

Becoming a Community Shared Value

Jack Johnson
Chief Advocacy Officer
Destinations International





Looking from the Outside

Tight Government Budgets



For years projections for most governments show that the rate of growth of most expected revenues are growing at a pace below the rate of growth of projected government expenses.

As part of this, there is a growing trend by those who seek to divert destination organization funding to start by undermining the credibility of a destination organization.

Fiduciary Failures Within Our Industry



Destination organizations spend other people's money, promoting other people's property by articulating, protecting and promoting an abstract idea - a brand, that is owned collectively by all the people of a destination.

Each one of these carry a fiduciary responsibility that must be acknowledged and fulfilled.

Can you pass a program audit?

The Lack of Community Relevance



Destination organizations are too often finding their relevance in a community is weak or non-existent. There seems to be a disconnect between the destination organization and the community it claims to serve.

This means that there is no ownership of the destination organization or a narrative about the shared value it represents within the community.

Our Arguments No Longer Resonate



The civic and political ground on which we stand has shifted. We talk to the public, to elected officials and to the media about industry performance measurements and return on investment that are often not understood or not believed.

The logic of our arguments no longer seems to matter.



Four Questions

What is the Community Need?



In today's globalized, networked world, every community must compete with every other for its share of the world's visibility—its share of attention and respect.

Every community must compete for its share of the world's tourists, their share of consumers and their share of the available talent.

Every community must compete for their share of the world's businesses and their share of the available capital and investments.

Those communities who fail to compete will lose ground. They will be left behind.

What Is The Solution?



The community needs infrastructure, public space, transportation, capacity and residents. But that alone is not enough.

For a community to compete, people need to be made aware of that destination, they need to hear about it, and they need to be able to find it when searching. People must have a clear and positive image of the destination's brand.

This will create a desire for people to visit the destination, to experience the people for themselves and ultimately, share their experience with others.

Why Are We The Solution?



Destination organizations bring strategies to achieve awareness and positive impressions; brand development, management and communication; promotion, marketing, sales, and visitor engagement. Destination organizations are the experts.

They have the tools, knowledge and relationships to provide the solution. And most of all, they have something that no outside person will bring to the table, they have the love of their community to see it through.

But this also means that destination organizations have a bigger mission. It means that the mission is not to put “heads in beds.” Measuring hotel occupancy is a good measurement, but not the mission. Every visitor is important. Every impression is important. Everything that allows a community to compete is important.

Who Are Destination Organizations Helping?



Destination promotion is for the benefit and wellbeing of every person in a community. It is an essential investment to develop opportunities and build quality of life to benefit the people of a destination.

What is our industry always pointing to? The jobs that are created, the local spending that is generated, the local tax revenue that is generated, and the economic activity that is generated.

So, who is helped by this? Who is our customer? It is the residents of the community. A destination organization's customer is its residents. Our families, our friends, our neighbors. Our community.

Our Cornerstone



The Argument for Public Support

Every community must compete with every other community for their share of the world's attention, customers, and investment.

To compete, people need to be aware of a community, have a positive impression, and want to visit to experience the community and meet its people.

This is achieved through clearly developing, articulating and managing the community's brand. Efforts must be made to promote, market, sell, and engage potential visitors. And all of this must be reinforced again and again. Destination organizations are uniquely positioned to do this.

Addressing this need for destination promotion is for the benefit and well-being of every person in a community. It is a common good. It is an essential investment to develop opportunities and build quality of life to benefit all the residents of a community.

