

# DESTINATION NEXT

## A Strategic Road Map for the NEXT Generation of Global Destination Organizations







**Paul Vallee**

## THE FUTURES STUDY

- Overview of trends and strategies for destination organizations worldwide
- Updated in 2014, 2017, 2019

## SCENARIO MODEL

- Assesses destination strength and community alignment
- 200+ destinations in 11 countries

# Today's Objectives

1. Discuss new DestinationNEXT Futures Study
2. Review DestinationNEXT assessment results
3. Discuss key issues

# The 2019 Futures Study

## 4 Advisory Panels



**Industry  
Disruptors**

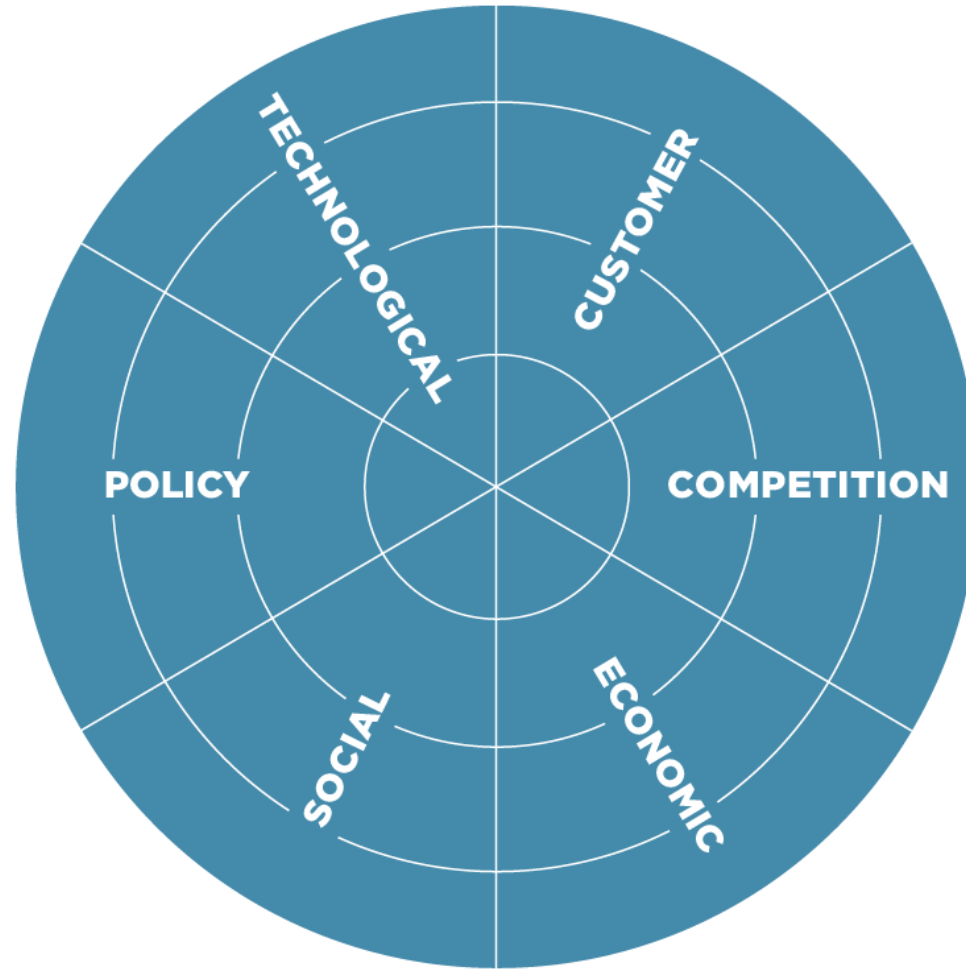
**Industry  
Clients**

**Community  
Leaders**

**Destination  
Leaders**

# Strategic Radar Map

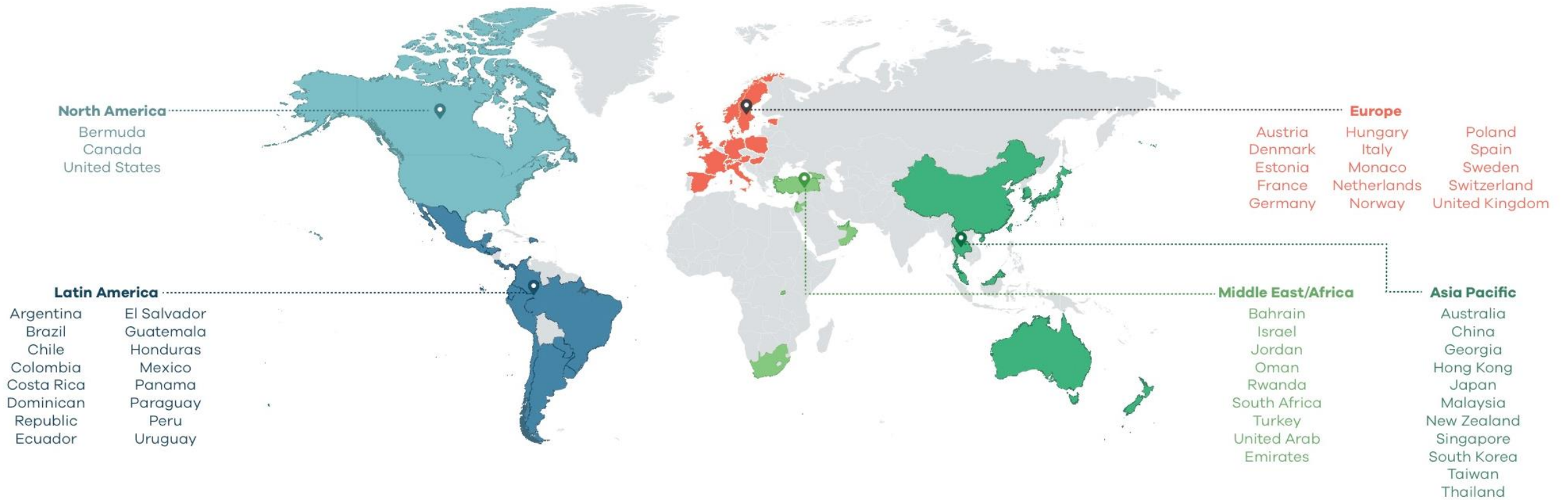
52  
**52**  
Trends



64  
**64**  
Strategies



# Global Scope



**521**

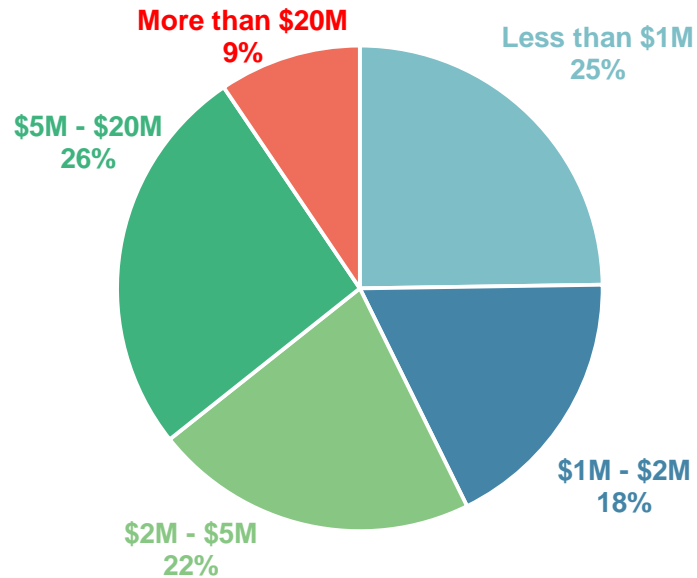
Participants

**55**

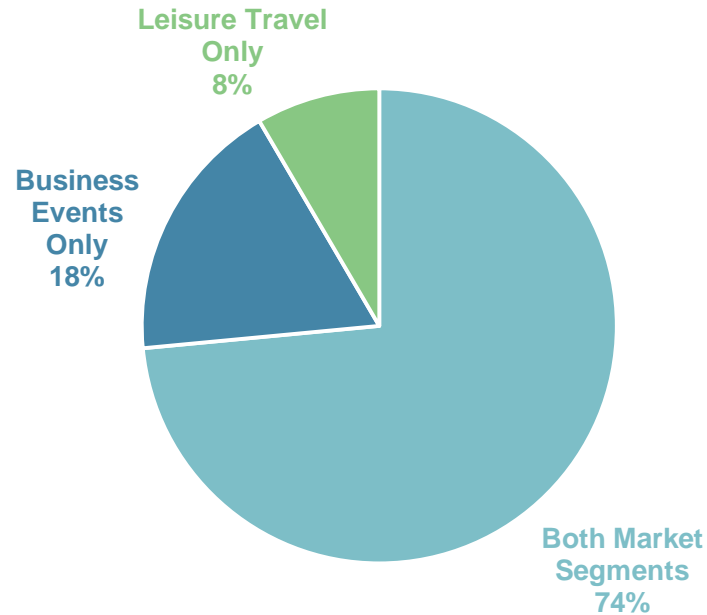
Countries

# Diverse Organizations

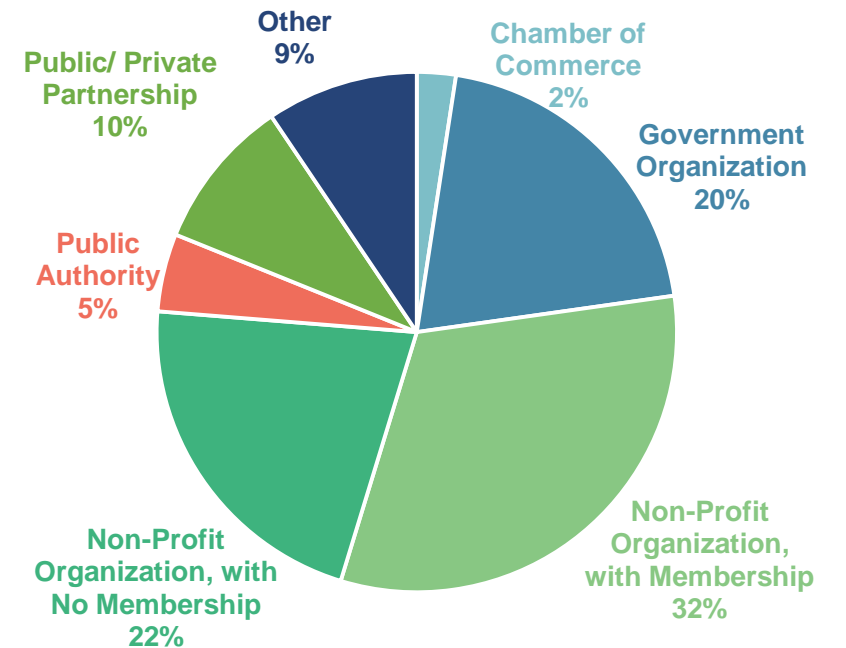
## Budget Size



## Market Segment



## Business Model





# Top 20 Trends in 2019

# Most Important Trends



**Customers increasingly seeking a unique, authentic travel experience.**



**Content creation and dissemination by the public across all platforms drives the destination brand and experience.**



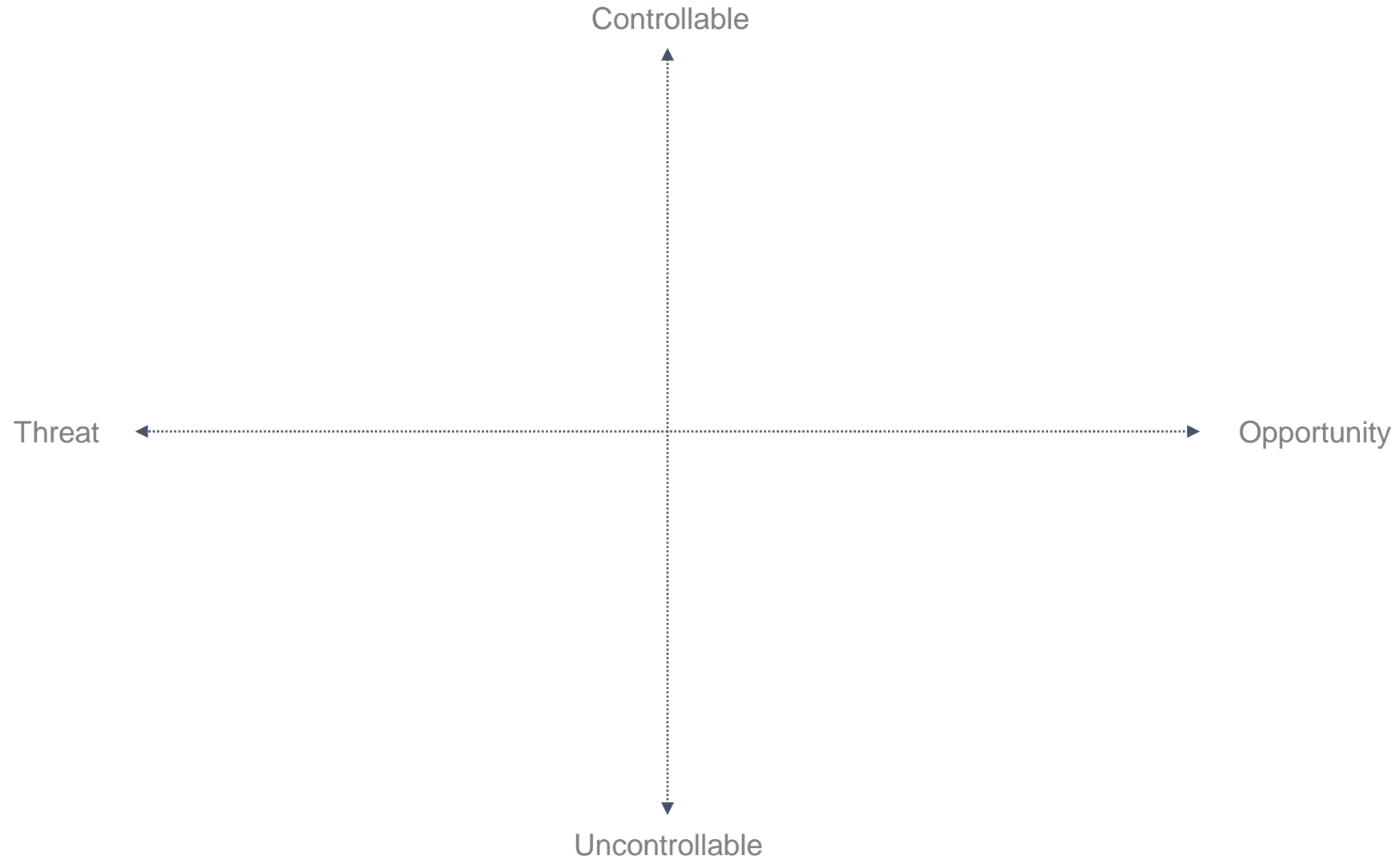
**Social media's increasing prominence in reaching the travel market.**



