2020 BUSINESS PLAN
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EXECUTIVE SUMMARY

Destinations International will continue to be the leading authority and resource to support the destination marketing and management industry and the community of people who make it work every day. As the global trade association for destination organizations, convention and visitor bureaus and tourism boards, the association supports the work of more than 5,300 professionals from more than 600 destinations in 13 countries across the globe. Every day the association works to raise the level of professionalism of the people who make up our industry. We support the exchange of relevant information and provide education, tools and best practices. We exert a collective influence in matters that impact our global community. We also position our industry as an important creator of economic opportunity in our members’ local communities and neighborhoods. It is with the strategic goals and objectives as outlined in the 2020 Business Plan that Destinations International will continue the work of building the future of our industry through supporting each of our members with the programs they want, need and are willing to support.

WHAT DRIVES DESTINATIONS INTERNATIONAL

VISION: Our members are essential to the success of destinations worldwide.

MISSION: We empower our members so that their destinations excel.

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

2020 STRATEGIC GOALS

› Industry Advocacy Leadership: Become the recognized advocate for the destination marketing and management industry.

› International Impact: Expand Destinations International’s global footprint to grow membership, non-dues revenue and industry impact.

› Strategic Partnerships: Transform Destinations International’s partnership business model to create beneficial solutions for destination organization members and partners.

› Next Generation Professional Development: Become the premier source for destination marketing and management education and professional development.

› Equity, Diversity and Inclusion: Lead and engage diversity initiatives and opportunities within the destination marketing and management industry.

OUR FOUR CORNERSTONES

COMMUNITY
Destinations International is a hub connecting associations and industries to create trusted partnerships invaluable to our members.

ADVOCACY
Destinations International is the collective voice of destination organizations empowering destinations on issues big and small.

RESEARCH
Destinations International is obsessed with what’s next for destination management through forward-focused research and relevant data.

EDUCATION
Destinations International is the definitive resource for professional development and destination management.
2020 BUSINESS PLAN: DESTINATION TOOLS

DestinationNEXT
The vision of DestinationNEXT (DNEXT) is to provide destination organizations with practical actions and strategies for sustainable success in a dramatically changing world. In 2015, Skift proclaimed DestinationNEXT “The New Way for Tourism Bureaus to Measure Their Effectiveness.” Since then, more than 200 destinations from 11 countries have utilized DestinationNEXT to strategically assess their destinations. For the DestinationNEXT roadmap to be effective, destination organizations need a place to start. To solve this, Destinations International developed three tools to help destinations assess their situation and prepare for the future - a diagnostic tool or assessment, a workshop and a practice handbook.

DestinationNEXT is fueled by the DestinationNEXT Futures Study underwritten by the Destinations International foundation. The study was first released in 2014 and updated in 2017 and again in 2019. The 2019 study interviewed over 500 industry leaders from 55 different countries and identified 52 current trends and 64 key strategies.

2020 DNEXT STRATEGIC OBJECTIVES:
› Support new DestinationNEXT strategy.
› Position and leverage DNEXT across other association initiatives.
› Position DNEXT program within our events.

DESTINATION MARKETING ACCREDITATION PROGRAM (DMAP)
The globally recognized Destination Marketing Accreditation Program (DMAP) serves as a visible industry distinction that defines quality and performance standards in destination marketing and management. Achieving DMAP accreditation positions a destination organization as a valued and respected organization in their community and increases their credibility among stakeholders.

Over the last few years, Destinations International has focused on stabilizing, rebuilding and improving the accreditation program. This included updating the organization and cataloging of the files and records and the development of work flows and standard operating procedures. There has been a complete review and update of the accreditation standards, the annual report, the pricing model and the workings of the program’s software program. Development of the Accreditation with Distinction recognition, the DMAP Task Force and the beginnings of the mentorship program have also taken place. Also during this time, the DMAP Board began a serious strategic planning effort focusing on the future of the program and the value proposition it offers to Destinations International members.
There remains much to do and will require a direct involvement of other Destinations International staff to carry out. This list includes a 12-month communications and marketing plan, a rework and expansion of the website presence, a final review of the program software platform options and the links to the association’s core technology platform, a stronger presence at the Annual Convention and summits, better integration with the CDME and other learning programs, and a closer alignment with the efforts of the Destinations International foundation and the association’s teams.