The Community Alignment Roadmap



Values



Passion

Awareness

Transparency

Inclusion

Engagement

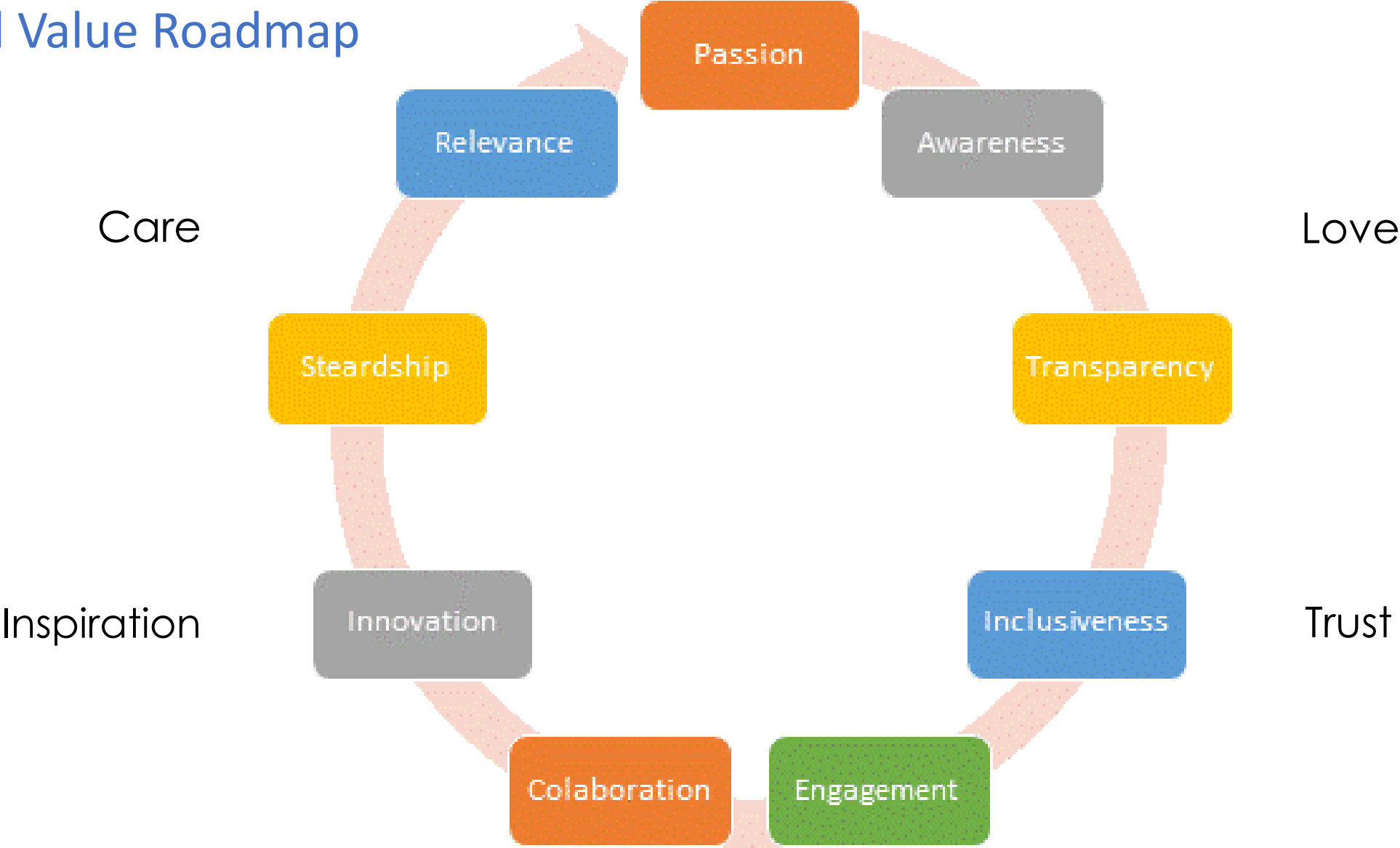
Collaboration

Innovation

Stewardship

Relevance

Becoming A Community Shared Value Roadmap



Passion / Pasión



Destination Passion is an intense enthusiasm for our destination, our community, and its people.

We are passionate about our destination. We have a strong desire to strengthen the community's economic position and vitality and provide opportunity for all its residents.

And it is with enthusiasm and eagerness that we seek to tell the world the story of our destination, of our history, of our culture, of our community and of our people.

Awareness



Destination Awareness is a concern about and well-informed interest in the history, situation, people, and/or development in our specific destination. It is also something to be spread and generated in others.

We are aware. We ask questions. We research. We engage. And most of all, we observe and listen.

We are well informed about our community, its past and its present, and we understand the hopes and dreams the people of our community - our home. We observe, ask, listen, and process and then repeat that over and over.

Transparency



Destination Transparency is all about being proactively open to stakeholder and public scrutiny.

We gladly inform our stakeholders and the community about what we do, how we operate and our return on investment. This means that in addition to sharing our successes and victories, we also share when we have fallen short or failed.

We seek to be responsible and accountable without any prompting or prodding.

Inclusiveness



Destination Inclusiveness means not excluding any area or neighborhood of our destination, any group or segment of people within our destination, or any history, culture, or tradition.

We welcome all into the fold. No one is turned away. We always strive to find ways to bring new people, new perspectives, and new ideas into our universe and through this, develop a clear, honest, and positive image of the destination's brand that reflects everyone with our community.

