THE ROLE OF A DESTINATION ORGANIZATION

If you were to start/establish a new destination organization, what would the primary roles be?

<table>
<thead>
<tr>
<th>Role</th>
<th>Average Scores</th>
<th>Overall Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand/marketing</td>
<td>1.56</td>
<td>1</td>
</tr>
<tr>
<td>Leisure sales (tour/independent)</td>
<td>1.86</td>
<td>2</td>
</tr>
<tr>
<td>Destination/product development</td>
<td>1.94</td>
<td>3</td>
</tr>
<tr>
<td>Convention services</td>
<td>2.00</td>
<td>4</td>
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<tr>
<td>Meetings and conventions sales</td>
<td>2.04</td>
<td>5</td>
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<td>Industry advocate</td>
<td>2.17</td>
<td>6</td>
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<tr>
<td>Destination information resource</td>
<td>2.18</td>
<td>7</td>
</tr>
<tr>
<td>Venue manager/operator</td>
<td>2.18</td>
<td>8</td>
</tr>
<tr>
<td>Other</td>
<td>2.22</td>
<td>9</td>
</tr>
<tr>
<td>Major event partner/developer</td>
<td>2.22</td>
<td>10</td>
</tr>
<tr>
<td>Broader economic development</td>
<td>2.27</td>
<td>11</td>
</tr>
<tr>
<td>Visitor experience servicing</td>
<td>2.51</td>
<td>12</td>
</tr>
</tbody>
</table>
A BUSINESS CASE FOR DESTINATION DEVELOPMENT

“The time spent on stewardship and engagement initiatives aren’t just feel-goods. There’s a compelling business case because we can improve the visitor experience with stronger community buyin. Yes, we have a heads-in-beds mandate, but that doesn’t mean we’re not creative in how we pursue it. And isn’t that our purpose, to create a better quality of life as a result of our contributions?”

— Tammy Blount-Canavan
1. ASSESS

Develop a knowledge-based assessment of the current and future state of your destination.
ASSESS THE CURRENT STATE

- DestinationNEXT
- Visitor & Resident Surveys
- Best Cities Scorecard
- Experience Dedicated® Destination
- Tourism Sentiment Index
- Arrivalist
ASSESS THE FUTURE STATE

- Future supply and demand forecasting
- Visitor origin and purpose of trip
- Scenario models
KEY MANAGEMENT QUESTIONS

- What are areas of focus for strategic development?
- How do these align with resident quality of life?
- How are visitors experiencing the destination today?
- How do we want them experiencing the destination in the future?
- Which supply and demand factors will have the greatest impact?
- Which supply and demand factors can we have the greatest influence on?
2. PLAN

Build a shared vision between industry, government and community for the type of destination you want to be and the audiences you want to attract.
SLO CAL
RICHMOND
KEY MANAGEMENT QUESTIONS

What are your priorities?

- Visitor Experience
- Quality of Life
- Investment & Growth
- Seasonality
- Distribution
- Economic Impact (Jobs, Taxes, etc.)
- Sustainability
- Other?
3. PARTNER

Your success as a destination developer and manager will be determined by the strengths of the partnerships you build.
PORTLAND
“We don’t manage tourism in the city, we manage a touristic city.”
KEY MANAGEMENT QUESTIONS

- Do we have the right leadership in place?
- Does our stakeholder network extend beyond the tourism industry?
- Are we positioned to play a role in destination management?
4. ORGANIZE

