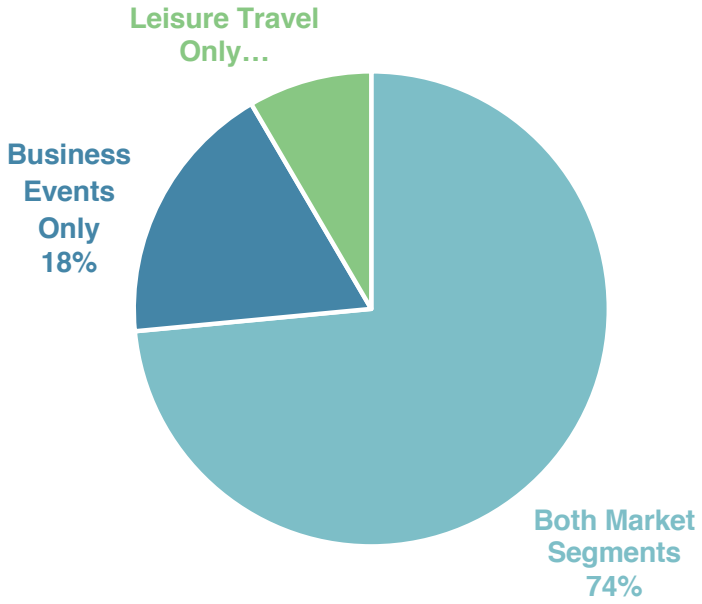
55
Countries

Diverse Organizations

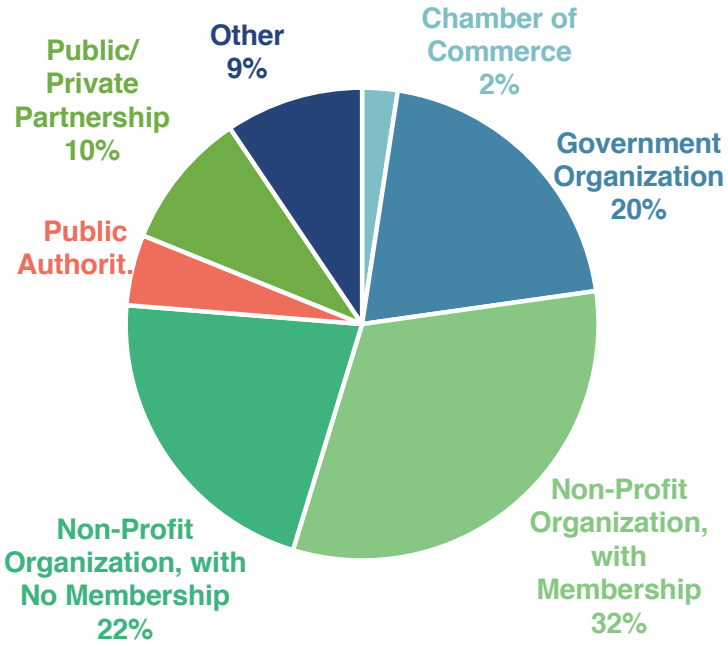
Budget Size



Market Segment



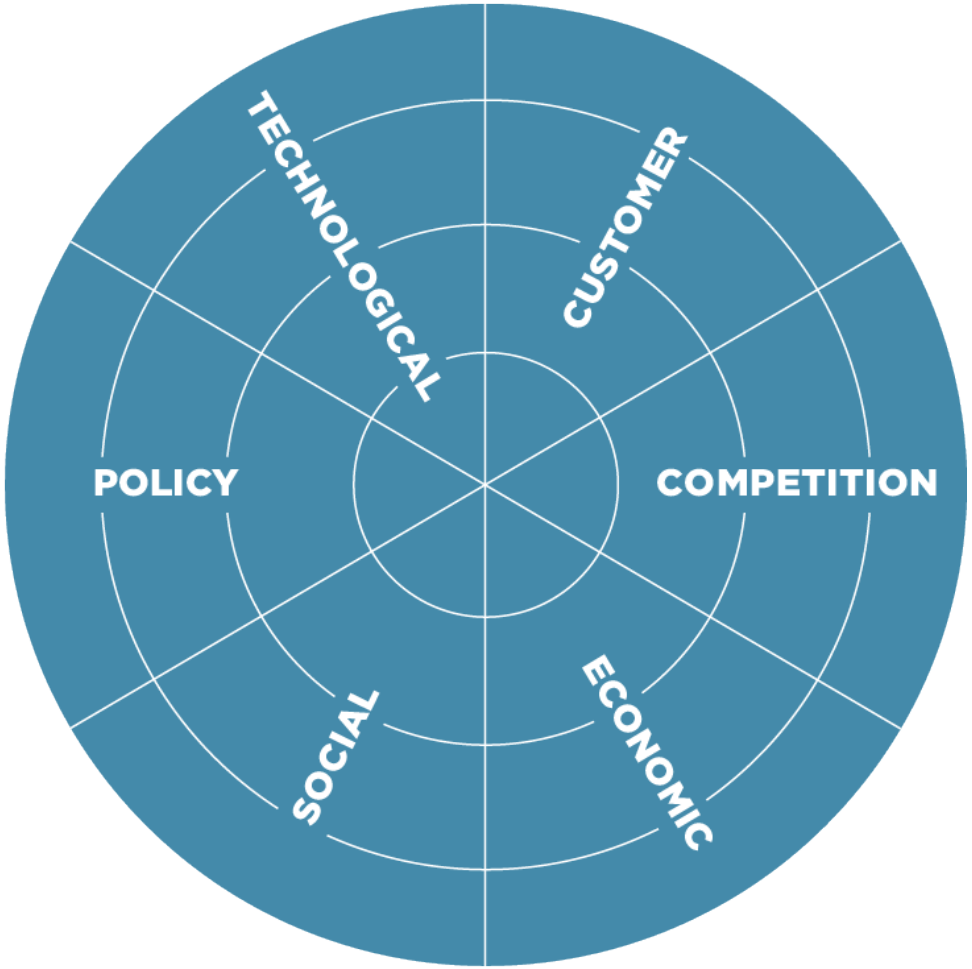
Business Model



DESTINATION NEXT

Strategic Radar Map

52
Trends

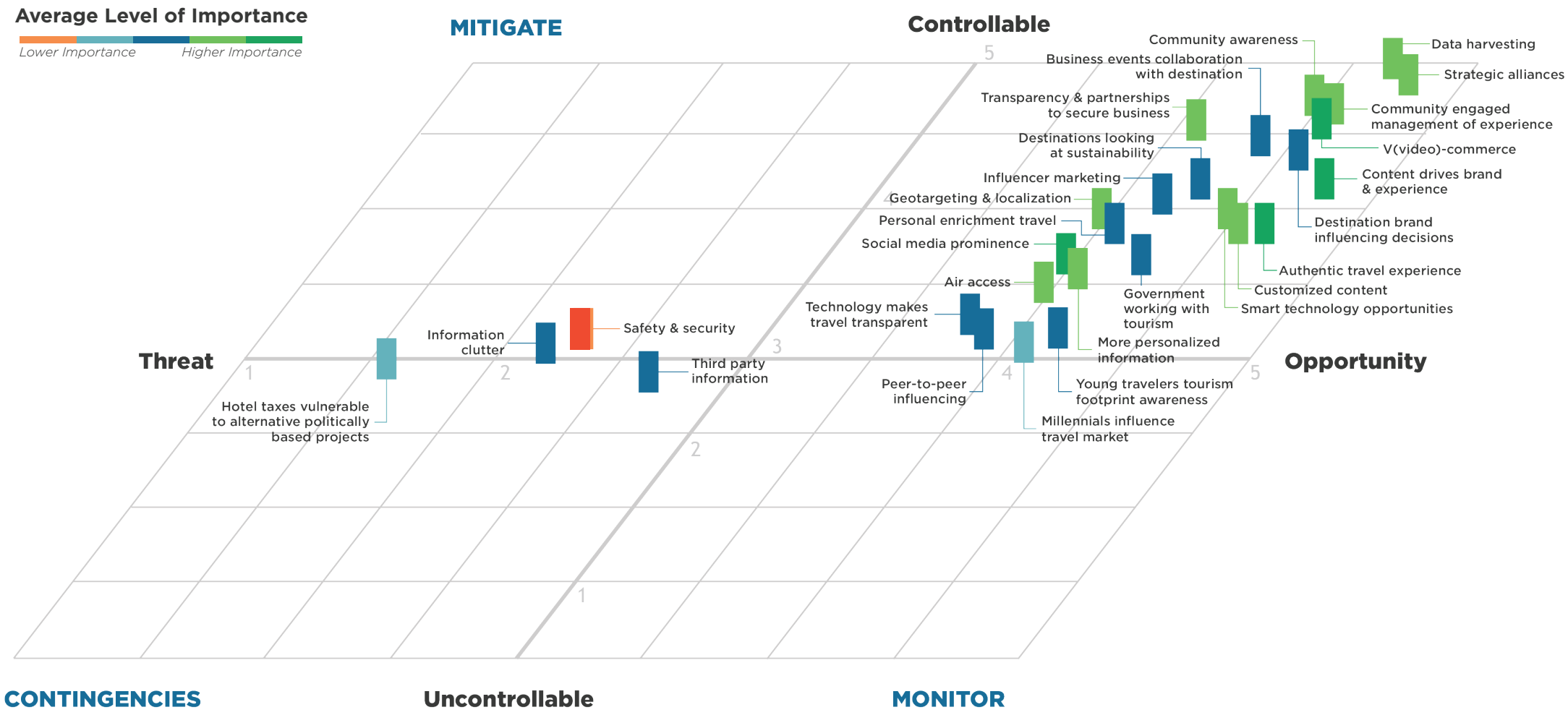


64
Strategies

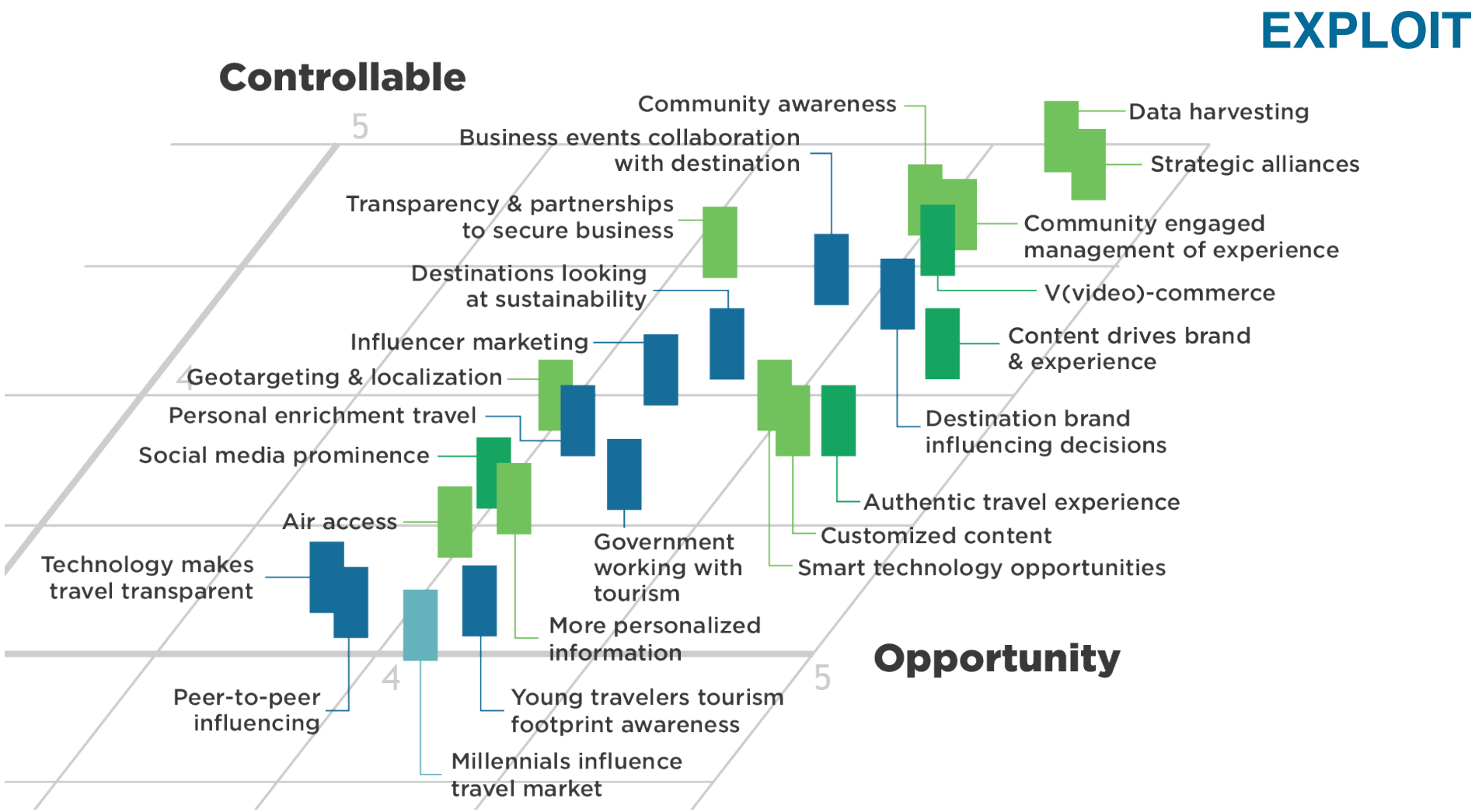
Top 20 Trends in 2019

2▲	**1.**	Customers increasingly seeking a unique, authentic travel experience.
0	**2.**	Content creation and dissemination by the public across all platforms drives the destination brand and experience.
2▼	**3.**	Social media's increasing prominence in reaching the travel market.
2▼	**4.**	Video becomes the new currency of destination marketing and storytelling.
2▲	**5.**	Harvesting data and developing business analytics differentiate successful tourism destinations.
1▼	**6.**	Mobile platforms and apps becoming the primary engagement platform for travelers.
10▲	**7.**	Travelers demanding more information, control, interaction and personalized information.
5▲	**8.**	Customers increasingly expect highly curated and customized destination content.
1▼	**9.**	Smart technology creating new opportunities for innovative new services and processes.
0	**10.**	Geotargeting and localization becoming more prevalent.
13▲	**11.**	Communities more engaged in the development and management of the destination experience.
39▲	**12.**	Increasing importance of transparency and building partnerships to secure business to a destination.
