

UNDERSTANDING AND DETERMINING THE “STRATEGIC” ROLE OF THE DMO

Under the **NEW** REGULATIONS AND PROCEDURES, the application process has been simplified to focus on strategy rather than marketing tactics.

They provide flexibility for DMOs to evolving their strategic roles should they need to.

They do not require a DMO to change their existing strategic role.

The strategic roles include:

- Destination Marketing
- Destination Management
- Destination Development
- Destination Stewardship



Destination Marketing Organizations (DMOs)

- First, the “type” of organization is not what is important for the DMO Plan.
 - You may be a destination marketing, destination management or destination stewardship organization **OR** you might be a combination.
- What is important for the DMO Plan is the strategic role(s) of your organization.
 - For many, the strategic role may be the same. DMOs should not feel like they are being forced to change your role. This slide deck will help you determine if expansion of your role(s) should be considered or not.
- Don't worry about what to call the organization.
 - **DMOs** are commonly referred to as **destination marketing organizations** and if you choose to change the exact wording, you can.
 - Your organization should call itself whatever fits best.
 - There is an industry-wide change from CVB to DMO.



DMOs

- Through the impact of travel, DMOs strengthen the economic position and provide opportunity for people in our communities.
- It is what your destination needs or is currently experiencing that may require adjustments to your plan that will necessitate a change in strategic role(s) as requested in the DMO plan narrative.



Definition: **Destination Marketing**

- **Destination marketing** is a type of marketing that promotes a destination (town, city, region, country) with a **purpose to increase the number of visitors to a physical location**. *In other words, destination marketing is tourism promotion for a specific location.*
- It often includes marketing projects and programs that focus on reaching target markets such as consumer leisure, business-to-business tourism sales (convention, group tours, FIT, incentive travel, group events) and film promotion.
- *If your organization focuses on increasing the number of visitors to your destination during all or some months of the year, your role is destination marketing OR it includes destination marketing.*



Definition: Destination Management

- **Destination management** involves taking a “strategic approach” to link-up sometimes very separate elements for the better management of the destination.
- “Elements” referring to organizations and interests that work toward a common goal which is the assurance of the competitiveness and sustainability of the destination.
- Destination management calls for a coalition of many organizations and interests working towards a common goal, ultimately being the assurance of the competitiveness and sustainability of the tourism destination.
- **Collaborative** management of a destination can help to avoid overlapping functions and duplication of effort with regards to promotion, visitor services, training, business support, resource management/protection and identify any management gaps that are not being addressed. It is also much more effective and efficient for all parties involved.



Definition: Destination Management

- Ultimately, **destination management** consists of projects and programs that manage the visitor who is already “in-destination,” often with the goal to ***enhance the visitor experience*** such as keeping people safe, sharing important travel information, changing visitor behavior or minimizing negative impacts to our communities and natural resources.
- Tactics will vary based on the project and program.
- **Examples Include:** Recreate responsibly messaging, VIC staffing, crisis communications, national park reservations system messaging, dispersing visitors to lesser-known locations which reduces trail overuse and traffic congestion, preventing wildland fires, preventing aquatic invasive species, etc.
- *If your organization actively engages in efforts with other entities within your destination to “manage” the visitor while they are in your destination, destination management is likely to be one of your strategic roles.*



Definition: Destination Development

- **Destination development** is any activity that increases and improves the quality of your *destination* to improve the visitor experience.
- To make tourism a vibrant, healthy, and manageable component of the local economy, communities need to craft and implement tourism management strategies that are local, authentic, and desirable by the community for the benefit of the visitor.
- Destination development is a strategic role that will be *in addition* to the others.
- Tactics will most likely be funded through the **product development** line item in your budget although it could be done through others as well.
- **Examples Include:** Wayfinding signage, trail head signage, bathrooms, kiosks, interpretive signage, main street beautification projects, recreation trail development, etc.
- *If your organization is actively working on similar projects noted above, it might be a strategic role to include in your DMO plan.*



Definition: Destination Stewardship

- **Destination stewardship** is defined by the Global Sustainable Tourism Council as “a process by which local communities, governmental agencies, NGOs, and the tourism industry take a multi-stakeholder approach to maintaining the cultural, environmental, economic, and aesthetic integrity of their country, region, or town.”
- It is about protecting the very qualities that make a place **first and foremost a wonderful place to live**, with the **added benefit of being a wonderful place to visit**.
- This strategy is often grouped with sustainable tourism efforts and is likely to include destination/product development, marketing and management strategies.
- *Unless an organization is actively working on a destination stewardship strategic plan or initiative, their DMO plan will mostly like not include destination stewardship.*