**2020 DMAP STRATEGIC OBJECTIVES:**

- Highlight the improved DMAP program.
- Improve DMAP’s value proposition.
- Solve customer service issues.
- Develop new revenue sources.

**EVALUATION & METRICS:**

**DestinationNEXT:** The number of providers and revenue generated, number of completed Assessments and Workshops and new leads.

**DMAP:** The number of new applicants and annual renewals and user satisfaction survey results.
2020 BUSINESS PLAN: EDUCATION & CERTIFICATION

DEPARTMENT GOAL:
Destinations International is the definitive resource for professional development and career advancement for the destination organization community. The Education and Certification department will work to improve the knowledge base and skill set of members through the curation, design and evaluation of all professional development activities, certification programs and events, and will provide continuous analysis, support and oversight to ensure quality, relevance, cost effectiveness and accessibility.

BOARD ENGAGEMENT & COMMITTEES:
The Education and Certification department works with the following committees to create, administer and evaluate industry-related content:

› Professional Development Committee
› CDME Board
› Summit Planning Committees

2020 STRATEGIC OBJECTIVES:
› Design an education strategy that provides professional development opportunities for destination professionals at all stages of their career.
› Create, provide and advance professional development programs that are accessible, offer value and are relevant to the needs of the industry.
› Launch a new Online Learning Center and build a comprehensive portfolio of education products for the industry.
› Continue to leverage the Annual Convention as the “must-attend” event through building peer-curated content that targets specific segments within the destination organization community.
› Develop education/information products that help members address emerging business opportunities and threats.

EVALUATION & METRICS:
› CDME program administration and engagement.
› PDM program administration and engagement.
› Number of monthly webinars produced.
› Number of content partnerships developed.
2020 BUSINESS PLAN: GLOBAL DEVELOPMENT

DEPARTMENT GOAL:
Elevate Destinations International’s engagement with the global destination organization community, positioning the association as a valued connector and thought leader, building peer-to-peer relationships and knowledge exchange, growing our value proposition through revenue-generating programs and services, and working with key collaborating partners.

BOARD ENGAGEMENT & COMMITTEES:
This department works with the Global Leadership Committee, whose primary objectives are to support development of globally relevant content and programs at targeted Destinations International events, and to build greater engagement with the global community.

2020 STRATEGIC OBJECTIVES:
› Work across the organization to grow our global community, building destination engagement through specific programs and partnerships with the Global Leadership Committee to target key regions and driving new revenues.

› Drive attendance and participation at key Destinations International events to generate significant increases in global attendance.

› Enhance and develop key educational programs, services and content across the organization to be inclusive of global destination needs and to strengthen our global value proposition.

› Grow corporate and industry partner engagement in global efforts to drive new opportunities and generate new revenues with global activation and impact.
EVALUATION & METRICS:

The evaluation and assessment of these goals will be measured through engagement and revenue growth:

- Increased engagement through Global Affiliates and Membership programs with a goal of 25 new Global Affiliates in 2020.
- Increased response to demand for specific products, programs and services, including education, DMAP and EIC.
- Increased enrollment in Destinations International events and programs in and out of market with a goal of 50% increase in attendance from outside of North America at the Annual Convention and 15 global attendees at the CEO Summit.
- Increased cash investment from corporate and industry partners to help drive global efforts.
- Strong volunteer engagement of Global Leadership Committee.
DEPARTMENT GOAL:
The Information Technology department supports Destinations International operations by developing and implementing a multi-year technology strategy and infrastructure to support the work of staff, members and key stakeholders.