2▼	**13.**	Organizations are increasingly developing strategic alliances across multiple economic sectors in order to leverage resources.
NEW	**14.**	More communities and municipal governments are aware of importance of tourism to local economy.
1▲	**15.**	Air access to a destination is a key factor in attracting business.
NEW	**16.**	People are seeking more personal enrichment in their travels, including wellness and well-being.
NEW	**17.**	Destinations looking at sustainability more broadly, encompassing economic, social and environmental impacts.
23▲	**18.**	More third-party information providers aggregating content about destinations.
10▲	**19.**	Peer-to-peer buyer influence driving customer purchases.
6▼	**20.**	The brand of a destination becoming a more important factor for destination decisions.

Future Map


Average Level of Importance
Lower Importance
Higher Importance
MITIGATE
Controllable
Threat
Opportunity
Uncontrollable
CONTINGENCIES
MONITOR
Hotel taxes vulnerable to alternative politically based projects
Information clutter
Safety & security
Third party information
Technology makes travel transparent
Peer-to-peer influencing
Air access
Social media prominence
Personal enrichment travel
Geotargeting & localization
Influencer marketing
Destinations looking at sustainability
Transparency & partnerships to secure business
Business events collaboration with destination
Community awareness
Millennials influence travel market
Young travelers tourism footprint awareness
More personalized information
Government working with tourism
Smart technology opportunities
Customized content
Authentic travel experience
Destination brand influencing decisions
Content drives brand & experience
V(video)-commerce
Community engaged management of experience
Strategic alliances
Data harvesting

Future Map


EXPLOIT
Controllable
5
4
4
5
Opportunity
Community awareness
Business events collaboration with destination
Transparency & partnerships to secure business
Destinations looking at sustainability
Influencer marketing
Geotargeting & localization
Personal enrichment travel
Social media prominence
Air access
Technology makes travel transparent
Peer-to-peer influencing
Millennials influence travel market
Young travelers tourism footprint awareness
More personalized information
Government working with tourism
Smart technology opportunities
Customized content
Authentic travel experience
Destination brand influencing decisions
Content drives brand & experience
V(video)-commerce
Community engaged management of experience
Strategic alliances
Data harvesting

Three Transformational Opportunities:

#1 Destination Stewardship

Balancing economic development, sustainable tourism and quality of life

#2 Community Alignment

Building public support around a shared vision for the destination

#3 Digital Conversion

Connecting with visitors on mobile devices to drive real-time sales in-destination

cornerstone

Every community must compete with every other community for their share of the world's attention, customers, ides and investment. To compete, people need to be aware of a community, have a positive impression, and want to visit to experience the community and meet its people.

