DESTINATION NEXT

Multi-User Online Diagnostic
Tool Results:
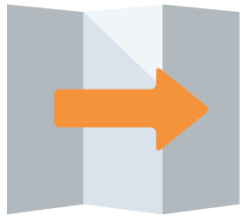
Irving, TX

May 21, 2018

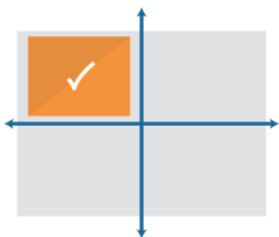DESTINATIONS
INTERNATIONAL

DestinationNEXT

Vision:

Provide destination organizations with a powerful assessment tool and practical actions and strategies for sustainable success in a dramatically changing world

Futures Study

- 75 trends & 55 strategies
- 433 respondents in 52 countries

Scenario Model & Assessment Tool

- 4 unique scenarios
- 162 detailed assessments in 11 countries

DESTINATIONS INTERNATIONAL
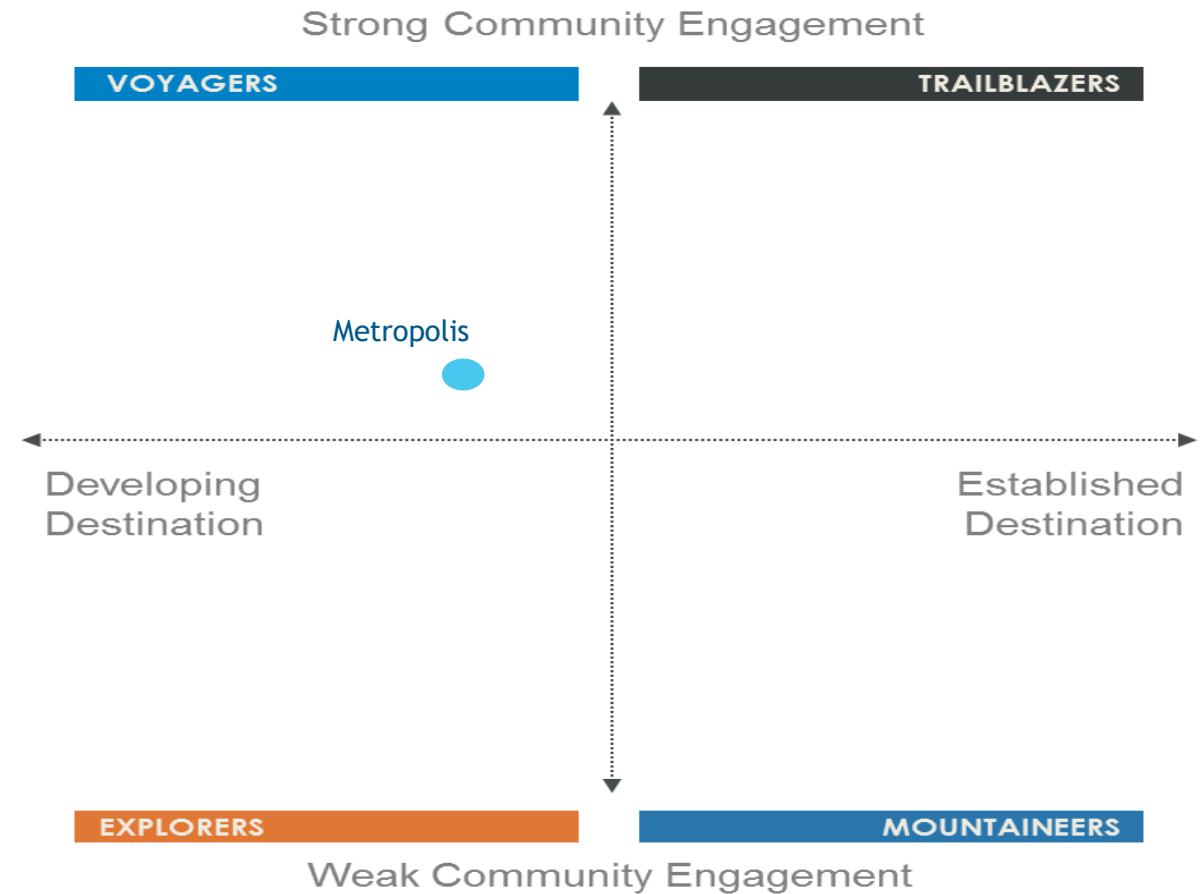
SCENARIO MODEL

DESTINATIONS INTERNATIONAL

Scenario Model

Purpose of Diagnostic Tool

Scenario model intended to be strategic diagnostic tool, not a benchmarking index to rank DMOs, CVBs or destinations

Objective self-assessment to help identify priorities and strategies for the future

Strong Community Engagement

| VOYAGERS | TRAILBLAZERS |

Metropolis

Developing Destination   Established Destination

| EXPLORERS | MOUNTAINEERS |

Weak Community Engagement

Destination Strength Variables

Destination Performance

Brand

Accommodation

Attractions and Entertainment

Conventions & Meeting Facilities

Air Access

Events

Sporting and Recreation Facilities

Communication & Internet Infrastructure

Mobility and Access

Community Support & Engagement Variables

Effective DMO Governance Model

Membership Strength & Support

Industry Support

Local Community Support

Policy and Regulatory Environment

Workforce

Hospitality Culture

Regional Cooperation

Funding Support & Certainty

Economic Development

Destination Assessments

350
destinations from
18 countries

162
detailed
assessments
completed in 11
countries

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

70
underway or
planned,
including 5 other
countries

Dominican Republic, El
Salvador, Brazil, Ecuador
South Africa

60
in discussions,
including
14 other countries

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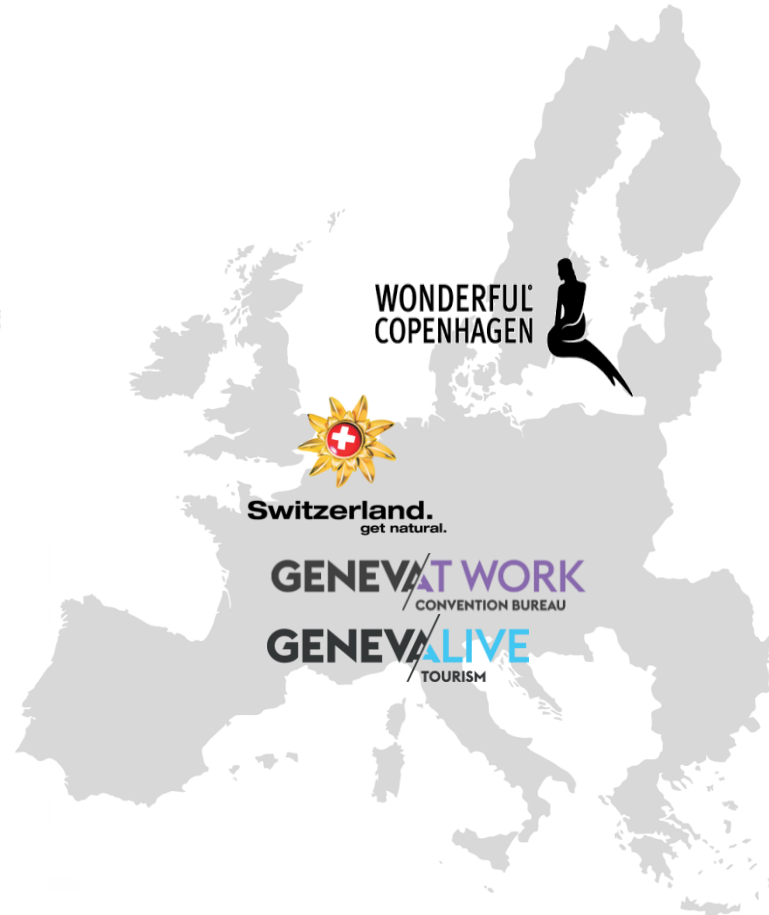Philippines, Russia, Ghana,
Nigeria