2020 STRATEGIC OBJECTIVES:
› Develop a multi-year technology strategy to advance business processes and operational efficiencies through effective implementation of an integrated information technology infrastructure across association digital platforms.

› Continue implementation plan of the Association Management System (AMS) to enhance functionality to streamline processes, improve event creation and registration and increase data collection to facilitate member engagement tracking and scoring.

› Maintain infrastructure for existing and future Destinations International products to ensure ease of server accessibility, develop and provide customized APIs for partners and support new initiatives and future product development.

› Develop information technology business continuity plan.

› Continue to implement staff onboarding and training programs for all technology systems and tools to increase staff productivity.

EVALUATION & METRICS:
› The success of the day-to-day technology platforms that support the organization.

› Member satisfaction with the improved ability to access products and tools.

› Increased access and functionality of the AMS.

› Maintain data accuracy.
DEPARTMENT GOAL:
The Marketing and Communications department leads and implements a strategic and integrated marketing and communications framework to establish Destinations International and the Destinations International foundation as the authoritative voice for the destination management industry globally.

NEW BOARD ENGAGEMENT & COMMITTEES:
- Public Relations and Communications Task Force
- Convention Sales & Services Committee
- Large Market Roundtable
- Equity, Diversity and Inclusion Task Force

2020 STRATEGIC OBJECTIVES:
- Leverage brand identity to implement a domestic and international communications strategy and awareness campaigns to further establish the critical role of destination marketing and management.
- Continue to implement Destinations International’s value proposition across the organization’s products, educational programs and services.
- Implement Business Events Strategy to continue to drive awareness of the CVB value proposition.
- Build and cultivate relationships with key publications to promote the organization’s mission and goals and deepen the success of destinations worldwide.
EVALUATION & METRICS:

› Revenue growth across membership, destination products and events.
› Program and event attendance growth.
› Website, email and social media engagement.
› Monthly Public Relations media reporting.
2020 BUSINESS PLAN: MEMBERSHIP ENGAGEMENT

DEPARTMENT GOAL:

- Expand Destinations International’s community by proactively seeking new membership opportunities and retaining existing members while providing an impactful value proposition.
- Expose members to advocacy, products, research and education.
- Achieve revenue goal to enable the association’s continued support of the success of member organizations.

BOARD ENGAGEMENT & COMMITTEES:

The Membership Engagement department will engage and support:

Membership Committee:

- Provides input on strategies to increase membership engagement, interaction and involvement; identifies means to measure membership satisfaction and priorities; and assists in the development of strategies to grow the membership.

Small Destination Task Force:

- The Task Force is compiled of destination organization leaders with an annual operating budget under US$ 2 million, and focuses on providing value for smaller destinations and ensuring products and benefits are tailored to meet needs.

Canadian Membership Task Force:

- The Task Force focuses on growth of membership and engagement in Canada through partnerships with DMAC and Destinations Canada. The Task Force will provide insight on Canadian Tourism Organizations that will enable Destinations International to add value for its Canadian members.
2020 STRATEGIC OBJECTIVES:

› Create a sustainable base of destination organization member annual dues with an annual increase of at least 2% growth in revenues each year.

› Develop new membership models for global members and affiliates of the association members for 2020 acquisition and renewal efforts, resulting in 50 new members and an increase in dues revenue.

› Conduct Membership Satisfaction Annual Survey and benchmarking.

› Establish standard operating procedures and processes related to membership onboarding, engagement and communication.

EVALUATION & METRICS:

› Revenue growth through membership dues.

› Increased member engagement across association products and services.

› Destination organization membership growth across all dues categories.

› Board committee and task force engagement.
2020 BUSINESS PLAN: MEETINGS & EVENTS

DEPARTMENT GOAL:
Working in collaboration with education, the meetings team will strive to improve the knowledge base and skill set of members through the curation, design and evaluation of all professional development activities, certification program and events, and provide continuous analysis, support and oversight to ensure quality, relevance, cost effectiveness and accessibility.

