



Destination Organizations

Known, Valued,
& Empowered!



Andreas Weissenborn

VP, Research & Advocacy

Destinations International



DESTINATIONS INTERNATIONAL

We inform, connect, inspire, and educate our members to drive destination economic impact, job creation, community sustainability and quality of life through travel.



DESTINATIONS INTERNATIONAL FOUNDATION

The Destinations International Foundation is a nonprofit organization dedicated to empowering destination marketers globally by providing education, research, advocacy and leadership development.

MISSION STATEMENT



WE EMPOWER DESTINATIONS
SO THEIR COMMUNITIES THRIVE.

FOUR PILLARS



COMMUNITY



**ADVOCACY &
RESEARCH**



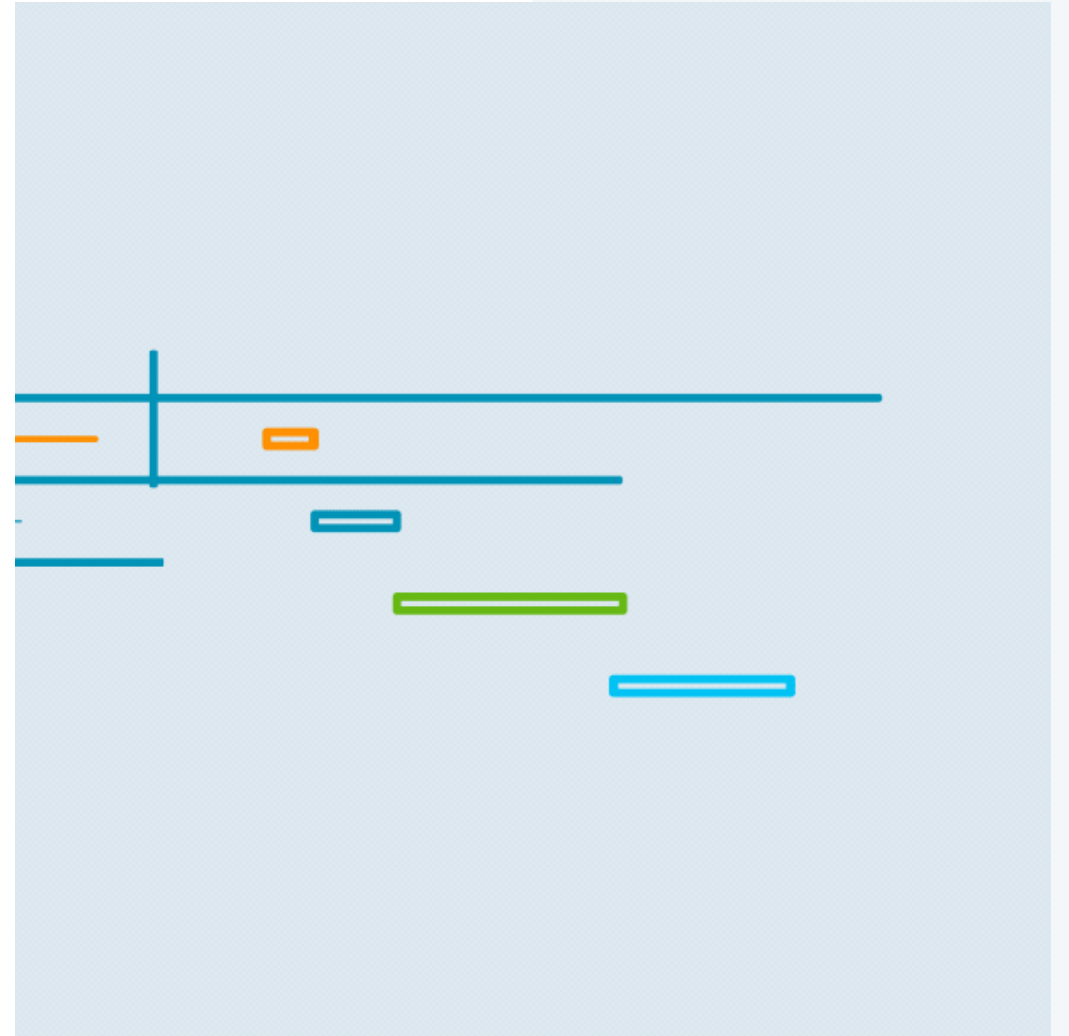
**DESTINATION
TOOLS**



**PROFESSIONAL
DEVELOPMENT**

Roadmap and Advocacy Releases of 2024

- **Cornerstone**
- **Community Shared Value**
- **Community Vitality Wheel**
- **Research:** Catalyst for Community Vitality
- **Indicators:** Destination Promotion Community Index
- **Campaign:** Destination Effect
- **Finishing 2024:** & 2025



Starting Point – Pre 2016



**Financial
Insecurity**



**Mistrust in
Institutions**



**Lack of
Community
Relevance**



**Our Arguments
No Longer
Resonating**



Jose Oliva
@RepJoseOliva

Follow

Replying to @FLLFlyer

Thank you @FLLFlyer. Florida tourism existed long before gov't involvement. Year round sun and beaches is what made it happen.

12:11 PM - 21 Feb 2017

9 Retweets 11 Likes



Reply icon 9 Retweet icon 11 Like icon



Raymond Rodrigues
@isayray

Follow

Replying to @ZServantLeader

Post WWII tourism emerged as major Florida industry. Did it without spending a dime on corporate welfare. #it'stheweather

9:22 AM - 18 Feb 2017

2 Reply icon Like icon

Tampa Bay Times

WINNER OF 12 PULITZER PRIZES

Column: Visit Florida not critical to state's economy or tourism

By Michael LaFaive and Michael Hicks, special to the Times

Tuesday, February 7, 2017 2:13pm

Florida legislators are expected to take up a bill today to reduce corporate and industrial welfare in the Sunshine State, including Visit Florida, the state's tourism marketing arm. Some believe cutting tourism marketing subsidies will hurt the state's entire economy. Our evidence shows it will hurt neither the economy nor the tourism industry.

Keep Pure Michigan Spending at \$0

The program is ineffective and a waste of taxpayer dollars