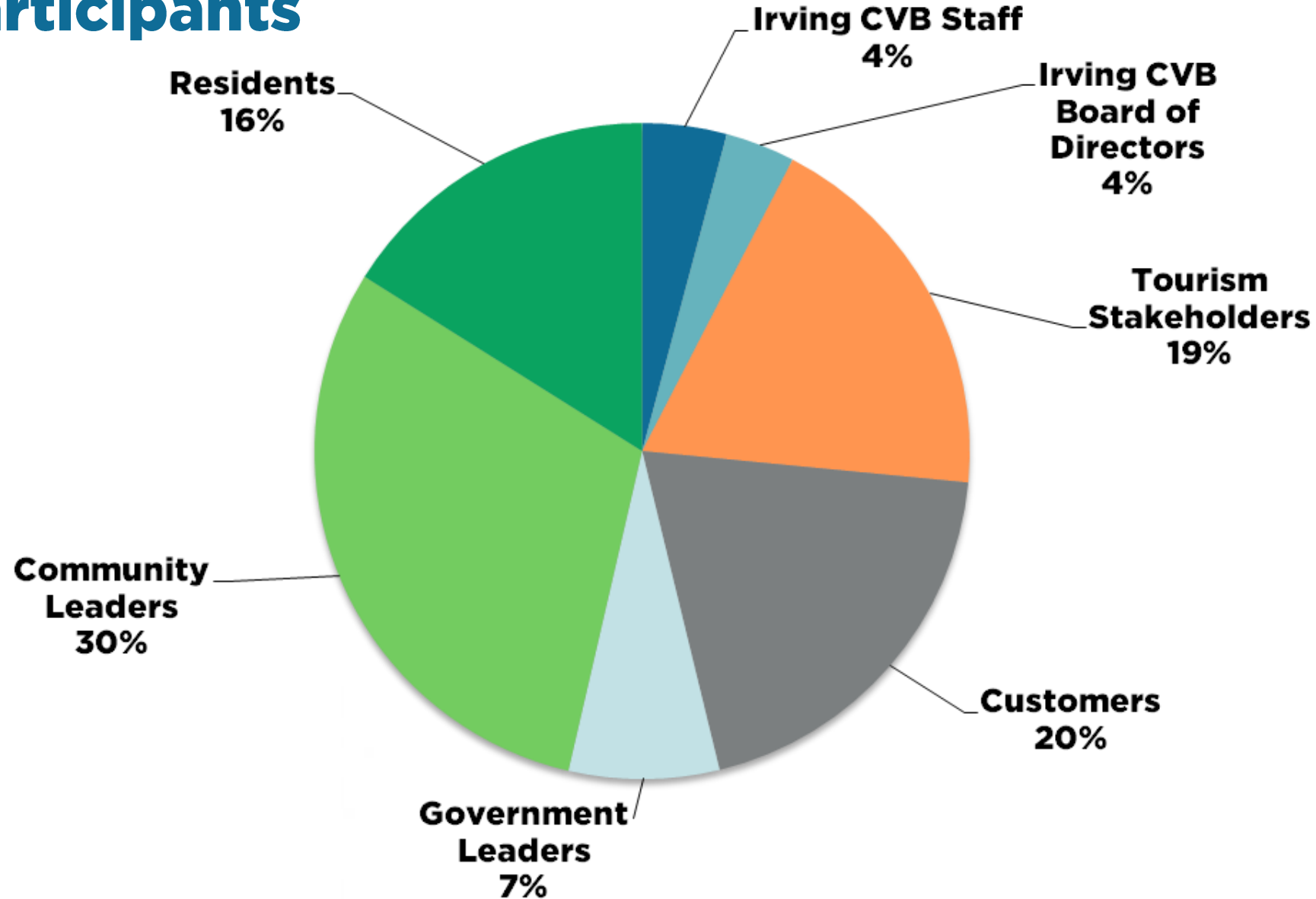# United States

Canada

Latin America　　Europe　　Asia/Australia

DESTINATION NEXT

Monterey Cluster

Cabo San Lucas

Vera Cruz

YUCATAN
OFICINA DE CONGRESOS Y CONVENCIONES

Meet Puerto Rico

GUATEMALA
BURÓ DE CONVENCIONES

CAMARA DE COMERCIO DE BARRANQUILLA

PRO BARRANQUILLA

MEDELLIN CONVENTION & VISITORS BUREAU

GREATER BOGOTÁ
Bogotá & Cundinamarca

Cali Colombia

Visit Iguazu

WONDERFUL COPENHAGEN

Switzerland.
get natural.

GENEVA AT WORK
CONVENTION BUREAU

GENEVA LIVE
TOURISM

中華國際會議展覽協會
Taiwan Convention & Exhibition Association

MEET TAIWAN
Meetings·Exhibitions·Events·Travel

BUSINESS EVENTS
SYDNEY

ASSESSMENT RESULTS

DESTINATIONS INTERNATIONAL

554 Participants

Irving CVB Staff
4%

Irving CVB
Board of
Directors
4%

Tourism
Stakeholders
19%

Customers
20%

Government
Leaders
7%

Community
Leaders
30%

Residents
16%

Age Demographic

18 - 34
13%

35 - 49
27%

50 - 64
41%

Over 65
19%
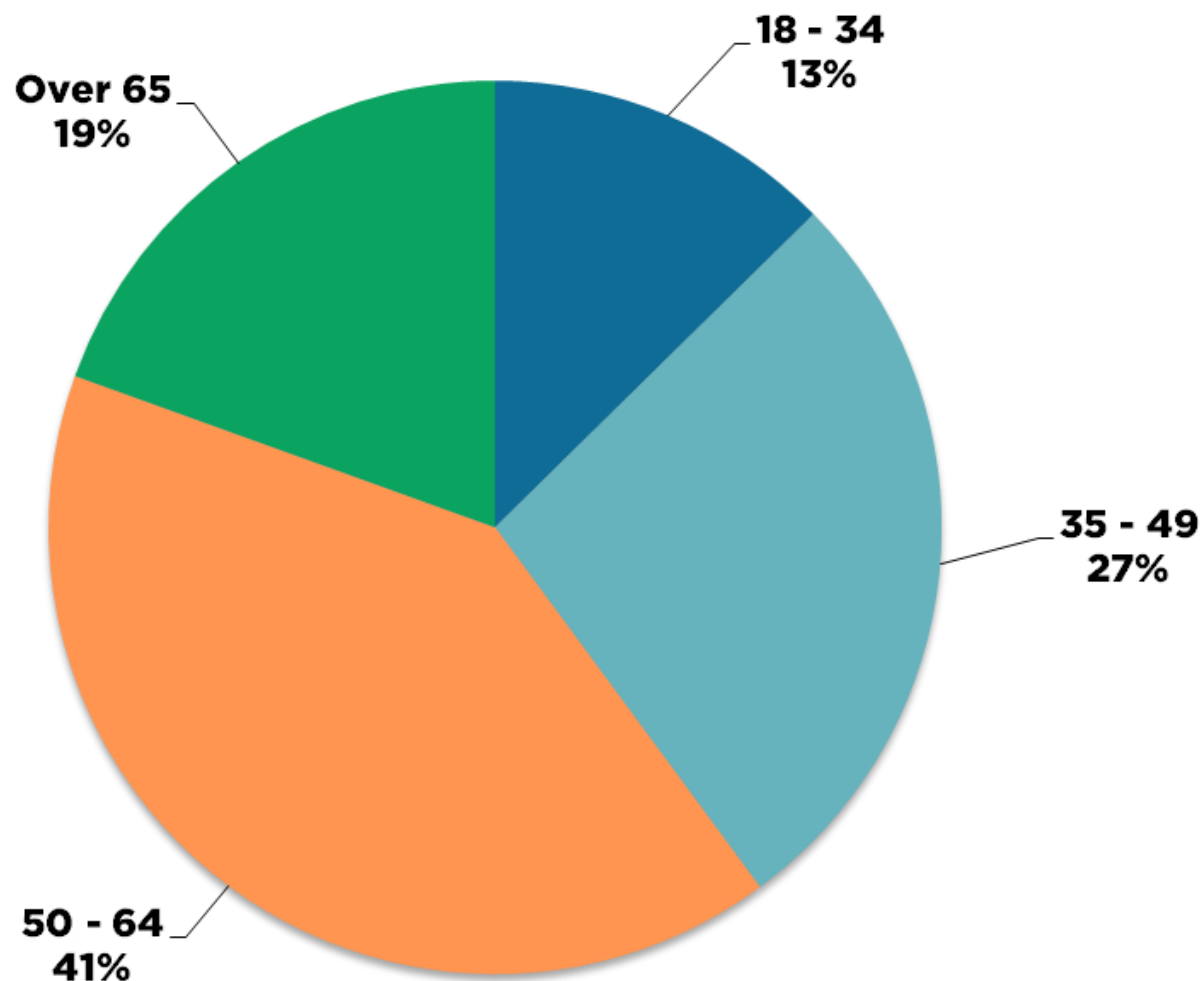
Irving Overall Assessment – Industry

