

Our time today

- Generations and Trends
- Destination Organization Hiring Trends
- CEO/ED Searches (What we hear from boards and search committees)
- Contracts and Employment Agreements

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Generations

4 currently in the Work Force, in some cases 5

<ul style="list-style-type: none"> • Mature/Silents 72 - + • Boomers 53 - 71 • X 41 - 52 • Y - Millennial 22 - 40 • Z, iGen, Centennials 21 - less 	<p style="font-size: x-small;">FIVE GENERATIONS WORKING SIDE BY SIDE IN 2020</p>
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Workforce Trends in 2017

Forbes - Dan Schawbel - keynote speaker and the New York Times bestselling author

- **Companies focus on improving their candidate and employee experiences**
- **The blended workforce is on the rise.**
 - In the past five years, the gig economy has become a major trend impacting the global workforce, and has created a new kind of diversity, with full-time permanent employees working side-by-side with freelancers.
- **Annual performance reviews evolve into more continuous reviews.**
- **Millennials meet Generation Z in the workplace.**
 - 2016 marked the first year that gen Z is in the workplace, while a third of millennials are in management roles, some of whom have direct reports.
- **Augmented and virtual reality revolutionize recruiting and training.**
 - We've found that one-fourth of gen Z and millennials want their companies to incorporate virtual reality into the workplace



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Trends - Continued

- **The war for talent heats up as the employer and employee contract continues to evolve.**
 - The average tenure for employees, regardless of age is a mere **4.6 years** in the United States and millennials leave after **2 years**.
 - Through hardware, including smartphones and wearables, and social networking sites, talent is more freely available and talent has more opportunities to choose from.
 - 66% of full-time workers are either actively looking for a job or open to new opportunities and 48% of employers are unable to fill their job vacancies because of the skills gap and high attrition rates.
 - This is why you will see an even greater emphasis on the employee experience in 2017 because companies are being forced to focus more on corporate culture and values than pay in order to retain employees.



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Trends - Continued

- **Organizations restructure to focus on team over individual performance.**
- **Workplace wellness, and well-being, become critical employee benefits for attracting top talent.**
 - Companies are using wellness programs to lower absenteeism, attract talent, and save on healthcare costs, while employees have become more health conscious in the past several years.
- **Companies get creative with their employee benefit packages and perks**
 - Once you get past pay, then the two most important employee benefits are healthcare coverage and work flexibility, a benefit that wasn't mainstream a decade ago but is today because of the sheer demands of work and our "always on" society.
- **Office attire and workplace culture becomes more casual.**



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Communicating with the Millennials

76% of millennials prefer to receive texts over calls from companies because texts are more convenient and on their own schedule.



- 43% prefer receiving texts because they're less disruptive than a voice call
- 53% prefer receiving texts because they prefer to communicate via text vs. phone
- 19% prefer receiving texts because they never check their voicemails





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Travel/Tourism/Hospitality

What we are seeing



- Biggest Need
 - Sales People, Sales Leaders, Revenue Management
- Obstacles
 - Finding and attracting top performers.
 - People backing out near the end of the process.
 - Retaining them once you have them on your team.
- Observations
 - Most hiring managers are Boomers or generation X and we are trying to attract Millennials who typically have a hard time relating to us and vice versa.
 - We are the "I paid my dues and you should too" generation. They do not want to hear that, and they are not paying any dues.
 - The technology we are most comfortable with (phone and email) is definitely at the bottom of their comfort zone.
 - Lastly, we are very driven by money and title and those two things typically come in third or fourth on their list.