Deciding on Your DMO's Strategic Role(s)



Examples:

- Consumer Paid Media
- Group Tours
- International Travel
- Meetings and Conventions
- Earned Media – Travel Writers + Digital Influencers

Examples:

- Recreate Responsibly
- Wildland Fire + Smoke Communications

Examples:

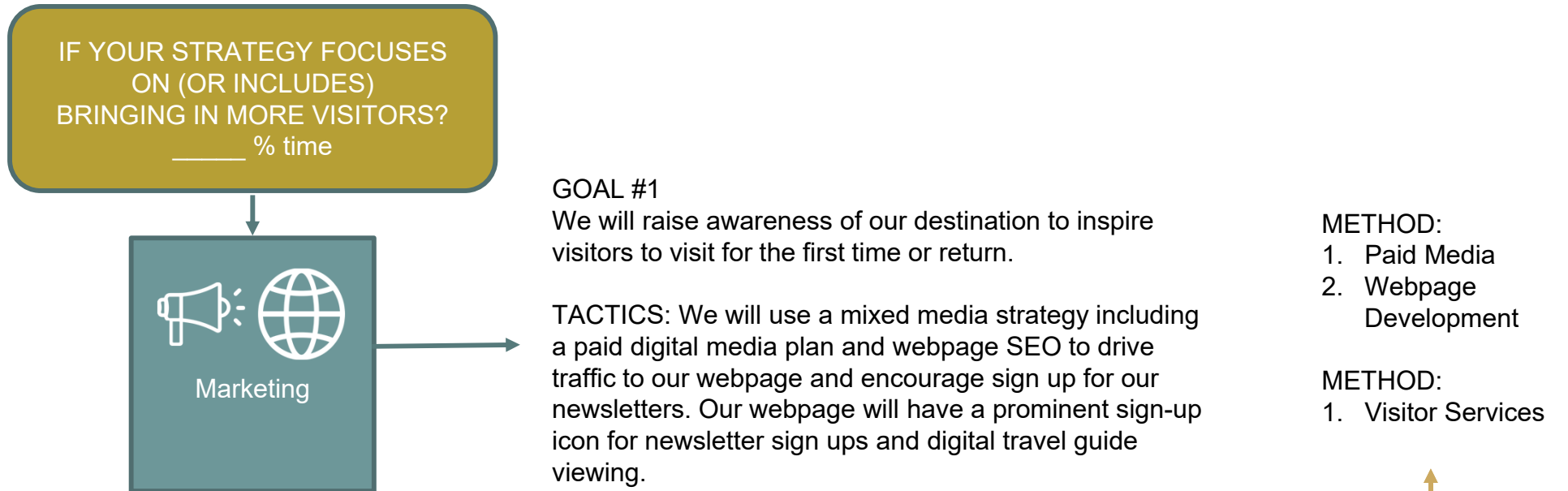
- Interpretive Signs
- Recreation Trails
- Restrooms

Examples:

- Work with communities, governmental agencies, businesses, in and outside of the tourism industry - including residents – on a Sustainable Tourism Plan
- Community outreach staffing, programming and projects to implement the plan