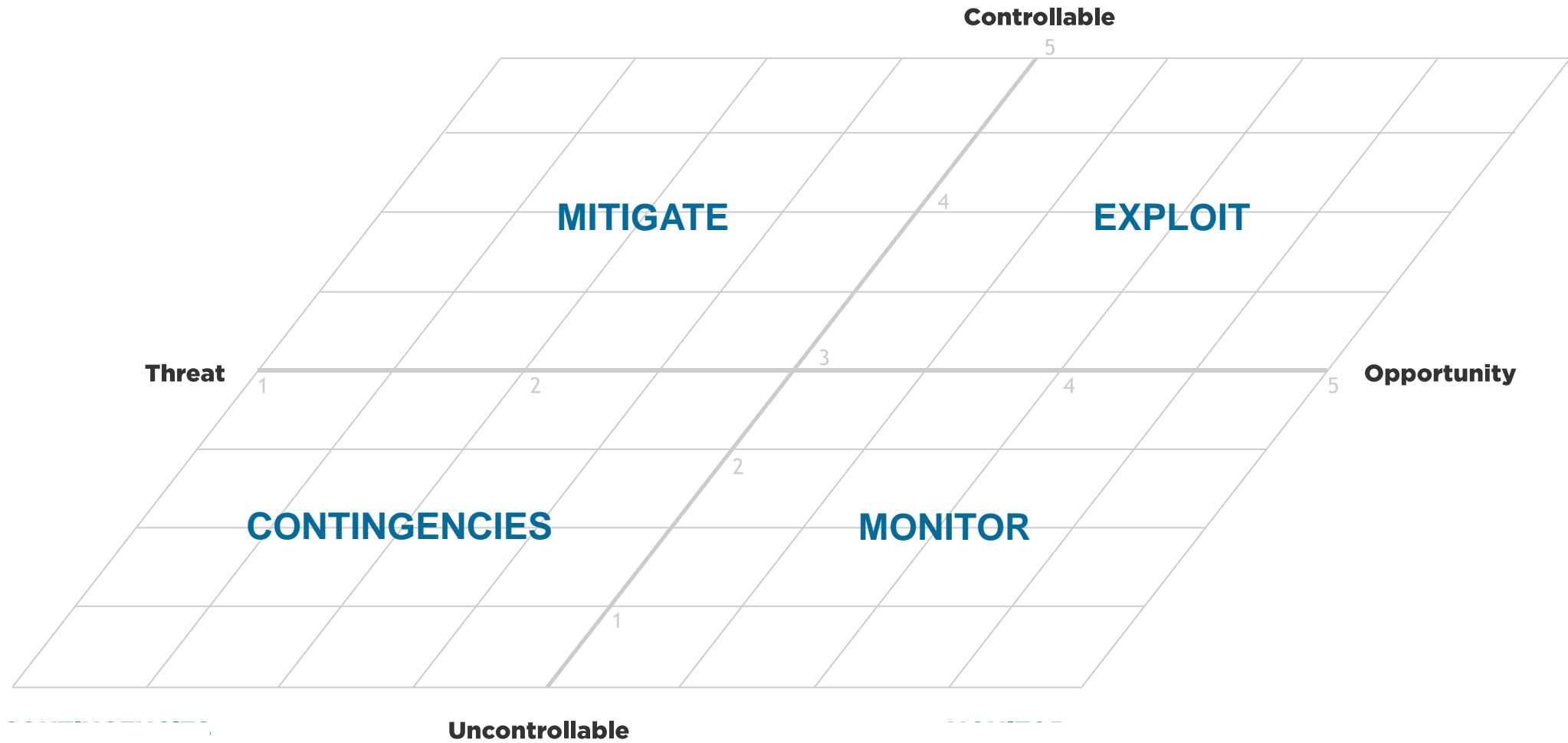
# Top Trend Movers in 2019

- |     |  |
|-----|--|
| 10▲ | <b>7.</b> Travelers demanding more information, control, interaction and personalized information.                       |
| 13▲ | <b>11.</b> Communities more engaged in the development and management of the destination experience.                     |
| 39▲ | <b>12.</b> Increasing importance of transparency and building partnerships to secure business to a destination.          |
| NEW | <b>14.</b> More communities and municipal governments are aware of importance of tourism to local economy.               |
| NEW | <b>16.</b> People are seeking more personal enrichment in their travels, including wellness and well-being.              |
| NEW | <b>17.</b> Destinations looking at sustainability more broadly, encompassing economic, social and environmental impacts. |
| 23▲ | <b>18.</b> More third-party information providers aggregating content about destinations.                                |
| 10▲ | <b>19.</b> Peer-to-peer buyer influence driving customer purchases.  |

# Future Map



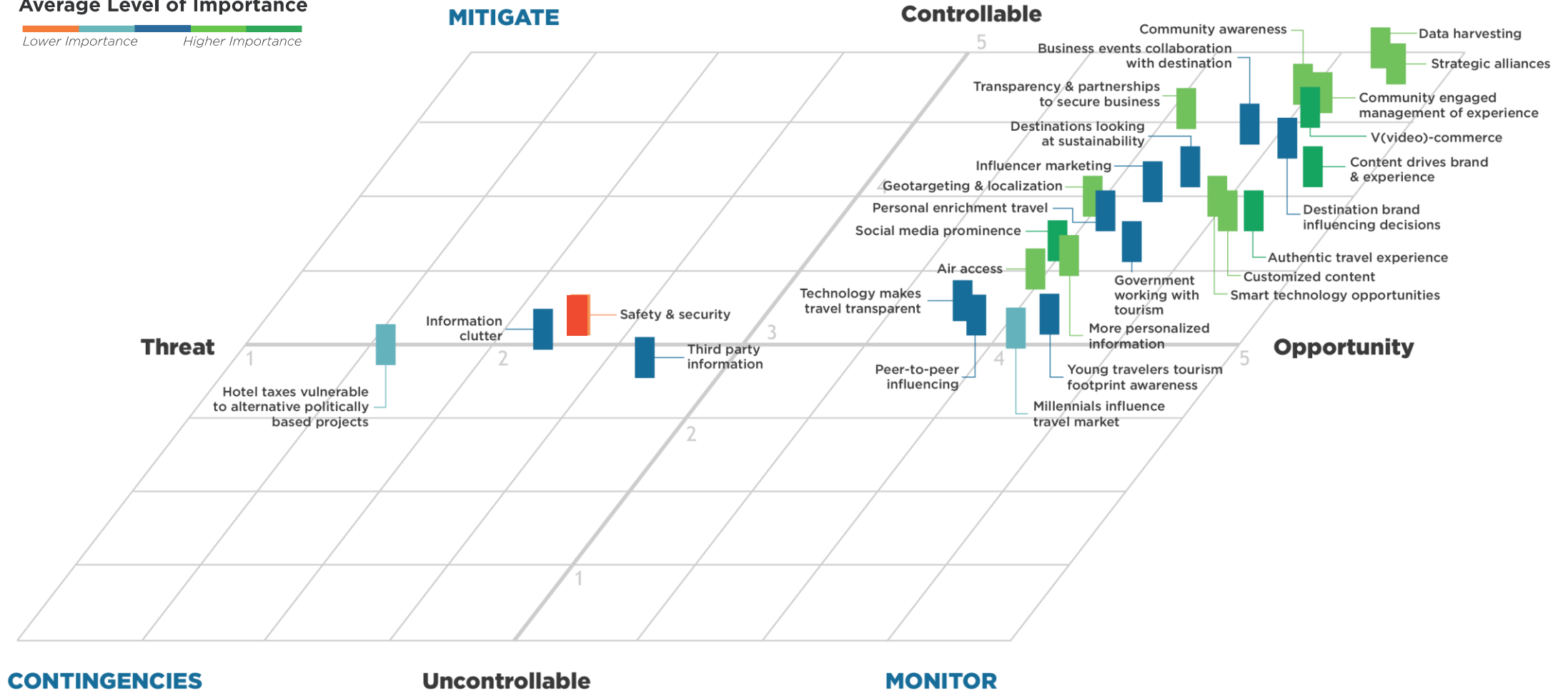
# Future Map



# Future Map

## Average Level of Importance

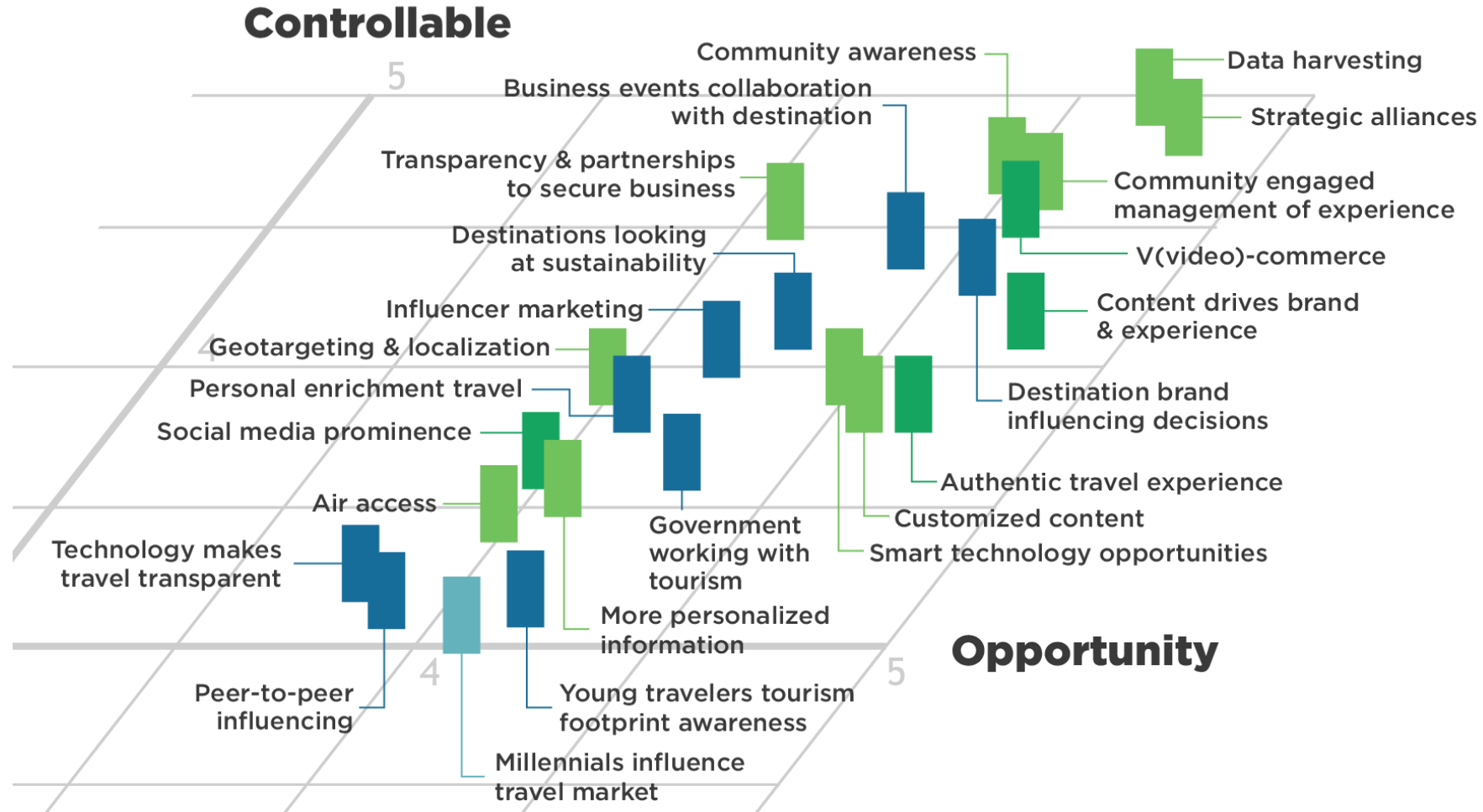
Lower Importance Higher Importance





# Future Map

**EXPLOIT**





# Top 20 Strategies in 2019

# Most Important Strategies



**My destination organization will enhance engagement with the local community to manage future tourism considerations.**



**My destination organization will play more of a central role in advocacy in my destination.**



**My destination organization will focus significant attention to content creation and dissemination strategies.**

# Top Strategy Movers in 2019

10▲	5. My destination organization will adopt consistent standards and measures of performance with other organizations
33▲	6. My destination organization will act as conduit to build social networks among our local business community.
NEW	8. My destination will have a tourism master plan to define long-term destination development direction.
NEW	11. My destination will better integrate tourism, economic development and talent attraction.
19▲	12. My destination organization has a key responsibility to protect our environmental, social and cultural characteristics.
11▲	17. My destination organization will balance the need for growth with responsible and sustainable development.
NEW	18. My destination organization will develop outreach programs in our local community to broaden our networks.
NEW	19. My destination organization will leverage our destination's priority industry sectors to generate business.



