VISIT DENVER
Board of Directors Retreat
August 24, 2023
Devil’s Thumb Ranch
Visit Denver
2023 Futures Study Overview
August 24, 2023
Greg Oates
SVP, Innovation / MMGY NextFactor
A Strategic Road Map
for the NEXT Generation of Destination Organizations
Destination Master Plans

Denver, Fort Worth, Breckenridge, Greater Palm Springs, Colorado Springs, Indianapolis, Waterloo, Hilton Head Island, Greater Miami, Birmingham, Manitoba, Ann Arbor, Galena, Branson, Glacier Country, Vail, Jasper, New Smyrna Beach, North Myrtle Beach.
<table>
<thead>
<tr>
<th>Strategic Planning Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>BestCities Global Alliance</td>
</tr>
<tr>
<td>Boulder CVB</td>
</tr>
<tr>
<td>Coastal Mississippi</td>
</tr>
<tr>
<td>Destination Ann Arbor</td>
</tr>
<tr>
<td>Destination Greater Victoria</td>
</tr>
<tr>
<td>Destination Vancouver</td>
</tr>
<tr>
<td>Discover Lancaster</td>
</tr>
<tr>
<td>Discover Lehigh Valley</td>
</tr>
<tr>
<td>Discover Puerto Rico</td>
</tr>
<tr>
<td>Discover Saint John</td>
</tr>
<tr>
<td>Discover the Palm Beaches</td>
</tr>
<tr>
<td>Glacier Country Tourism</td>
</tr>
<tr>
<td>Greater Fort Lauderdale CVB</td>
</tr>
<tr>
<td>Greater Madison CVB</td>
</tr>
<tr>
<td>Greater Palm Springs CVB</td>
</tr>
<tr>
<td>Hilton Head Island CVB</td>
</tr>
<tr>
<td>Meetingplace Wonderful Copenhagen</td>
</tr>
<tr>
<td>Michigan's Great Lakes Bay CVB</td>
</tr>
<tr>
<td>New Smyrna Beach</td>
</tr>
<tr>
<td>Newport Beach &amp; Company</td>
</tr>
<tr>
<td>Providence Warwick CVB</td>
</tr>
<tr>
<td>Roseville Visitors Association</td>
</tr>
<tr>
<td>Reno Sparks CVA</td>
</tr>
<tr>
<td>Valley Forge Tourism &amp; Convention Board</td>
</tr>
<tr>
<td>Visit Albuquerque</td>
</tr>
<tr>
<td>Visit Anaheim</td>
</tr>
<tr>
<td>Visit Buffalo Niagara</td>
</tr>
<tr>
<td>Visit Cape Breton</td>
</tr>
<tr>
<td>Visit Dallas</td>
</tr>
<tr>
<td>Visit Denver</td>
</tr>
<tr>
<td>Visit Indy</td>
</tr>
<tr>
<td>Visit Mesa</td>
</tr>
<tr>
<td>Visit Napa Valley</td>
</tr>
<tr>
<td>Visit Newport Beach</td>
</tr>
<tr>
<td>Visit Orlando</td>
</tr>
<tr>
<td>Visit Phoenix</td>
</tr>
<tr>
<td>Visit Pittsburgh</td>
</tr>
<tr>
<td>Visit San Antonio</td>
</tr>
<tr>
<td>Visit Saint John</td>
</tr>
<tr>
<td>Visit San Jose</td>
</tr>
<tr>
<td>Visit Shreveport-Bossier</td>
</tr>
<tr>
<td>Visit Tucson</td>
</tr>
</tbody>
</table>
Overview of trends and strategies for destination organizations worldwide

Previous studies in 2014, 2017, 2019 & 2021

Input from over 830 participants in 62 countries

Futures Study

Detailed assessment of destination strength and alignment

Updated DNEXT model in 2021

375 destination assessments in 12 countries

Scenario Model
2023 Futures Study
Global Advisory Group

South/Central America & Caribbean

Jacqueline Mora
Ministry of Tourism (MITUR), Dominican Republic (Vice Minister)
CEO, Visit Puerto Varas CVB, Chile
Managing Director, Rx LATAM, LATAM

Alejandra Zuñiga
CEO, Visit Puerto Varas CVB, Chile

David Hidalgo
Vice Minister, Tourism, ProColombia, Colombia

Fernando Fondevilla
CEO Guadalajara CVB/DMO, Mexico

Gilberto Salcedo
Secretary of Tourism, Valle del Cauca State, Cali, Colombia

Gustavo Stauffer
Clúster de Turismo de Nuevo León, Mexico

Julian Franco
Managing Director, National DMO)

