

DESTINATION **NEXT**

Multi-User Online Diagnostic
Tool Results:

Irving, TX

May 21, 2018

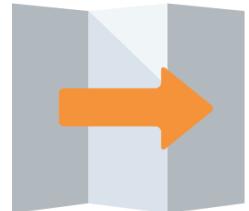


Paul Ouimet

DestinationNEXT

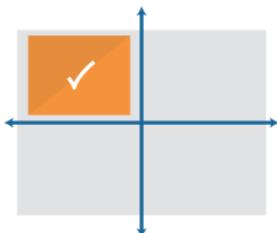
Vision:

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

SCENARIO MODEL

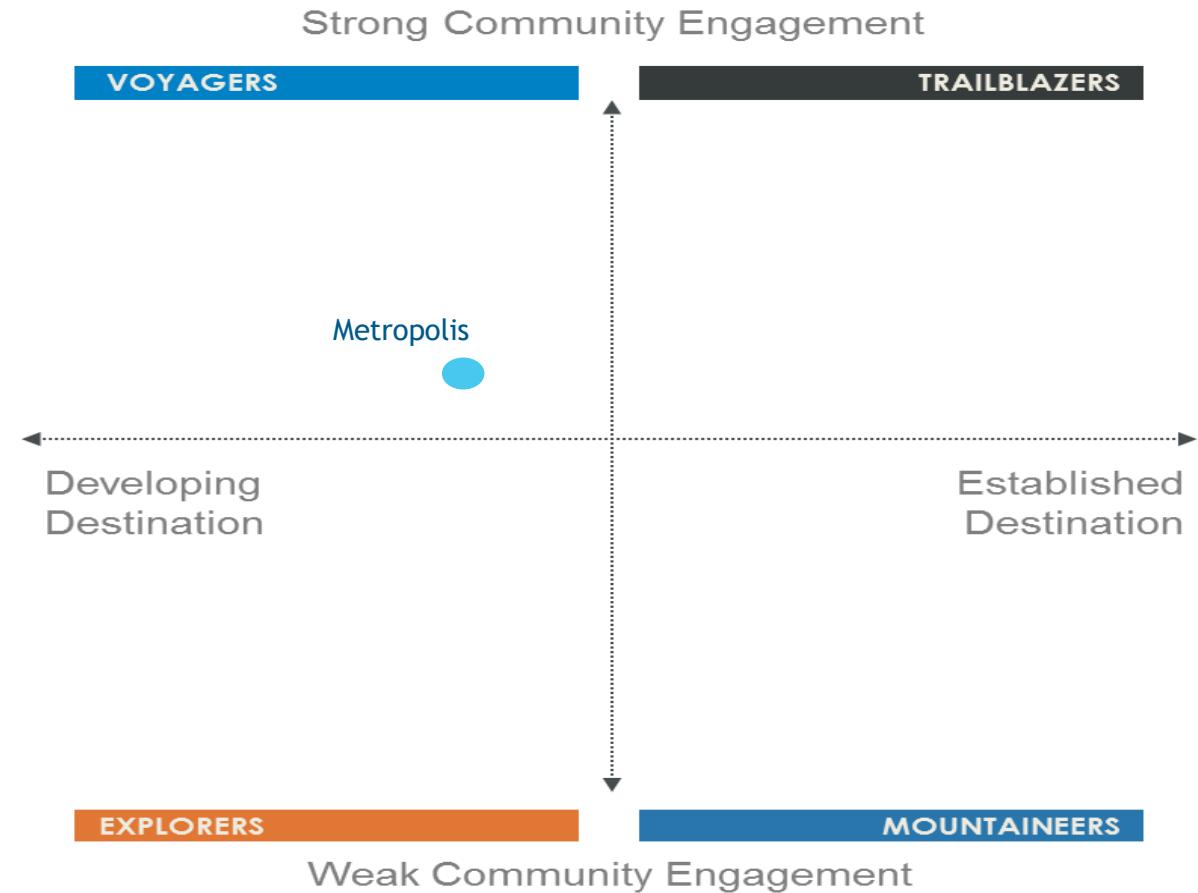
Scenario Model