# 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



# 1 Destination Stewardship

# Thirst for Unique, Authentic, Personalized Experiences



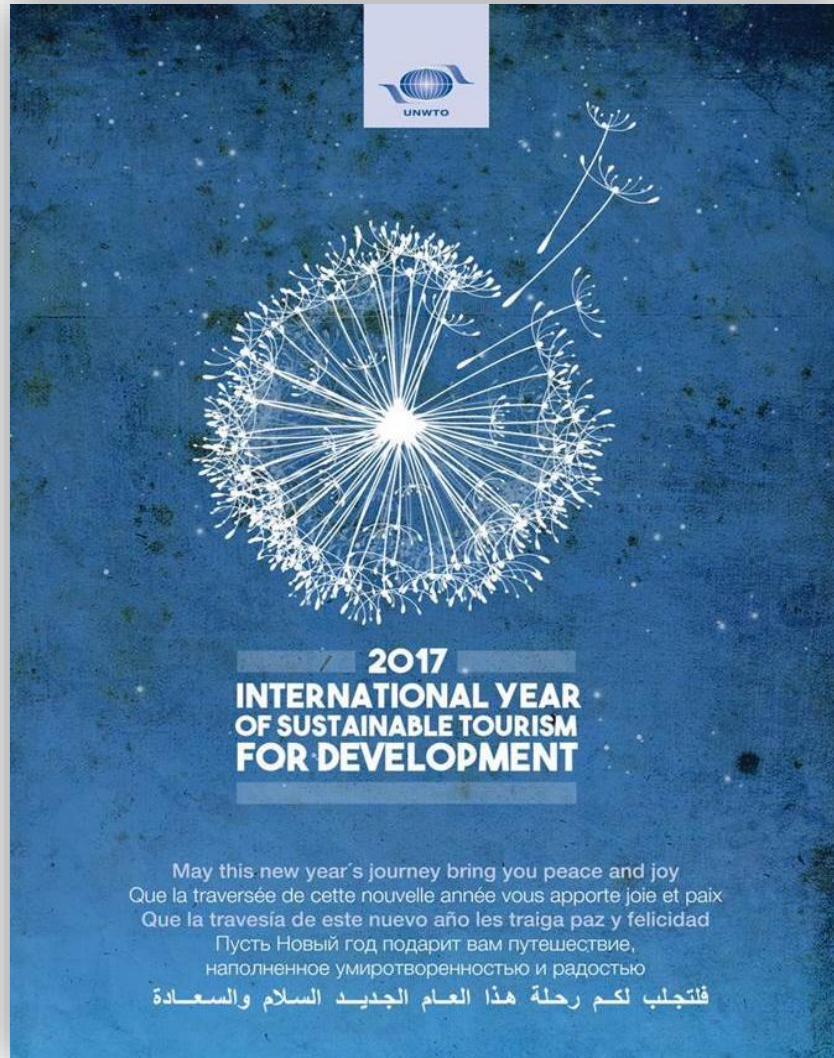


# Montreal Illuminations: From Attraction to Experience





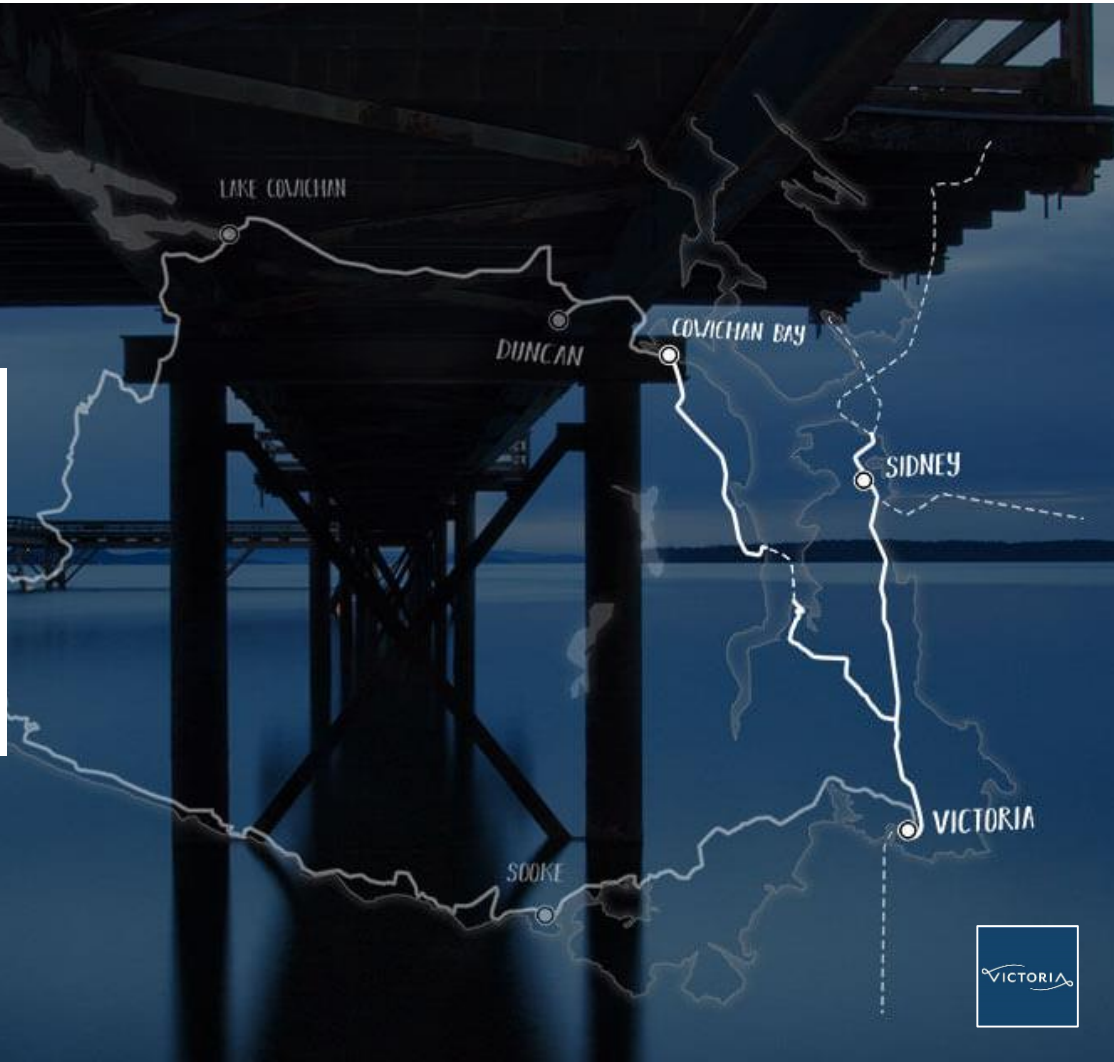
# The Rise of Integrated Sustainability: Economic, Social + Environmental





# The Growth of Visitor Dispersal Strategies

PACIFIC MARINE  
CIRCLE ROUTE



The strategy is easy.  
The challenge is  
getting buy-in from  
the communities.

Tourism Victoria



2

# Community Alignment

# Resident Support is Critical For Long-Term Success





# New Breckenridge Tourism Vision

**A Harmony of Quality of Life for Residents  
and Quality of Place for Visitors**



## Hawaii Tourism Authority's KPIs:

- Visitor Satisfaction
- Resident Sentiment
- Per Person Daily Spend
- Total Visitor Spend







**Destination Madison co-created the “Bucky On Parade” sculpture project, giving \$1 million to local charity and \$400K to the organization.**



# Saint John, New Brunswick: Discover the Wins





# More Tourism Funding Diverted to Address Social Issues







The Washington State Convention Center is investing \$39.3 million in affordable housing over three decades.



# Digital Conversion



Every **minute**,  
there are:



# Digital Engagement

**3.8 million**

Google searches

**1 million**

logging into Facebook

**4.5 million**

YouTube videos watched

**511,000**

tweets

**2.1 million**

Snaps created

**56,000**

Instagram photos posted



# Digital Conversion

**\$1 million**

spent online

**\$21,000**

spent on Expedia

**9,800**

Uber trips

**1,400**

Airbnb bookings

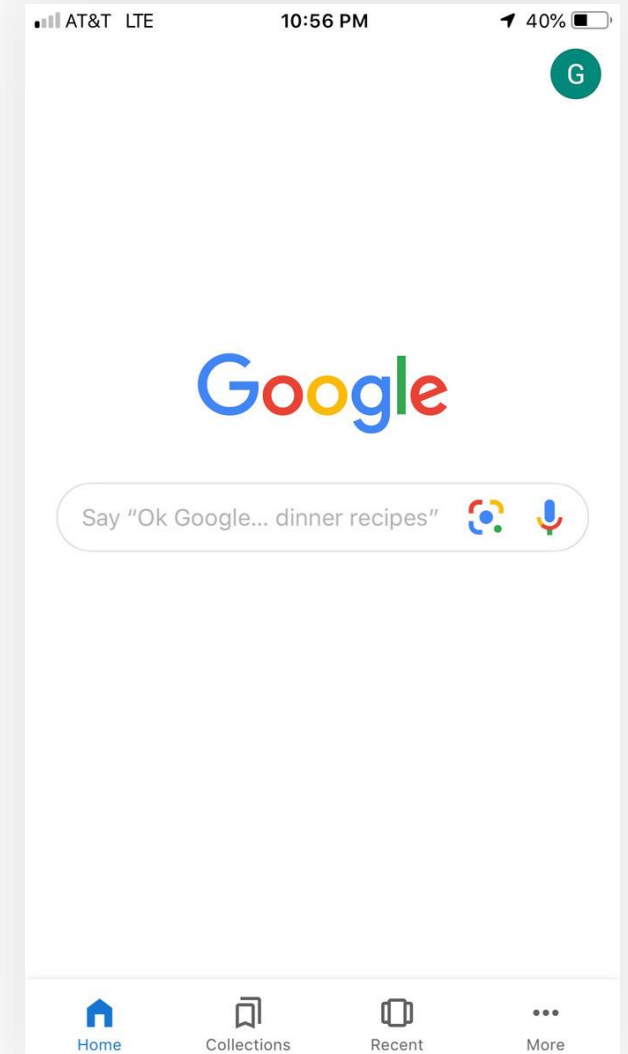
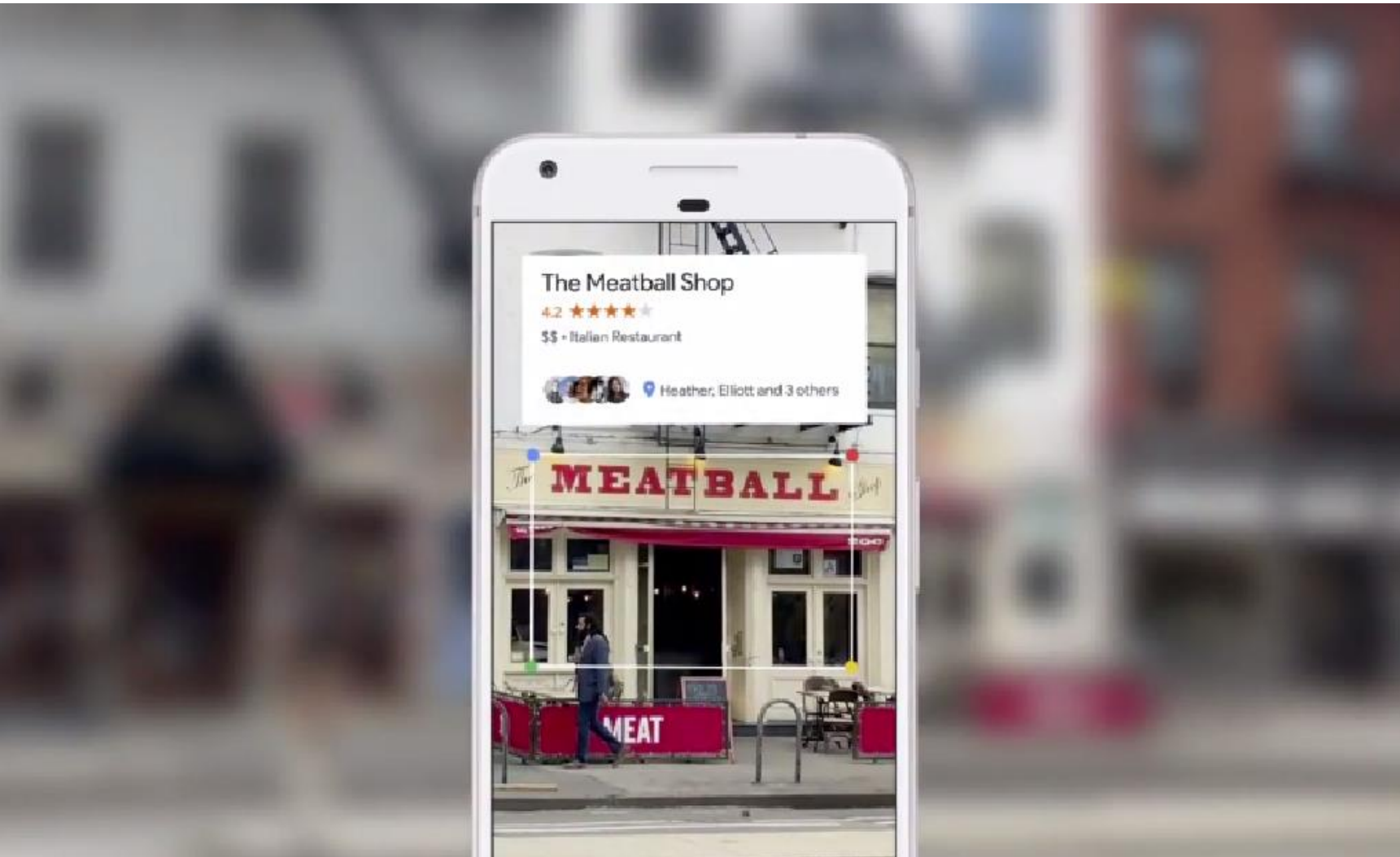
**390,000**

apps downloaded

**1.4 million**

Tinder swipes

# Visual Search and Augmented Reality



# Artificial Intelligence-Powered Conversational Commerce

“Rose” at The Cosmopolitan of Las Vegas  
is driving 30% higher on-property revenue



MEET  
ROSE

# In-Destination, On-Demand Mobile Booking



Hi, Greg!  
Thanks for stopping by the automated San Francisco chatbot. We're here to make sure your first, next or tenth trip to San Francisco makes you want to leave your heart here.