October 10, 2019



By [Michael D. LaFaive](#)

City of Eureka Poised to Make Sharp Turn Away From 'Redwood Tourism' and Do Its Own Thing Instead



Letters: Better use of New Orleans' tourism tax dollars starts with transparency from New Orleans & Co.

Danah Fisher APR 26, 2019 - 6:01 PM 1 min to read



CITY HALL

Tourism Toronto says Ford government has cut all its provincial funding

By **David Rider** City Hall Bureau Chief
Tues., May 7, 2019 | 4 min. read

Premier Doug Ford's cuts are now hitting tourism-boosting efforts for Toronto and Ottawa, with agencies recently saying they've been told their provincial funding is being eliminated entirely.

South Africa

Audit concerns at Tourism Department and SA Tourism

Minister hints that R98m in irregular expenditure at tourism agency could be behind its CEO's suspension.

Suren Naidoo / 7 October 2019 00:04 | 14 comments



Tourism Minister Mmamoloko Kubayi-Ngubane; her department has placed two senior managers on precautionary suspension while an investigation is conducted. Image: Supplied

Reset: The Argument for Destination Promotion

2017: Cornerstone

*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.***

*<https://destinationsinternational.org/reports/finding-our-cornerstone>

FINDING OUR CORNERSTONE: AN ADVOCACY PAPER ON DESTINATION ORGANIZATIONS BECOMING A COMMUNITY SHARED VALUE

Summary

Despite the collective efforts of destination organizations, every year, a growing number continue to be under government and media attack. These attacks are getting worse and more frequent, and too often we are our worst enemy. After a great deal of research, Destinations International has concluded that destination organizations must become one of their community's shared values in a way that explains the value of destination promotion and connects that value and organization to the residents of the community.

In this advocacy paper, you will understand the reasons why destination organizations must focus on their residents and change the way they talk about themselves in order to survive and grow. This paper will clearly articulate the role of a destination organization in a community, provide the starting point for "mission" and "about us" statements, lay out the political argument for public support of destination promotion and identify the ideas and ideals that form the basis of a community shared value.