1. Sample Goal - Objective - Metric

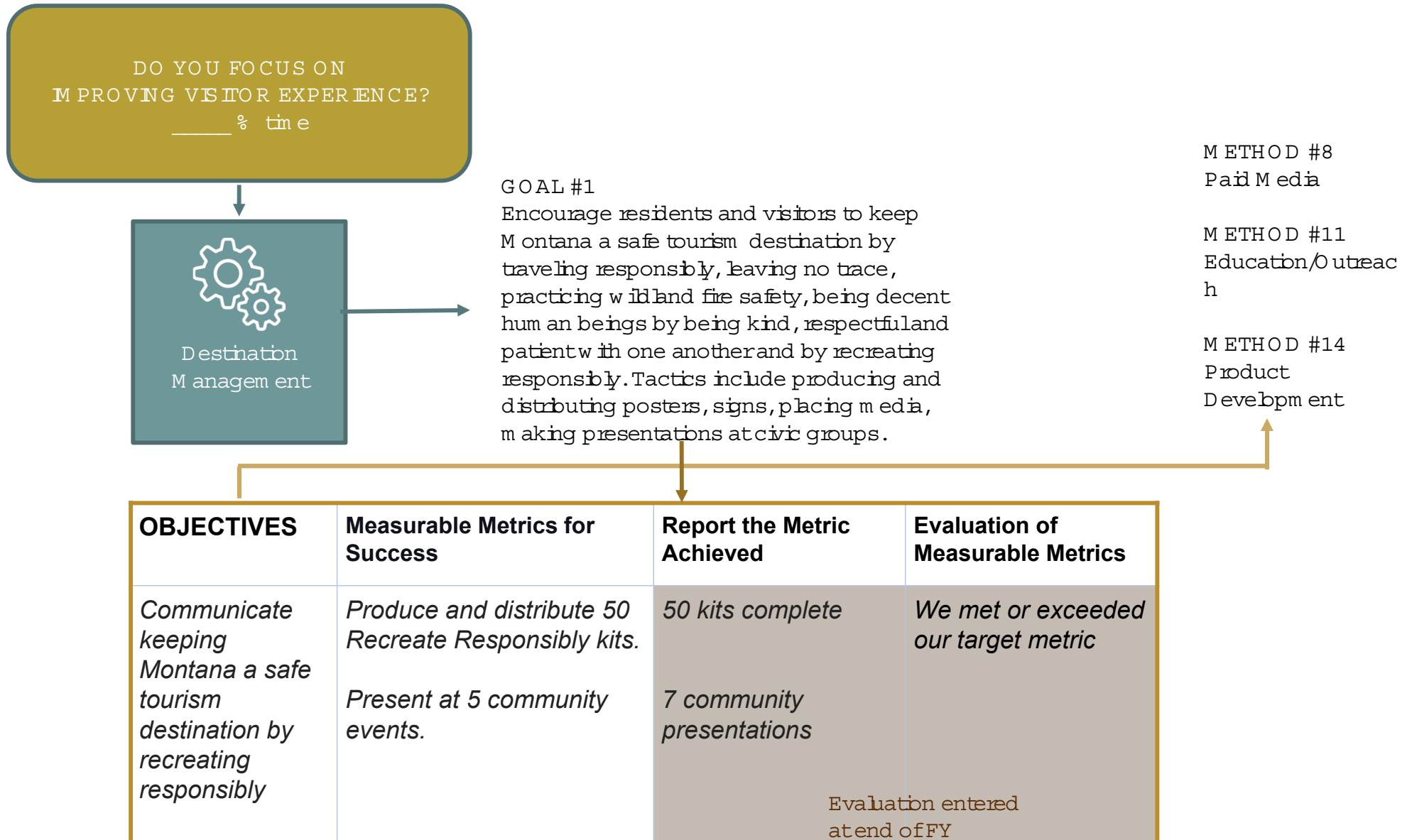


OBJECTIVES	Measurable Metrics for Success	Report the Metric Achieved	Evaluation of Measurable Metrics
<ol style="list-style-type: none"> Grow our lead database for digital electronic communications Increase digital viewer sessions of our travel guide 	<ol style="list-style-type: none"> We will increase our leads database by 10% Increase travel guide downloads from by 20% for fiscal year 	<ol style="list-style-type: none"> We grew our lead database from 3567 to 5240 – a 32% increase Our travel guide digital viewer sessions increased from 4689 to 6765 – a 30% increase 	<ol style="list-style-type: none"> We exceeded our target metric! Overall website traffic was also up. We exceeded our target metric Print travel guide distribution was up 13%.