Mauricio Magdaleno
Panama

Nancy Mejía
Managing Director, National Chamber of Tourism Guatemala, Guatemala

Reizel Vilorio
Vice Minister, Instituto Hondureño de Turismo, Honduras

Silvana Biagiotti
Chairman of the Board, Latin America Association of CVBs, Latam

Toni Sando
Director Business Events, EMBRATUR, Brasil

Vaniza Schuler
Sao Paulo, CVB & President, UNE DESTINOS (Brazilian Assn of CVBS), Brazil

Scott Beck Destination Toronto

Chantal Sturk-Nadeau
Destination Canada Business Events

Leslie Bruce
Banff & Lake Louise Tourism

Michael Crockett
Ottawa Tourism

Paul Nursey
Destination Greater Victoria

Ross Jefferson
Discover Halifax

Royce Chwin
Destination Vancouver

Stephanie Clovechok
Tourism Saskatoon

Yves Lalumiere
Tourisme Montreal

USA

Chris Thompson
Brand USA

Brad Dean
Discover Puerto Rico

Casandra Matej
Visit Orlando

Craig Davis
Visit Dallas

Dave Lorenz
Pure Michigan

Gina Trigila
Travel Portland

Jeff Miller
Discover Albany

Jill Delaney
Hawaii Tourism

Jennifer Chun
Travel Indy

Leonard Hoops
VisIt Indy

Martha Sheridan
VisIt Indy

Melyssa Reeves
Greater Boston CVB

Sara Toliver
Vacaville

Victoria Isley
Asheville CVB

Europe, Middle East, Africa

Bettina Reventlow-Mourier
Wonderful Copenhagen

Caroline Strand
Visit Stockholm

Corne Koch
Capetown DMO

Jos Vranken
Holland Tourism

Matthias Schultz
German Convention Bureau

Miha Kovacic
Slovenian Convention Bureau

Nelly Mukazayire
Rawanda Convention Bureau

Noa Sapir
Tel Aviv Convention Bureau

Paul Kelly
Fáilte Ireland

Paul Mockler
Fáilte Ireland

Peter de Wilde
VisitFlanders

Sara Toliver
Visit Ogden

Victoria Isley
Asheville CVB

Petra Stusek
Ljubljana, Slovenia

Rory Archibald
VisitScotland

Sam Johnston
Convention Bureaux of Ireland

Simone McCaugherty
London & Partners

Yrjötapio Kivisaari
Visit Oulu

Kathryn Davis
Visit Britain / Visit England

Patricia Yates

USA

Bettina Reventlow-Mourier
Wonderful Copenhagen

Caroline Strand
Visit Stockholm

Corne Koch
Capetown DMO

Jos Vranken
Holland Tourism

Matthias Schultz
German Convention Bureau

Miha Kovacic
Slovenian Convention Bureau

Nelly Mukazayire
Rawanda Convention Bureau

Noa Sapir
Tel Aviv Convention Bureau

Paul Kelly
Fáilte Ireland

Paul Mockler
Fáilte Ireland

Peter de Wilde
VisitFlanders

Petra Stusek
Ljubljana, Slovenia

Rory Archibald
VisitScotland

Sam Johnston
Convention Bureaux of Ireland

Simone McCaugherty
London & Partners

Yrjötapio Kivisaari
Visit Oulu

Kathryn Davis
Visit Britain / Visit England

Patricia Yates

South/Central America & Caribbean

Jacqueline Mora
Ministry of Tourism (MITUR), Dominican Republic (Vice Minister)
CEO, Visit Puerto Varas CVB, Chile
Managing Director, Rx LATAM, LATAM

Alejandra Zuñiga
CEO, Visit Puerto Varas CVB, Chile

David Hidalgo
Vice Minister, Tourism, ProColombia, Colombia

Fernando Fondevilla
CEO Guadalajara CVB/DMO, Mexico

Gilberto Salcedo
Secretary of Tourism, Valle del Cauca State, Cali, Colombia

Gustavo Stauffer
Clúster de Turismo de Nuevo León, Mexico

Julian Franco

Mauricio Magdaleno
Panama

Nancy Mejía
Managing Director, National Chamber of Tourism Guatemala, Guatemala

Reizel Vilorio
Vice Minister, Instituto Hondureño de Turismo, Honduras

Silvana Biagiotti
Chairman of the Board, Latin America Association of CVBs, Latam