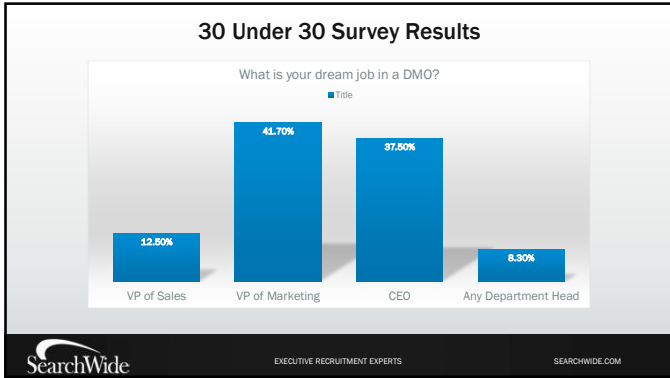
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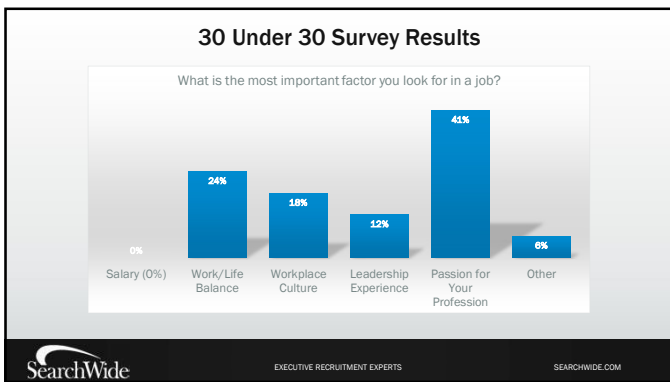
Some solutions and questions for discussion

- Some solutions
 - Look at your position descriptions and job postings – Is there a compelling story about why someone would want to work there?
 - Get Millennials engaged in your talent acquisition process. Is anyone currently doing that?
 - Align your digital footprint with the type of talent you want to attract, as they will form an opinion of the company before applying/interviewing. Any good examples?
 - Shorten your hiring process. Has anyone lost good candidates during the interview process?
 - Money and title are always important but company culture, employee engagement and ability to contribute are absolutely most important to the younger generation. Anyone doing something unique in this area?
 - Change is very exciting to the younger generations. To keep them you have to focus on adding responsibilities, projects or different dynamics. Examples?
 - Measure based on results not hours worked. Our industry still struggles with this. Are your companies doing this, or ready for this shift?

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30 Under 30 Survey Results

What is the single biggest issue destination organizations face today?

- People understanding what DMOs do and the value we bring to our destinations.
- Brand awareness
- Financing and budgets.
- Staying relevant and showing value to all of our stakeholders.
- How DMOs impact our destination's economy.
- Complacency
- Community detractors who say money should be used elsewhere.
- Advocacy
- Political support from all levels of government.
- Proving our worth.
- Staying ahead of travel trends.
- Ensuring security of funding.

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Some Old Stakeholder Classics from years ago

I want a proven DMO executive but not one who only worries about politics and funding. I want a CEO with a rotodex who can bring new conventions here.


Probably best to hire someone with no previous experience. CVB people don't know how to sell.

Previous DMO experience does not matter, you can take a class or 2 for that.

*Chairman
of a first tier city*

*Chair elect
Large DMO*

*Past chairman
Mid size DMO*



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Your Contracts / Employment Agreements

What's Out or Fading Fast

- Spouse travel – But making a comeback
- Country club memberships
- Full healthcare paid for self and family
- Executive physical


What's In

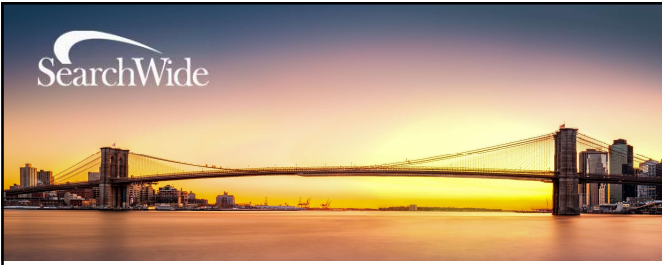
- Reduced severance language
- Shorter Contracts
- Supplemental retirement Plans
- Deferred compensation



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