Current State of Affairs

Despite our collective efforts every year, the number of destination organizations being put under the microscope by politicians, government officials, public advocacy groups and the media is growing. Now, review of annual government budgets by elected office holders and their staff is a regular occurrence. Reviewing and enacting the annual budget is legally part of their job and should be expected and prepared for.

of how small destination organizations budgets are in terms of the whole government or because of the strong support they have developed among elected officials. Be assured that is changing. Destinations International is predicting that more destination organizations will see greater review in the future.

According to several government funding experts, the projections for most governments show that the expected government revenues are growing at a pace below projected government expenses. Complicating this is an increasing level of turnover among elected officials and a loss of institutional knowledge. This is driving less informed elected officials, who are by nature adverse to raising taxes, to cut expenditures and realign current tax revenues.

Our industry has done a great job of positioning visitor-related taxes and fees to not be paid by residents. Unfortunately, that has made these revenues attractive to realign to other purposes—or to increase these taxes and fees without providing a portion of the revenue to invest in travel promotion or meeting facility improvements.





**What is the
Community
Need?**



**What are the
*Solutions?***



**Why are we
the Solution?**



**Who are we
*Helping?***

BECOMING A COMMUNITY SHARED VALUE

A Values Based Roadmap for Destination
Organizations to Embrace Community Alignment



2019: Community Shared Value

- A value that is appreciated at an individual level and shared by every member of the community.
- Non-negotiable core principles or standards that the community's residents wish to maintain.
- Acknowledged, honored and constantly defended to ensure that change and development occur in accordance with these.
- Guide the community's vision, mission and strategic plan as well as its goals, objectives, activities, capital projects, budgets and services.