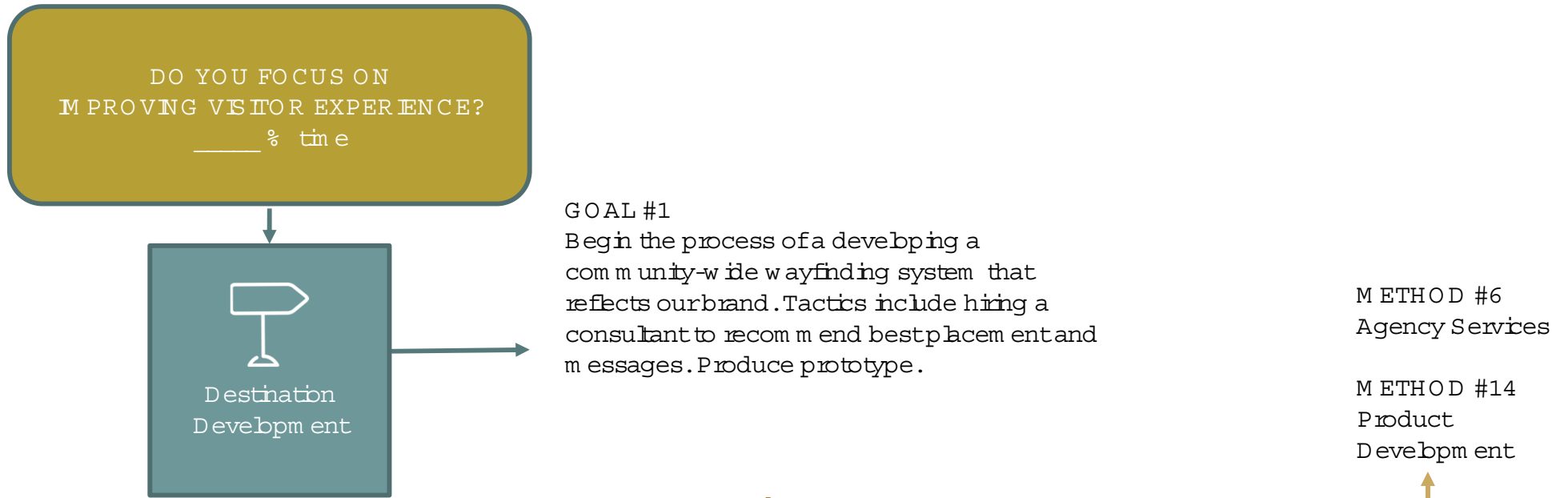
Evaluation entered at end of FY



2. Sample Goal-Objective - Metric



3. Sample Goal-Objective - Metric

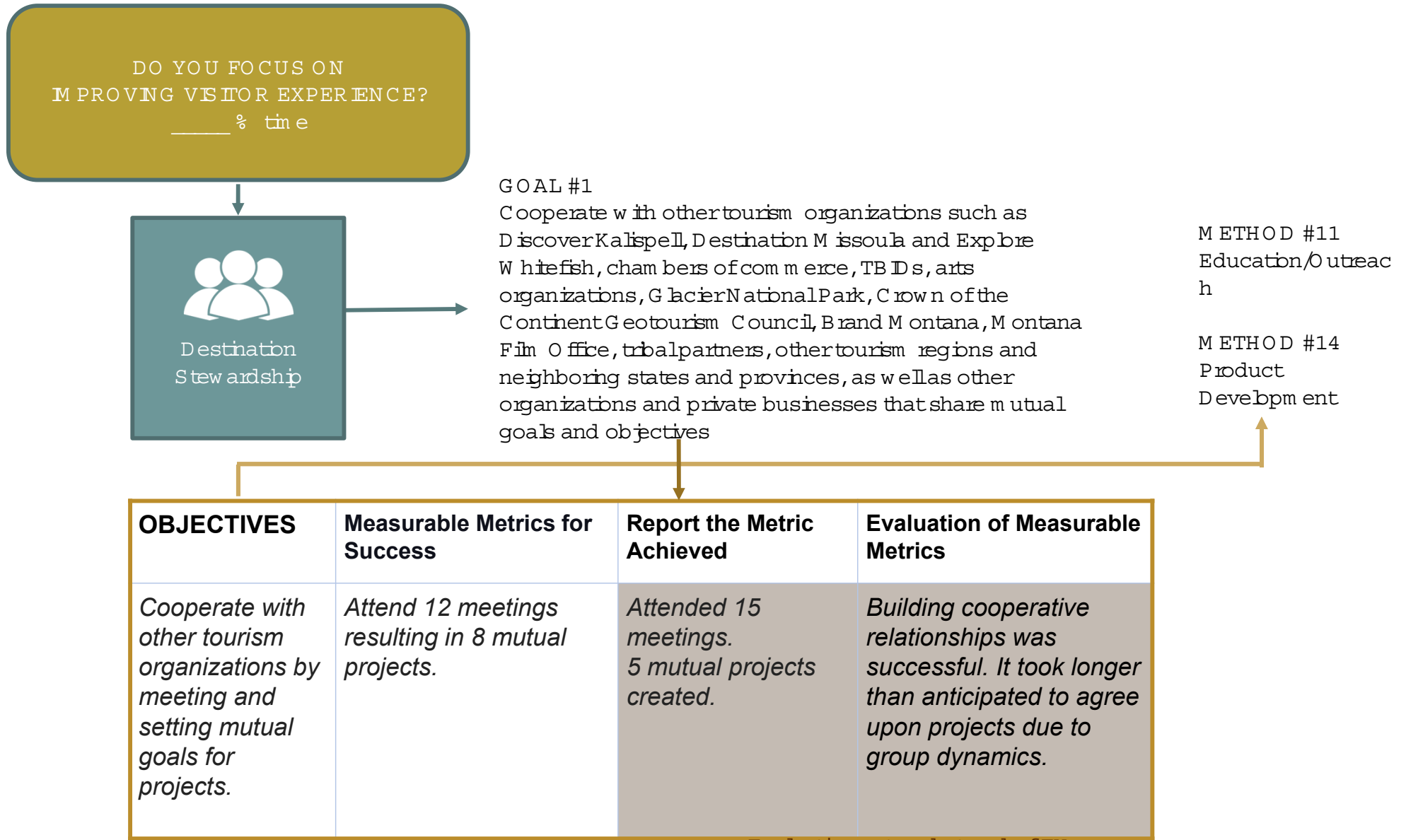


OBJECTIVES	Measurable Metrics for Success	Report the Metric Achieved	Evaluation of Measurable Metrics
<i>Develop a community-wide wayfinding system that reflects our brand.</i>	<i>Hire consultant. Produce prototype.</i>	<i>CMS Engineering hired, analysis 70% done. Prototype delayed.</i>	<i>Had hoped the consultant would make better progress but travel to site was delayed. Community couldn't agree on design.</i>

Evaluation entered at end of FY



4. Sample Goal-Objective - Metric



Evaluation entered at end of FY



Sample Goal - Objective - Metric

This is an example of a broad objective with a specific measurable objective that will use several methods in the budget to achieve the objective.



GOAL
We wish to increase year-round bed tax collections to the DMO.

Budget Method
Examples include
#2 Joint Ventures,
#3 Opportunity
and #4
Cooperative
Marketing, #8 Paid
Media, #9 Earned
Media

OBJECTIVES	Measurable Metrics for Success	Report the Metric Achieved	Evaluation of Measurable Metrics
Increase non-peak season bed tax collections over FY22.	Increase Q2, Q3, and Q4 bed tax collections by 2% (as measured by the Brand MT Bed Tax Report)	FY23 Q2 = +3% ; FY23 Q3 = +1% ; FY23 Q4 = +2%	A 2% increase achieved. Q1 bed tax collections increased 25%. We are happy that we focused on growing our non-peak months. Evaluation entered at end of FY



Sample Goal - Objective - Metric