Strong Community Engagement

VOYAGERS

TRAILBLAZERS

● **Irving Average**

Developing
Destinations

Established
Destinations

EXPLORERS

MOUNTAINEERS

Weak Community Engagement
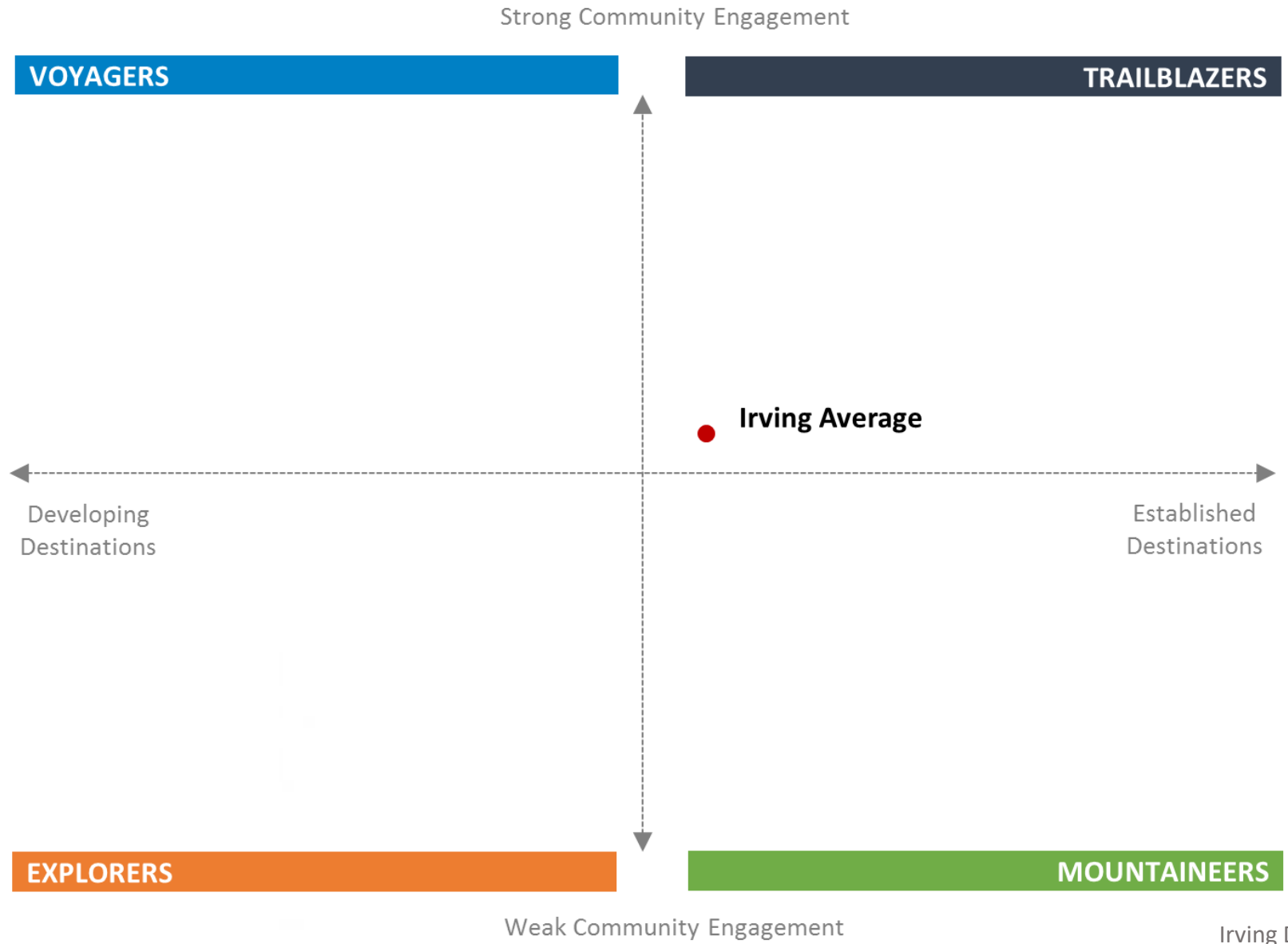
Irving Overall Assessment – United States

Strong Community Engagement

VOYAGERS

TRAILBLAZERS

United States Average

● Irving Average

Developing Destinations

Established Destinations

EXPLORERS

MOUNTAINEERS

Weak Community Engagement
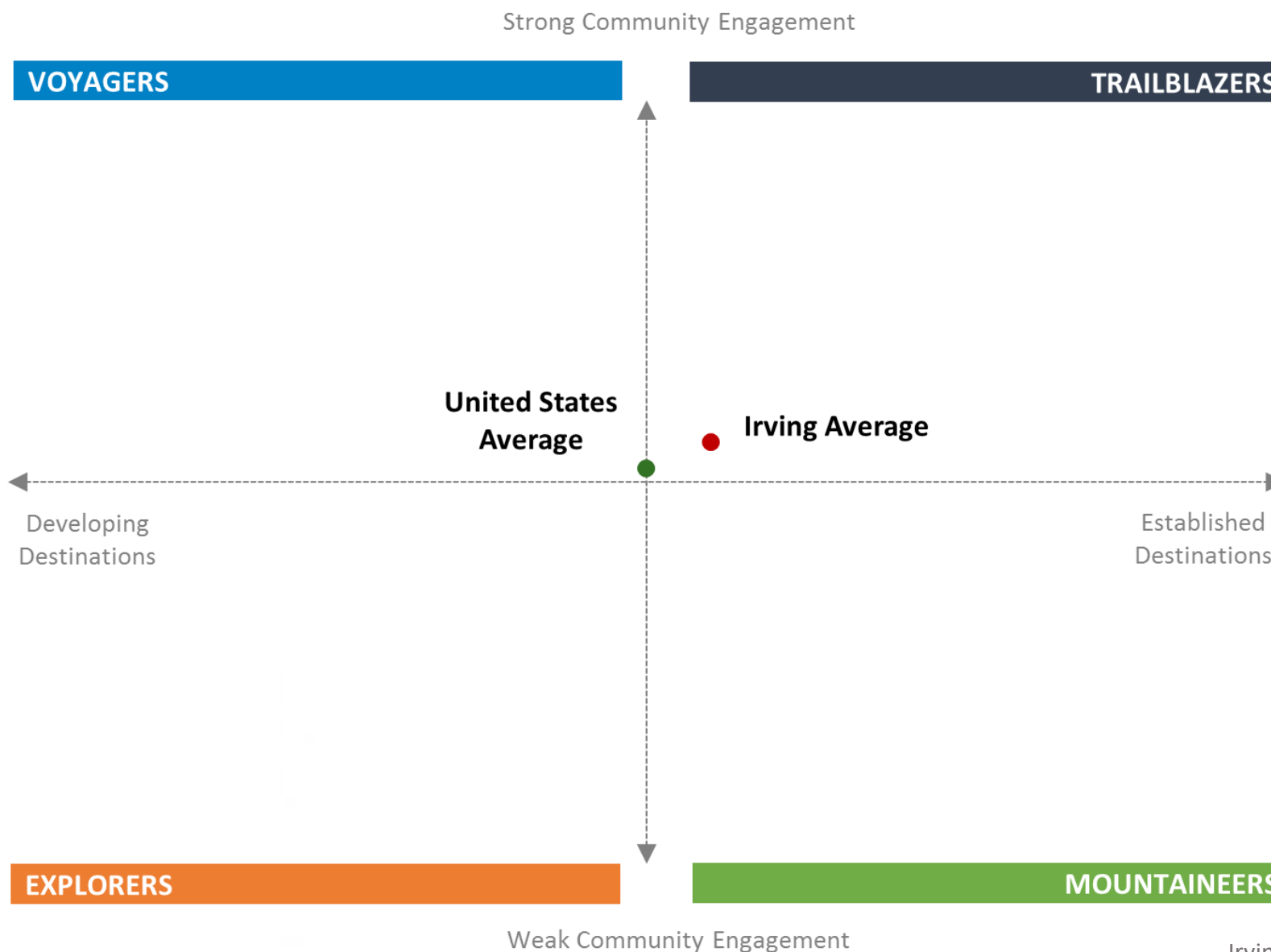
Irving Overall Assessment – Stakeholder Group