First we need to know: Have you been to San Francisco before?

**San Francisco**Travel

EXPLORE

PLAN

SEARCH

MEETING PLANNERS TRAVEL TRADE MEDIA PARTNERS

ALL

ACTIVITIES

ARTS & CULTURE

DINING

EVENTS

HOTELS

NIGHTLIFE

SHOPPING

Book Online or Call 1-800-637-5196

Home

Attractions

City Tours and Transportation

Help

My Cart



(8 Photos) Click to view gallery

## San Francisco Love Tours

San Francisco, CA

from **\$45**

Buy tickets

TripAdvisor Traveler Rating

5.0 of 1059 reviews

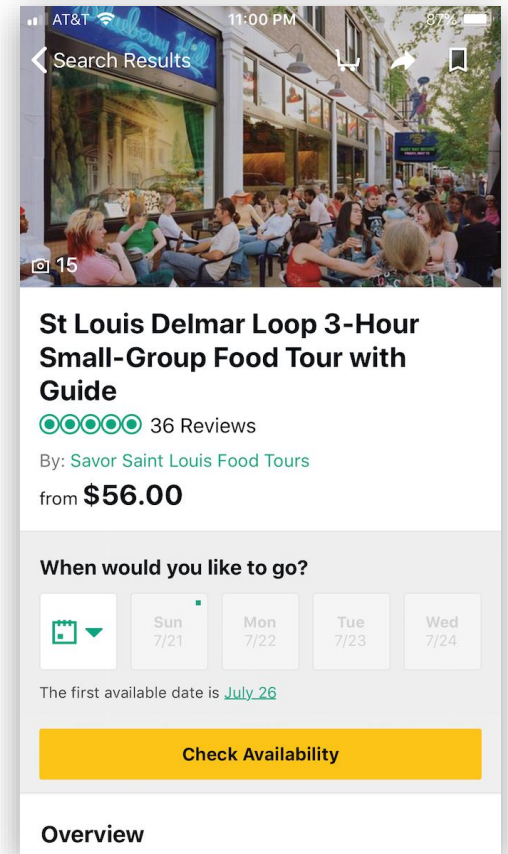
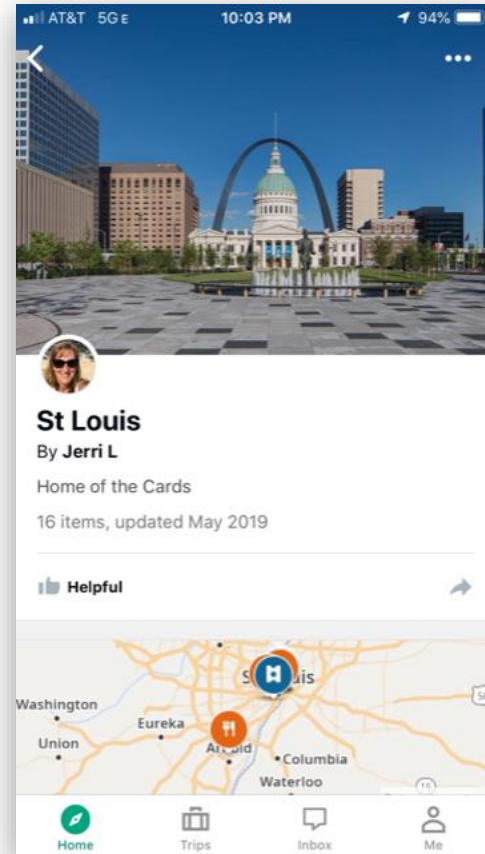
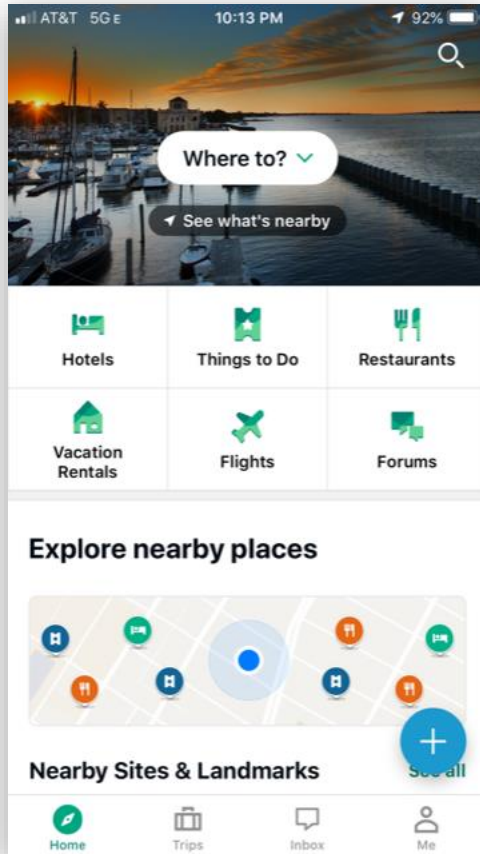
Hitch a ride on a hand painted VW bus and get to know today's San Francisco through the timeless hippie vibes and timeless songs. Travel where big tour buses are forbidden. Visit the homes of San Francisco's counter-culture icons such as The Grateful Dead, Janis Joplin and Jimi Hendrix, while grooving to entertaining and education facts and stories of this great City!

Hours

Daily Pick Up Times: 9 AM, 11 AM, 1 PM, 3 PM, 5 PM



# TripAdvisor: From Review Site to Tour Booking Engine





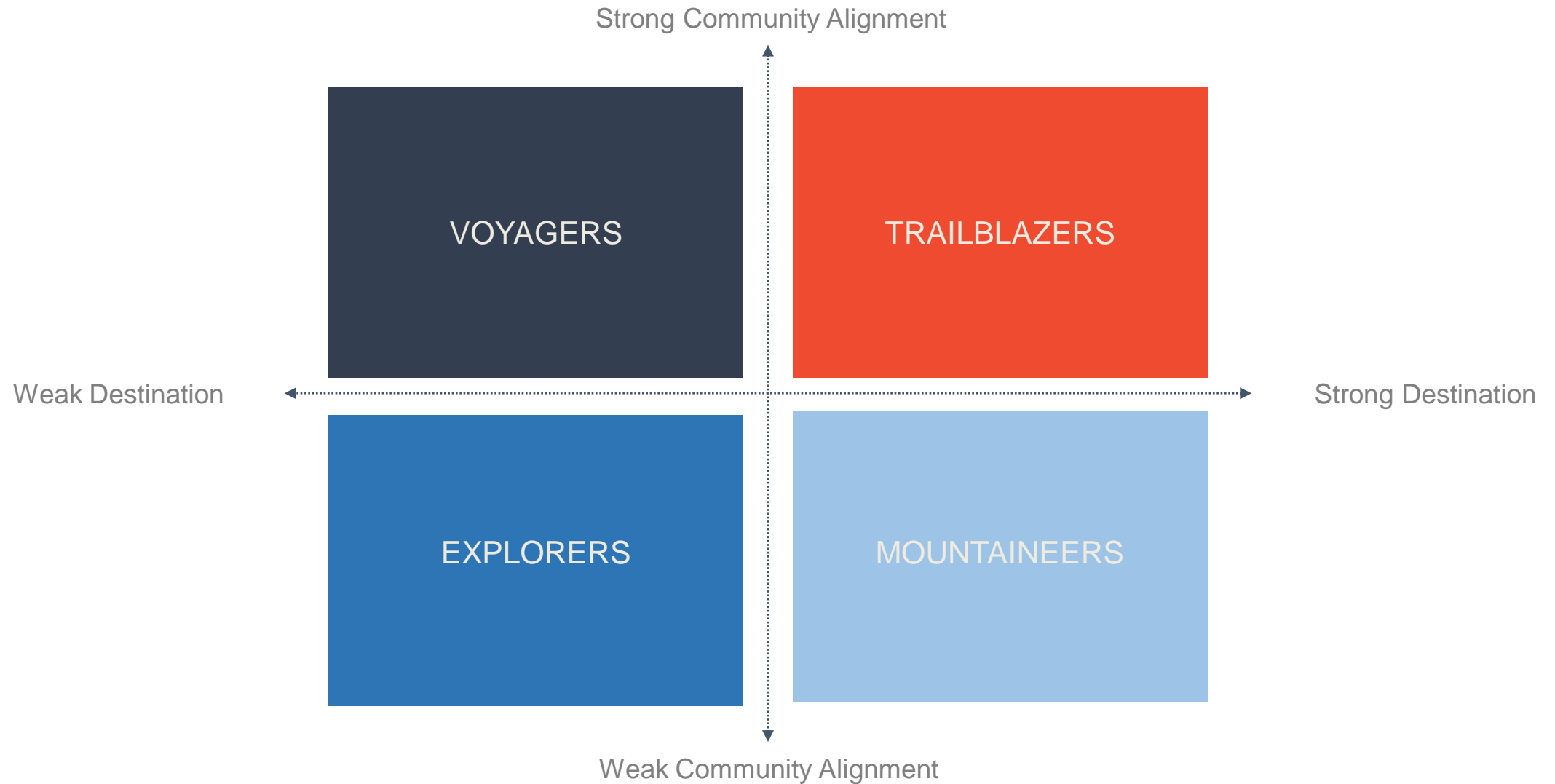
**Destination  
Stewardship**

**Community  
Alignment**

**Digital  
Conversion**

# Scenario Model & Destination Assessments

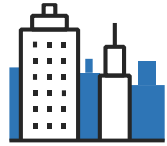
# Scenario Model



# Destination Strength Variables



**Brand**



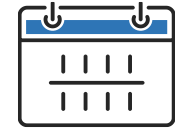
**Accommodation**



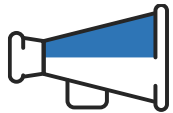
**Attractions &  
Entertainment**



**Conventions &  
Meeting Facilities**



**Events**



**Sports & Recreation  
Facilities**



**Communication  
Infrastructure**



**Mobility & Access**



**Air Access**



**International  
Readiness**



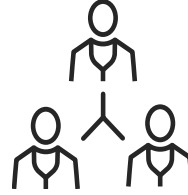
# Community Alignment Variables



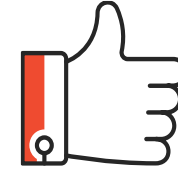
**Organization  
Governance Model**



**Partnership  
Strength**



**Industry Support**



**Local Community  
Support**



**Regional  
Cooperation**



**Workforce**



**Hospitality Culture**



**Policy & Regulatory  
Environment**

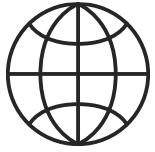


**Funding Support  
& Certainty**



**Economic  
Development**

# Destination Assessments



**350**

destinations from 18  
countries



**230**

detailed assessments  
completed in 11 countries:

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USA, Canada, Mexico,  
Switzerland, Colombia,  
Korea, Guatemala,  
Taiwan, Denmark, Brazil,  
Australia



**45**

underway or planned,  
including:

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Dominican Republic, El  
Salvador, Ecuador,  
South Africa



**50**

in discussion,  
including:

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Peru, Argentina, Dubai,  
Germany, Honduras, Chile, New  
Zealand, United Kingdom,  
Thailand, Micronesia,  
Philippines, Russia, Ghana,  
Nigeria