This example has a more specific objective with multiple measurements for success. You may choose to have one or more measurable metric for the objective. Budget methods used will be dependent upon the objective.



GOAL
We wish to increase year-round sports, events, and conferences to the DMO.

All methods could apply to this objective

OBJECTIVES	Measurable Metrics for Success	Report the Metric Achieved	Evaluation of Measurable Metrics
Position DMO as a sports, event, and conference destination by building relationships with state and local organizations, regional and national promoters, and tournament directors.	Solicit and bid on four conferences and three tournaments. Assist with five FAM (Press) trips. Increase the Event planner database by 5% .	Seven conferences and four tournaments were bid on. an increase of 10% over FY22. Assisted with 15 FAM trips, 5 more than in FY22. The Event planner database was increased by 15% over FY22. Evaluation entered at end of FY	We won two conferences, one tournament, and four events potentially yielding 1,500 room nights. FAM trips yielded positive publicity for us year-round with many focusing on our non-peak season amenities. We networked with 75 event planners during the year and at two conferences drawing interest to our DMO for future years.



Sample Goal - Objective - Metric

This is an example of an objective using more than one metric and one budget method that falls in the Destination Marketing' bucket. This objective will probably use more than one Destination bucket. Destination Management funds could be budgeted using the same objective and metrics (Administration for example).



GOAL
Increase usage of DMO owned digital assets by our target market(s).