Strong Community Engagement

VOYAGERS

TRAILBLAZERS

Irving CVB Board of Directors

Irving CVB Staff

Government Leaders

Community Leaders

Tourism Stakeholders

Developing Destinations

Established Destinations

Residents

Customers

Irving Average

EXPLORERS

MOUNTAINEERS

Weak Community Engagement
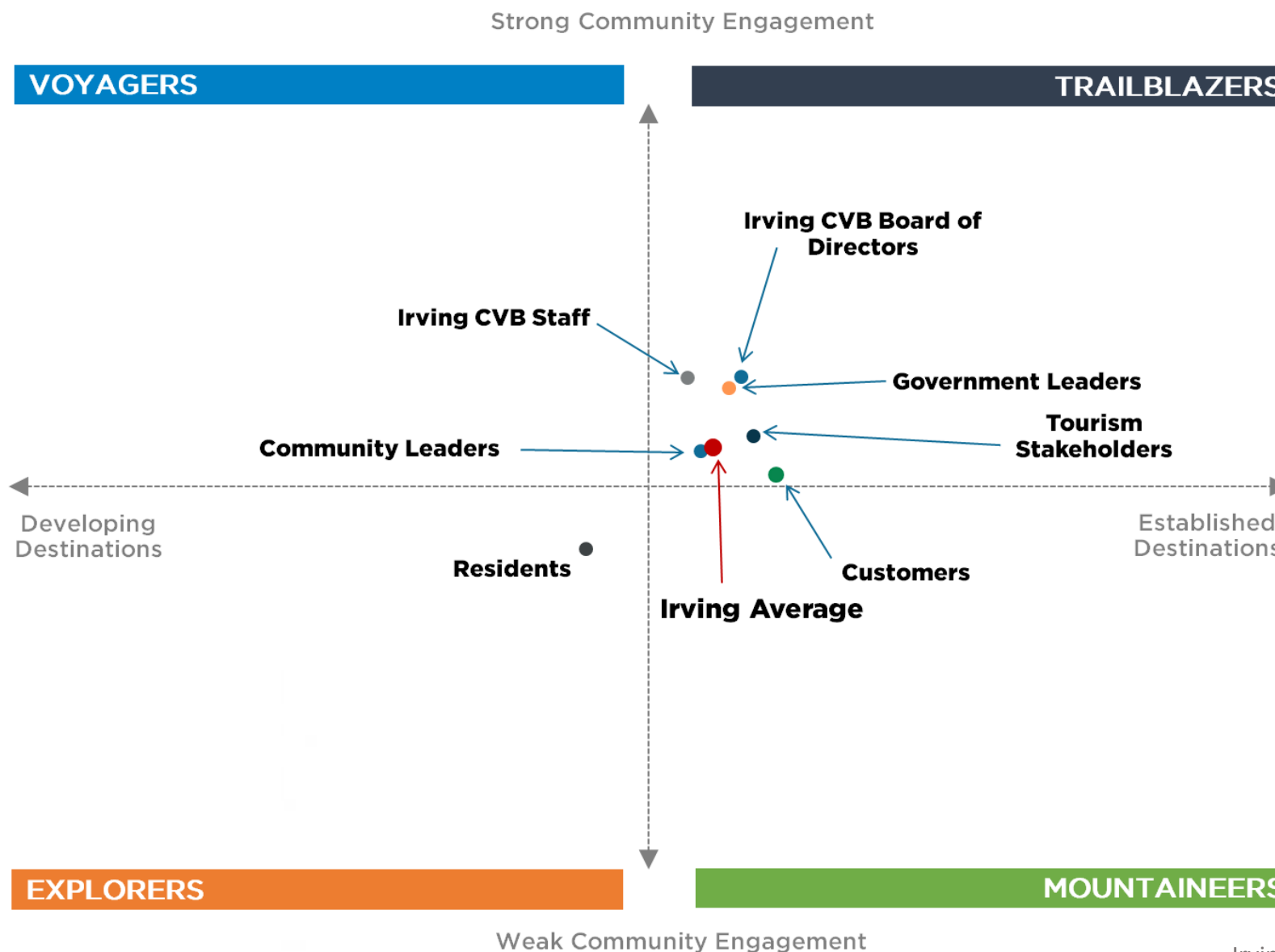
Irving Overall Assessment – Age Group

Strong Community Engagement

VOYAGERS **TRAILBLAZERS**

50 - 64

Over 65

18 - 34 Irving Average

Developing
Destinations

35 - 49

Established
Destinations

EXPLORERS **MOUNTAINEERS**

Weak Community Engagement
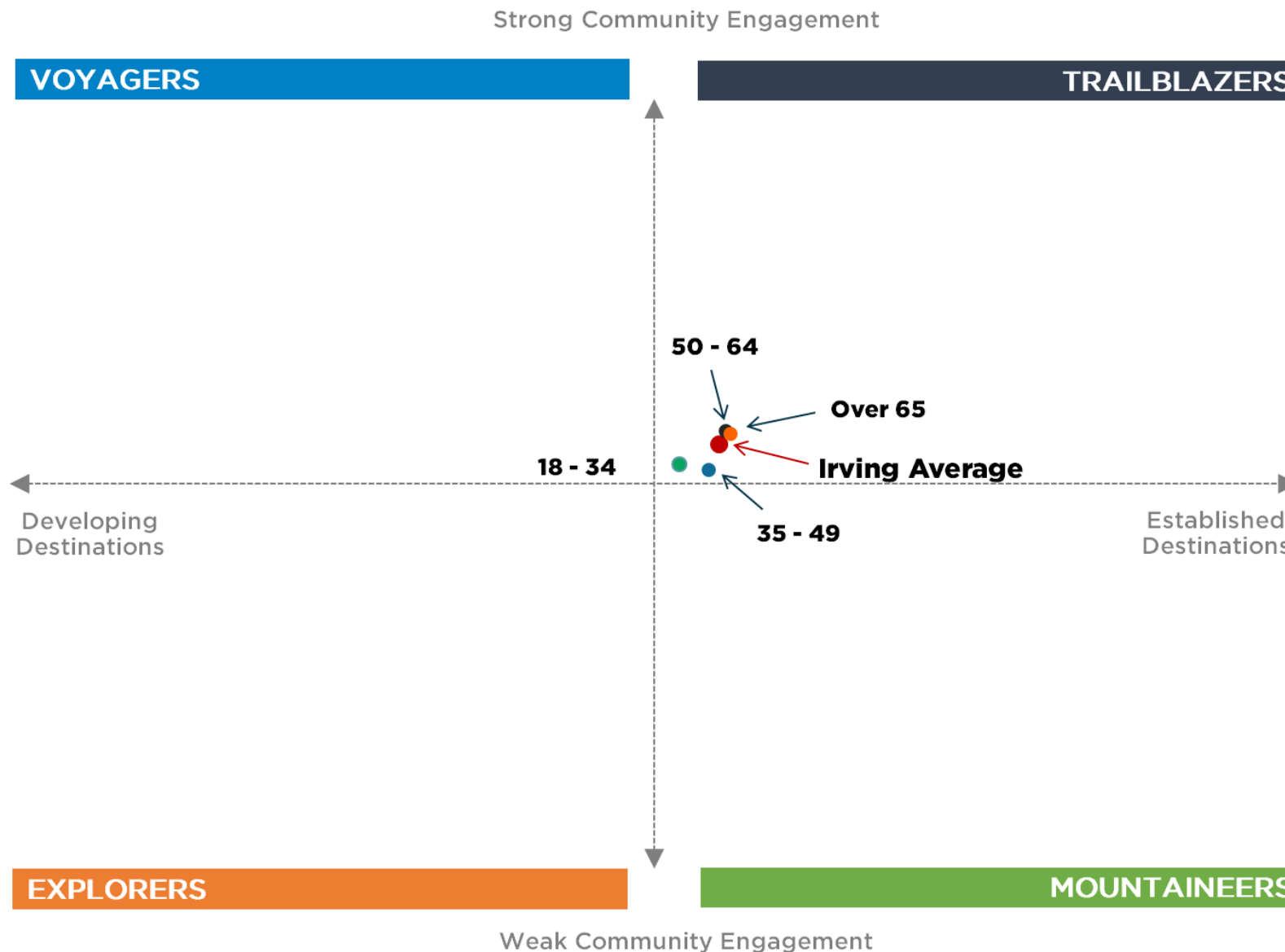
Destination Strength Rankings – Irving