This is achieved through clearly developing, articulating and managing the community's brand. Efforts must be made to promote, market, sell, and engage potential visitors. And all of this must be reinforced again and again. Destination organizations are uniquely positioned to do this.

Addressing this need for destination promotion is for the benefit and well-being of every person in a community. It is a common good. It is an essential investment to develop opportunities and build quality of life to benefit all the residents of a community.

DESTINATIONS INTERNATIONAL

cornerstone

- → This is where our “**About Us” and “Mission” statements** should start.
- → This is our **ideology** – the ideals and ideas that bind us together.
- → This is our **argument** for public support of destination promotion.
- → This is the reason we deserve an **equity position** at the community planning table.

DESTINATIONS INTERNATIONAL

OPERATING AS A COMMUNITY ASSET

DESTINATIONS INTERNATIONAL

destination organization definition

A destination organization is a community asset responsible for programs promoting a community as an attractive travel destination and enhancing its public image as a dynamic place to live and work. Through the impact of travel, they strengthen the community's economic position and vitality which provides opportunity for all the people in the destination.

DESTINATIONS INTERNATIONAL

BUILDING FROM FOUNDATIONAL VALUES

DESTINATIONS INTERNATIONAL

two opposing ideas

On the one hand you must be able to make a **logical** case for yourself that is based on your strong return on investment. Furthermore, you need a rationale for continuing and perhaps, expanding that investment based on the idea that driving economic growth and diversity all starts with driving visitation. It all starts with a visit.

DESTINATIONS INTERNATIONAL

two opposing ideas

On the other hand you must be able to make an **emotional** argument spoken in a language of emotion that speaks to filling a community need like no one else can. You are the answer, you are the program that solves a problem and betters your community and expands opportunity for it's people.

DESTINATIONS INTERNATIONAL

two opposing ideas

In decision making – people need both logic and emotion.

The reality is that people tend to frame arguments, and the facts behind them, in terms of their own values.

values

are where emotion

and logic meet.

DESTINATIONS INTERNATIONAL

values

Values are important and lasting beliefs or ideals shared by the members of a community about what is good or bad and desirable or undesirable. They serve as broad guidelines in all situations and are important in the way we live and work.

DESTINATIONS INTERNATIONAL

foundational values

Core to an organization are those values we hold which form the foundation on which we perform work and conduct ourselves. These are so important to us that throughout the changes in society, politics, and technology they still are the foundation upon which we build our organization and develop our programs. The foundational values underlie our work, how we interact with each other, and which strategies we employ to fulfill our mission.

DESTINATIONS INTERNATIONAL

we are

aware

passionate

relevant

transparent

DESTINATIONS INTERNATIONAL

we practice

collaboration

inclusiveness

innovation

sustainability

DESTINATIONS INTERNATIONAL

active

Pursuing an occupation or activity at a particular place or in a particular way.

We are actively participating and engaging in programs that promote our community in a positive or spontaneous way. We are not passive. We work every day to compete for our community's share of the world's visibility, attention, respect, tourists, consumers, talent, business, capital and investments.

DESTINATIONS INTERNATIONAL

aware

Concern about and well-informed interest in a particular situation, topic or development.

We are aware. We ask questions. We research. We engage. And most of all, we listen. We are well informed about our community, its past and its present, and we understand the hopes and dreams the people of our community – our home.

DESTINATIONS INTERNATIONAL

passionate

An intense desire or enthusiasm for something.

We are passionate about our destination. We have a strong desire to strengthen the community's economic position and vitality and provide opportunity for all it's residents. And it is with enthusiasm and eagerness that we seek to tell the world the story of our destination, of our history, of our culture, of our community and of our people.

DESTINATIONS INTERNATIONAL

relevant

Closely connected or appropriate to what is being done or considered.

We are relevant in our community. Our leadership, expertise and acumen is understood and valued. Our community depends upon our programs achieving our mission.

DESTINATIONS INTERNATIONAL

respectful

A feeling of admiration or acceptance.

We accept someone for who they are, even when they're different from us or we don't agree with them. We admire the contribution made by residents in building our destination or by visitors who have chosen to visit it.

We seek to understand how others, both from the inside and outside, see and interpret our community. We believe that dialogue is our most effective tool. The active exchange of ideas and opinions in a respectful environment provides us insight into the variables that define our destination.

DESTINATIONS INTERNATIONAL

transparent

Open to public scrutiny.

We believe in being transparent. We gladly inform our stakeholders and the community about what we do, how we operate and our return on investment. This means that in addition to sharing our successes and victories, we also share when we have fallen short or failed.

We seek to be responsible and accountable without any prompting or prodding.

DESTINATIONS INTERNATIONAL

collaboration

The action of working with someone to produce or create something.

Effective collaboration contributes to our success. We work together with our customers, members, clients, suppliers and community stakeholders to reach our goals.