Toni Sando
Director Business Events, EMBRATUR, Brasil

Scott Beck Destination Toronto

Chantal Sturk-Nadeau
Destination Canada Business Events

Leslie Bruce
Banff & Lake Louise Tourism

Michael Crockett
Ottawa Tourism

Paul Nursey
Destination Greater Victoria

Ross Jefferson
Discover Halifax

Royce Chwin
Destination Vancouver

Stephanie Clovechok
Tourism Saskatoon

Yves Lalumiere
Tourisme Montreal

USA

Chris Thompson
Brand USA

Brad Dean
Discover Puerto Rico

Casandra Matej
Visit Orlando

Craig Davis
Visit Dallas

Dave Lorenz
Pure Michigan

Gina Trigila
Travel Portland

Jeff Miller
Discover Albany

Jill Delaney
Hawaii Tourism

Jennifer Chun
Travel Indy

Leonard Hoops
VisIt Indy

Martha Sheridan
VisIt Indy

Melyssa Reeves
Greater Boston CVB

Sara Toliver
Vacaville

Victoria Isley
Asheville CVB

Europe, Middle East, Africa

Bettina Reventlow-Mourier
Wonderful Copenhagen

Caroline Strand
Visit Stockholm

Corne Koch
Capetown DMO

Jos Vranken
Holland Tourism

Matthias Schultz
German Convention Bureau

Miha Kovacic
Slovenian Convention Bureau

Nelly Mukazayire
Rawanda Convention Bureau

Noa Sapir
Tel Aviv Convention Bureau

Paul Kelly
Fáilte Ireland

Paul Mockler
Fáilte Ireland

Peter de Wilde
VisitFlanders

Petra Stusek
Ljubljana, Slovenia

Rory Archibald
VisitScotland

Sam Johnston
Convention Bureaux of Ireland

Simone McCaugherty
London & Partners

Yrjötapio Kivisaari
Visit Oulu

Kathryn Davis
Visit Britain / Visit England

Patricia Yates

Asia Pacific

Dr. Edward Koh
Singapore Tourism Board

Lyn Lewis-Smith
BESydney

Amelia Roziman
Business Events Sarawak (Malaysia)

Julia Swanson
Melbourne Convention Bureau

Karen Bolinger
Gold Coast CVB

Leonie Ashford
Tourism New Zealand Business Events

Shin Osuka
Japan Travel & Tourism Association

Canada

Scott Beck Destination Toronto

Chantal Sturk-Nadeau
Destination Canada Business Events

Leslie Bruce
Banff & Lake Louise Tourism

Michael Crockett
Ottawa Tourism

Paul Nursey
Destination Greater Victoria

Ross Jefferson
Discover Halifax

Royce Chwin
Destination Vancouver

Stephanie Clovechok
Tourism Saskatoon

Yves Lalumiere
Tourisme Montreal

USA

Chris Thompson
Brand USA

Brad Dean
Discover Puerto Rico

Casandra Matej
Visit Orlando

Craig Davis
Visit Dallas

Dave Lorenz
Pure Michigan

Gina Trigila
Travel Portland

Jeff Miller
Discover Albany

Jill Delaney
Hawaii Tourism

Jennifer Chun
Travel Indy

Leonard Hoops
VisIt Indy

Martha Sheridan
VisIt Indy

Melyssa Reeves
Greater Boston CVB

Sara Toliver
Vacaville

Victoria Isley
Asheville CVB

Europe, Middle East, Africa

Bettina Reventlow-Mourier
Wonderful Copenhagen

Caroline Strand
Visit Stockholm

Corne Koch
Capetown DMO

Jos Vranken
Holland Tourism

Matthias Schultz
German Convention Bureau

Miha Kovacic
Slovenian Convention Bureau

Nelly Mukazayire
Rawanda Convention Bureau

Noa Sapir
Tel Aviv Convention Bureau

Paul Kelly
Fáilte Ireland

Paul Mockler
Fáilte Ireland

Peter de Wilde
VisitFlanders

Petra Stusek
Ljubljana, Slovenia

Rory Archibald
VisitScotland

Sam Johnston
Convention Bureaux of Ireland

Simone McCaugherty
London & Partners

Yrjötapio Kivisaari
Visit Oulu

Kathryn Davis
Visit Britain / Visit England

Patricia Yates

Asia Pacific

Dr. Edward Koh
Singapore Tourism Board

Lyn Lewis-Smith
BESydney

Amelia Roziman
Business Events Sarawak (Malaysia)