		Relative Importance	Perceived Performance
	Destination Performance	1st	2nd
	Convention & Meeting Facilities	2nd	4th
	Communication & Internet Infrastructure	3rd	6th
	Mobility & Access	4th	9th

Destination Strength – Report Card

Variable	Relative Importance (0-100%)			Perceived Performance (1-5 scale)		
	Industry Average	Irving Average	Standard Deviation	Industry Average	Irving Average	Standard Deviation
Destination Performance	10.0%	10.3%	0%	3.74	4.00	0.89
Convention & Meeting Facilities	9.8%	10.2%	0%	3.07	3.75	0.80
Communication & Internet Infrastructure	10.0%	10.2%	0%	3.23	3.50	0.93
Mobility & Access	10.1%	10.1%	0%	3.02	2.89	0.80
Attractions & Entertainment	10.8%	10.0%	1%	3.60	3.26	0.79
Brand	10.4%	10.0%	0%	3.46	3.39	0.83
Accommodation	10.5%	10.0%	0%	3.47	3.86	0.87
Air Access	9.1%	10.0%	1%	3.10	4.44	0.55
Events	9.8%	9.9%	0%	3.55	3.66	0.81
Sports & Recreation Facilities	9.5%	9.4%	1%	3.19	2.81	0.93

DESTINATION STRENGTH - Irving	3.56
INDUSTRY AVERAGE DESTINATION STRENGTH	3.36

RESULTING SCENARIO	TRAILBLAZERS

Note
Green shading signifies that the destination **outperformed** the industry average by greater than 0.2.
Yellow shading signifies that the destination **underperformed** the industry average by greater than 0.2 but less than 0.4.
Red shading signifies that the destination **underperformed** the industry average by greater than 0.4.

Destination Strength – Stakeholder Report Card

Variable	Irving Average	Perceived Performance (1-5 scale)						
		Irving CVB Staff	Irving CVB Board of Directors	Tourism Stakeholders	Customers	Government Leaders	Community Leaders	Residents
Destination Performance	4.00	4.64	4.64	4.07	3.82	4.50	3.85	3.38
Convention & Meeting Facilities	3.75	3.73	3.99	3.88	3.96	3.83	3.68	3.28
Communication & Internet	3.50	3.52	3.41	3.68	3.70	3.27	3.51	3.09
Mobility & Access	2.89	2.62	2.67	3.08	3.40	2.75	2.81	2.52
Attractions & Entertainment	3.26	3.19	3.26	3.34	3.48	3.30	3.26	2.83
Brand	3.39	3.31	3.43	3.52	3.66	3.39	3.36	2.94
Accommodation	3.86	3.92	4.31	4.03	3.91	3.99	3.74	3.43
Air Access	4.44	4.44	4.36	4.56	4.52	4.43	4.37	4.35
Events	3.66	3.25	3.73	3.71	3.86	3.81	3.72	3.22
Sports & Recreation Facilities	2.81	2.05	2.50	2.94	3.24	2.77	2.86	2.52

DESTINATION STRENGTH - Irving	3.56
INDUSTRY AVERAGE DESTINATION STRENGTH	3.36

| RESULTING SCENARIO	TRAILBLAZERS

Note
Green shading signifies that the stakeholder group **outperformed** the destination average by greater than 0.2.
Yellow shading signifies that the stakeholder group **underperformed** the destination average by greater than 0.2 but less than 0.4.
Red shading signifies that the stakeholder group **underperformed** the destination average by greater than 0.4.

Destination Performance

- Adequately measures and tracks the performance of our tourism industry
- CVB is successfully converting leads for meetings and conventions
- Seeing a positive growth in overnight visitation
- CVB does a good job at communicating the performance and economic impact of tourism
- Hotels are performing well
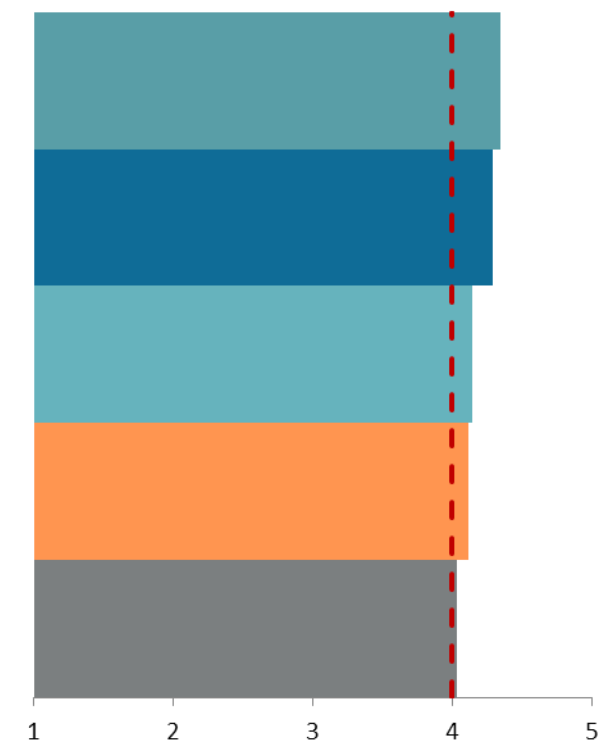
Convention & Meeting Facilities

- Has the necessary meeting facilities to compete today
- Offers an abundance of professional and experienced conference services suppliers
- Hotels and other meeting venues take full advantage of the views that are available here
- Has the necessary meeting facilities to compete for the next 10 years
- Has good, unique off-site venues for special events
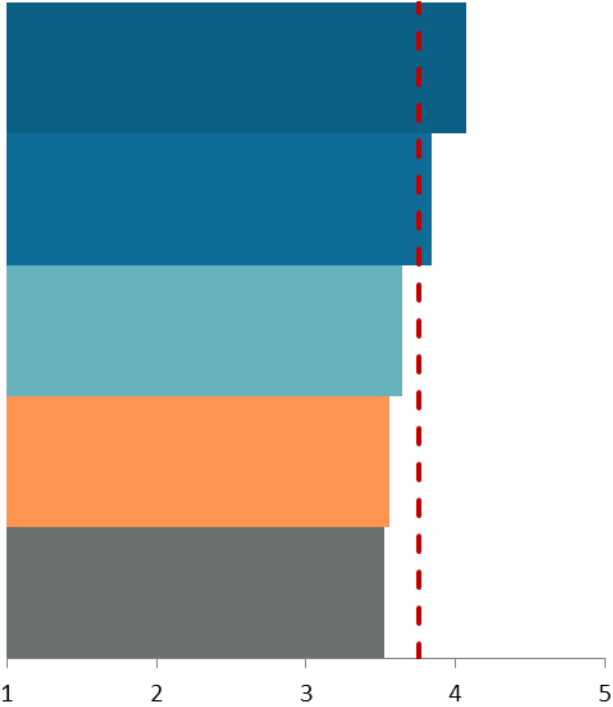
Communication & Internet Infrastructure