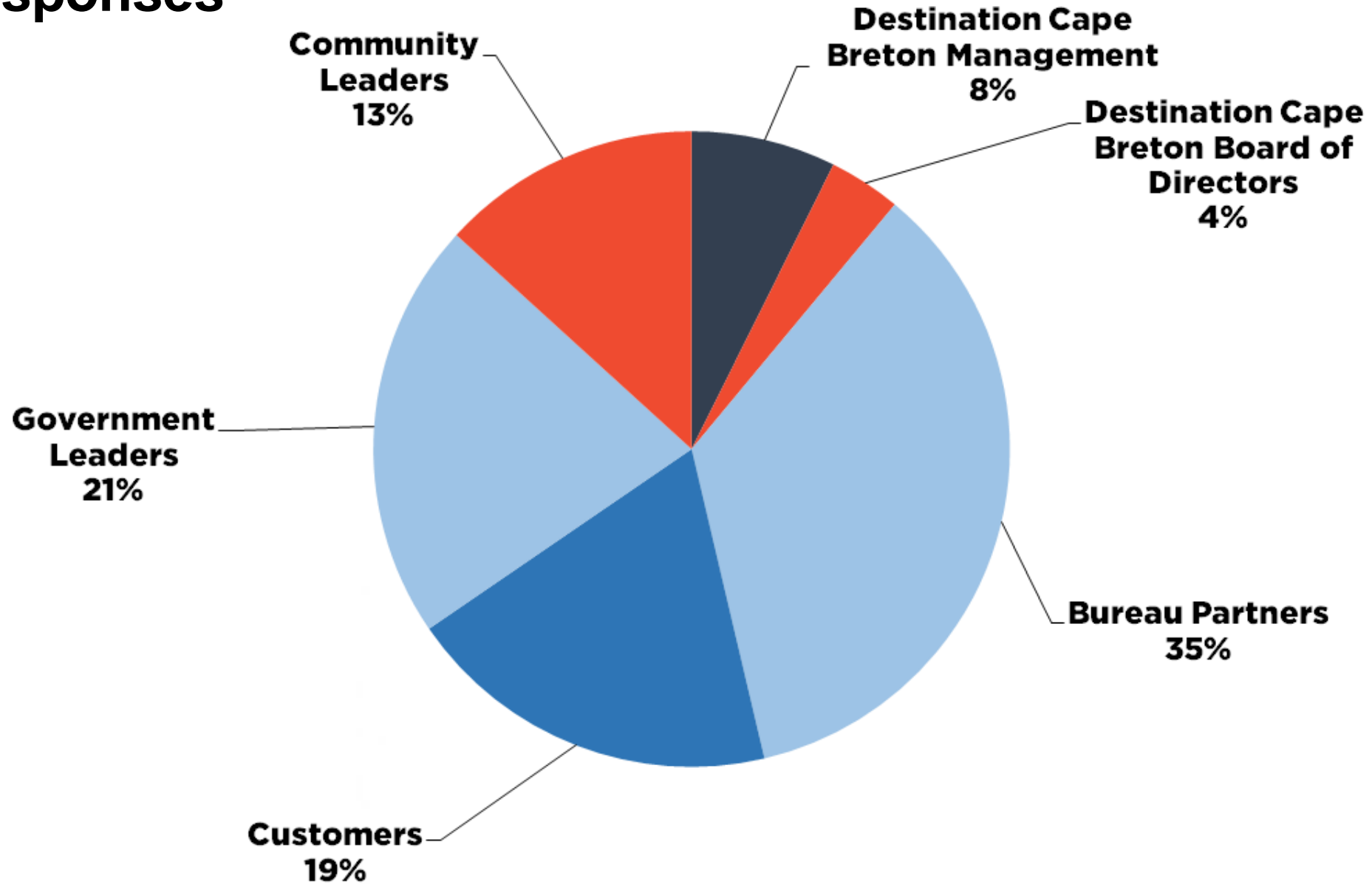
# DESTINATION **NEXT**

## Multi-User Diagnostic Assessment: Cape Breton Island, NS

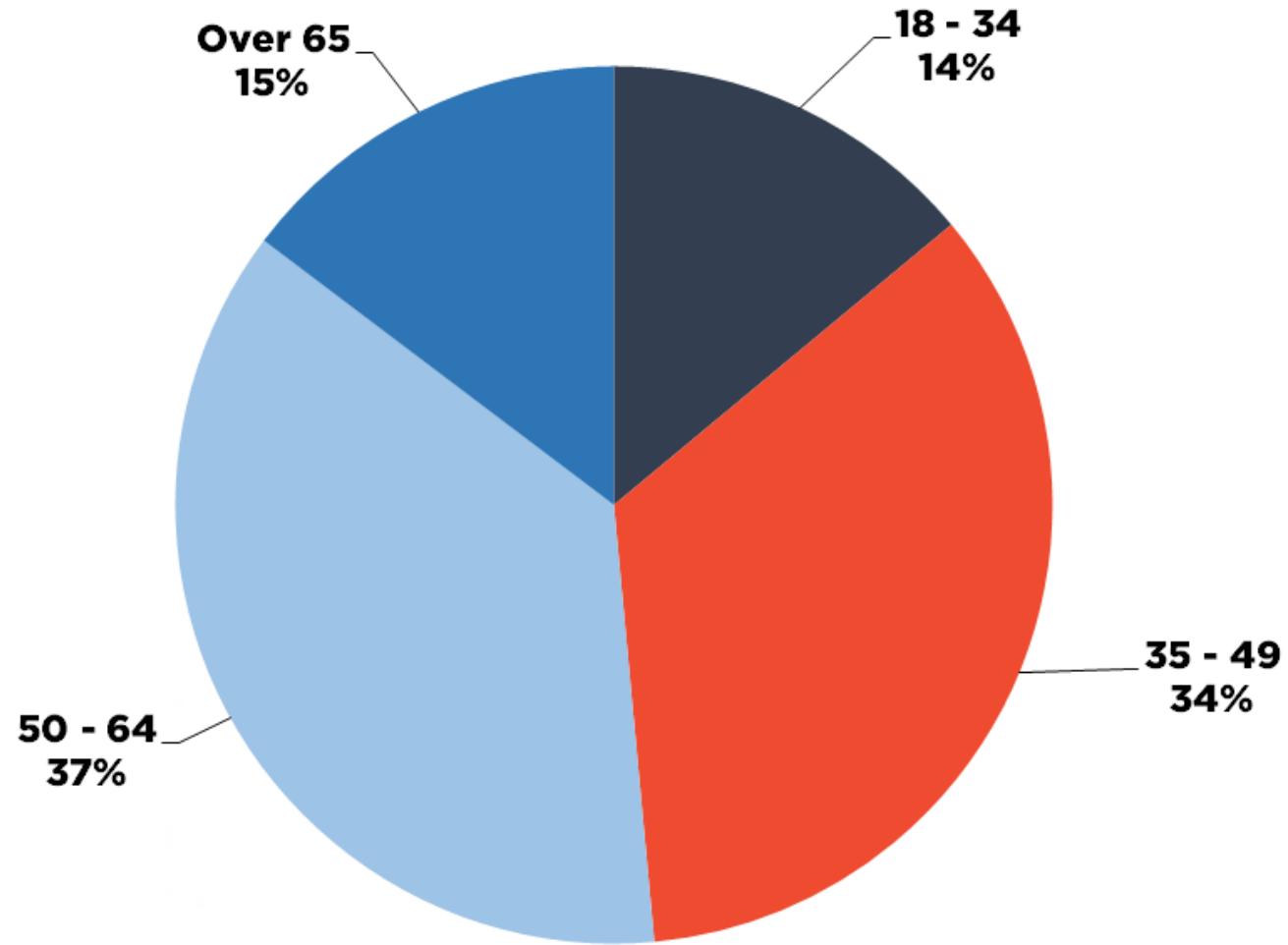
November 27, 2019



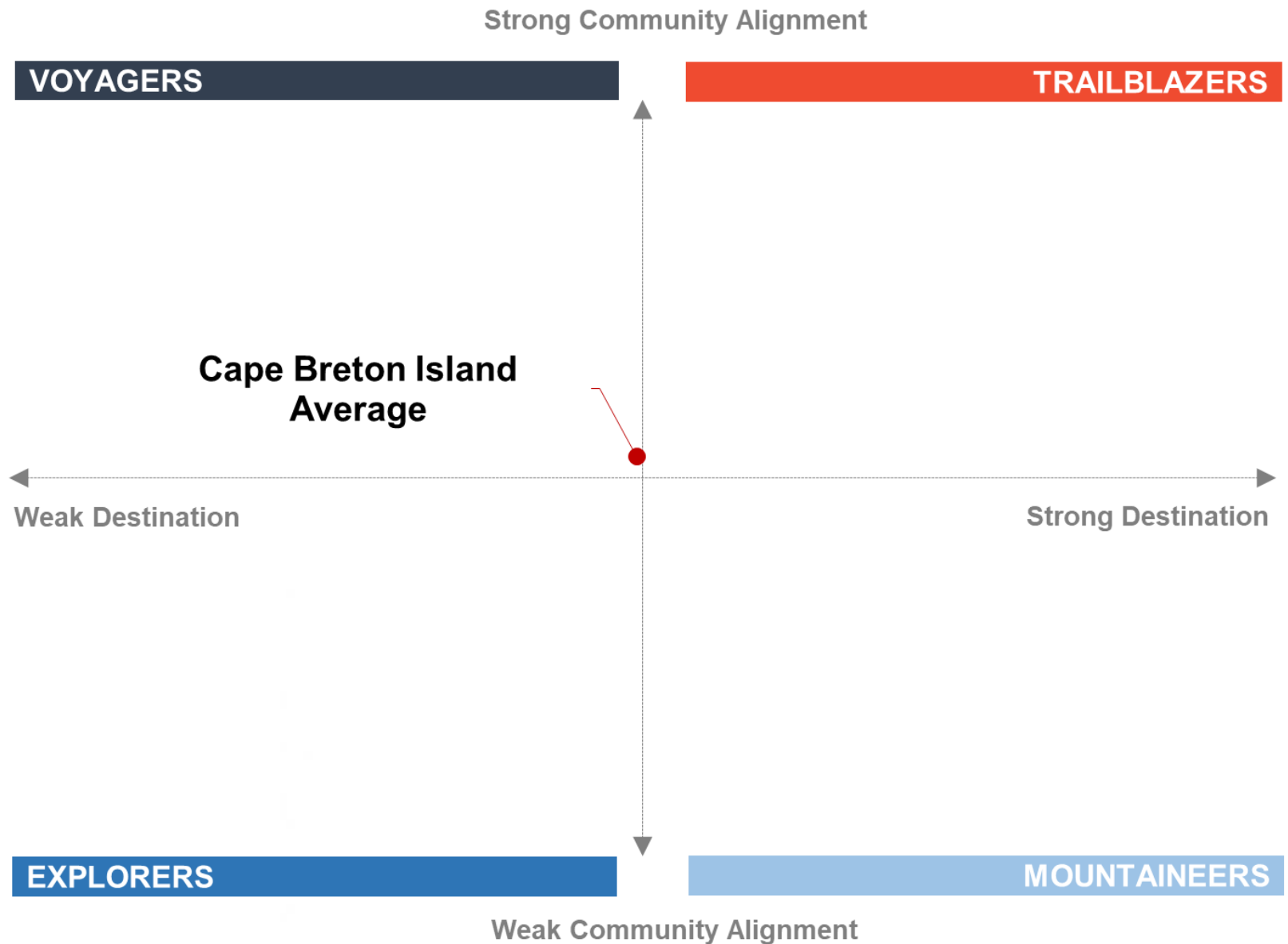
# 136 Responses



# Age Groups

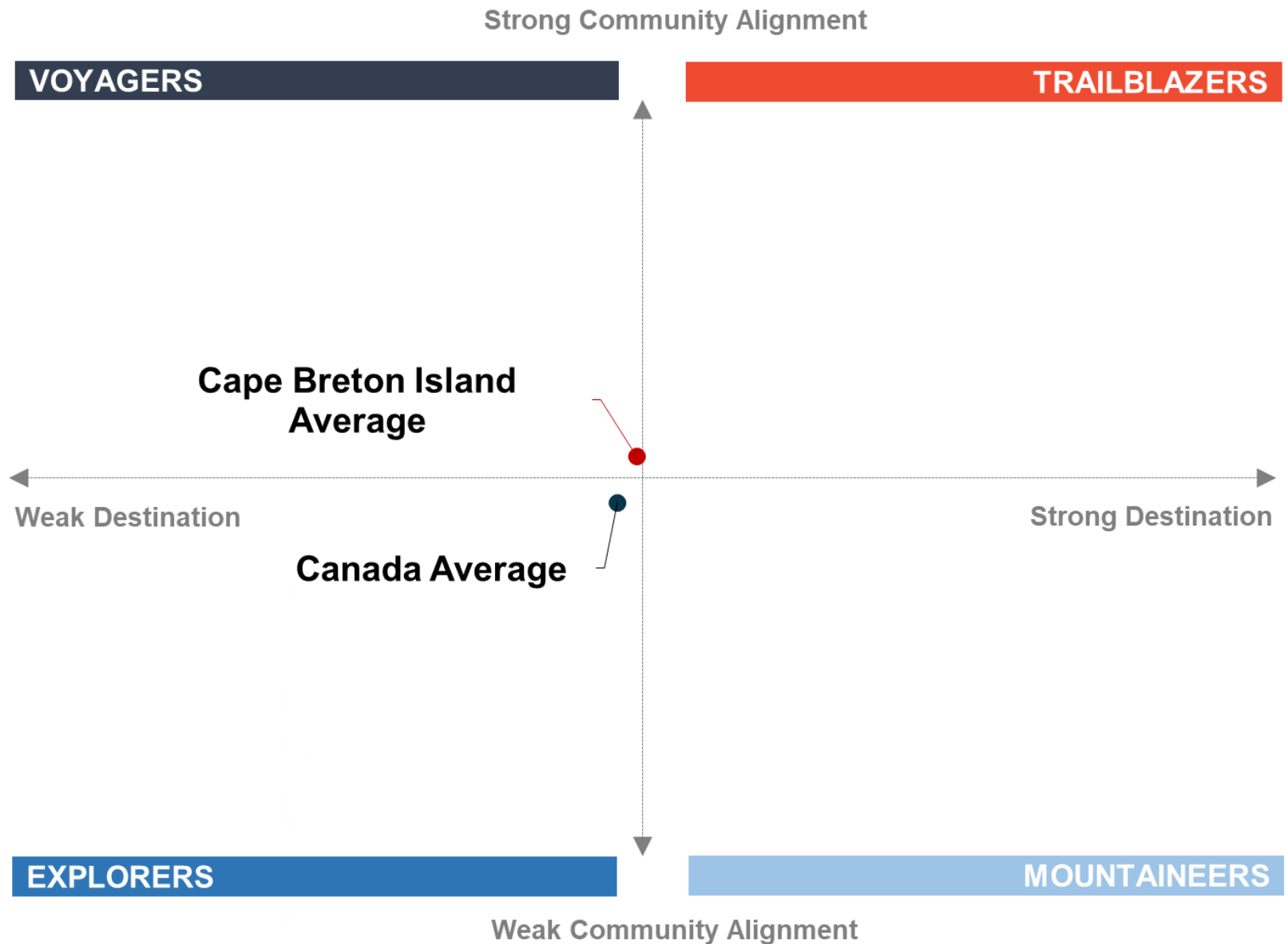


# Overall Assessment

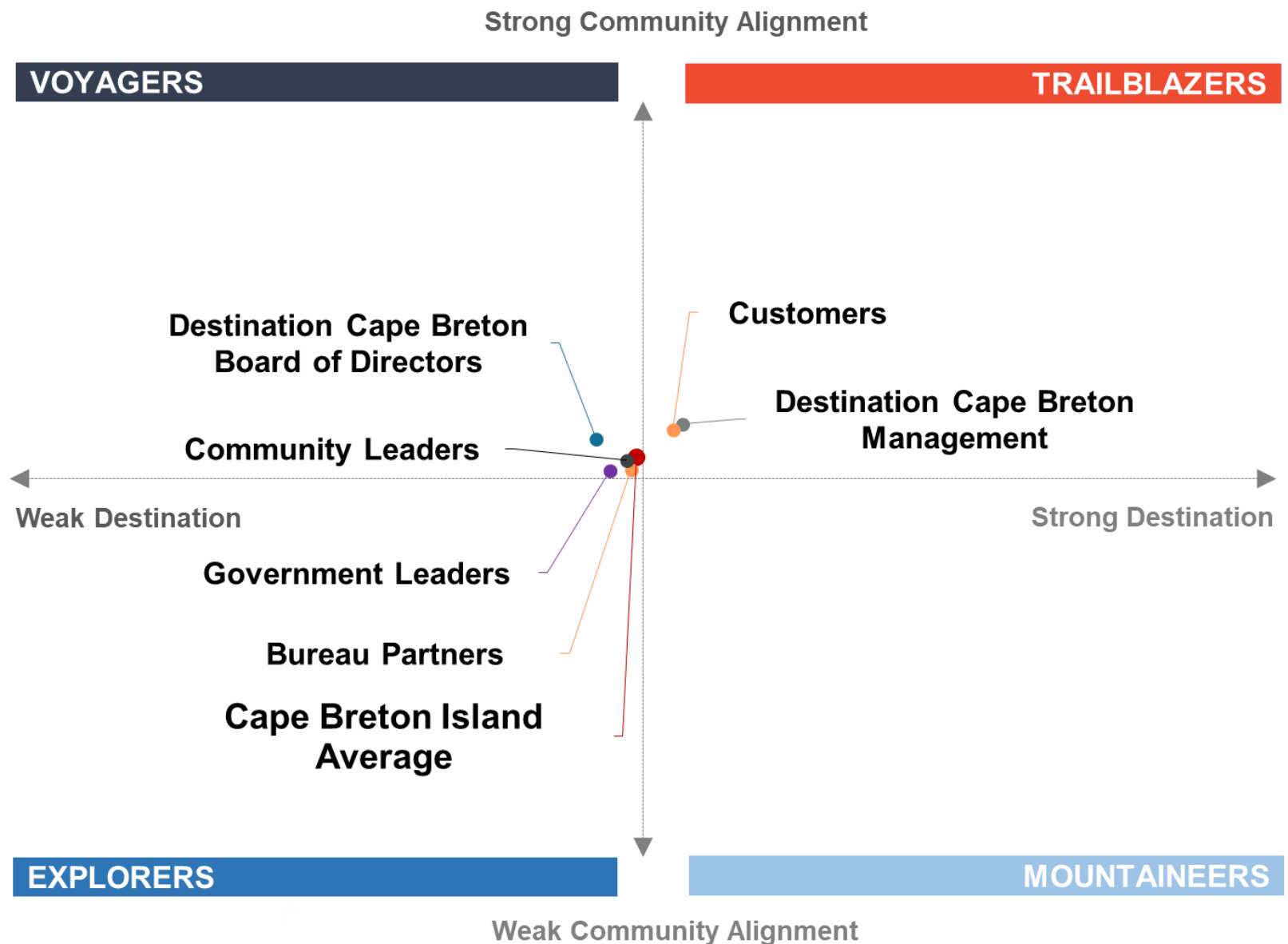




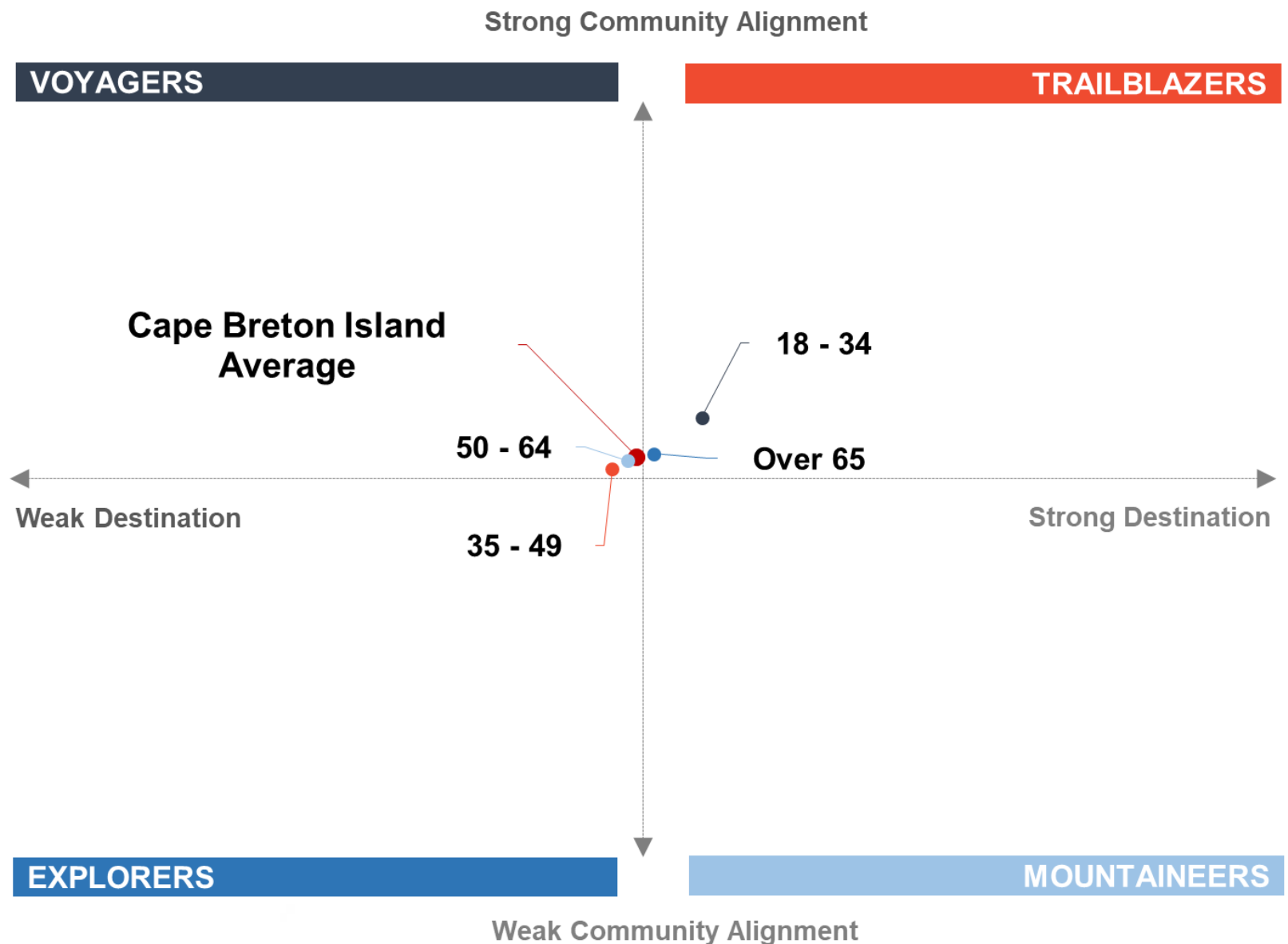
# Overall Assessment



# Stakeholder Groups




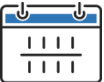


# Age Groups





# Destination Strength Rankings



		Relative Importance	Perceived Performance
	Attractions & Entertainment	1 <sup>st</sup>	1 <sup>st</sup>
	Events	2 <sup>nd</sup>	3 <sup>rd</sup>
	International Readiness	3 <sup>rd</sup>	9 <sup>th</sup>
	Accommodation	4 <sup>th</sup>	6 <sup>th</sup>

# Destination Strength – Report Card

Variable	Relative Importance (0-100%)		Perceived Performance (1-5 scale)		
	Industry Average	Cape Breton Island Average	Industry Average	Cape Breton Island Average	Standard Deviation
Attractions & Entertainment	10.8%	10.6%	3.6	3.9	0.5
Events	9.8%	10.5%	3.6	3.8	0.4
International Readiness	10.0%	10.3%	3.1	2.9	0.5
Accommodation	10.5%	10.2%	3.5	3.3	0.6
Air Access	9.1%	10.2%	3.1	3.2	0.6
Brand	10.4%	10.1%	3.5	3.8	0.5
Communication & Internet Infrastructure	10.0%	9.9%	3.2	2.6	0.8
Mobility & Access	10.1%	9.7%	3.0	2.9	0.5
Outdoor Recreation & Sports Facilities	9.5%	9.5%	3.2	3.8	0.4
Convention & Meeting Facilities	9.8%	8.9%	3.1	3.4	0.5