Julia Swanson
Melbourne Convention Bureau

Karen Bolinger
Gold Coast CVB

Leonie Ashford
Tourism New Zealand Business Events

Shin Osuka
Japan Travel & Tourism Association

Canada

Scott Beck Destination Toronto

Chantal Sturk-Nadeau
Destination Canada Business Events

Leslie Bruce
Banff & Lake Louise Tourism

Michael Crockett
Ottawa Tourism

Paul Nursey
Destination Greater Victoria

Ross Jefferson
Discover Halifax

Royce Chwin
Destination Vancouver

Stephanie Clovechok
Tourism Saskatoon

Yves Lalumiere
Tourisme Montreal
4 Global Advisory Panels

- Disruptors
- Customers
- Industry
- Community
50 TRENDS + 50 STRATEGIES
2023 Survey

Survey Participants

837 Participants
62 Countries
Top 15 Trends

1. Artificial intelligence will become increasingly prevalent at an accelerated pace
2. Customers are increasingly seeking a unique, authentic travel experience
3. Communities expect to be more engaged in destination, product and experience development for locals and visitors
4. Destinations are looking at sustainability/regeneration more broadly, encompassing economic, social and environmental impacts
5. Greater industry, community and government alignment is driving destination competitiveness and brand
6. Resident sentiment is becoming a key measurement
7. Labor and skill shortages are increasingly being felt in sectors of the tourism industry
8. There's a greater focus on placemaking to benefit both locals and visitors
9. DMO/CVBs are increasing advocacy to communicate value of visitor economy to government
10. New data management platforms provide a 360-degree view of visitors and destination to help optimize strategy
11. Content creation and dissemination by the public and stakeholders across all platforms drives the destination brand and experience
12. Organizations are increasingly developing strategic alliances across multiple economic sectors to leverage resources
13. Travelers are seeking more personal enrichment and wellbeing
14. Short-form video becomes the new currency of destination marketing and storytelling
15. There is greater focus on equity, diversity and inclusion in the workplace and across the supply chain
Artificial intelligence will become increasingly prevalent at an accelerated pace
AI Powered Chat is Not New

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?
Kick-start your travel planning
Your trip to Chicago for 3 days for a family with children.

Chicago is known for its stunning architecture, beautiful lakefront, delicious food and diverse culture. This itinerary is designed to provide a fun-filled and family-friendly experience, perfect for those traveling with young children.

Day 1
4 stops
1. Museum of Science and Industry
   - Science Museums
   - 3+ hrs
   - Tours from $40 / adult

2. Millennium Park
   - Points of Interest & Landmarks • Parks

Day 2
4 stops
1. Museum of Science and Industry
   - Science Museums
   - 3+ hrs
   - Tours from $40 / adult

Day 3
4 stops
1. Museum of Science and Industry
   - Science Museums
   - 3+ hrs
   - Tours from $40 / adult

Family Trip to Chicago
3 Days in April

Saves
Ideas
Itinerary

7 saves
Filter
How I used AI to plan a month-long trip through Italy in minutes

Use Matador's New Personal AI Travel Assistant, GuideGeek, To Plan Your Next Trip
Customers are increasingly seeking a unique, authentic travel experience.
Destinations are looking at sustainability/regeneration more broadly, encompassing economic, social and environmental impacts.
Greater industry, community and government alignment is driving destination competitiveness and brand
Texas Media Production Alliance - Good for Texas
Top Strategies
Protect revenue sources to maintain current funding levels

Focus on developing authentic experiences for the customer

Better integrate tourism and economic development

Build the destination brand around the community’s goals, values and creative energy

Have a greater role in destination and product development

Develop a destination master/management plan to define long-term strategy

Increase capabilities in data management for business intelligence, marketing and community engagement

Focus significant attention on content creation and dissemination

Develop a data-driven plan for a more sustainable visitor economy

Align the visitor experience and quality of life for residents in my community

Increase our organization’s knowledge of innovative technologies

Increase efforts to attract and retain our organization’s talent

Increase support with local government leadership to influence policy

Develop and support new events in the destination

Improve local resident sentiment to increase support for the visitor economy
Organization Capacity

1. Protect revenue sources to maintain current funding levels

7. Increase capabilities in data management for business intelligence, marketing & community engagement

11. Increase our organization’s knowledge of innovative technologies

12. Increase efforts to attract & retain our organization’s talent
Focus on developing authentic experiences for the customer