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



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**



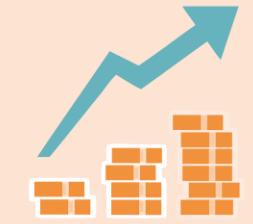
Workforce



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

DESTINATION
NEXT

Canada



Latin America



Europe

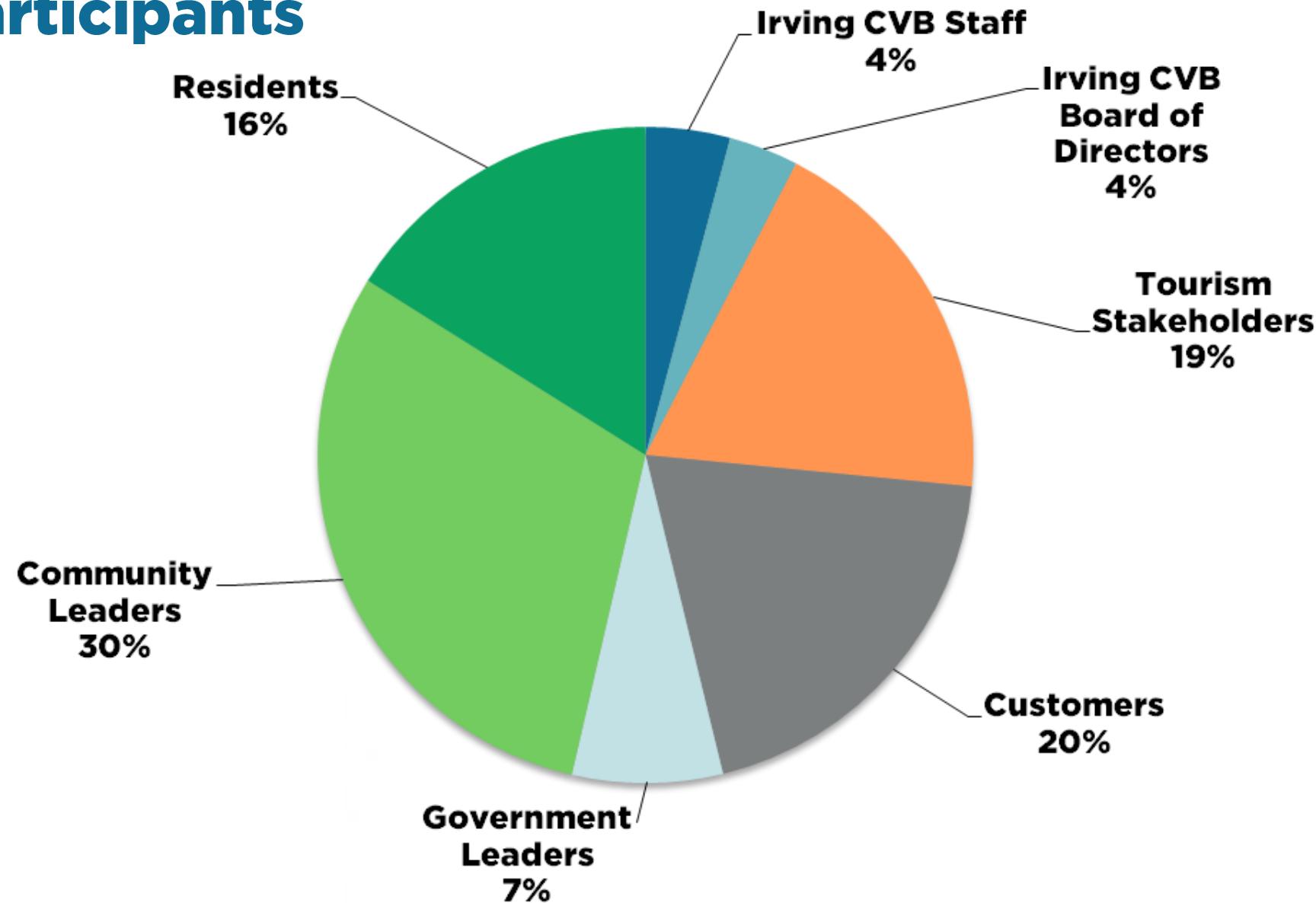


Asia/Australia

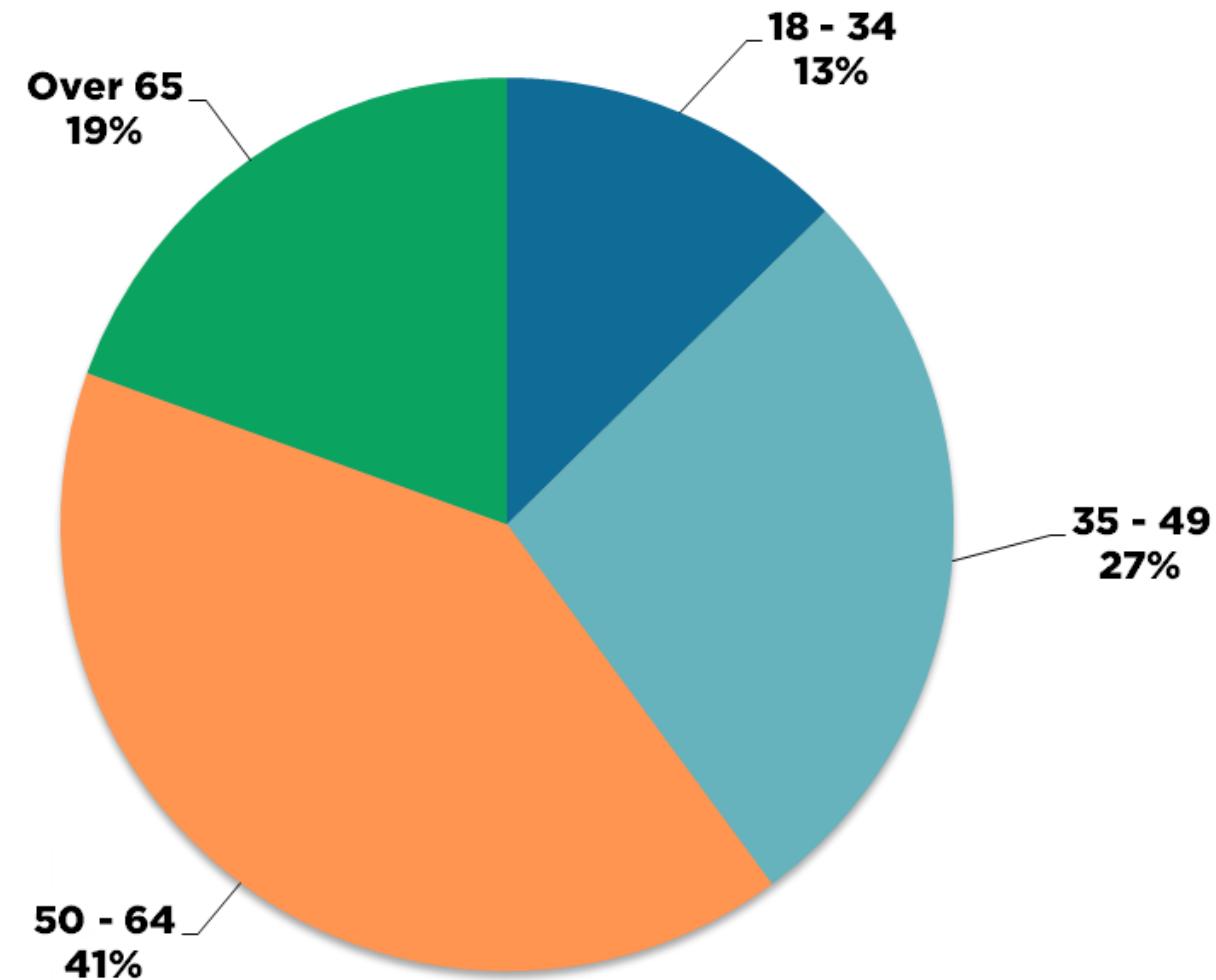


ASSESSMENT RESULTS