BOARD ENGAGEMENT & COMMITTEES:
Planner Influencer Board

› Contributes to Destinations International’s business events strategic initiative by advancing the value proposition of destination organizations to meeting professionals and by defining educational opportunities, tools and resources for destination organizations to deliver on that promise.

2020 STRATEGIC OBJECTIVES:
› Develop a 3-year meetings strategy that provides unique experiences and opportunities for destination organization professionals at all stages of their career.

› Leverage partnership with PCMA to elevate the value of Destination Showcase for the planner community and destination organization members.

› Continue to promote the Annual Convention as the “must-attend” event through elevating the participant experience and building peer-curated content that targets specific segments within the destination organization community.

EVALUATION & METRICS:
Programs are evaluated through revenue, attendance and event survey performance.
DEPARTMENT GOAL:
The goal of the Product Engagement department is to provide the destination organization community with education, best practices and robust tools to enable them to achieve superior performance and business intelligence to elevate the value of destination organizations within the broader business events industry.

2020 STRATEGIC OBJECTIVES:

› Implement a multi-year product development strategy to evolve, invest and introduce new destination product offerings to destination organization members and industry partners.

› Develop and implement product growth strategy to track and increase engagement, grow existing and develop new revenues.

› Develop and implement sales and services strategy to support all product engagement with members, from lead generation to point of purchase to on-boarding and training.

› Advance industry partnerships and collaborations to enhance and grow all destination product offerings.

› Leverage Destination International’s advocacy and educational initiatives and offerings to provide destination organizations with thought leadership and best practices of product usage benefits to help make the industry stronger.

EVALUATION & METRICS:

› Revenue and net profit growth.

› Product engagement through activity and queries.

› Web traffic engagement and postings.

› The completion or launch of new products and services.
2020 BUSINESS PLAN: STRATEGIC ALLIANCES

DEPARTMENT GOAL:
The goal of the Strategic Alliances department is to elevate Destinations International’s reputation as a leading industry organization by developing and growing relationships with corporate and industry partners, bringing together the top minds in the destination sector, creating powerful value for all stakeholders, generating new opportunities for collaboration and driving significant revenue growth across association and foundation.

BOARD ENGAGEMENT & COMMITTEES:
This department works with the Partner Advisory Council as well as the Partnership Development Task Force, which includes members of the association and foundation boards.

2020 STRATEGIC OBJECTIVES:
› Continue strong revenue growth and increased results across association and foundation through growing existing partnerships and developing new relationships.
› Deliver strong systems and processes for managing partnerships, identifying new assets and activate new opportunities for partners across organization.
› Increase clarity of partner value proposition to prospects and partners through enhanced internal and external communication and messaging.
› Maintain the highest level of loyalty and satisfaction within our partner community.

EVALUATION & METRICS:
Department success will be measured and evaluated in the following ways:
› Revenue growth from existing and new partners delivered across organization to meet goals.
› Increased partner engagement and satisfaction.
› Enhanced communication with partner community.
› Strong engagement of Partner Advisory Council.
› Successful execution of organization-wide activation and fulfillment.
DESTINATIONS INTERNATIONAL FOUNDATION

Investment in the Destinations International foundation directly supports strategic initiatives to further the association’s goals. It provides the research and intellectual capital for product creation, program support and the development of unique educational opportunities. The foundation ensures that our people are supported with knowledge, programs and powerful tools so that they can continue driving growth in their community, creating jobs for their residents and building our destinations. Together, the association and foundation set the stage for connections that will impact the quality of life for people in destinations on a global scale.

THE UNIQUE ROLE OF THE FOUNDATION

The types of charitable activities that the foundation engages in are summed up in the words “innovate” and “incubate.” The foundation seeks to provide innovative thought leadership, tools and solutions for the Destinations International association members and incubate future products or programs that will eventually reside within the association. Our current focus is in the areas of: Industry Advocacy & Research; Equity, Diversity & Inclusion; Talent & Workforce Development and Global Outreach.