Have a greater role in destination and product development

Develop a destination master/management plan to define long-term strategy

Develop a data-driven plan for a more sustainable visitor economy

Align the visitor experience and quality of life for residents in my community

Develop and support new events in the destination
4. Build the destination brand around the community’s goals, values and creative energy

8. Focus attention on content creation and dissemination
<table>
<thead>
<tr>
<th>Organization Role</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Destination marketing</td>
<td>1</td>
</tr>
<tr>
<td>Community relations and partnership</td>
<td>2</td>
</tr>
<tr>
<td>Brand management</td>
<td>3</td>
</tr>
<tr>
<td>Destination information resource</td>
<td>4</td>
</tr>
<tr>
<td>Data research and business intelligence</td>
<td>5</td>
</tr>
<tr>
<td>Destination and product development</td>
<td>6</td>
</tr>
<tr>
<td>Industry advocate</td>
<td>7</td>
</tr>
<tr>
<td>Government relations and policy development</td>
<td>8</td>
</tr>
<tr>
<td>Visitor services</td>
<td>9</td>
</tr>
<tr>
<td>Meetings and conventions sales</td>
<td>10</td>
</tr>
<tr>
<td>Broader economic development</td>
<td>11</td>
</tr>
<tr>
<td>Leisure sales</td>
<td>12</td>
</tr>
<tr>
<td>Equity, Diversity, Inclusion leadership</td>
<td>13</td>
</tr>
<tr>
<td>Environmental stewardship</td>
<td>14</td>
</tr>
<tr>
<td>Sports tourism development and promotion</td>
<td>15</td>
</tr>
<tr>
<td>Major event partner and developer</td>
<td>16</td>
</tr>
<tr>
<td>Workforce development</td>
<td>17</td>
</tr>
<tr>
<td>Crisis management and emergency preparedness</td>
<td>18</td>
</tr>
<tr>
<td>Organization Role</td>
<td>Current</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Destination marketing</td>
<td>1</td>
</tr>
<tr>
<td>Community relations and partnership</td>
<td>2</td>
</tr>
<tr>
<td>Brand management</td>
<td>3</td>
</tr>
<tr>
<td>Destination information resource</td>
<td>4</td>
</tr>
<tr>
<td>Data research and business intelligence</td>
<td>5</td>
</tr>
<tr>
<td>Destination and product development</td>
<td>6</td>
</tr>
<tr>
<td>Industry advocate</td>
<td>7</td>
</tr>
<tr>
<td>Government relations and policy development</td>
<td>8</td>
</tr>
<tr>
<td>Visitor services</td>
<td>9</td>
</tr>
<tr>
<td>Meetings and conventions sales</td>
<td>10</td>
</tr>
<tr>
<td>Broader economic development</td>
<td>11</td>
</tr>
<tr>
<td>Leisure sales</td>
<td>12</td>
</tr>
<tr>
<td>Equity, Diversity, Inclusion leadership</td>
<td>13</td>
</tr>
<tr>
<td>Environmental stewardship</td>
<td>14</td>
</tr>
<tr>
<td>Sports tourism development and promotion</td>
<td>15</td>
</tr>
<tr>
<td>Major event partner and developer</td>
<td>16</td>
</tr>
<tr>
<td>Workforce development</td>
<td>17</td>
</tr>
<tr>
<td>Crisis management and emergency preparedness</td>
<td>18</td>
</tr>
<tr>
<td>KPI</td>
<td>Current</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Economic impact of tourism</td>
<td>1</td>
</tr>
<tr>
<td>Overnight visitation</td>
<td>2</td>
</tr>
<tr>
<td>Stakeholder support and business development</td>
<td>3</td>
</tr>
<tr>
<td>Room nights generated</td>
<td>4</td>
</tr>
<tr>
<td>Number of visitors/delegates</td>
<td>5</td>
</tr>
<tr>
<td>Visitor satisfaction</td>
<td>6</td>
</tr>
<tr>
<td>Marketing ROI</td>
<td>7</td>
</tr>
<tr>
<td>Member/partner satisfaction</td>
<td>8</td>
</tr>
<tr>
<td>Social media metrics</td>
<td>9</td>
</tr>
<tr>
<td>Community benefits and social impacts</td>
<td>10</td>
</tr>
<tr>
<td>Leads/referrals to business</td>
<td>11</td>
</tr>
<tr>
<td>Hotel performance metrics</td>
<td>12</td>
</tr>
<tr>
<td>Resident sentiment</td>
<td>13</td>
</tr>
<tr>
<td>Earned media metrics</td>
<td>14</td>
</tr>
<tr>
<td>Equity, diversity, and inclusion</td>
<td>15</td>
</tr>
<tr>
<td>Long-term/legacy impacts from events</td>
<td>16</td>
</tr>
<tr>
<td>Conversion metrics</td>
<td>17</td>
</tr>
<tr>
<td>Environmental stewardship impacts</td>
<td>18</td>
</tr>
<tr>
<td>Air service</td>
<td>19</td>
</tr>
<tr>
<td>Event bid success ratio</td>
<td>20</td>
</tr>
<tr>
<td>Venue profits</td>
<td>21</td>
</tr>
<tr>
<td>KPI</td>
<td>Current</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Economic impact of tourism</td>
<td>1</td>
</tr>
<tr>
<td>Overnight visitation</td>
<td>2</td>
</tr>
<tr>
<td>Stakeholder support and business develop</td>
<td>3</td>
</tr>
<tr>
<td>Room nights generated</td>
<td>4</td>
</tr>
<tr>
<td>Number of visitors/delegates</td>
<td>5</td>
</tr>
<tr>
<td>Visitor satisfaction</td>
<td>6</td>
</tr>
<tr>
<td><strong>Marketing ROI</strong></td>
<td>7</td>
</tr>
<tr>
<td>Member/partner satisfaction</td>
<td>8</td>
</tr>
<tr>
<td>Social media metrics</td>
<td>9</td>
</tr>
<tr>
<td>Community benefits and social impacts</td>
<td>10</td>
</tr>
<tr>
<td>Leads/referrals to business</td>
<td>11</td>
</tr>
<tr>
<td>Hotel performance metrics</td>
<td>12</td>
</tr>
<tr>
<td>Resident sentiment</td>
<td>13</td>
</tr>
<tr>
<td>Earned media metrics</td>
<td>14</td>
</tr>
<tr>
<td>Equity, diversity, and inclusion</td>
<td>15</td>
</tr>
<tr>
<td>Long-term/legacy impacts from events</td>
<td>16</td>
</tr>
<tr>
<td>Conversion metrics</td>
<td>17</td>
</tr>
<tr>
<td>Environmental stewardship impacts</td>
<td>18</td>
</tr>
<tr>
<td>Air service</td>
<td>19</td>
</tr>
<tr>
<td>Event bid success ratio</td>
<td>20</td>
</tr>
<tr>
<td>Venue profits</td>
<td>21</td>
</tr>
</tbody>
</table>
Mandate Map
DMO Mandate