Commit and fund management resources to guide implementation.
4. ORGANIZE

- Chief Experience Officer
- Vice-President Destination Development
- Vice-President Community Affairs
- Director Product Development
<table>
<thead>
<tr>
<th>DESTINATION MANAGEMENT</th>
<th>DESTINATION MARKETING</th>
<th>ORGANIZATIONAL MANAGEMENT</th>
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<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td><strong>Customer Experience</strong></td>
<td><strong>Marketing</strong></td>
</tr>
<tr>
<td>- Chief Strategy Officer</td>
<td>- Vice President, Customer Experience</td>
<td>- Chief Marketing Officer</td>
</tr>
<tr>
<td>- Senior Project Manager, Destination Management</td>
<td>- Director, Partnerships &amp; Programs</td>
<td>- Sr. Director, Digital Innovation &amp; Strategy</td>
</tr>
<tr>
<td>- Senior Project Manager, Community Affairs</td>
<td>- Partnerships Manager</td>
<td>- Sr. Manager, Web Administration &amp; Digital Marketing</td>
</tr>
<tr>
<td>- Senior Project Manager, Leisure &amp; Meetings</td>
<td>- Sr. Specialist, Partnerships &amp; Programs</td>
<td>- Sr. Manager, Content</td>
</tr>
<tr>
<td>- Project Coordinator</td>
<td>- Sr. Manager, Meetings &amp; Conventions Activations</td>
<td>- Sr. Manager, Interactive Media</td>
</tr>
<tr>
<td>- Coordinator, Meetings &amp; Conventions Activations</td>
<td>- Coordinator, Meetings &amp; Conventions Activations</td>
<td>- Coordinator, Social Media</td>
</tr>
<tr>
<td>- Sr. Manager, Leisure &amp; Local Activations</td>
<td>- Sr. Manager, Leisure &amp; Local Activations</td>
<td>- Sr. Director, Marketing</td>
</tr>
<tr>
<td>- Coordinator, Leisure &amp; Local Activations</td>
<td>- Sr. Manager, Visitor Experience Programs</td>
<td>- Sr. Manager, Publications</td>
</tr>
<tr>
<td>- Sr. Manager, Visitor Experience Programs</td>
<td>- Coordinator, Visitor Experience Programs</td>
<td>- Marketing Manager, Leisure/Group Tour/Meetings</td>
</tr>
<tr>
<td>- Coordinator, Visitor Experience Programs</td>
<td>- CLE Concierge</td>
<td>- Sr. Director, PR &amp; Communications</td>
</tr>
<tr>
<td>- Convention Sales &amp; Service</td>
<td>- Manager, Communications</td>
<td>- Manager, Convention Services</td>
</tr>
<tr>
<td>- Finance &amp; Administration</td>
<td>- Coordinator, Communications</td>
<td>- Coordinator, Convention Services</td>
</tr>
<tr>
<td>- Organizational Development</td>
<td>- Coordinator, Communications</td>
<td>- Manager, Group Tour</td>
</tr>
<tr>
<td>- Vice President, Finance &amp; Administration</td>
<td>- Sr. Manager, Housing &amp; Convention Services</td>
<td>- Sr. Manager, Convention Services</td>
</tr>
<tr>
<td>- Manager, Finance &amp; Administration</td>
<td>- Sr. Director, Sales</td>
<td>- First Impressions Ambassador</td>
</tr>
<tr>
<td>- Specialist, Accounts Payable</td>
<td>- Administrator, Executive Sales</td>
<td>- Director, Information Technology</td>
</tr>
<tr>
<td>- Director, Information Technology</td>
<td>- Coordinator, Special Projects</td>
<td>- Network Administrator</td>
</tr>
<tr>
<td>- Sr. Manager, Convention Sales</td>
<td>- Senior Manager, Convention Sales</td>
<td>- Specialist, Information Technology</td>
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<td>- Convention Sales Services</td>
<td>- Manager, Convention Sales</td>
<td>- Manager, Operations</td>
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<tr>
<td>- Specialist, Accounts Payable</td>
<td>- National Sales Manager</td>
<td>- Supervisor, Facilities</td>
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<tr>
<td>- Director, Information Technology</td>
<td>- Sr. Director, Convention Services</td>
<td>- First Impressions Ambassador</td>
</tr>
<tr>
<td>- Network Administrator</td>
<td>- Coordinator, Convention Services</td>
<td></td>
</tr>
</tbody>
</table>
KEY MANAGEMENT QUESTIONS

- Do we have the right staff in place?
- What skills are we looking for in these roles?
- What changes to the organizational structure may set us up for greater success?
5. DEVELOP

Product, Programming and Places that create experiences for visitors that also improve or enhance quality of life for local residents.
EXPERIENCE INVESTMENT PROGRAMME

The Experience Investment Programme is a vehicle for entrepreneurs who need assistance getting their idea off the ground or who need help fostering growth for their existing idea.

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GoToBermuda.com/BTA

FREE
If product is the hardware of a destination, programming is the software made up of events, festivals, experiences and culture.

5. DEVELOP PROGRAMMING
MUSIC
5. DEVELOP PLACE

Even though cities ultimately fail or succeed at the scale of "place," this is the scale that is so often overlooked.
KEY MANAGEMENT QUESTIONS

- How do we collaborate more strategically with local organizations to develop more community-driven visitor experiences?
- How can we support a cultural ecosystem that enables art, culture and creativity to thrive?
- How do we strategically develop and promote festivals and events?
- What is the destination organization’s role in placemaking?
DMO’s must continually develop and manage the guest experience throughout the destination, not just within the visitor center.
KEY MANAGEMENT QUESTIONS

- How do we engage visitors beyond the visitor center?
- What data is available for us to understand the visitor experience?
- What technology platforms are available to allow us to connect with visitors in real time?
7. MONITOR

A destination organization must continually monitor the experiential quality of its destination to identify areas of competitive advantage and potential deficiencies.
Resonance provides the Bermuda Tourism Authority a semi-annual Tourism Quality Performance Report.
THANK YOU!

Jim McCaul,
Resonance Consultancy

Alyssa Poulin,
Destinations International