We seek to empower these people with better sharing of information to improve our capacity to solve key problems which ultimately leads to new innovations and approaches.

DESTINATIONS INTERNATIONAL

communication

The imparting or exchanging of information or news; the successful conveying or sharing of ideas and feelings.

We believe in communication. We gladly inform and seek advice and feedback from our partners, our stakeholders and everyone within our community.

DESTINATIONS INTERNATIONAL

inclusiveness

Not excluding any section of society or any party involved in something.

We practice inclusiveness. We welcome all into the fold. No one is turned away. We always strive to find ways to bring new people, new perspectives and new ideas into our universe and through this, develop a clear, honest and positive image of the destination’s brand that reflects everyone with our community.

DESTINATIONS INTERNATIONAL

innovation

Make changes in something established, especially by introducing new methods, ideas, or products.

We embrace innovation and change. We understand that while the organization's values are unchanging, the means to achieving them are not. We welcome new ideas and fresh perspectives. We embrace and use new technologies and platforms to tell our story.

DESTINATIONS INTERNATIONAL

service

The action of helping or doing work for someone; supplying a public need such as transport, communications, or utilities.

We are committed to service to the community. We acknowledge that we exist to fill a community need, a public good. We understand that it is our work, using the impact of travel, to strengthen the community's economic position and vitality. And we recognize that, as with any service, there is an element of user participation.

DESTINATIONS INTERNATIONAL

sustainability

The ability to be maintained; avoidance of the depletion of resources in order to maintain balance.

We believe in sustainability. We understand that we are building value not for ourselves but for our customers, members, stakeholders and future generations. We understand that this must be done in a way that maintains our community, our assets and preserves our brand while growing opportunity.

DESTINATIONS INTERNATIONAL

SPEAKING THE COMMUNITY'S LANGUAGE

DESTINATIONS INTERNATIONAL

lexicon

Enlightenment Fallacy:

You simply need to tell people the facts in clear language and they'll reason to the right, true conclusions.

THIS IS FALSE!

DESTINATIONS INTERNATIONAL

lexicon

The reality is that people tend to frame political arguments, and the facts behind them, in terms of their own values.

What this means, essentially, is that words matter in politics, and those words need to be chosen carefully.

DESTINATIONS INTERNATIONAL

lexicon

DESTINATIONS INTERNATIONAL

lexicon

When Frank Fahrenkopf joined the American Gaming Association, he spearheaded a seemingly simplistic, yet revolutionary, re-branding strategy for the entire industry, to redefine “gambling” as “gaming.”

With one single, powerful word, a new context was set for all that goes on in Las Vegas, Atlantic City and all casinos around the world.

lexicon

Some of the best reports demonstrating the value of our industry: “Destination Promotion: An Engine of Economic Development” & “The Power of Travel Promotion.”

The word “marketing” means that you’re selling something, that you’re pushing something.

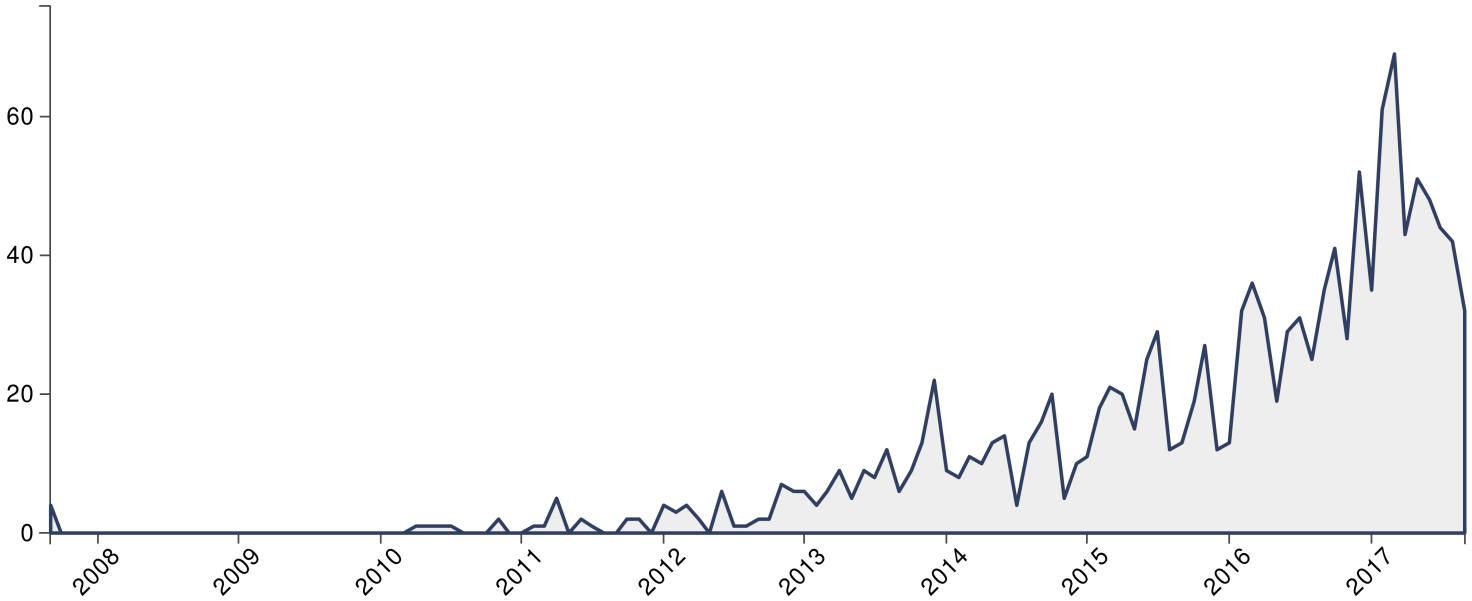
The word “promotion” activates a sense of civic pride, and both anecdotal and quantitative research have shown that residents with a pride of place are likely to perceive tourism positively.

lexicon

We ran an analysis of political discourse around related topics such as economic development, neighborhoods and public goods, and found that many of the same key words were being repeated by political leaders.