*<https://destinationsinternational.org/community-shared-value>

Release: The Community Vitality Wheel

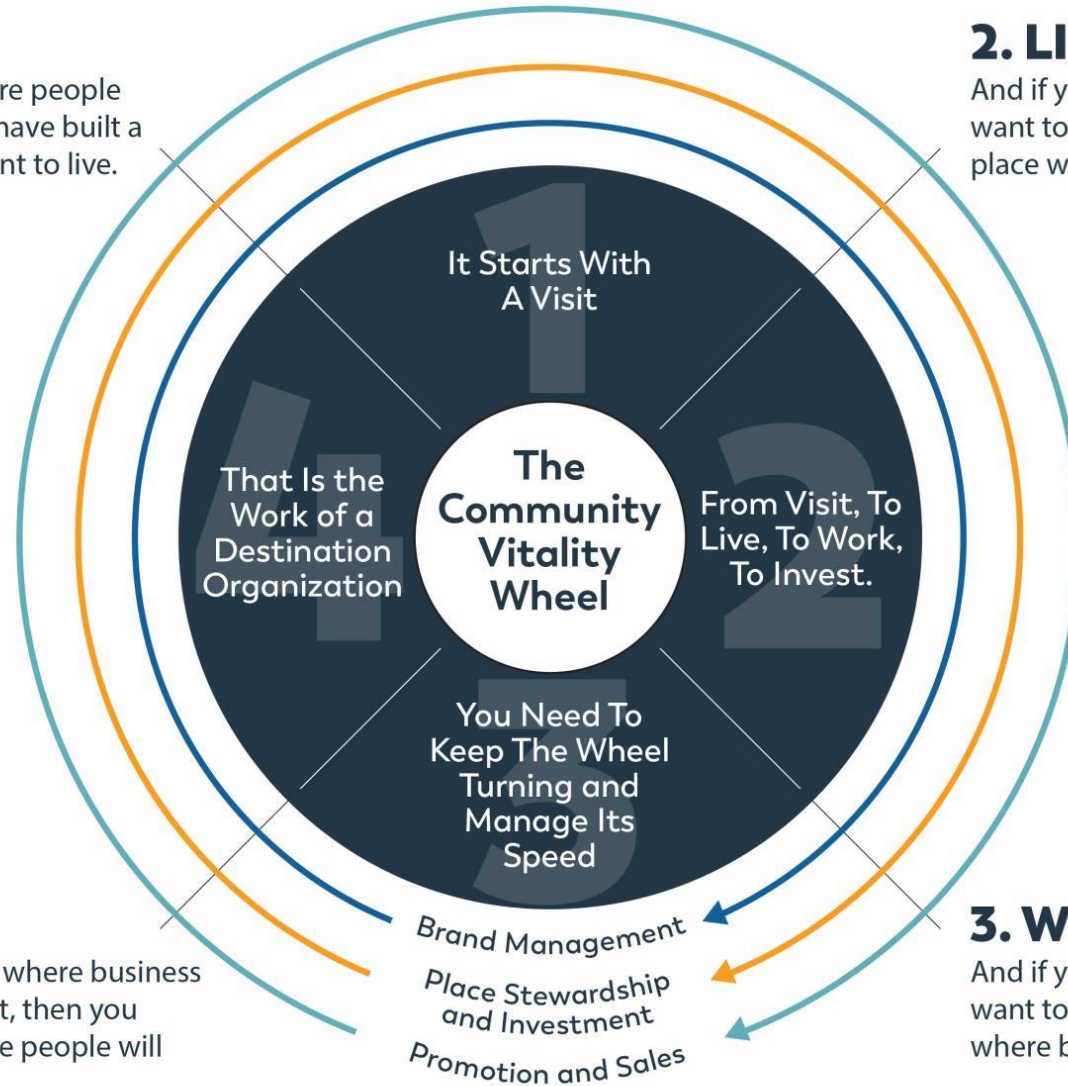
THE WORK OF A DESTINATION ORGANIZATION

1. VISIT

If you built a place where people want to visit, then you have built a place where people want to live.

2. LIVE

And if you built a place where people want to live, then you have built a place where people want to work.



4. INVEST

And if you built a place where business and residents will invest, then you have built a place where people will want to visit.

3. WORK

And if you built a place where people want to work, then you have built a place where business and residents will invest.

*<https://destinationsinternational.org/resource/community-vitality-wheel>

Research: A Catalyst For Community Vitality

Released in February 2024

Research study on the expanded community benefits gained from destination promotion.

Qualitative and quantitative analysis on the role and impact of destination organization and destination promotion within our communities.

Ten North American destination case studies.

Research Partners Involved: Tourism Economics, Longwoods International, Clarity of Place, MMGY NextFactor



*<https://destinationsinternational.org/destination-promotion-catalyst-community-vitality>

Released with the Research

Sizzle Video

Key Findings
Documentation

Powerpoint
Templates

Press Release
Templates



Key Findings to Share:

Economic Returns from Promotional Investments

Marketing Effectiveness

Economic Diversification

Benchmarking Quality of Life

Economic Development and Branding

Supporting Services and Fiscal Support

Talent Attraction

Macro-Economic Advancements

Destination Organizations:

1. Enrich and sustain quality of Life
2. Attract and retain talent
3. Cultivate culture and community
4. Support public services
5. Grow the whole economy

Indicators: A Destination Promotion Community Index

The Need For A Community Indicator(s)

1. What does a destination organization do?

2. How well did the destination organization do it?

3. Are the residents of the community better off?



The Need For A Community Indicator(s)

Incorporate multiple measuring points to create a multi-dimensional measurement(s) for our industry.

**Statistic + Indicator +
Measurement =
*Community Indicator***



Debts (-)

Degradation of Place

Over Crowding

Costs of Demand

Credits (+)