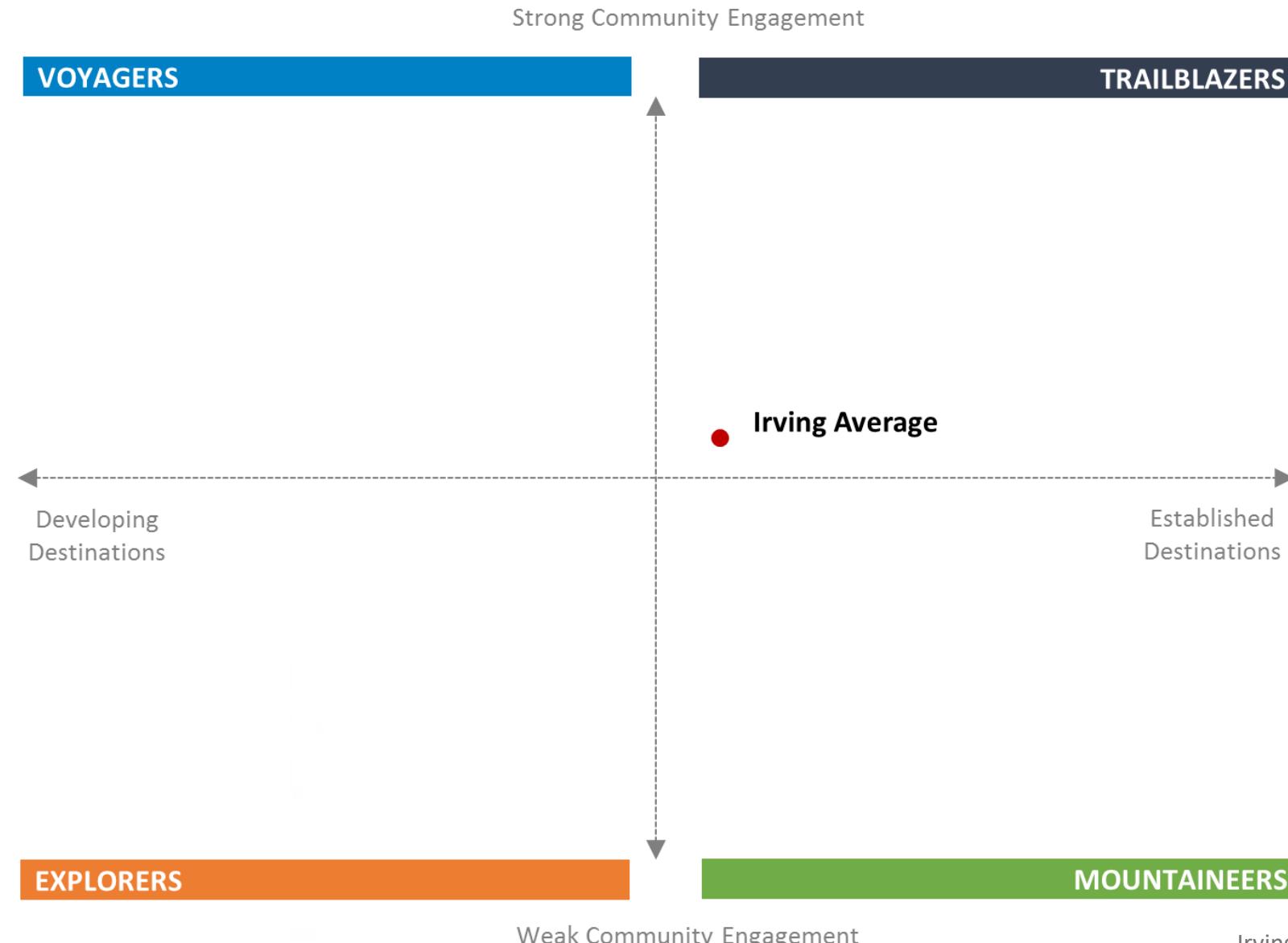
554 Participants



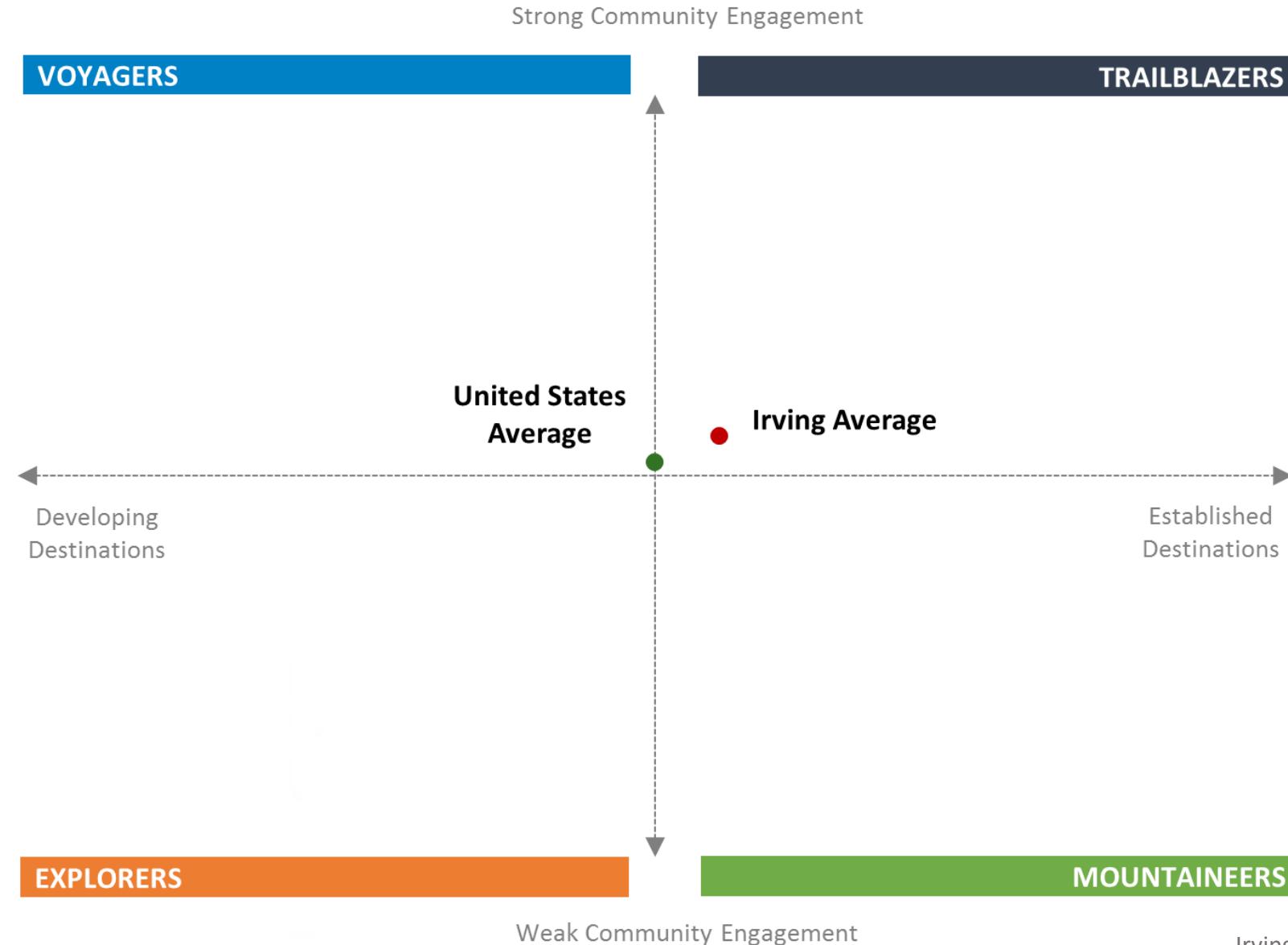
Age Demographic



Irving Overall Assessment - Industry



Irving Overall Assessment - United States



Trailblazers

These DMO's and destinations realize the benefits of their tourism vision and work to keep the community and marketplace engagement fresh and relevant.