And we welcome visitors in the same spirit.

Engagement



Destination Engagement is the process of informing and listening to groups of people within our destination to address issues affecting the wellbeing of the community and promotion of the destination.

We treat our residents as our first customer. They are our front-line destination ambassadors, advocates, and beneficiaries of the destination promotion of our community. We treat our visitors as the valued guests they are. They provide critical resources as well as sparks of excitement and inspiration.

Collaboration



Destination Collaboration is the action of working with someone to produce or create something.

Effective collaboration contributes to our success.

We work together with our customers, members, clients, suppliers, and community stakeholders to reach our goals. We seek to empower these people with better sharing of information to improve our capacity to solve key problems which ultimately leads to new innovations and approaches.

Innovation



Destination Innovation means to make changes in something established, especially by introducing new methods, ideas, or products.

We understand that while the organization's values are unchanging, the means to achieving them are not. We welcome new ideas and fresh perspectives. We embrace and use new technologies and platforms to tell our story.

Stewardship



Destination Stewardship is balancing economic development, sustainable tourism, and quality of life.

We understand that we are building value not for ourselves but for our customers, members, stakeholders, and future generations. We understand that this must be done in a way that maintains our community, our assets and preserves our brand while growing opportunity.

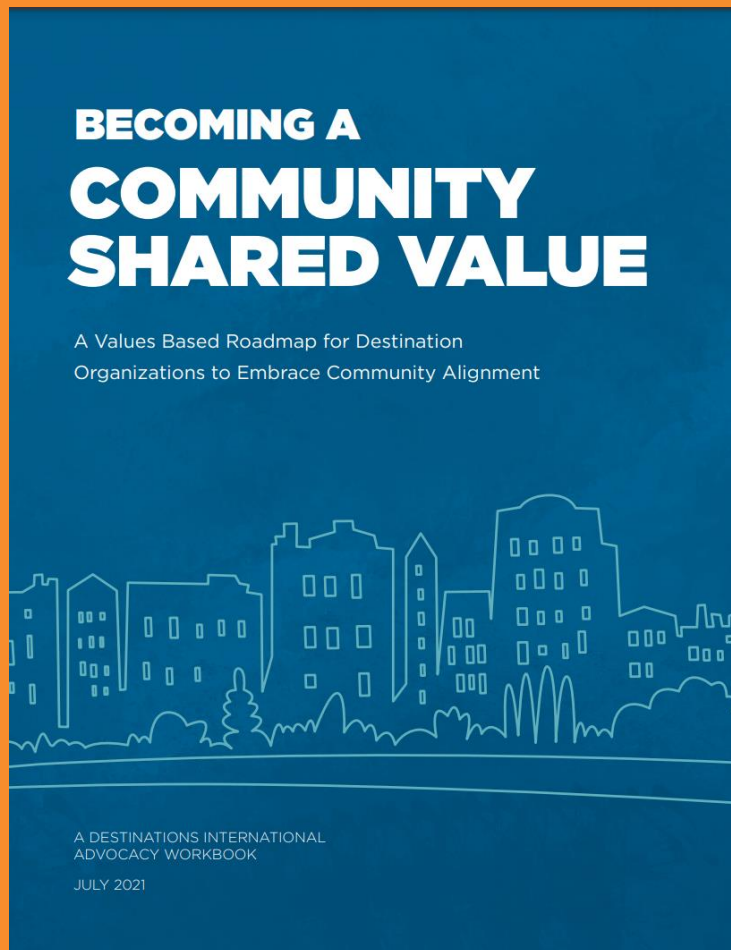
Relevance



Destination Relevance comes from being closely connected to what is being done or considered in our destination.

We are relevant in our community. Our leadership, expertise and acumen are understood and valued. We are a reliable source of information. Our ideas and counsel are sought. We have an equity position in the development of our community. Our community understands and supports our programs, and they depend upon us achieving our mission.

The CSV Workbook



When we observe organizations that have built a solid base of support in their community, as well as those who are less effective, we can say that there is specific set of core values that are either present or lacking. This workbook provides a deep dive into the key values of a community shared value or public good and offers insight as to how to create a roadmap for organizations to follow. The workbook is a complimentary resource for Destinations International members.

Check out the website CSV page:

<https://destinationsinternational.org/community-shared-value>



Thank You For Your Attention
jjohnson@destinationsinternational.org