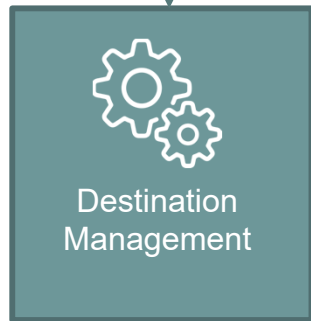
Budget method examples include #8 Paid Media

OBJECTIVES	Measurable Metrics for Success	Report the Metric Achieved	Evaluation of Measurable Metrics
Grow our website sessions, digital downloads, and social media engagement over FY22..	<p>Increase website sessions by 9% .</p> <p>Increase digital guidebook downloads by 5% .</p> <p>Increase Facebook engagement by 4% and Instagram engagement by 10% .</p> <p>Evaluation entered at end of FY</p>	<p>Website sessions increase 25% in over FY22 .</p> <p>Digital guidebook downloads increased by 20% over FY22, we had over 200 guidebook views on our website, and users shared the guidebook with 82 other email addresses or on social platforms. 3% percent increase in Facebook engagement and a 25% increase in Instagram engagement.</p>	<p>Increased website traffic increased guide downloads. We are now able to better track our digital guidebook as we have it on our website as a digital flipbook. We can track user views, downloads, and shared them via a third-party vendor. A four percent increase in Facebook engagement may not seem like much but we put a greater focus on Instagram as we found that our target market(s) use Instagram more than Facebook.</p>



Sample Goal - Objective - Metric

This is an example of a broad objective with a specific measurable objective that will use several methods in the budget to achieve the objective.



GOAL
Increase awareness and educate visitors about how to recreate responsibly.

Budget Method
Examples include Administration, Marketing Personnel, Ad Agency Services, Paid Media, Webpage Development

Evaluation entered at end of FY

OBJECTIVES	Measurable Metrics for Success	Report the Metric Achieved	Evaluation of Measurable Metrics
<i>Create online content and print materials that promote responsible recreation and what that means.</i>	<i>Create a recreate responsibly page on website (track unique visits), produce print collateral that is distributed in destination (track quantities produced and distributed) and post one social story and 4 posts each month on social media channels.</i>	<i>Tracked 23,459 unique visits to online landing page, produced 1,000 posters (distributed 546), 500 table tents (distributed 230), posted 10 stories and posted 96 posts on Instagram and Facebook.</i>	<i>Visits to our recreate responsibly landing page represented 16% of total visits which is very good. Businesses in our region were excited to have signage they could display and we had very strong distribution requests. Our social stories and post had 1,500 engagements and 34,765 impressions which was a good baseline for this ongoing initiative.</i>



Sample Goal - Objective - Metric

This example has a more specific objective with multiple measurements for success. You may choose to have one or more measurable metric for the objective. Budget methods used will be dependent upon the objective.



GOAL
Increase usage of DMO owned digital assets by our target market(s).

Budget Method
Examples include
#1 Administration,
#5 Marketing
Personnel, #6 Ad
Agency Services,
#7 Marketing
Resources

OBJECTIVES	Measurable Metrics for Success	Report the Metric Achieved	Evaluation of Measurable Metrics
Grow our website sessions, digital downloads, and social media engagement over FY22. .	<ul style="list-style-type: none"> Increase website sessions by 9%. Increase digital guidebook downloads by 5%. Increase Facebook engagement by 4% and Instagram engagement by 10%. 	<ul style="list-style-type: none"> Website sessions increase 25% in over FY22. Digital guidebook downloads increased by 20% over FY22, we had over 200 guidebook views on our website, and users shared the guidebook with 82 other email addresses or on social platforms. 3% percent increase in Facebook engagement and a 25% increase in Instagram engagement. 	Increased website traffic increased guide downloads. We are now able to better track our digital guidebook as we have it on our website as a digital flipbook. We can track user views, downloads, and shared them via a third-party vendor. A four percent increase in Facebook engagement may not seem like much but we put a greater focus on Instagram as we found that our target market(s) use Instagram more than Facebook.

Evaluation entered at end of FY



Sample Goal - Objective - Metric

This is an example of an objective using more than one metric and one budget method that falls in the Destination 'Management' bucket. This objective will probably use more than one Destination bucket. Destination Management funds could be budgeted using the same objective and metrics (paid media and visitor services for example).



GOAL
Support and enhance community-driven programs that enhance visitor experiences.

Budget Method
Examples include
Visitor Services

OBJECTIVES	Measurable Metrics for Success	Report the Metric Achieved	Evaluation of Measurable Metrics
Fund visitor information centers for staffing assistance between Memorial Day and Labor Day weekends.	<ul style="list-style-type: none"> Fund five VICs with staffing assistance grants. 	<ul style="list-style-type: none"> Funded six organizations that provide visitor information services. 	We were able to increase our budget for this program which allowed us to not only increase the amount we were able to grant each organization but also fund one more than we originally hoped. VICs are important to communities and visitors as they provide a warm welcome and needed assistance to for in destination trip planning. It also increases the opportunity of visitors spending more time and money in the community.

Evaluation entered at end of FY