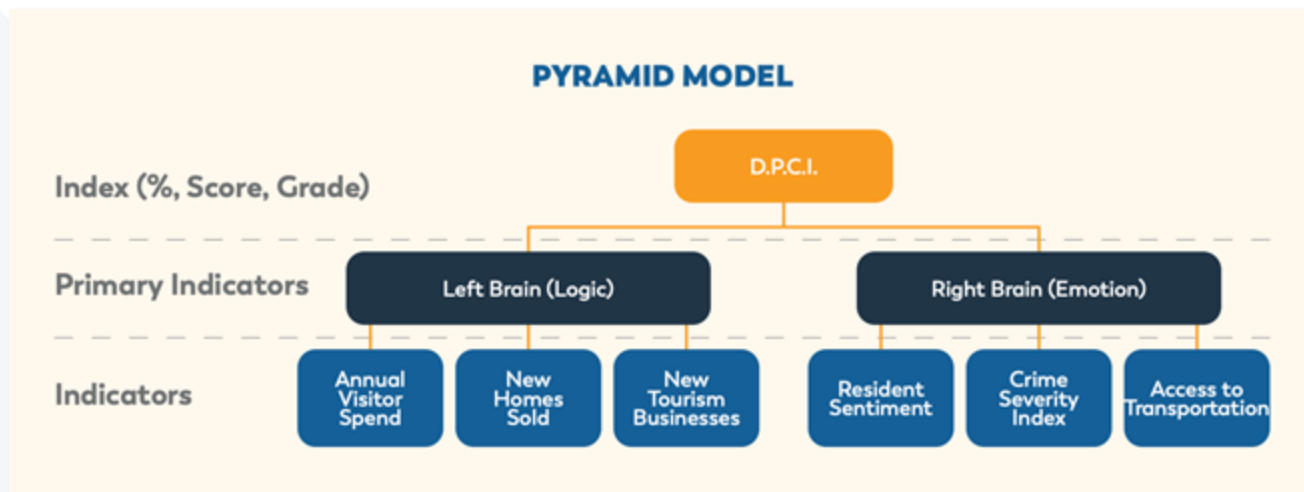
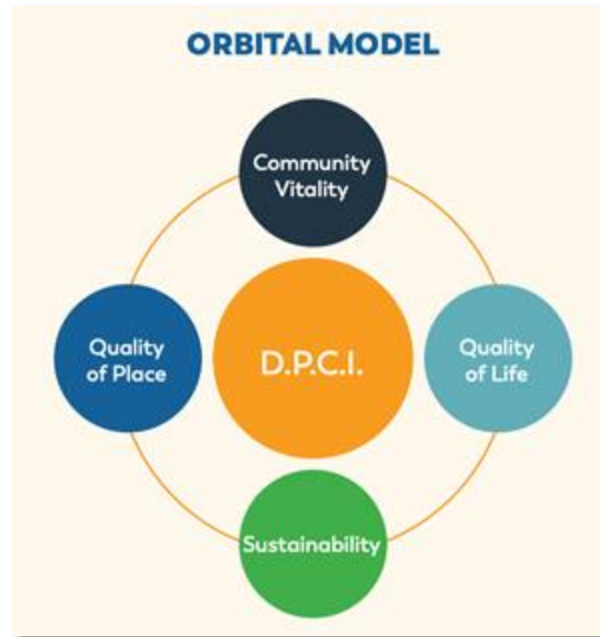
Community Amenities

Visitor Economy Impact

Tax Revenues

Economic Opportunity

Our Industry Brief



A DESTINATION PROMOTION COMMUNITY INDEX

WRITTEN BY DESTINATIONS INTERNATIONAL ADVOCACY TEAM

INTRODUCTION

Destination organizations are called upon in this next normal era to elevate their work to be a valued investment in their communities. A common good that our society deems necessary to advance our communities' well-being. Defined as such, a community shared value, which a supporting common goods as a greater good. Examples of such common goods are under to keep us healthy we need clean water, to be educated we need teachers, and to feel safe first responders. Destination promotion must similarly stand amongst these other common as a necessity for one's own community to thrive and compete on attention at the world stage.

Each of these common goods stands behind a series of metrics or indicators that help inform the community of not only its purpose, but also how well the common good performed and how it benefited the community. Subsequently, indicators can help develop an index of understanding and value between the investment of these common goods.

EXAMPLES

Every common good a community deems necessary stands on top of several indicators and metrics for the community to easily understand and value the performance of said good. Allowing anyone in the community to value the common good and its benefactors.

- **Example 1:** Graduation rate in relation to education.
- **Example 2:** Credit rating in relation to finance.
- **Example 3:** Drinking water quality in relation to public works.

and their performance. To be understood in the community, it is critical to identify clear and powerful community-facing measurements to highlight how a common good is filling the community need and contributing to the community's well-being. While these measurements, known as "community indicators," are different from most current industry measurements that we use, they are critical to being seen as a community shared value.