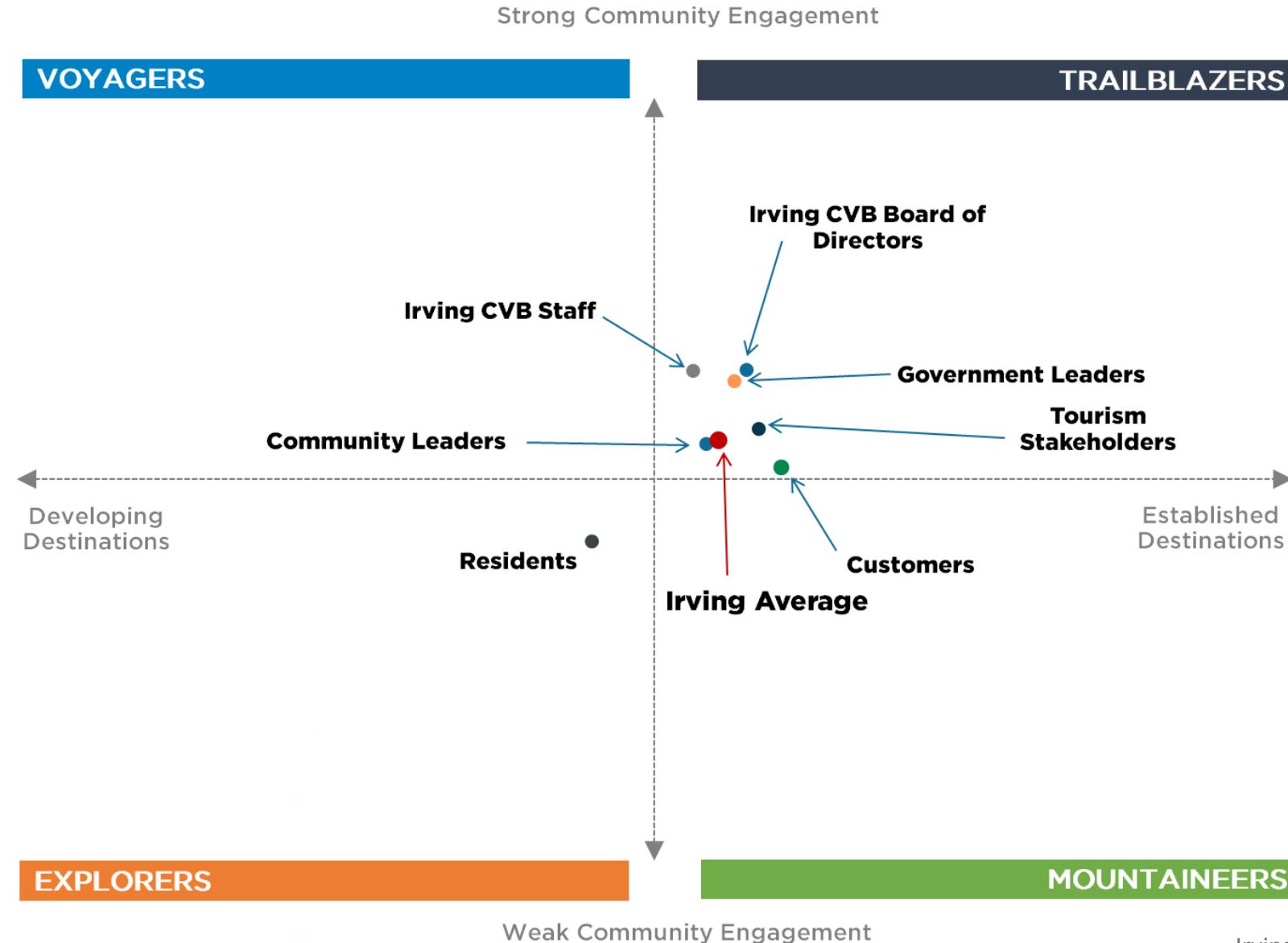
Key Strategic Challenges

- **Avoiding complacency**
- **Continuing to evolve the destination that delivers a compelling and authentic marketplace experience**
- **Keeping your eye on the ball**

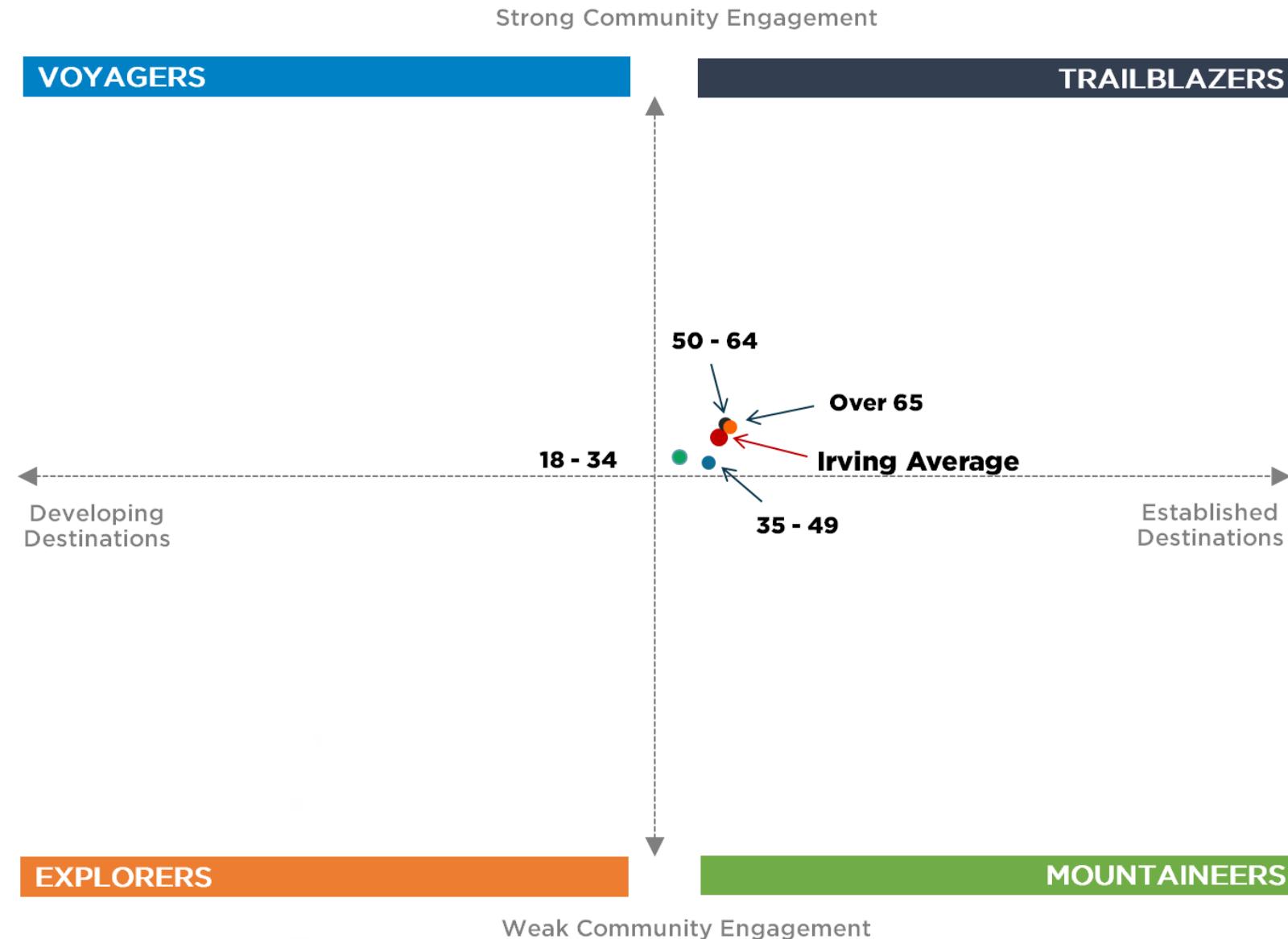
Strong Community Engagement



Irving Overall Assessment - Stakeholder Group

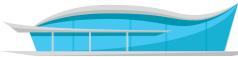


Irving Overall Assessment - Age Group



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
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Note