<b>DESTINATION STRENGTH - Cape Breton Island</b>					<b>3.36</b>
<b>INDUSTRY AVERAGE DESTINATION STRENGTH</b>					<b>3.38</b>

**RESULTING SCENARIO**

**VOYAGERS**

Note

**Green** signifies **overperforming** by greater than 0.2.

**Yellow** signifies **underperforming** by greater than 0.2 but less than 0.4.

**Red** signifies **underperforming** by greater than 0.4.

# Destination Strength – Stakeholder Report Card

Variable	Cape Breton Island Average	Perceived Performance (1-5 scale)					
		Destination Cape Breton Management	Destination Cape Breton Board of Directors	Bureau Partners	Customers	Government Leaders	Community Leaders
Attractions & Entertainment	3.9	4.0	3.7	3.8	4.0	3.8	4.0
Events	3.8	3.8	3.8	3.7	3.8	3.9	3.8
International Readiness	2.9	2.9	2.8	2.9	3.0	2.7	2.8
Accommodation	3.3	3.5	3.3	3.3	3.4	3.1	3.3
Air Access	3.2	3.4	2.9	3.3	3.2	3.2	3.2
Brand	3.8	4.2	4.0	3.7	4.0	3.7	3.8
Communication & Internet Infrastructure	2.6	2.8	2.4	2.7	2.8	2.3	2.5
Mobility & Access	2.9	2.9	2.5	2.9	3.1	2.9	2.7
Outdoor Recreation & Sports Facilities	3.8	4.1	3.6	3.7	3.8	3.7	3.7
Convention & Meeting Facilities	3.4	3.4	3.4	3.4	3.5	3.4	3.4
DESTINATION STRENGTH - Cape Breton Island							3.36
INDUSTRY AVERAGE DESTINATION STRENGTH							3.38
RESULTING SCENARIO							VOYAGERS

Note

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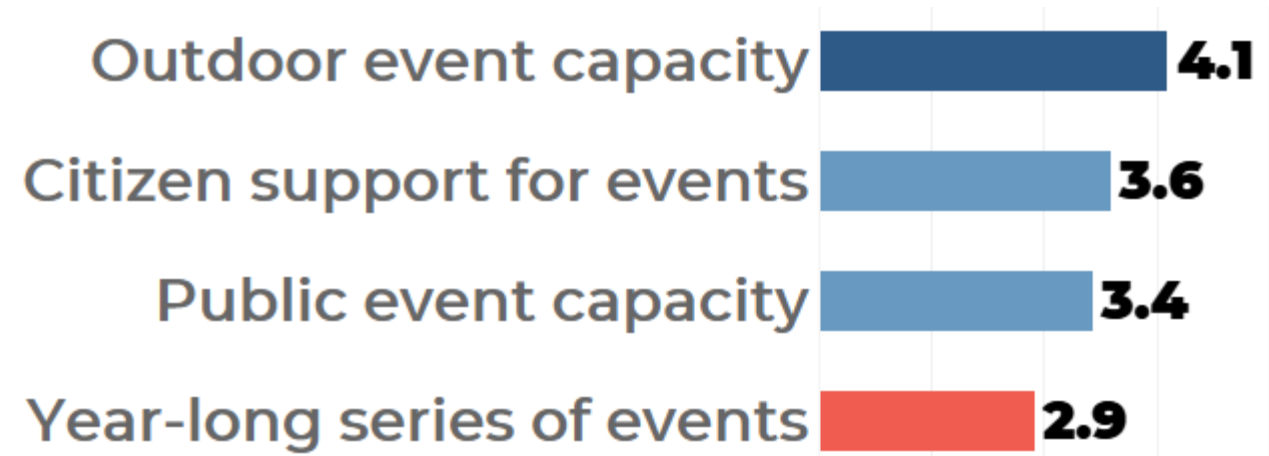
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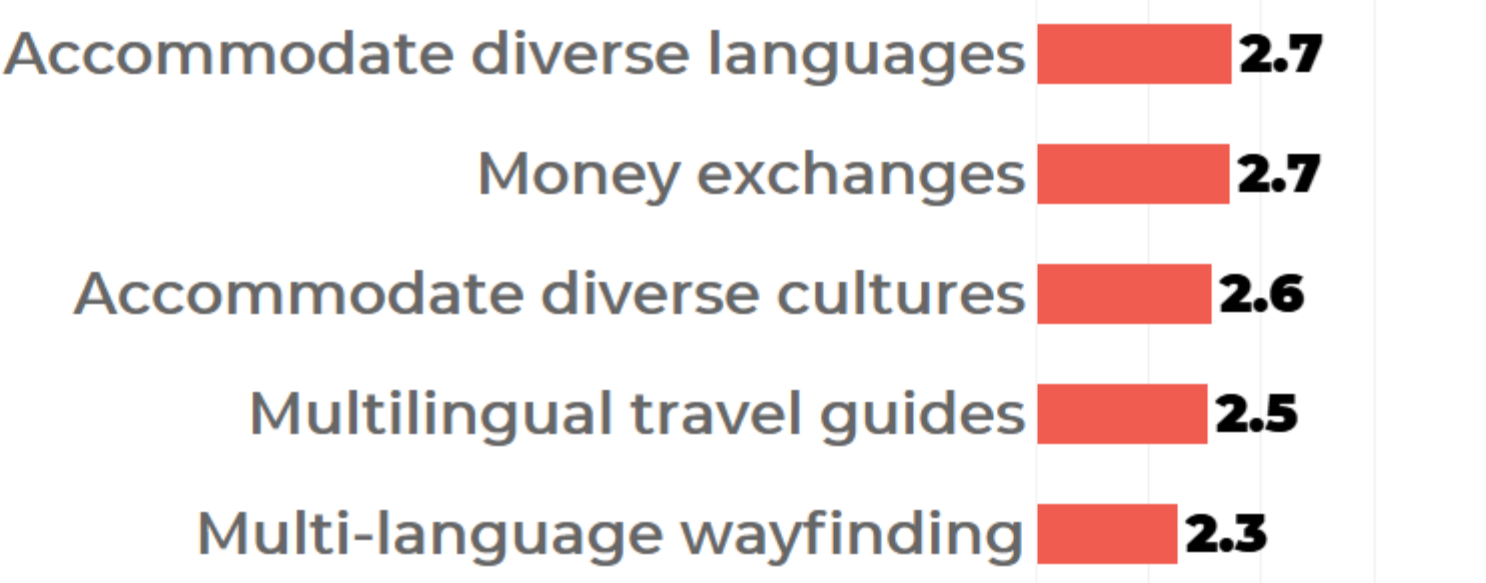
# Attractions & Entertainment