Primary Findings: Industry Brief

We must present our work across two areas, logic and emotions or Left or Right Brain.

Left - Sequencing, Linear, Math, Logic.

Right - Intuition, Rhythm, Arts, Emotions.



Every Community Is Unique

....if we say Tourism builds community, we need to prove it to our community.

Prove the work of destination promotion through a Destination Organization!



The Current Ways We Describe Destinations

- City
- County
- State
- Region
- National
- Tier 1
- Tier 2
- “Smalls”
- Leisure
- Convention
- Rural
- Beach
- Mountain
- Urban
- Historical

Destination Persona Examples



Getting on the Map | *emerging, rural*



Diamonds and Dreams | *sports development*



Fork in the Road | *culinary opportunities*



Zoomtown Boom | *remote work impact*



Ending the Feast and Famine | *balanced demand*



Main Street, Our Street | *small town charm*



All Business... Some Leisure | *group & business*



Town and Gown | *college towns*



Laws and Some Order | *capital cities*



Trailblazers | *outdoor recreation*



Getting on the Map

Emerging, rural

A destination that is *Getting on The Map* may be a rural community beginning to find its voice as it tells the story of its community fabric. This destination uses strong tourism brand to generate resident pride, focus economic development efforts, and accelerate tourism growth.

- Cooperative support for locally-owned businesses
- Careful and resourceful destination promotion with a small budget, small staff, and big ambitions.

KPI Examples:

- % Spend from visitors
- Average stay value (ADR x Length of Stay)
- Brand adoption