WHAT IS DIFFERENT IN 2020 FROM 2019?

2019 was a formative year for the foundation. In developing an agreed-upon fundraising focus and strategy, consensus on what the foundation will and will not underwrite was achieved. With that achievement, 2019 represented a return to operating in the black, and 2020 represents an opportunity to build our reserves with a full year of fundraising and a development professional at the helm of those efforts. We will also make the Annual Investment Campaign stronger by adding a clear value proposition in exchange for annual investments and support of the foundation.

As the new year begins, the shift in foundation structure is complete. Past financial support grants have been eliminated and the new approach of underwriting activities done by the foundation that would be done by the association if it were not for the foundation has been fully implemented. Nowhere is that more visible than in the area of advocacy and research, where all of these programs and activities are unified under the foundation.

Finally, the foundation will enter 2020 with a powerful idea — becoming a shared value in each of our communities and operating as a community asset. Summed up by the word “cornerstone,” this concept has immense appeal as a road forward in an environment that offers unparalleled opportunities, new challenges and increased vulnerabilities.
WHAT DEFINES A 2020 MISSION CRITICAL PROJECT?
In crafting this plan, staff has reviewed possible programs and projects with the following in mind when deciding whether it is mission critical.

› Is it a high-priority need for destination organizations, the foundation or the association?
› Can it be completed (primarily or entirely) by in-house staff, volunteers and/or in-kind efforts?
› Is there identified funding or will the results be monetized?
› Would the results produce a product for the association?
› Is it a timely topic for destination organizations that will amplify the brand of the foundation and association?
› Will it aid in the success of the Annual Investment Campaign?

2020 GOALS & STRATEGIES:
› Continue the Focus on Key Ideas Driven by Values
  • Continue the evolution of the destination organization Community Shared Value concept.
  • Continue to position the Advocacy Summit as a thought leader event.
  • Development of Annual Convention learning labs.
  • Become the center for information on destination organization political and public policy trends.
  • Support equity, diversity and inclusion initiatives.
  • Support the development of the association’s global engagement strategy.

› Solidify the Infrastructure of the foundation
  • Build standard operating procedure and policies.
  • Governance review and update.
  • Professionalize financial reporting.
Build More High-Impact Events That Support Our Focus; and Begin to Monetize Our Work Where Appropriate

- Design new thought leadership and educational events.
- Charge for special expertise.
- Bi-Weekly Destination Threats & Trends Report and related podcast/video.

Strengthen the Finances of the foundation

- Fully implement the Annual Investment Campaign and realign goals where needed.
- Add value to the Annual Investment Campaign fundraising plan.
- Develop project—or service—specific fundraising efforts.

Foundation Legal Status

The Destinations International foundation is a “supporting charitable organization” to the Destinations International association under sections 501(c)(3) and 509(a)(3) of the United States Internal Revenue Code. The foundation’s role is limited exclusively for educational, research and charitable purposes as defined by the United States Internal Revenue Code. As a supportive organization, the foundation performs charitable activities in the general areas of industry advocacy, research, education and talent development.

The relationship between the foundation is not that of a grantor and a grantee like most interactions between a 501(c)(3) and other 501(c)(6) organizations. A supportive relationship is more familial in nature. Instead of the foundation reimbursing costs incurred by the association on behalf of the foundation, the foundation pledges to expend funds in amounts equal to, or greater than, the cost that were incurred by the association on behalf of the foundation. In other words, instead of an exchange of cash it is an exchange of efforts.

The foundation board is set up to require overall alignment and control by the members of the association. It achieves this through a Memorandum of Understanding between the two organizations, laying out the relationship in detail. In addition, the foundation bylaws are written to solidify the linkage between the organizations.