# Events



# International Readiness

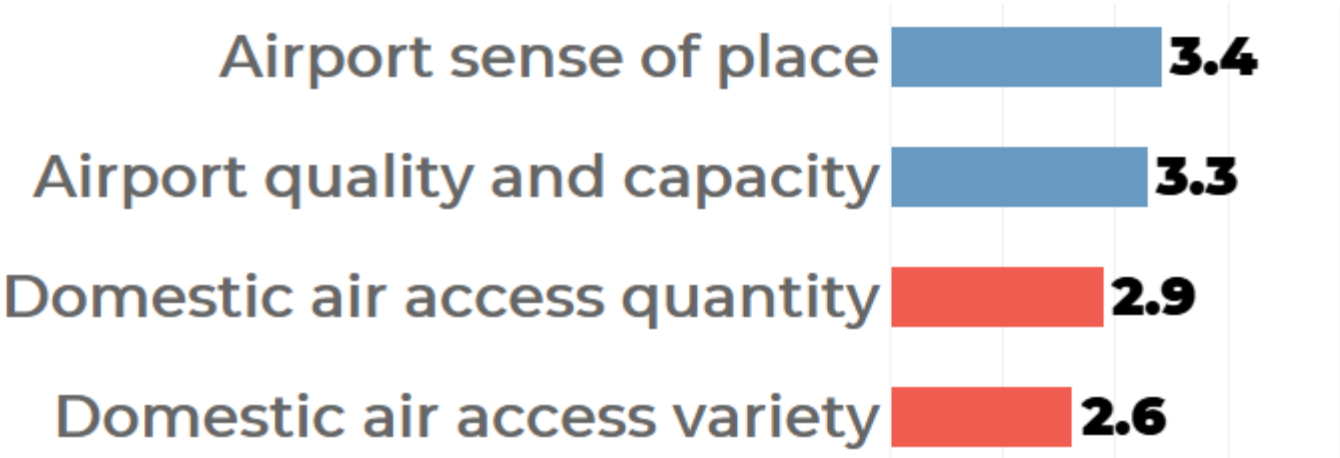




# Accommodation



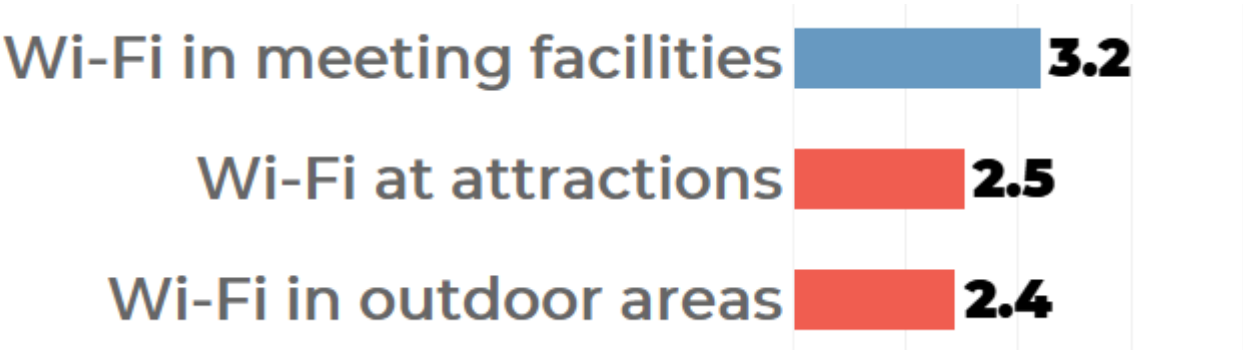
# Air Access



# Brand

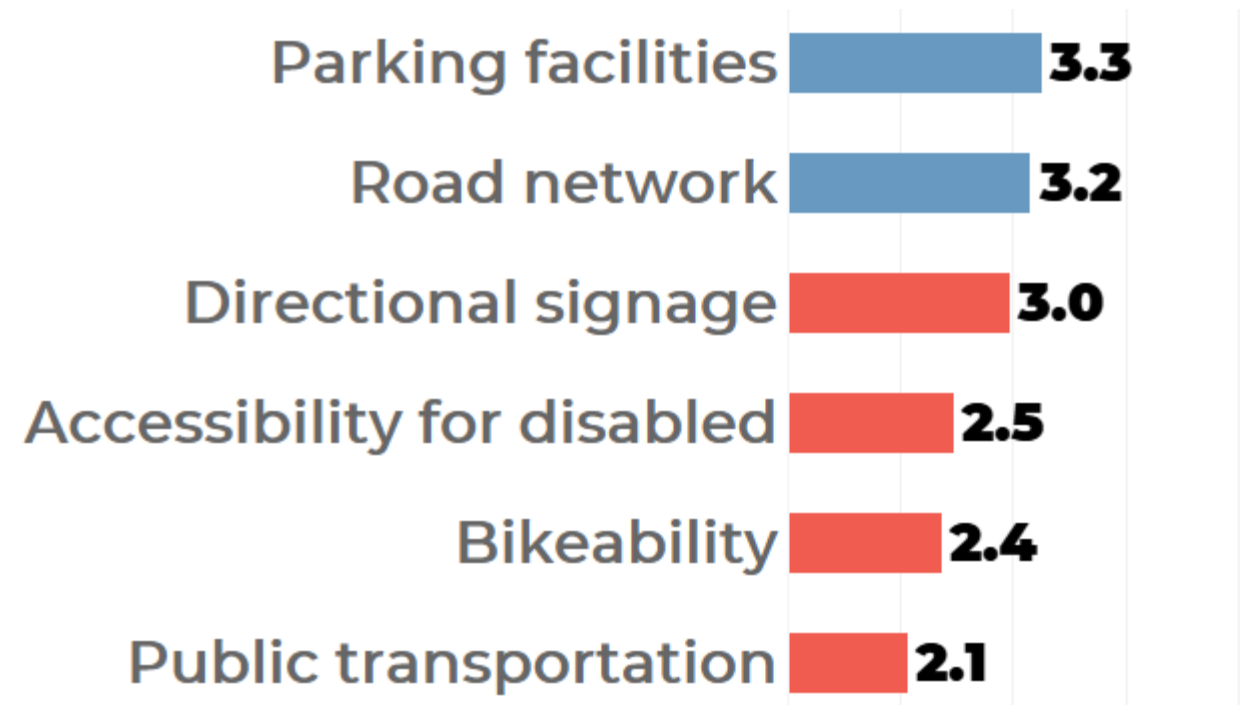


# Communication & Internet Infrastructure





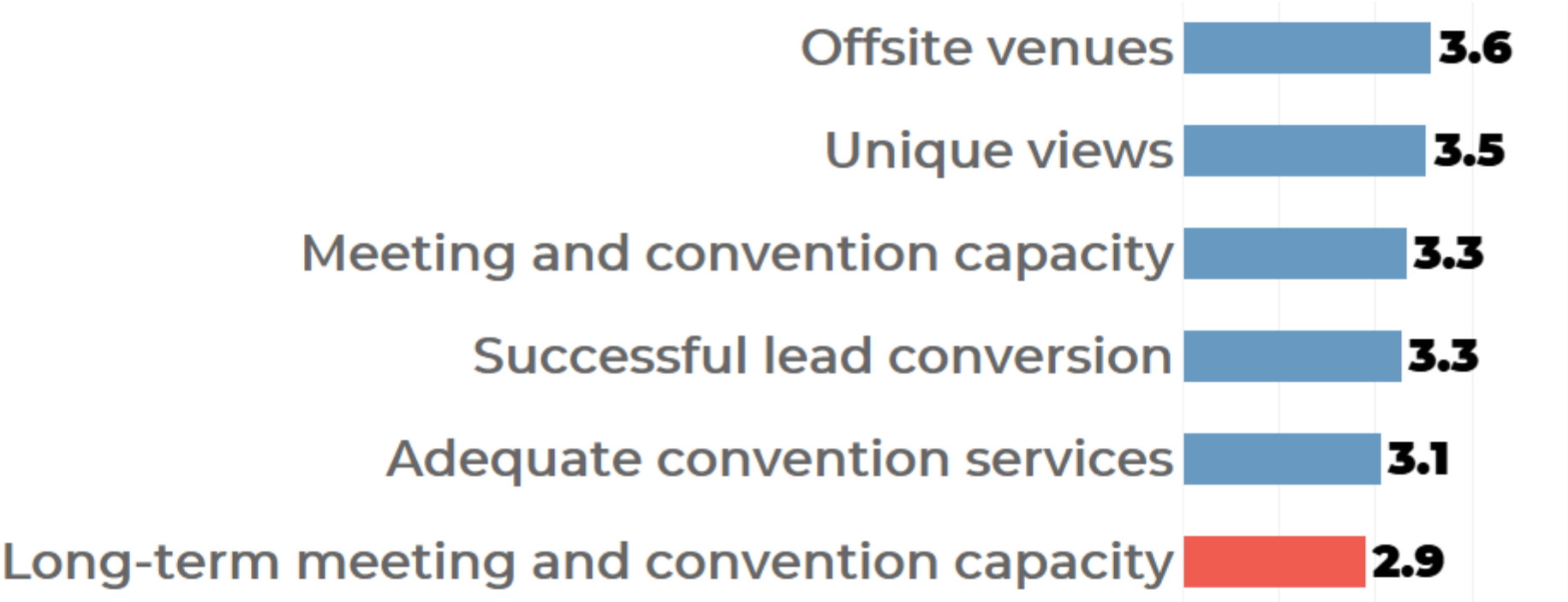
# Mobility & Access



# Outdoor Recreation & Sports Facilities







# Convention & Meeting Facilities



# Community Alignment Rankings



		Relative Importance	Perceived Performance
	Hospitality Culture	1 <sup>st</sup>	7 <sup>th</sup>
	Policy & Regulatory Environment	2 <sup>nd</sup>	6 <sup>th</sup>
	Economic Development	3 <sup>rd</sup>	2 <sup>nd</sup>
	Funding Support & Certainty	4 <sup>th</sup>	8 <sup>th</sup>



# Community Alignment – Report Card

Variable	Relative Importance (0-100%)		Perceived Performance (1-5 scale)		
	Industry Average	Cape Breton Island Average	Industry Average	Cape Breton Island Average	Standard Deviation
Hospitality Culture	10.3%	11.3%	3.6	3.8	0.8
Policy & Regulatory Environment	10.1%	11.3%	3.5	3.8	0.6
Economic Development	10.3%	11.2%	3.9	4.0	0.4
Funding Support & Certainty	10.1%	11.2%	3.2	3.1	0.6
Industry Support	10.0%	11.2%	3.7	4.2	0.5
Regional Cooperation	10.1%	11.1%	3.6	3.8	0.6
Workforce	10.2%	11.1%	3.2	2.7	0.8
Local Community Support	10.3%	11.0%	3.5	3.9	0.5
Organization Governance Model	9.5%	10.6%	3.7	3.9	0.5

<b>COMMUNITY ALIGNMENT - Cape Breton Island</b>	<b>3.69</b>
<b>INDUSTRY AVERAGE COMMUNITY ALIGNMENT</b>	<b>3.57</b>

<b>RESULTING SCENARIO</b>	<b>VOYAGERS</b>
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Note  
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**Yellow** signifies **underperforming** by greater than 0.2 but less than 0.4.  
**Red** signifies **underperforming** by greater than 0.4.

# Community Alignment – Stakeholder Report Card

Variable	Perceived Performance (1-5 scale)						
	Cape Breton Island Average	Destination Cape Breton Management	Destination Cape Breton Board of Directors	Bureau Partners	Customers	Government Leaders	Community Leaders
Hospitality Culture	3.8	4.1	3.4	3.8	4.1	3.6	3.2
Policy & Regulatory Environment	3.8	4.0	4.1	3.7	3.9	3.9	3.8
Economic Development	4.0	4.2	3.9	3.9	4.0	3.8	4.2
Funding Support & Certainty	3.1	3.0	3.0	3.1	3.2	3.2	3.1
Industry Support	4.2	4.3	4.5	4.0	4.2	4.1	4.4
Regional Cooperation	3.8	4.3	3.8	3.7	4.1	3.8	3.8
Workforce	2.7	2.6	3.0	2.7	3.0	2.5	2.6
Local Community Support	3.9	3.9	3.8	3.8	4.0	3.9	3.8
Organization Governance Model	3.9	4.4	4.5	3.8	3.9	3.9	4.2
COMMUNITY ALIGNMENT - Cape Breton Island							3.69
INDUSTRY AVERAGE COMMUNITY ALIGNMENT							3.57
RESULTING SCENARIO							VOYAGERS

## Note

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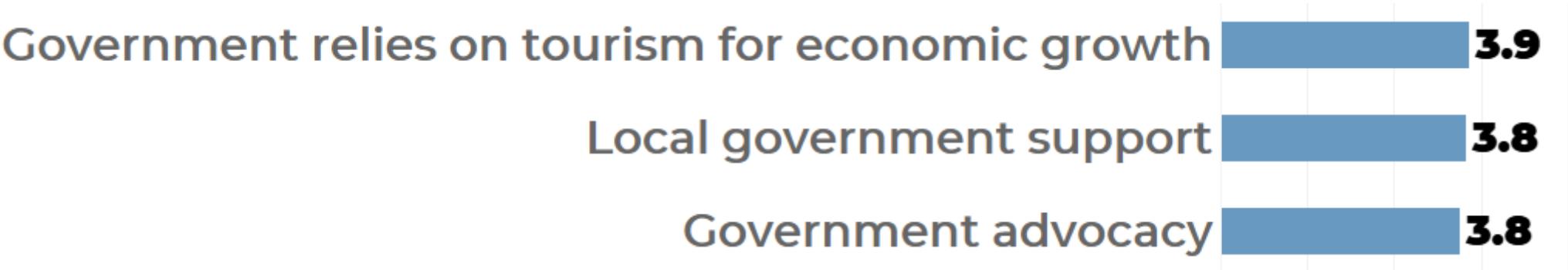
**Yellow** signifies **underperforming** by greater than 0.2 but less than 0.4.