Diamonds and Dreams

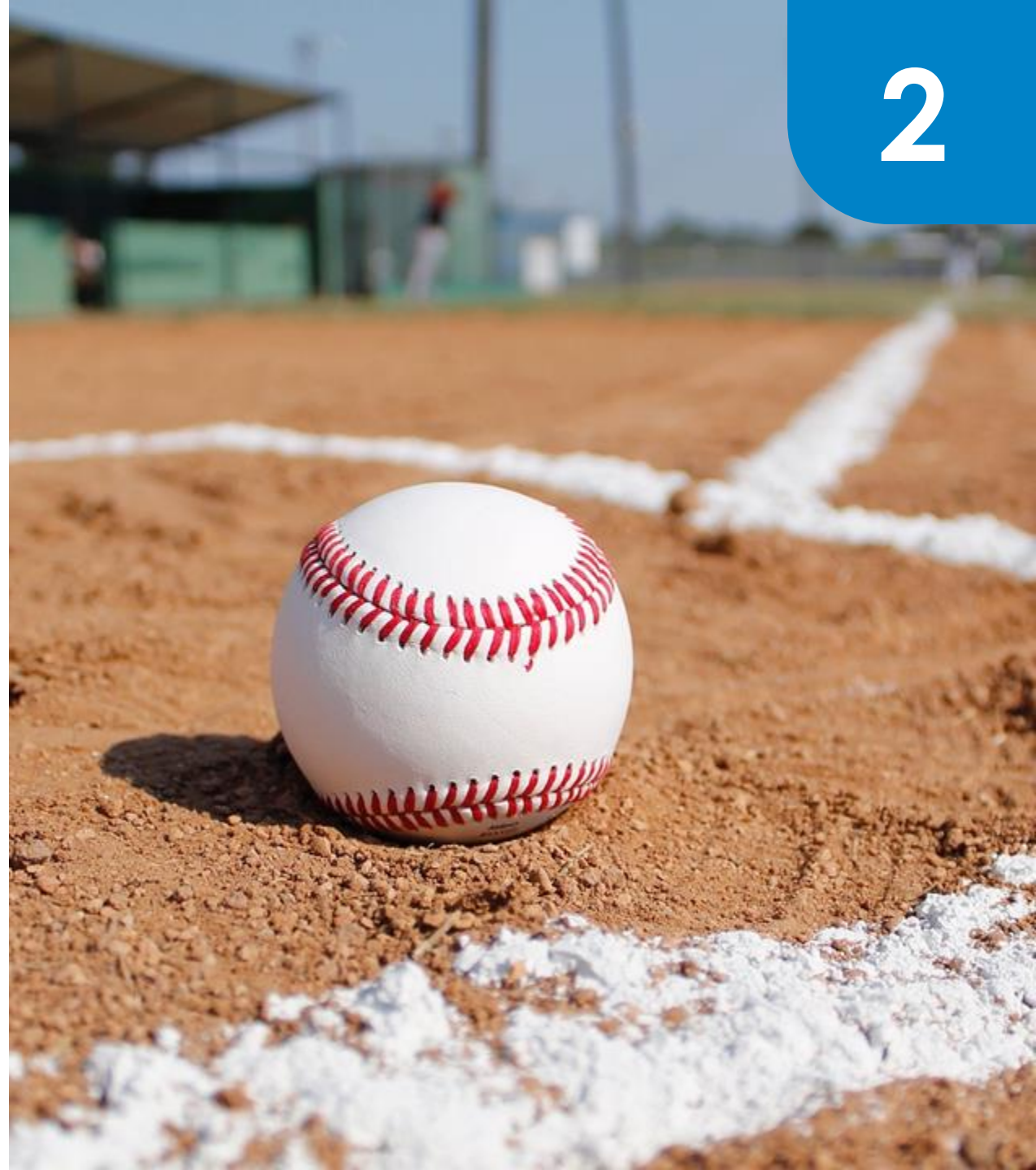
Sports development

The *Diamonds and Dreams* destination focuses on using youth sporting events to introduce new visitors to the destination. They leverage tournaments to generate revenue outside of their normal visitation patterns.

Through sports promotion, this destination helps to fund the construction and enhancement of new ballfields that will become a cornerstone of community pride and connections.



KPI Examples:

- Tournaments hosted
- Sporting event incentive investment
- Attendee movement and spend
- Visitor-to-Resident Ratio
- Community investment in amenity/facility development



Example Scoring: Trailblazers



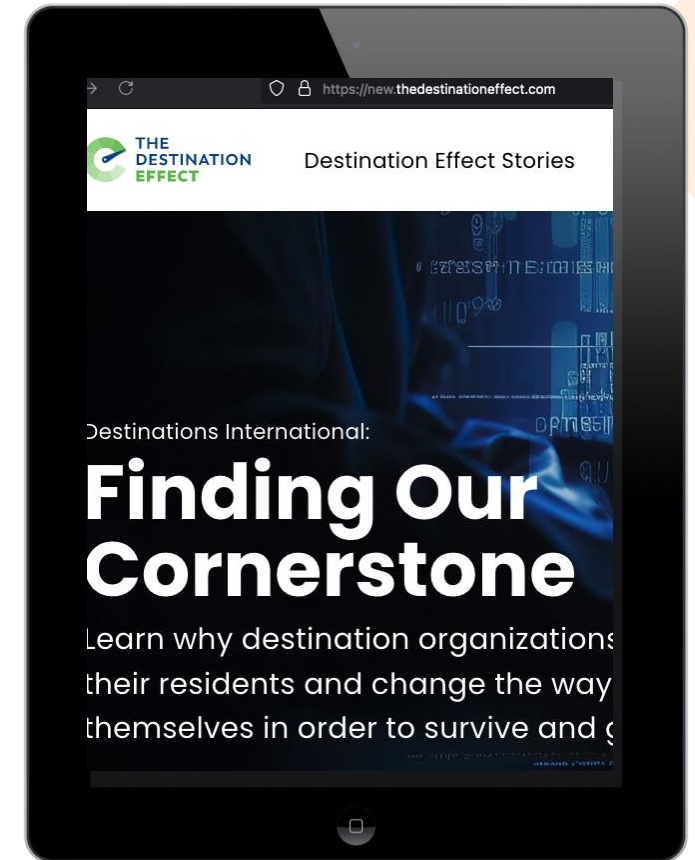
Indicator	 PARK CITY UTAH · USA	VISIT SUN VALLEY	 Stowe VERMONT
Visitor Spend	7	6	7
Visitor Movement to Outdoor Rec.	8	6	7
% of Overnight Visitors	5	7	4
Avg. Stay Value (ADR x LOS)	8	6	8
Taxes Generated	8	5	6
Resident Satisfaction Level	8	9	7
Visitor To Resident Ratio	8	9	6
Fly Vs. Drive Visitation	8	7	4
Restaurant to Fast Food Ratio	8	6	9
Total Indicator Score	68	61	58