■ Substantial Wi-Fi access in meeting/convention facilities

■ Good mobile coverage/availability at all attractions and entertainment areas

■ Offers sufficient free Wi-Fi in outdoor/public areas
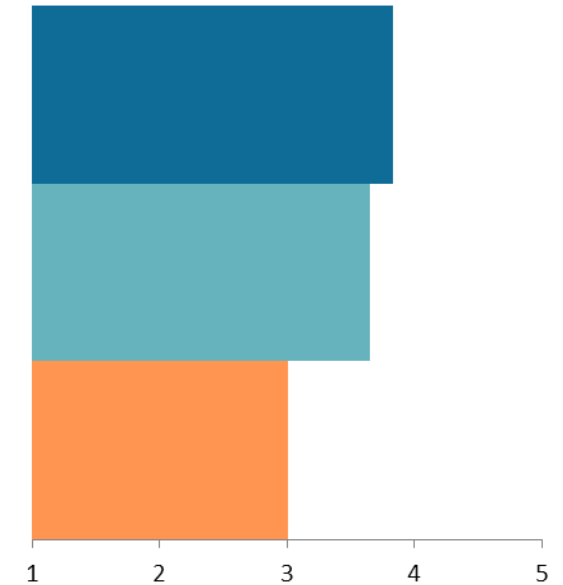
Mobility & Access

- Has great directional signage and highways that make it easy to get around
- Provides good access and mobility for those with disabilities
- Has adequate public transportation that makes it easy for visitors to get around
- Roads can easily handle residents, businesses and visitor traffic
- Is a bicycle-friendly city with easy, well-marked bike routes throughout
- Known as a walkable area
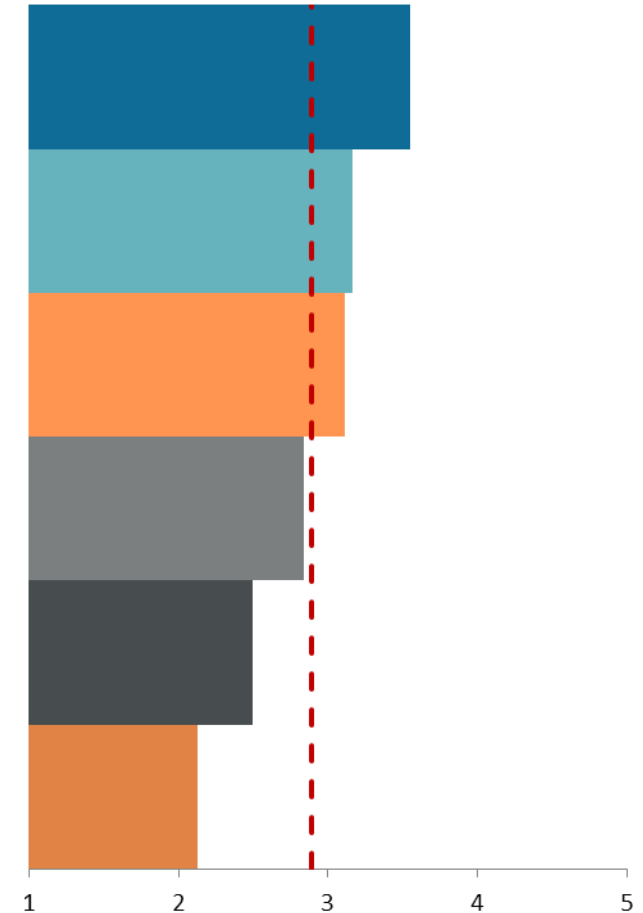
Attractions & Entertainment

- Offers a wide diversity of parks and bike trails
- Has unique and high-quality dining options
- Has an assortment of authentic and unique attractions and entertainment opportunities
- Has high-quality and wide-ranging arts and cultural attractions
- Has unique and vibrant neighborhoods that are attractive and accommodating to visitors
- Has the type of large, famous attractions that cause people to stay an extra day
- Offers diverse and high-quality shopping opportunities
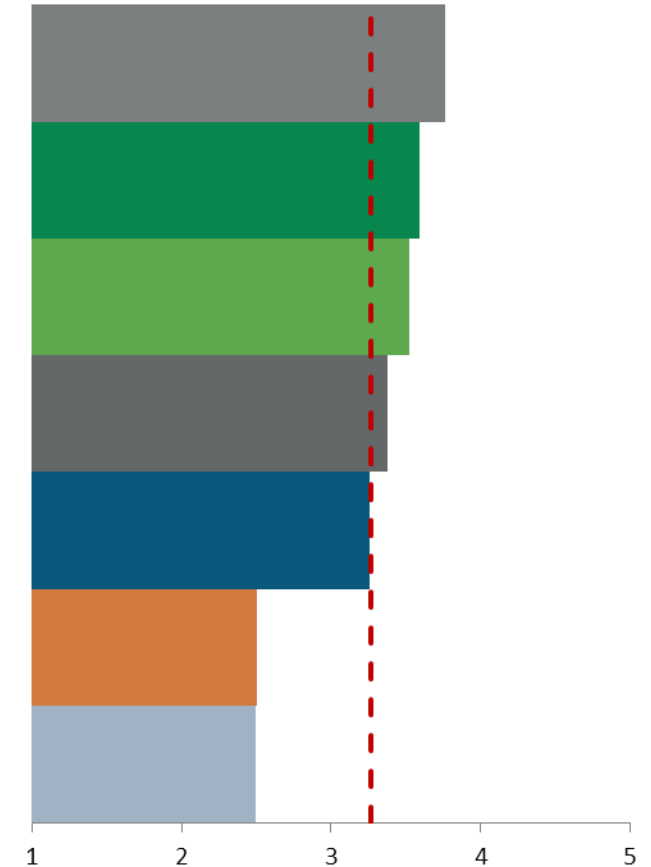
Brand

- Tourism industry leverages social media/press coverage to support the brand
- Is known for being safe, clean and secure for visitors
- Appeals to a wide range of visitors
- Is known as an innovative city
- Has an established brand that is simple, memorable and market-tested
- Is known for being an environmentally conscious and sustainable destination
- Is known as being healthy and an outdoor, active city
- Is an international destination
- Is known for having a lot of things to see and do
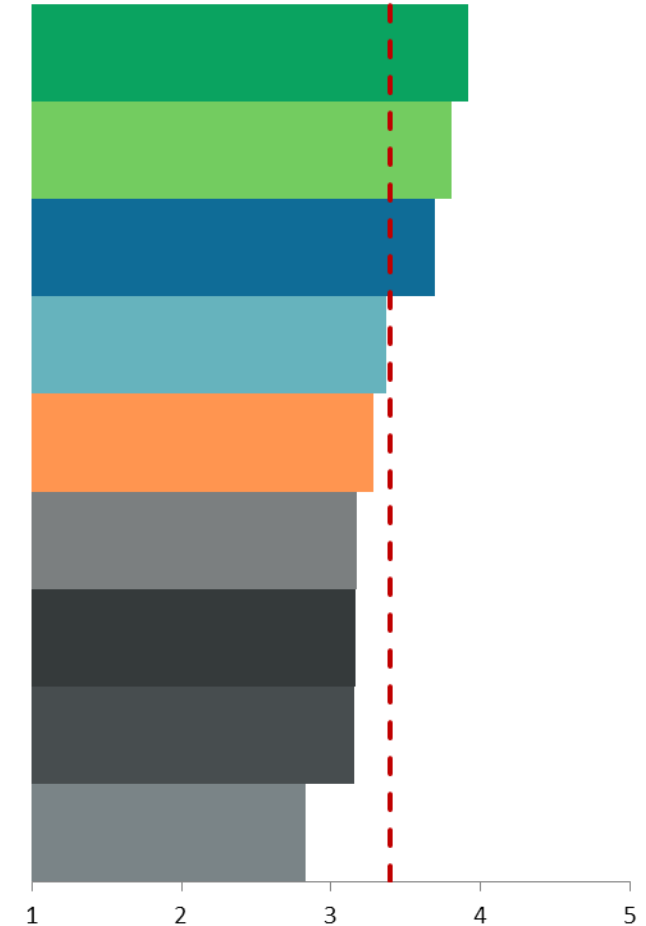
Accommodation