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# Hospitality Culture

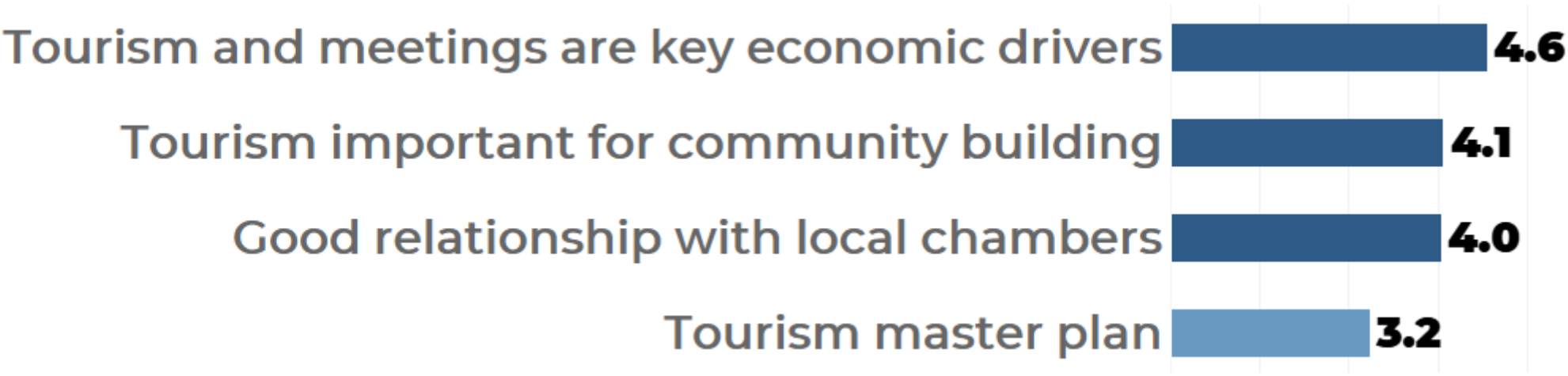


# Policy & Regulatory Environment

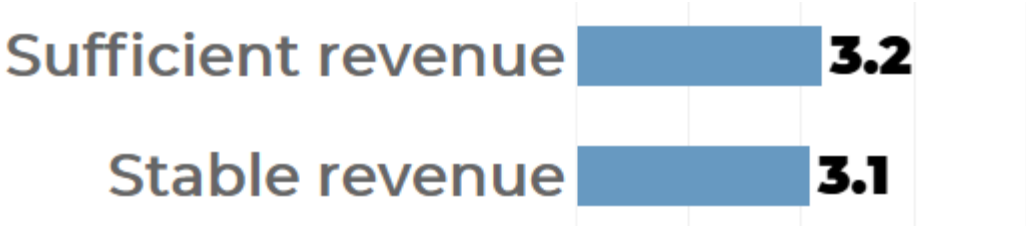




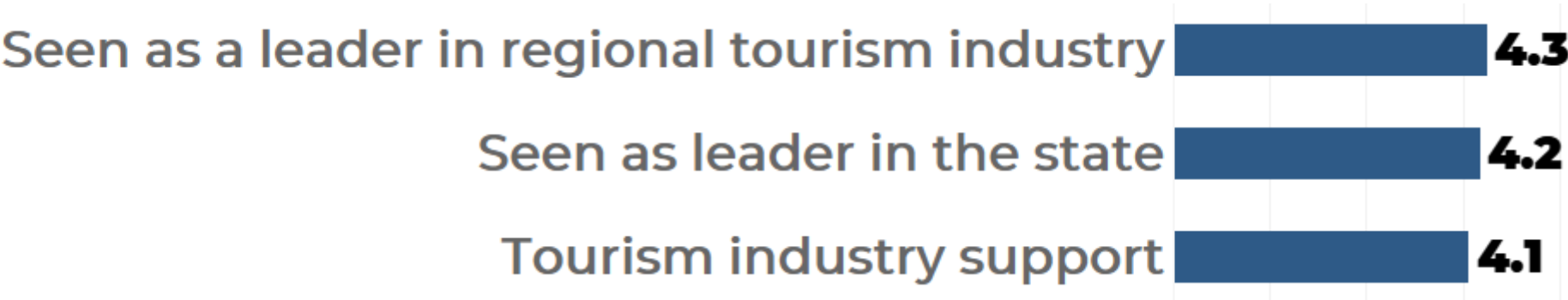
# Economic Development



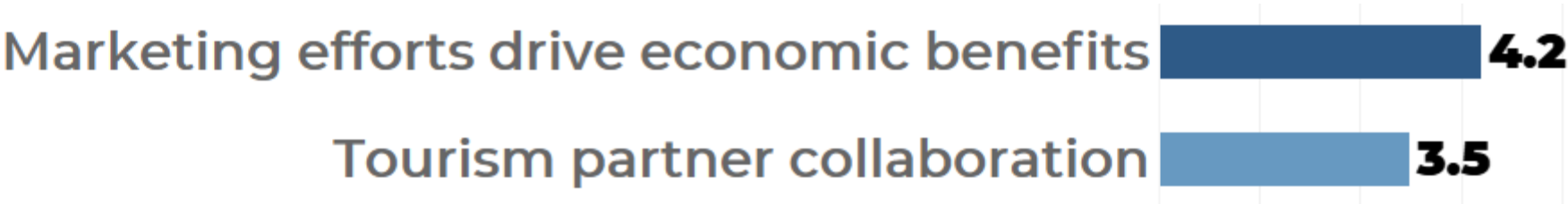
# Funding Support & Certainty



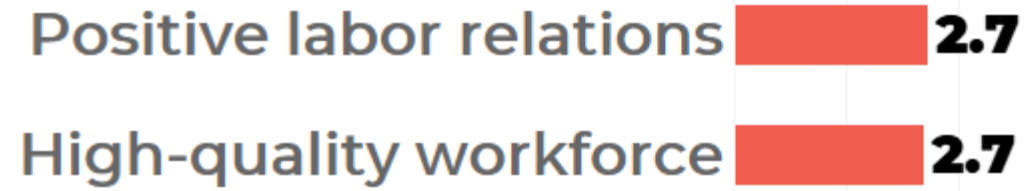
# Industry Support



# Regional Collaboration

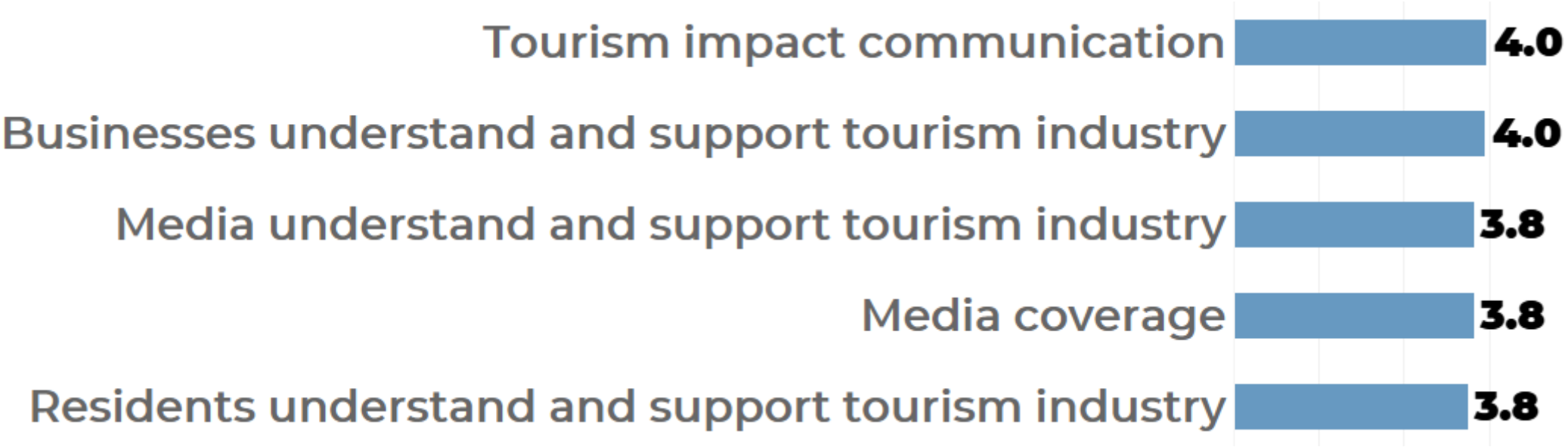


# Workforce

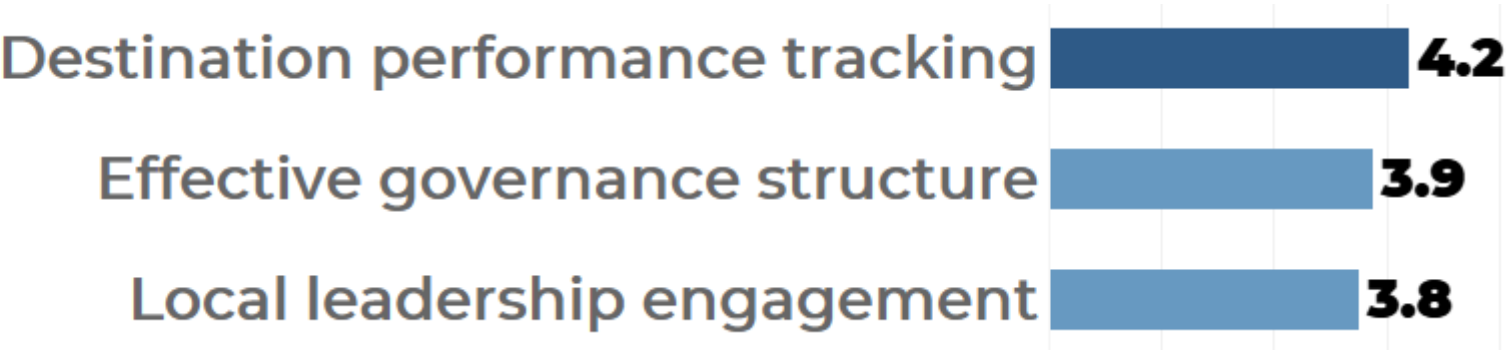




# Local Community Support



# Organization Governance Model



# Key Takeaways

- **Currently in Voyagers quadrant with below industry average destination strength and above industry average community alignment**
- **Stakeholders are mostly aligned on perceptions about destination**

## Destination Strength - Opportunities for Improvement

- High-quality shopping
- Year-long series of events
- International readiness
- Accommodation locations & capacity
- Air Access
- High-tech and innovative
- Public Wi-Fi
- Mobility & Access
- Outdoor tours
- Meeting space capacity and services

## Community Alignment - Opportunities for Improvement

- Tourism master plan
- Funding support & certainty
- Workforce relations & quality

# What one thing could Cape Breton Island do to become a better or world-class visitor destination?

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## Marketing (15%)

- Cape Breton is more than the Cabot trail - try to expose that!
- Find ways to work together to market the whole Island not just bits and pieces of it
- More marketing if funds available
- Promote all the cultures on the island
- Publicize live music offerings so that they are easier to access and not only found under individual establishment listing
- Showcase our island around the world for its many attractive features i.e. natural scenic beauty, culture, music and friendliness
- United marketing campaign capitalizing on the rich history of music and the arts

## Workforce (15%)

- Staff training
- Higher quality of training for front of house staff
- Provide staff with more training but give them higher wages to retain staff
- Service experience training and quality products checks from well known businesses that are slipping on quality and service
- Stabilize existing Tourism industry with employee recruitment, retention, training and housing programs
- Educated and trained workforce. Skilled workers will elevate experiences

## Hospitality (12%)

- World class service provision
- Better customer service and more varied food menus
- Higher level of customer service
- Improve our customer service
- Improved customer relations and service standards by all tourism operators
- More professional customer service
- Pick up our game by improving customer service and food/dining experiences
- Recognize that "friendly" does not equal excellent customer service





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# Capilano University Tourism Management Program

*Vancouver, Canada*

- *Bachelor of Tourism Management degree*
- *Industry advisory committee*
- *Hotel management*



Section

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# We've Been Expecting You

*Toronto, Canada*

- *City-run hospitality training program*
- *Web-based engagement & education*



# Child Care Tuition Assistance Program

*Breckenridge, Colorado*

- *Provides childcare funding to burdened families*
- *In Breckenridge 85% of children under 6 have both parents work*
- *Cost of living and lack of accessible childcare was causing migration*
- **Shared Responsibility Model-** *child care expenses exceeding 12-16% of family income get covered*
- *47% of children receive tuition assistance- \$6.5 million spent since 2007 in support*

# Key Issues

## Gaps and Opportunities

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What do you have that could be further enhanced?

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What don't you have that you should be pursuing?

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What needs to be done to overcome barriers to success?

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Focus on the next 5-10 years.

## 3 Biggest Issues to Address

- ?

## Single Most Important Action to Take

- ?



# Thank You.

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