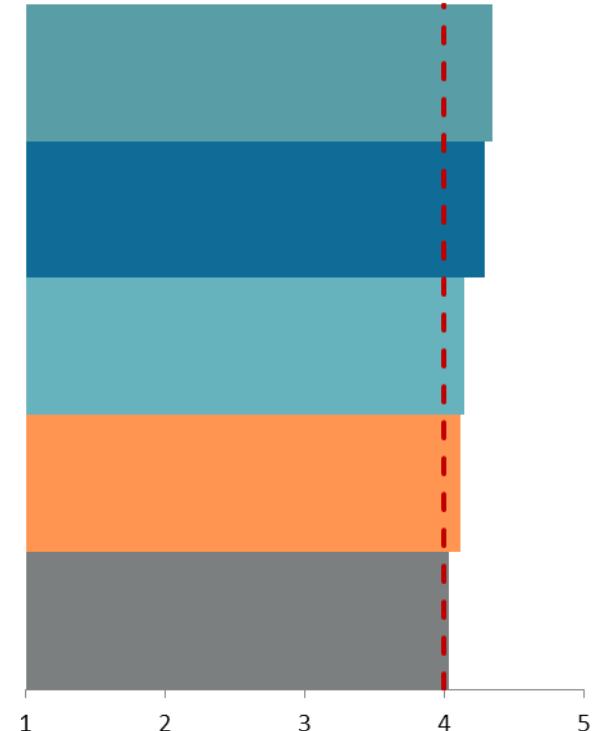
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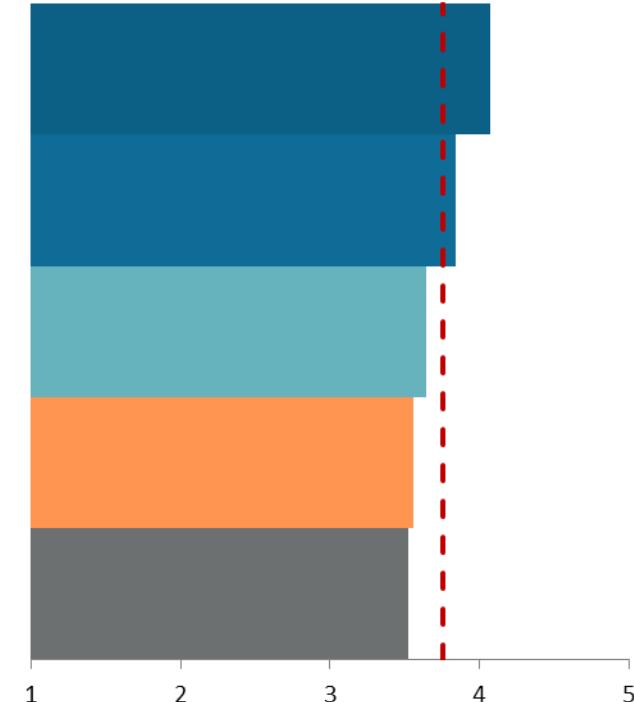
Destination Performance