DESTINATIONS INTERNATIONAL

Use of the term "Corporate Welfare"



DESTINATIONS INTERNATIONAL

Tourism

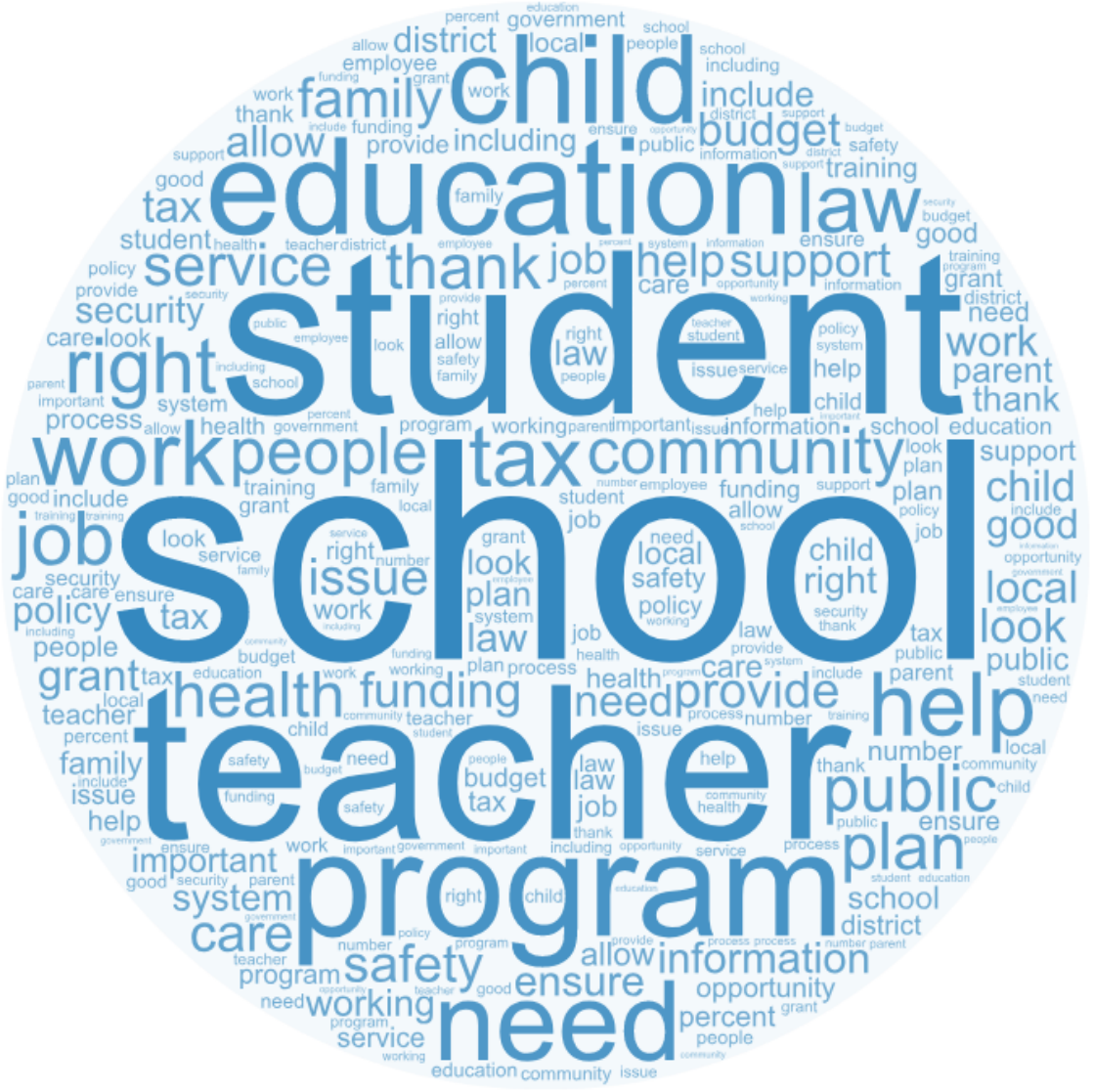
- Program
- People
- Community
- Work
- Local
- Support
- Provide
- Opportunity
- Need
- Public

Economic Development

- Program
- Community
- Work
- Support
- Local
- Need
- People
- Provide
- Opportunity

Education & Teachers

- Program
- Community
- Public
- Provide
- Work
- Support
- Local
- Need
- Opportunity



Hospitals & Firefighters

- Public
- Community
- Program
- Work
- Provide
- Need
- Support
- Local

Neighborhoods & Downtown

- Community
- People
- Work
- Program
- Need
- Support
- Local
- Public
- Provide

lexicon

community	family	funding	help	information	investment
job	local	need	opportunity	people	program
project	provide	public	service	support	thank
		neighbor	work		

DESTINATIONS INTERNATIONAL

destination organization definition

A destination organization is a community asset responsible for programs promoting a community as an attractive travel destination and enhancing its public image as a dynamic place to live and work. Through the impact of travel, they strengthen the community's economic position and vitality which provides opportunity for all the people in the destination.