- Offers a diversity of accommodation price options with the presence of well-known hotels
- Location and proximity of accommodation options meets visitor needs
- Has adequate accommodations capacity
- Sufficient number of large, headquarter hotels
- Adequate supply of short-term rentals to supplement current hotel capacity
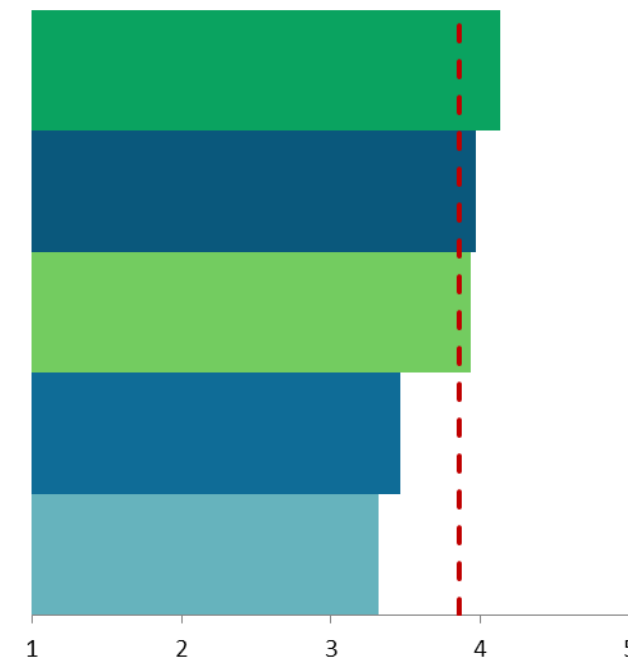
Sports & Recreation Facilities

- Provides visitors with a wide variety of outdoor experiences
- Has adequate suppliers that coincide with outdoor recreational offerings
- Local sports leadership are engaged and helpful in pursuing sporting events
- Has the sports fields and availability to host major amateur events
- Has adequate number of tours available for outdoor enthusiasts
- Has the venues to host major professional sporting events
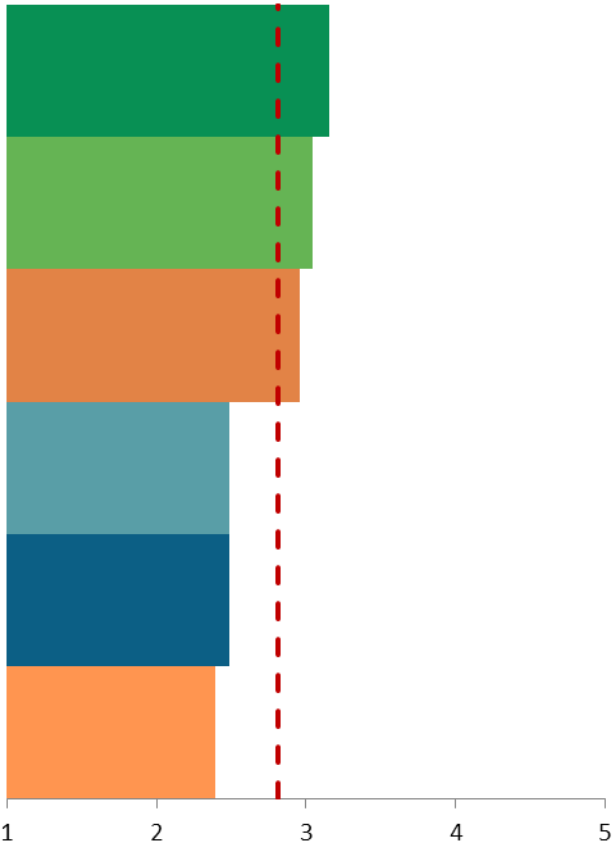
Community Support & Engagement – Irving

	Relative Importance	Perceived Performance
Effective Advocacy Program	1st	5th
Workforce	2nd	8th
Industry Support	3rd	6th
Funding Support & Certainty	4th	10th

Community Support & Engagement – Report Card

Variable	Relative Importance (0-100%)			Perceived Performance (1-5 scale)		
	Industry Average	Irving Average	Standard Deviation	Industry Average	Irving Average	Standard Deviation
Effective Advocacy Program	10.1%	10.4%	0%	3.48	3.82	0.85
Workforce	10.2%	10.2%	0%	3.15	3.75	0.81
Industry Support	10.0%	10.2%	0%	3.69	3.81	0.93
Funding Support & Certainty	10.1%	10.1%	1%	3.17	3.29	0.78
Economic Development	10.3%	10.0%	0%	3.89	3.94	0.78
Hospitality Culture	10.3%	10.0%	0%	3.61	3.88	0.90
Local Community Support	10.3%	9.9%	1%	3.48	3.59	0.92
Membership Strength & Support	9.1%	9.9%	1%	3.50	3.90	0.85
Effective DMO Governance Model	9.5%	9.7%	1%	3.67	3.90	0.88
Regional Cooperation	10.1%	9.7%	1%	3.63	3.78	0.90

COMMUNITY SUPPORT & ENGAGEMENT - Irving	3.77
INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT	3.56

RESULTING SCENARIO	TRAILBLAZERS

Note
Green shading signifies that the destination **outperformed** the industry average by greater than 0.2.
Yellow shading signifies that the destination **underperformed** the industry average by greater than 0.2 but less than 0.4.
Red shading signifies that the destination **underperformed** the industry average by greater than 0.4.

Community Support & Engagement – Stakeholder Report Card

Variable	Perceived Performance (1-5 scale)							
	Irving Average	Irving CVB Staff	Irving CVB Board of Directors	Tourism Stakeholders	Customers	Government Leaders	Community Leaders	Residents
Effective Advocacy Program	3.82	4.44	4.51	3.70	3.45	4.48	3.80	3.31
Workforce	3.75	3.98	3.92	3.66	3.67	3.84	3.82	3.42
Industry Support	3.81	4.36	4.57	3.84	3.58	3.95	3.81	3.23
Funding Support & Certainty	3.29	3.02	3.50	3.43	3.25	3.55	3.31	2.91
Economic Development	3.94	4.23	4.19	4.04	3.78	4.32	3.93	3.39
Hospitality Culture	3.88	4.25	4.06	3.91	3.87	4.14	3.89	3.23
Local Community Support	3.59	3.90	3.84	3.82	3.47	3.96	3.48	3.09
Membership Strength & Support	3.90	4.41	4.31	4.03	3.72	4.05	3.83	3.42
Effective DMO Governance Model	3.90	4.50	4.61	3.86	3.68	4.45	3.86	3.20
Regional Cooperation	3.78	4.23	3.83	3.98	3.77	4.00	3.71	3.15

COMMUNITY SUPPORT & ENGAGEMENT - Irving	3.77
INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT	3.56

| RESULTING SCENARIO	TRAILBLAZERS

Note
Green shading signifies that the stakeholder group **outperformed** the destination average by greater than 0.2.
Yellow shading signifies that the stakeholder group **underperformed** the destination average by greater than 0.2 but less than 0.4.
Red shading signifies that the stakeholder group **underperformed** the destination average by greater than 0.4.