- 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



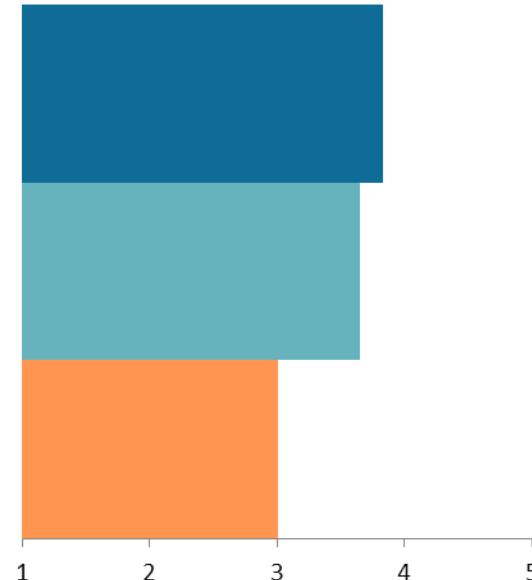
Convention & Meeting Facilities

- 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



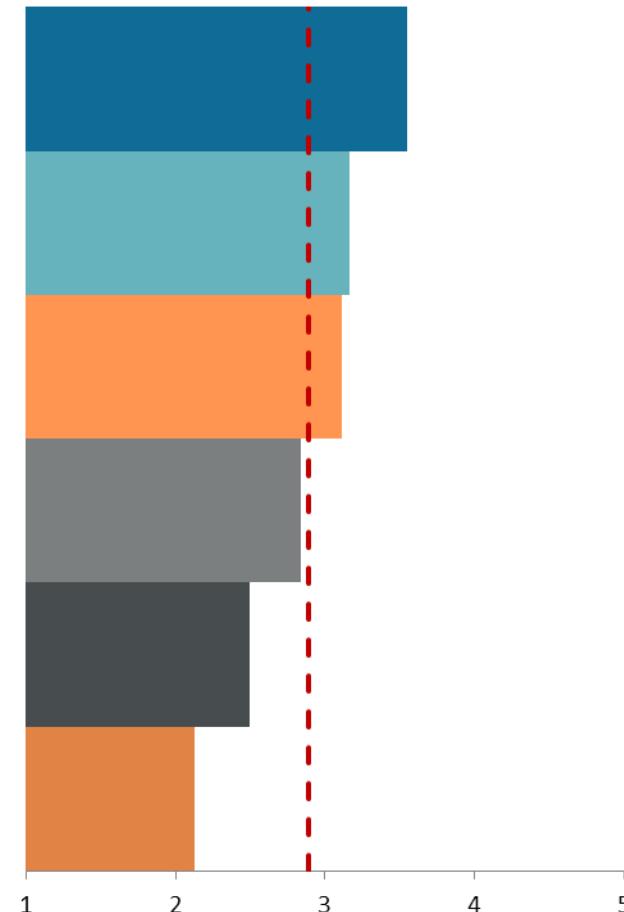
Communication & Internet Infrastructure

- 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



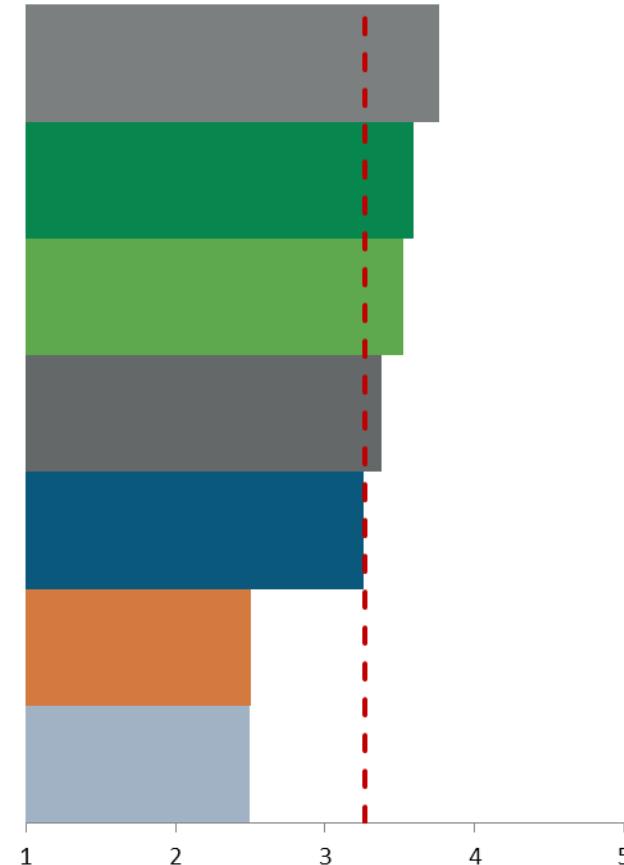
Mobility & Access

- 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



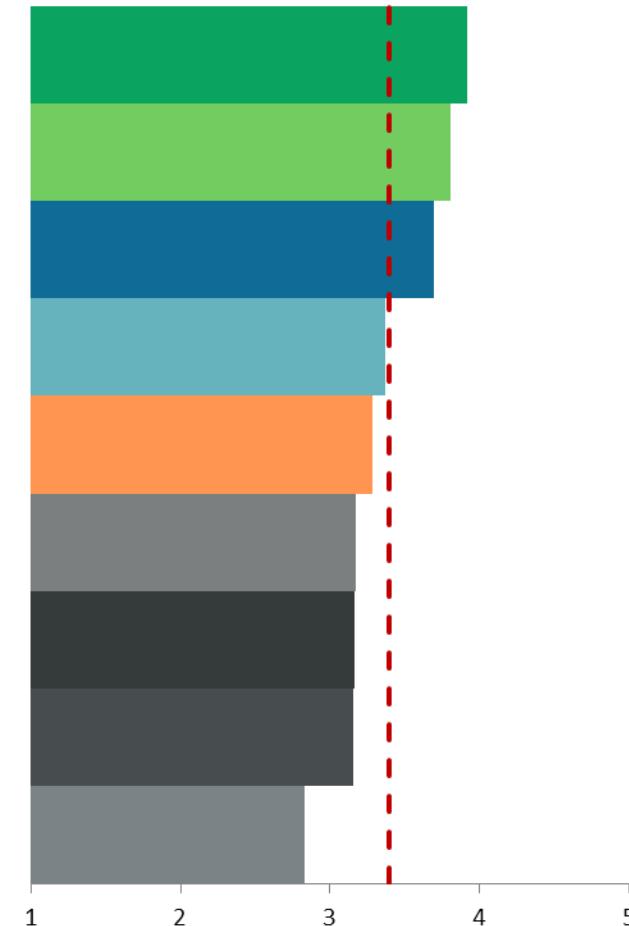
Attractions & Entertainment

- 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



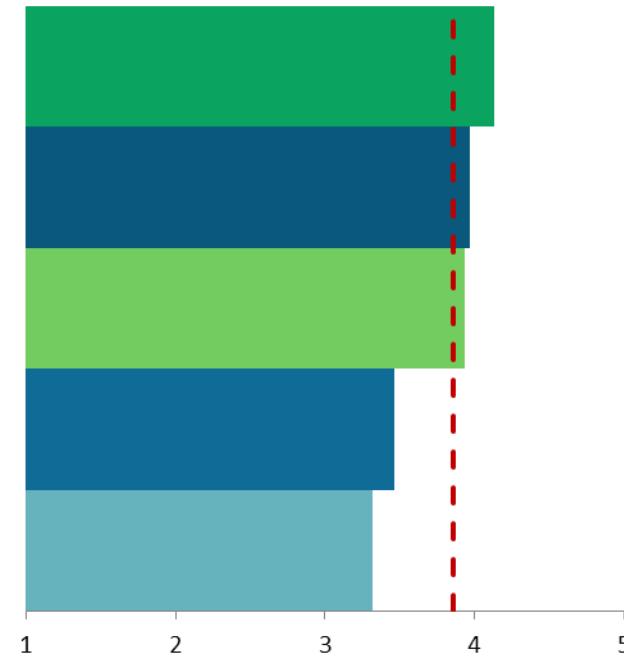
Brand

- 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



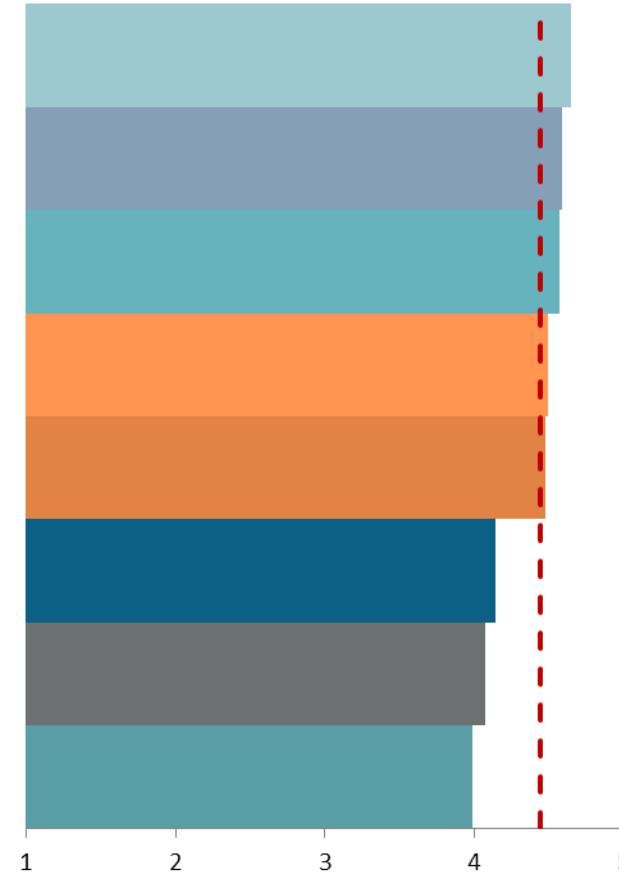
Accommodation

- 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



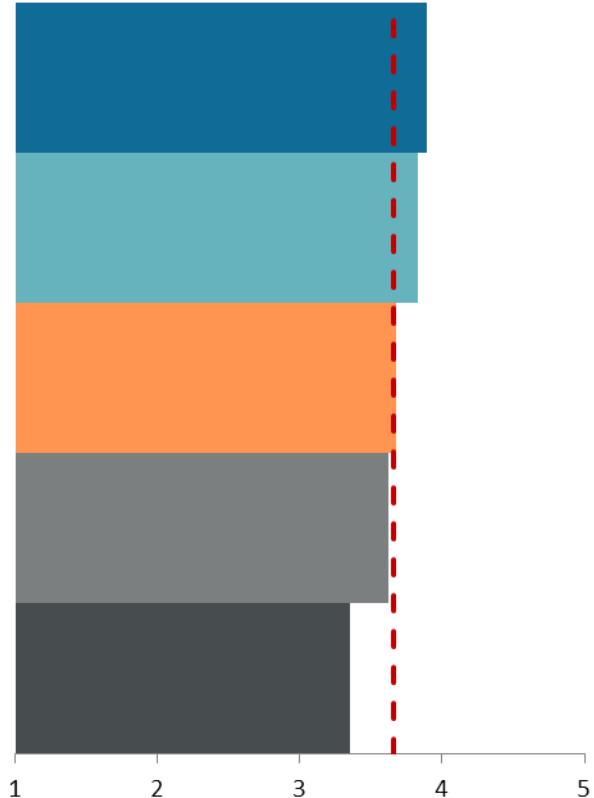
Air Access

- Offers variety and quality domestic air access (e.g. number of flights, schedule, and capacity)
- Offers variety and quality international air access (e.g. number of flights, schedule, and capacity)
- Offers a wide variety of domestic air access (e.g. number of carriers and low-cost options)
- Offers a wide variety of international air access (e.g. number of carriers and low-cost options)
- DFW Airport is a state of the art facility with capacity to grow
- DFW Airport offers a true destination "sense of place" that supports the brand
- DAL Airport offers a true destination "sense of place" that supports the brand
- DAL Airport is a state of the art facility with capacity to grow



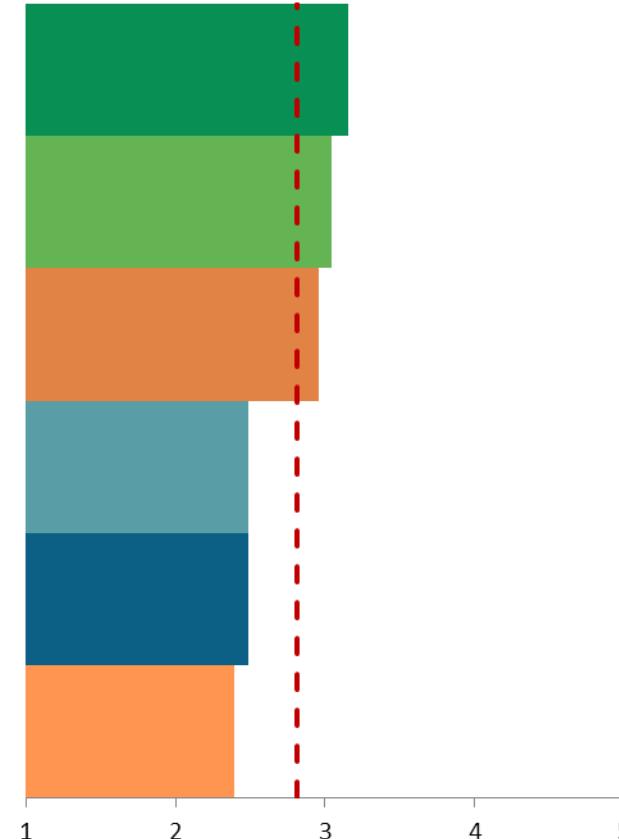