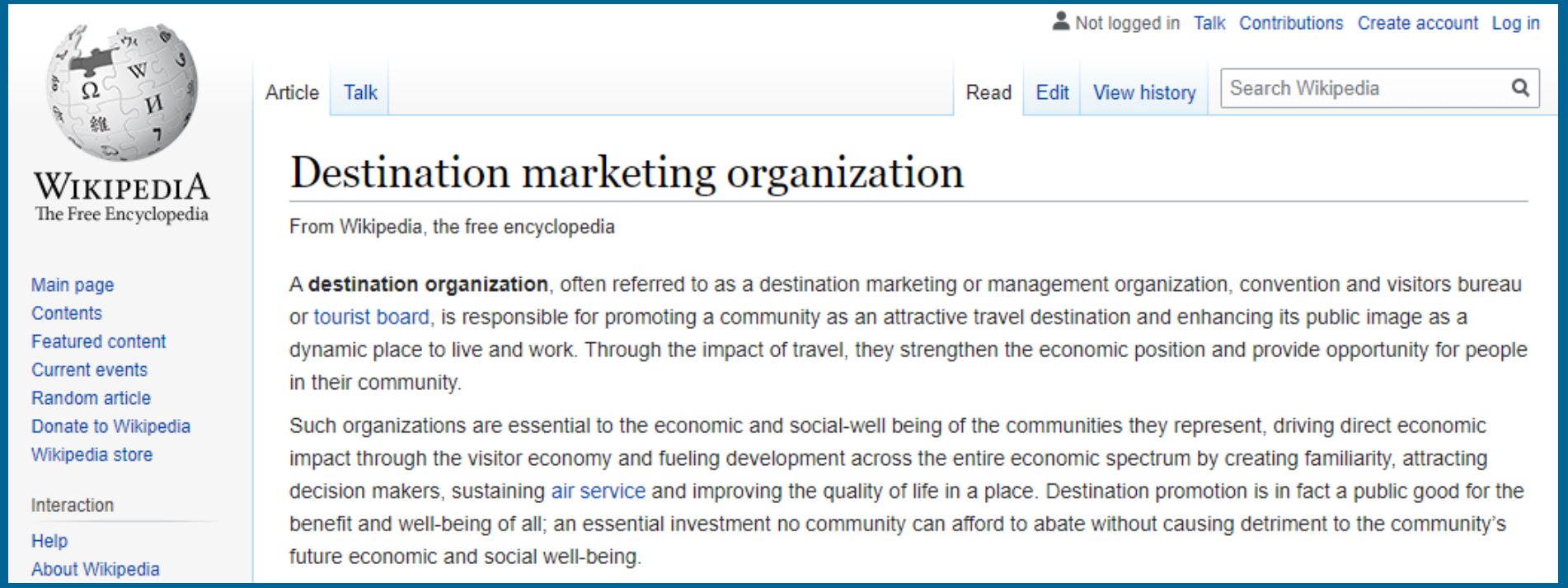
DESTINATIONS INTERNATIONAL

destination organization definition

A destination organization is a **community** asset responsible for **programs** promoting a **community** as an attractive travel destination and enhancing its **public** image as a dynamic place to live and **work**. Through the impact of travel, they strengthen the **community's** economic position and vitality which provides **opportunity** for all the **people** in the destination.

DESTINATIONS INTERNATIONAL

lexicon



Not logged in Talk Contributions Create account Log in

Article Talk Read Edit View history Search Wikipedia

WIKIPEDIA
The Free Encyclopedia

Main page
Contents
Featured content
Current events
Random article
Donate to Wikipedia
Wikipedia store

Interaction
Help
About Wikipedia

Destination marketing organization

From Wikipedia, the free encyclopedia

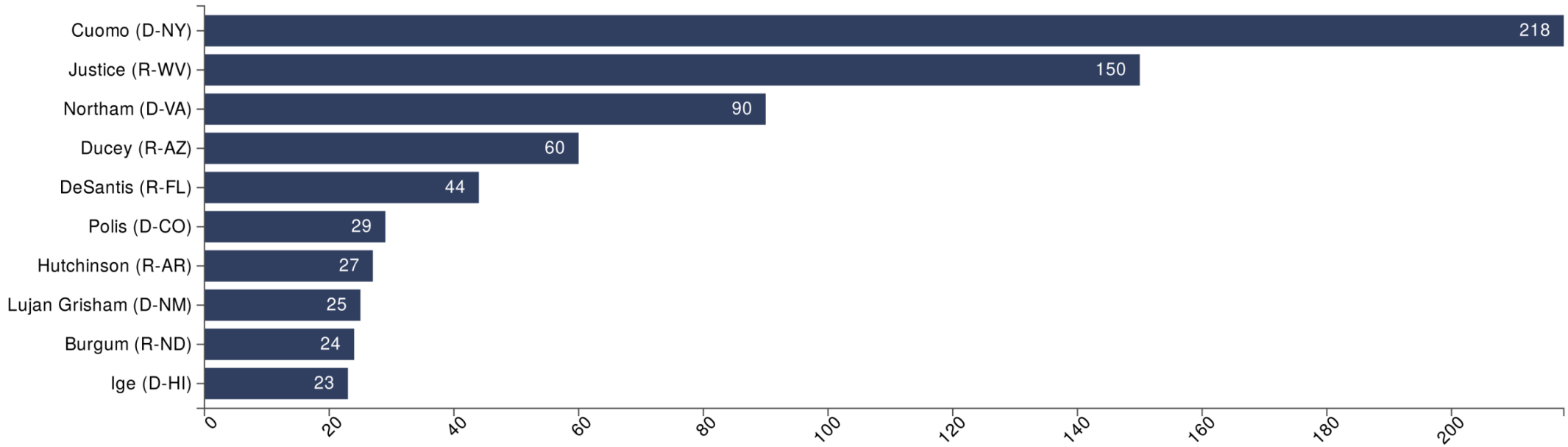
A **destination organization**, often referred to as a destination marketing or management organization, convention and visitors bureau or tourist board, is responsible for promoting a community as an attractive travel destination and enhancing its public image as a dynamic place to live and work. Through the impact of travel, they strengthen the economic position and provide opportunity for people in their community.