Effective Advocacy Program

■ Local government relies on CVB for input on destination management

■ Local government is supportive of CVB programs and the tourism industry

■ Advocacy program is successful in educating/informing government policy
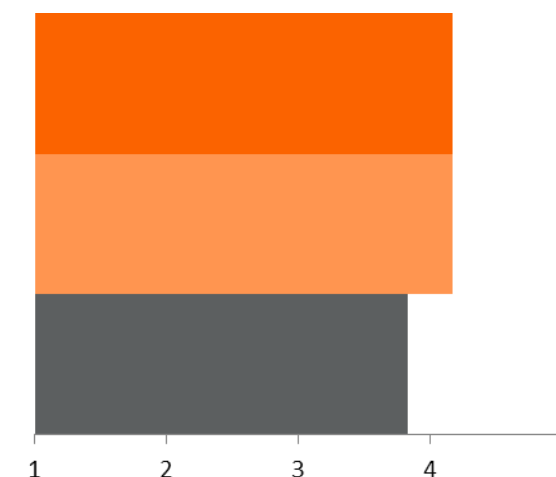
Workforce

■ Workforce is stable and has a positive labor relations environment

■ Hospitality industry is able to attract and retain a high-quality workforce
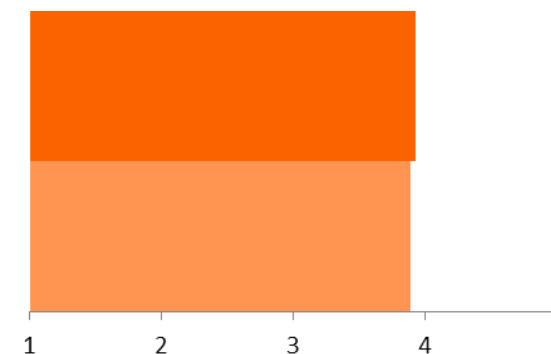
Funding Support & Certainty

■ Revenue sources are stable and sustainable for the future

■ There is sufficient revenue sources to fund their strategies and initiatives today
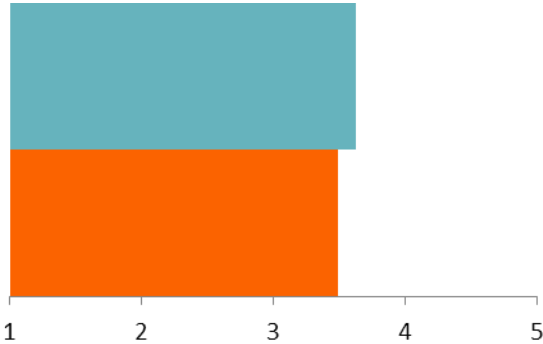
Economic Development

■ CVB has a good working relationship with local chambers and economic development agencies

■ CVB and the tourism industry play an important role in our community's economic strategies

■ Tourism and the meetings industry are identified as key economic drivers

■ There is a tourism master plan that includes future capital investment and programming

■ Funding is available to sustain and maintain Irving's investments in its visitor infrastructure
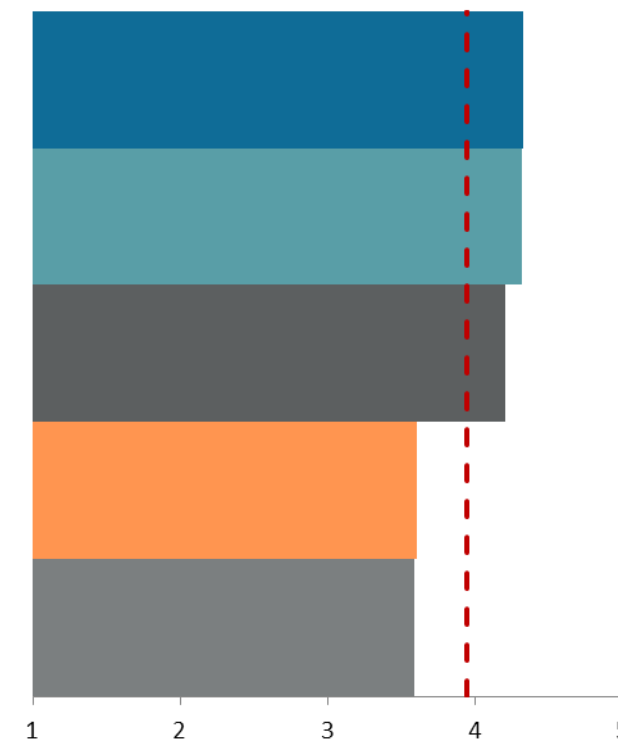
Local Community Support

- CVB has great corporate support
- Media have a positive perception of the tourism and meetings industry
- Tourism industry gets positive media coverage locally
- Businesses have a positive perception of the tourism and meetings industry
- Residents have a positive perception of tourism and meetings industry
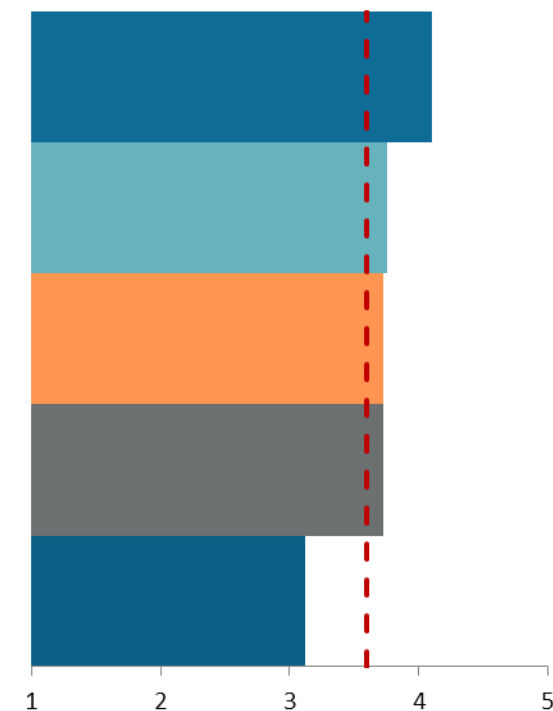
Key Takeaways

- Currently in Trailblazers quadrant with above average destination strength and community support & engagement

- Stakeholders are somewhat aligned on perceptions about destination except residents

Destination Opportunities

- Public Wi-Fi
- Walkability
- Biking ability
- Road infrastructure
- High-quality shopping
- Iconic attractions
- Known for things to do
- Year-long series of events

Community Support & Engagement Opportunities

- Funding support & certainty
- Infrastructure funding
- Local resident perception of the destination

Are there certain issues that the Irving CVB should specifically address?

Economic Development (18%)

- Increase in crime
- Traffic is increasing
- Irving Mall. Needs to be updated or demolished and rebuilt
- Maybe the crime and petty theft
- No matter the commentary, south Irving is not moving fast enough
- Non-profits such as rotary, Kiwanis, ambucs, lions have terrible times find a place and then affordable meals to sustain their missions and membership numbers
- Reducing apartment complexes taking up prime spots around lakes and other areas that benefit the entire community
- Senior housing and entertainment
- South Irving Development

Mobility & Access (13%)

- A walkway from Holiday Inn Express to the Irving Convention Center
- Accessibility
- Add more hotels large enough to accommodate meetings or hotel large enough to accommodate room block of 350 rooms or more connected to Convention Center
- Along with the COI, Parking/traffic controls
- Citywide transportation from hotels to tourists areas.   Museums need to have visitor friendly hours
- free or cheap transportation between rail stations and around Lake Carolyn
- Public transportation options for handicapped individuals and an increase in rail parking options

Infrastructure (11%)

- Beautification and upgrading of 183 service road areas on both sides. Clearer signage for 161 exits off of 183
- Blinding lights of Toyota MF billboards on Hwy. 114
- Reinvestment program for aging hospitality assets to invest into their facilities
- Existing full service urban center hotels need renovations to keep up with the market
- Not enough facilities to compete with other neighboring markets
- Would like to see more parks, including dog parks in Las Colinas/Irving area

When you think of Irving, what iconic image comes to mind?

Mustang Sculptures

Thank You!

pouimet@destinationsinternational.org

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