Events

- Government is cooperative and supportive in attracting and hosting major events
- Citizens are supportive of hosting major sporting/national or international events
- Has an abundance of parks and outdoor spaces for handling special events
- Has diverse and quality facilities and venues with capacity and availability to host major events
- Offers a year-long series of major events that attract visitors and drive economic impact



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	1 st	5 th
 Workforce	2 nd	8 th
 Industry Support	3 rd	6 th
 Funding Support & Certainty	4 th	10 th

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

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Community Support & Engagement – Stakeholder Report Card

Variable	Perceived Performance (1-5 scale)								Residents
	Irving Average	Irving CVB Staff	Irving CVB Board of Directors	Tourism Stakeholders	Customers	Government Leaders	Community Leaders		
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

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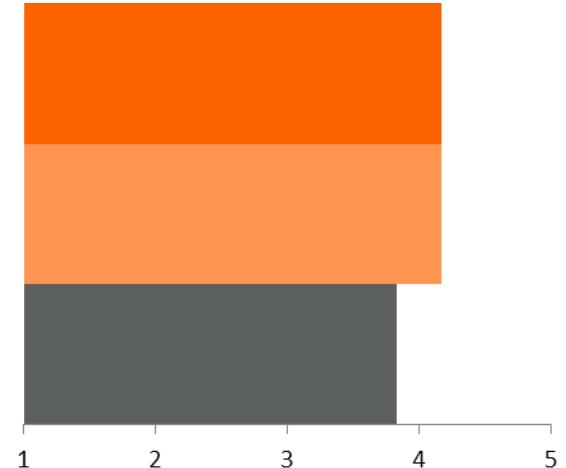
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Effective Advocacy Program

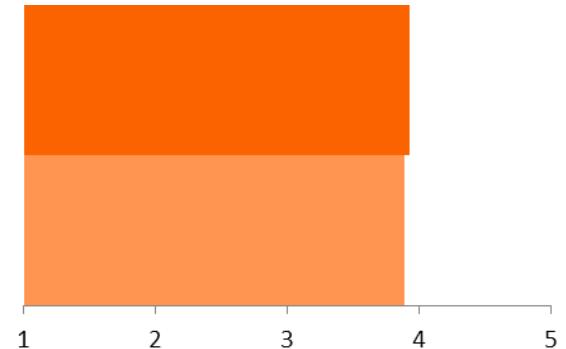
- Local government relies on CVB for input on destination management
- Local government is supportive of CVB programs and the tourism industry
- Advocacy program is successful in educating/informing government policy



Workforce

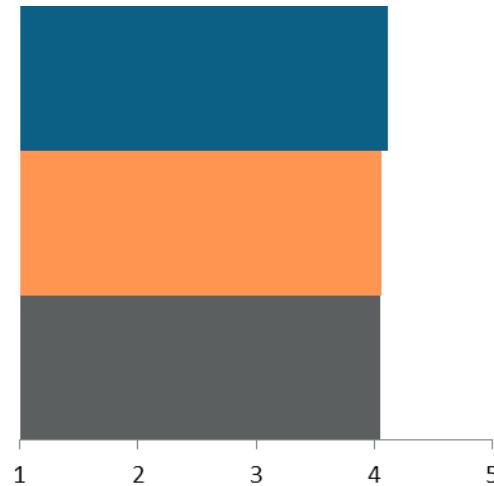
- Workforce is stable and has a positive labor relations environment