Campaign: The Destination Effect

The Destination Effect

Advocacy Campaign

- Acting in a coordinated effort to reinforce the same message and audience from two sides
- **National: Destinations International**
 - Pushing out the message to local elected officials, stakeholders directly through national organizations, and residents through national press.
- **Local: Destination Organizations**
 - Pushing out the message to local elected officials



The Destination Effect Website

Case Studies

Examples Of The Destination Organizations As Catalysts.

Regularly Updated Thoughts And Conversations.

Blog, Podcasts & Videos

Research

Destination Promotion Research And Summaries.

Sector Basics

Definition, Suggested Best Practices, Funding Models And Structures.

Explain The Purpose Of The Website And Destinations International.

About Us

Media Section

Storylines, Experts And Speakers

Individual Effect Statements

Created By Individual Destination Organizations

Solution Canvass

How to create a local solution to specific local problems.



Destination Effect Stories

[Browse Stories](#)



Key Concepts & Messaging

Case Studies & Research

Destination Organization Best Practices

Media Outreach, & Storylines

Global, National & Local Campaigns

Local Communications & Grassroots Tools

Library of Knowledge

Bring all the assets together and develop a unified vehicle with a coordinated effort and a cohesive message.

Advocacy Campaign



THE
DESTINATION
EFFECT

2024: US Conference of Mayors

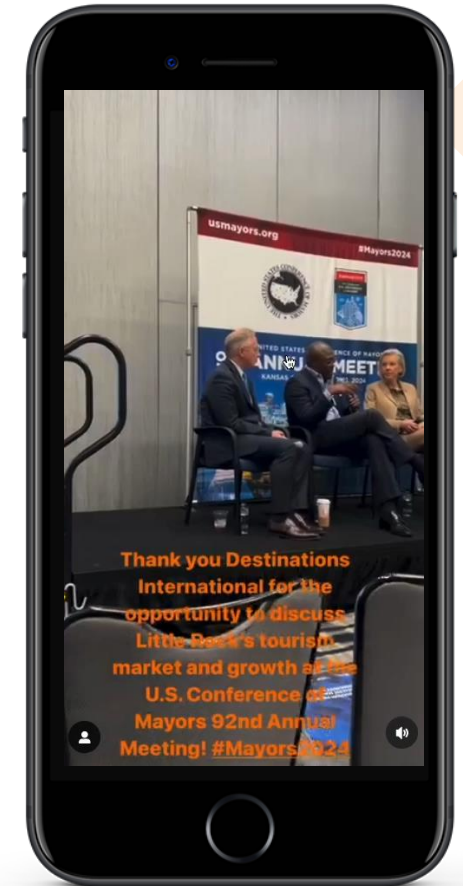
USCM 92nd Annual Meeting

- Over 200 US Mayors

Joined with Mayors from Mesa AZ, Tampa FL, & Little Rock AR.

Shared:

- Community Vitality Wheel.
- Role of brand management, place stewardship, infrastructure investment, promotion and Sales.
- Shared a Physical Copy of the Report to all attendees.



Finishing 2024 + 2025

Still to Come in 2024

- 2024 Tourism Lexicon Releases.
- What is a Destination Organization?
 - Destination Organization 101
- 2024 National Resident Sentiment Studies.
- First look at brand perception research on societal issues.
- More Stories from The Destination Effect.



Advocacy Summit '24 – Join Us

- Attend as a non-member at the member rate.
- \$500 Savings
- Need to register before **9/24/2024**

24ADVOFFER



2025

February 19th

World Destination
Organization Day



THANK YOU