Such organizations are essential to the economic and social-well being of the communities they represent, driving direct economic impact through the visitor economy and fueling development across the entire economic spectrum by creating familiarity, attracting decision makers, sustaining air service and improving the quality of life in a place. Destination promotion is in fact a public good for the benefit and well-being of all; an essential investment no community can afford to abate without causing detriment to the community's future economic and social well-being.

DESTINATIONS INTERNATIONAL

KENTUCKY

DESTINATIONS INTERNATIONAL


Cuomo (D-NY)
218
Justice (R-WV)
150
Northam (D-VA)
90
Ducey (R-AZ)
60
DeSantis (R-FL)
44
Polis (D-CO)
29
Hutchinson (R-AR)
27
Lujan Grisham (D-NM)
25
Burgum (R-ND)
24
Ige (D-HI)
23
0
20
40
60
80
100
120
140
160
180
200

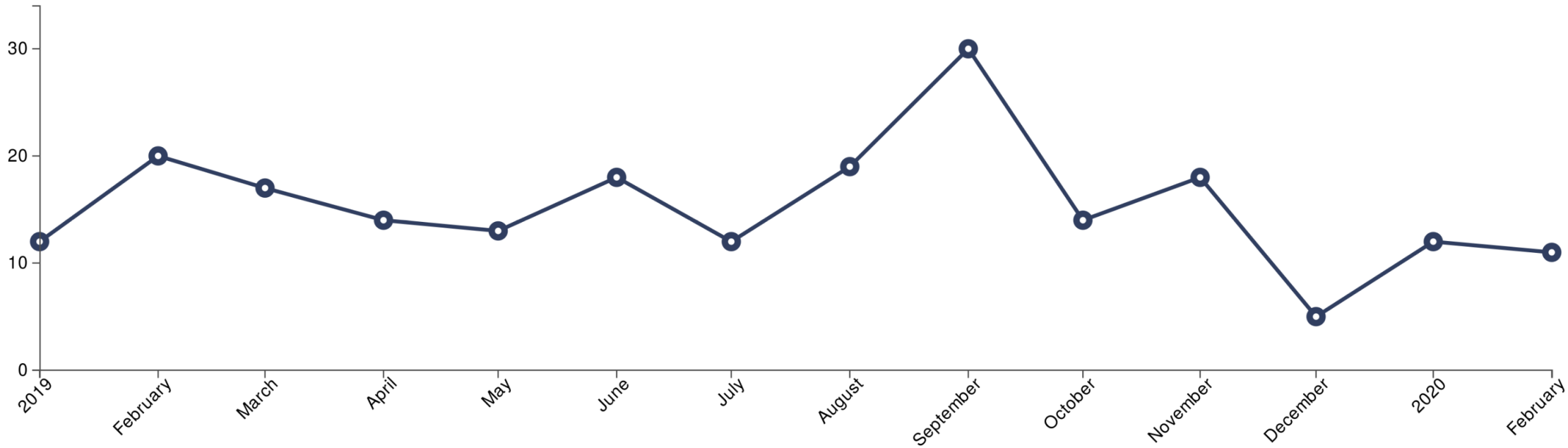
Welcome to Kentucky
Beshear/Coleman plan to put Kentucky center stage:
Repeal Camping Tax
Focus on Sports
Expanded Gaming
Grow our hospitality industry
Promote outdoors and adventure tourism
ANDY BESHEAR FOR KENTUCKY
JACQUELINE COLEMAN · LT GOVERNOR

Andy Beshear
@AndyBeshearKY

KYians deserve leaders with a vision to turn our potential for even more tourism and hospitality growth into real results for our families. @JColemanKY and I have a plan to invest in some of our greatest strengths - bourbon, horses, sports, and more - and create good-paying jobs.

3:20 PM · Sep 20, 2019 · Twitter for Android

32 Retweets **70** Likes


30
20
10
0
2019
February
March
April
May
June
July
August
September
October
November
December
2020
February

1) Mayor Greg Fischer (Louisville/Jefferson County Metro Government (Balance), KY)	20
2) KY Sen. Jimmy Higdon (R-KY-014)	19
3) Governor Andy Beshear (KY)	9
4) KY Sen. Damon Thayer (R-KY-017)	6
5) KY Sen. Max Wise (R-KY-016)	6
6) Council Member Nicole George (Louisville/Jefferson County Metro Government (Balance), KY)	5
7) KY Rep. Cherlynn Stevenson (D-KY-088)	5
8) County Judge Dan Ison (Shelby County, KY)	4
9) KY Rep. Melinda Prunty (R-KY-015)	3
10) Police Chief Steve Conrad (Louisville/Jefferson County Metro Government (Balance), KY)	3

THANK YOU FOR YOUR ATTENTION

JJOHNSON@DESTINATIONSINTERNATIONAL.ORG