- Hospitality industry is able to attract and retain a high-quality workforce



Industry Support

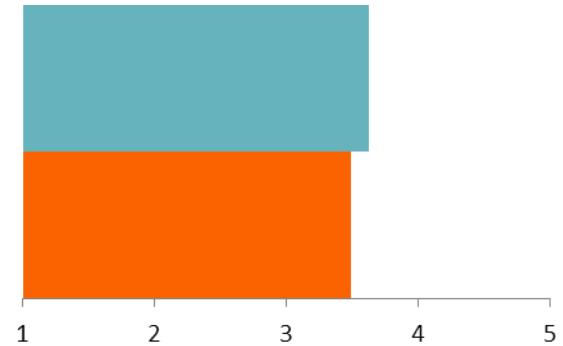
- Tourism industry leaders and stakeholders are supportive of the direction
- CVB is seen as a leader in the regional tourism industry
- CVB is seen as a leader in the state



Funding Support & Certainty

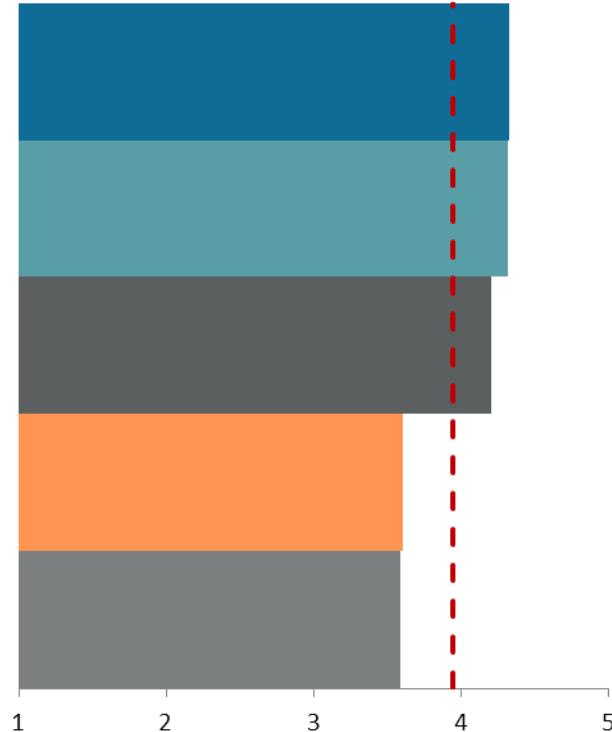
- Revenue sources are stable and sustainable for the future

- There is sufficient revenue sources to fund their strategies and initiatives today



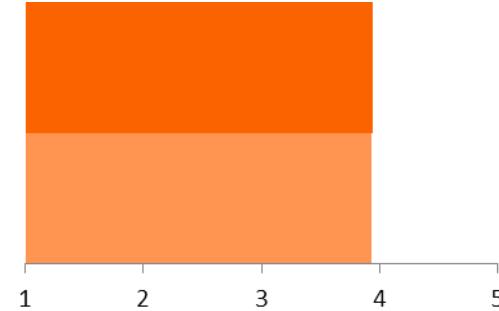
Economic Development

- 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



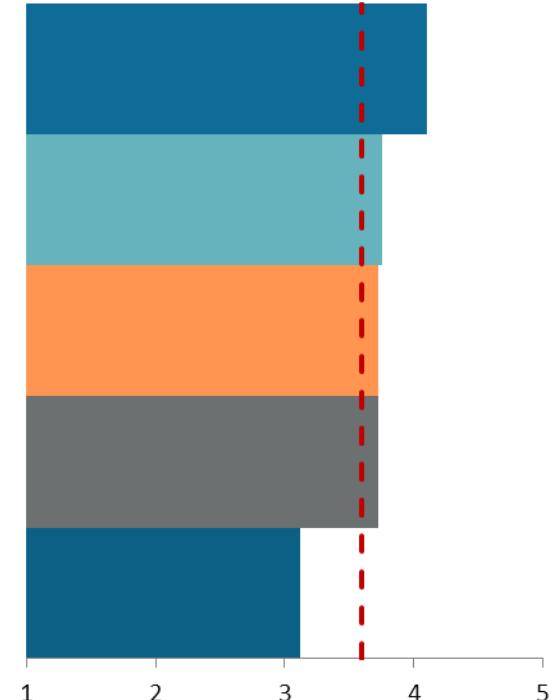
Hospitality Culture

- Destination has a hospitality-minded culture that welcomes visitors
- Destination has a reputation for offering high-quality customer service



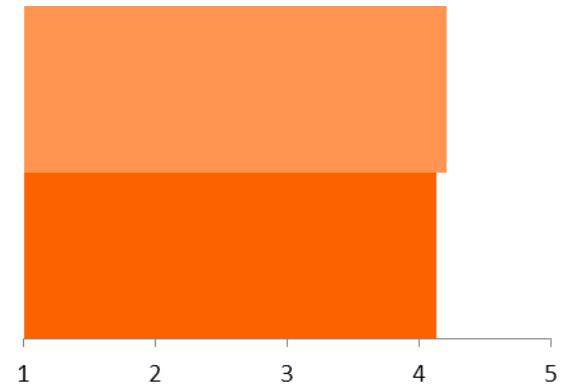
Local Community Support

- 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



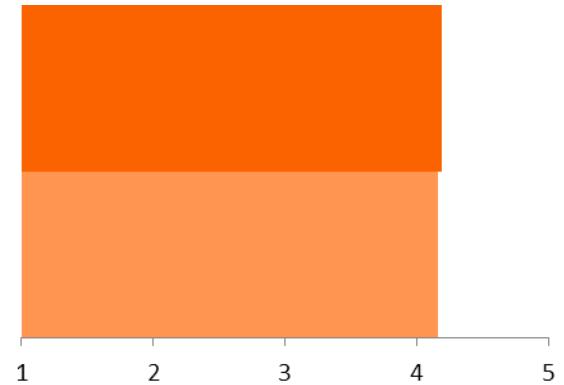
Partnership Strength & Support

- Business that benefit from tourism find value in being a partner with the DMO
- DMO partners are active, engaged, and supportive



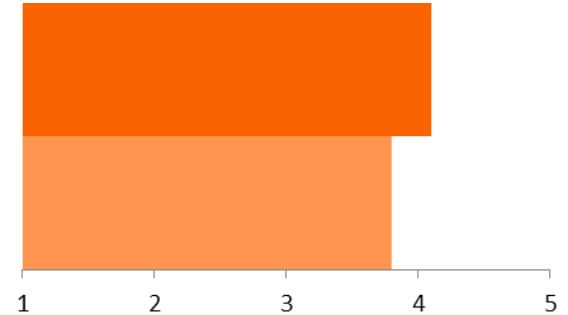
Effective Destination Organization Governance Model

- Local leaders are engaged in CVB's governance structure
- CVB has an effective governance structure, with appropriate and effective oversight



Regional Cooperation

- CVB tourism marketing efforts have broad economic benefits across the region
- There is broad collaboration and coordination among tourism partners



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
- Large, famous attractions
- Known for things to do
- Year-long series of events



Community Support & Engagement Opportunities

- Funding support & certainty
- Local community support
- 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



WOWSlider

Questions & Comments

Thank You!

pouimet@destinationsinternational.org