DEMAND

Visitor Engagement
Partner Support

SUPPLY

Destination Development
Community Alignment
DMO Mandate

Visitor Engagement

DEMAND

- Digital storytelling
- Brand management
- AI marketing
- Visitor servicing
- Loyalty program
DMO Mandate

DEMAND

- Data research & business intelligence
- Business events
- Major events & festivals
- Sports
- Film, music & culture
DMO Mandate

**SUPPLY**

- Product (experience) development
- Neighborhood development/placemaking
- Air access
- Infrastructure development
- Accessibility
DMO Mandate

SUPPLY

- Government Relations & Advocacy
- Sustainability
- Equity, Diversity, Inclusion & Belonging
- Economic & Workforce Development
- Resident Engagement & Support
Unified Brand Strategy - Unbelievably Real
Orlando, FL

- Visit Orlando and Orlando Economic Partnership joined forces to create new branding campaign for the region in May 2022
- Mural created by local artist in downtown Orlando
Workforce Development - PATH
Corpus Christi, TX

- Engage with educational institutions, fostering a pipeline of workforce development by introducing students to career opportunities in the hospitality industry.

- Invest in the growth and retention of talent, equipping students with skills, professionalism, and networking opportunities to support their future career paths.
AccessAble provides detailed accessibility information on over 60 venues and services for delegates with access requirements.

Methodology involves in-person visits by surveyors trained in consultation with disabled people, offering factual data for informed choices.
DMO of the Future
The DMO of the Future

Visitor Engagement

Governance

Technology

Professional Development

Funding

Partner Support

Destination Development

Community Alignment
Thank You!

Paul Ouimet
pouimet@nextfactorinc.com

Greg Oates
goates@nextfactorinc.com