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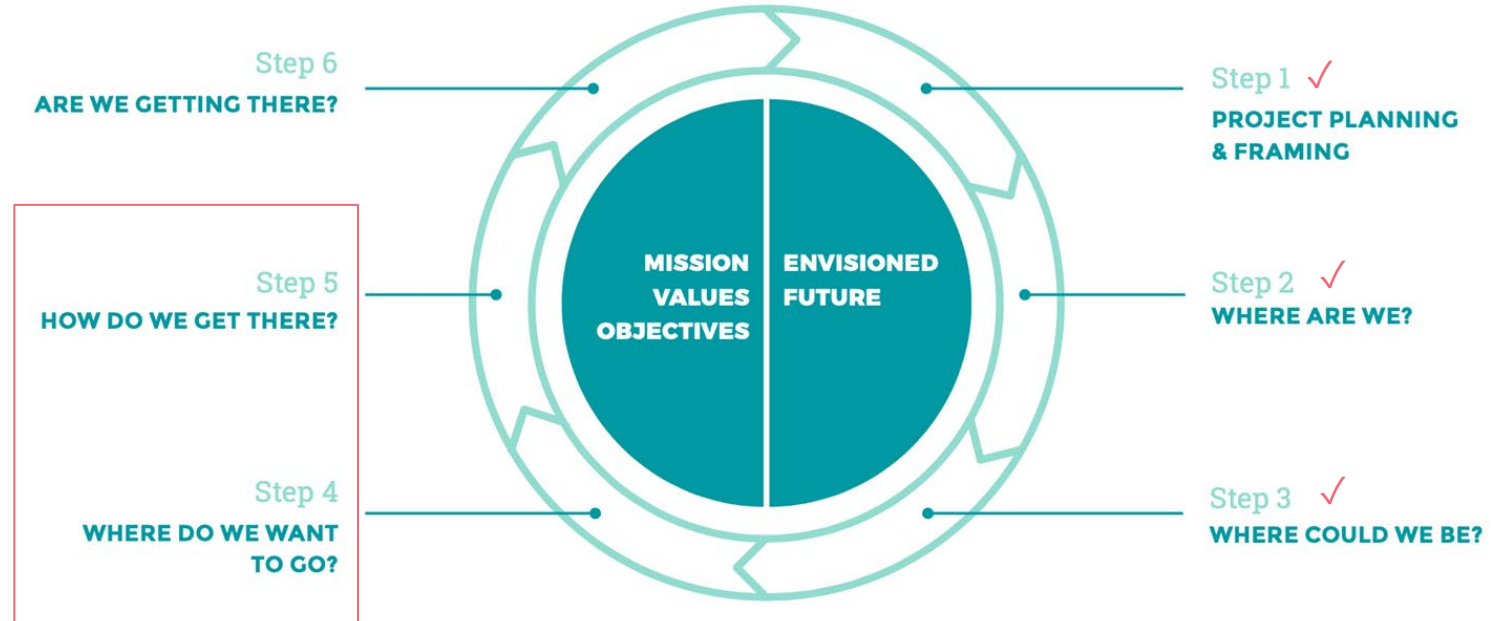
## **TRAVEL OREGON**

Organizational Design & Strategic  
Plan: Phase 2 Update



**WHERE ARE WE?**

## STRATEGY DEVELOPMENT PROCESS



# THE PROCESS

## Completed:

- 1:1 interviews with Travel Oregon (46 total)
- Interviews with agency partners and consultants
- Industry engagement session with GovCon participants
- All-staff survey & analysis
- Robust Destination Assessment

## Coming up:

- 7 x regional co-creation labs (½ day)
- Tribes focus group (½ day)
- RDMO focus group (½ day)
- Travel Oregon all-staff workshop (1 + ½ day)
- Various focus groups with BIPOC community

# FINDINGS & OBSERVATIONS

Governor's Conference: Industry Engagement

# INDUSTRY ENGAGEMENT

## **Socially**

*"Socially, (tourism) has provided a diversity of experiences for the people of our community. We're always striving for vibrancy, and this is reflected back through a visitor's eye. It's a great experience to have. We need to tell this more to people"*

*"Being relevant to the people we represent."*

## **Economically**

*"We need to think about an approved or adopted method of saying this is the economic impact of the traveller that can be applied consistently and universally across all DMOs. We need to tell a unified tale."*

## **Environmentally**

*"We have the ability to be stewards of this land and to do it responsibly. It's up to us to lead this. We can control how we market and to whom and how we promote. And to make sure we're working with the local communities to protect them."*

# FINDINGS & OBSERVATIONS

Destination Assessment

# DESTINATION ASSESSMENT

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# DESTINATION ASSESSMENT



## Strategy

- Define what destination management means
- Destination management is not about fixing problems
- Communicate the true value of tourism to residents
- Adopt a win-win-win approach to strategy
- Create long-term strategies of at least four/six years
- Let go of traditional marketing
- Destination development is at the heart of destination management

# DESTINATION ASSESSMENT



## Strategy

- Build Oregon's brand upon its identity
- Empower stakeholders and build social license
- Place climate action at the core of destination management
- Lead by example
- Become more strategic about DEI
- Establish new KPIs and measurement

# DESTINATION ASSESSMENT



## Organization

- Organizational readiness
- Reputation
- Company culture & cohesion
- Processes & systems
- Project management
- Technology & systems
- Leadership & management
- Research & innovation
- Measurement
- Strategic cycle
- DEI
- Funding & role of the commission

# WORKSHOPS GOALS & OUTLINE

# WHAT NEEDS TO BE TRUE



# THE VISION

Input & Discussion

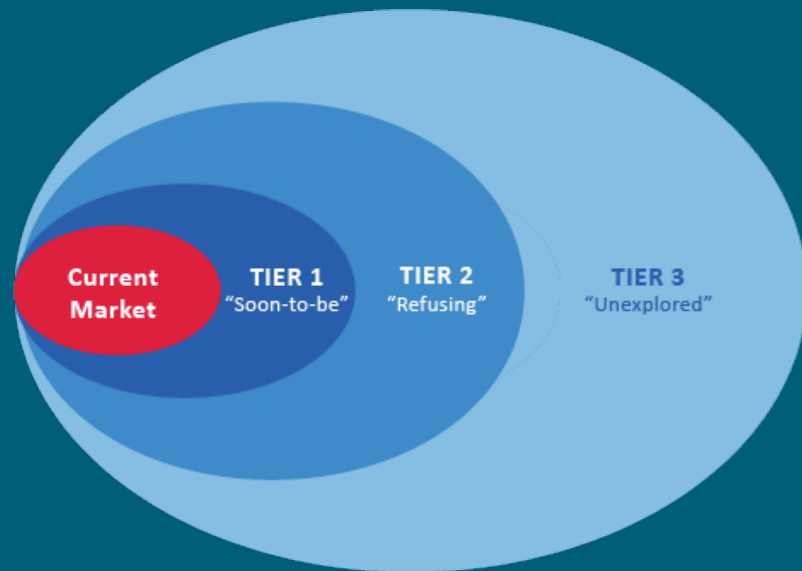
*“A better life for all Oregonians through strong, sustainable local communities that welcome a diversity of explorers.”*

***Travel Oregon's Current Vision Statement***

PRODUCT	Rating (Urgency)	Rating (Feasibility)	PROMOTION	Rating (Urgency)	Rating (Feasibility)	RESOURCES	Rating (Urgency)	Rating (Feasibility)

# ATTRACTING VISITORS

Audience Segmentation





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**WHAT'S NEXT?**

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# PROJECT PLAN

The Rebuild  
Plan

Where are  
we?

Where could we  
be?

How do we get  
there?

Are we getting  
there?

February - April

May - August

Sept - November

December

2022

## The Rebuild Plan

Through discovery, engagement and research, develop a short-term plan to aid in rebuilding tourism and Oregon's economy

## Destination Assessment

Leverage insights and learnings from DMO through 1:1 engagement, research and a SOAR survey to develop a destination assessment.

## Industry Engagement

Collaborate with industry across the state and the DMO via breakout sessions at GovCon and a series of co-creation labs and workshops to inform and validate direction for the transformational strategy.

## Transformational Strategy

Distill all learnings into a framework, validated by a REI and the DMO to develop the 4-year plan in detail for adoption. .

## Implementation

Begin implementing key priorities through consultation and collaboration with DT.

“

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**HAVING A VISION FOR WHAT YOU  
WANT IS NOT ENOUGH.  
VISION WITHOUT EXECUTION IS  
HALLUCINATION.”**

*Thomas A. Edison*

# PHASE 3: Implementation

- Regroup to discuss next steps and action plan to implement organizational change plan, including assigning roles and responsibilities
- Collaborate together on key priorities and actions to drive the implementation of the organizational change plan forward through ongoing working sessions and consultation



**THANK YOU**

