

20 YEAR PROFESSIONAL ADVISORY SERVICES TRACK RECORD

200+

IN-DEPTH STRATEGIC PLANNING FACILITATION

Organization, Destination and Community Assessments and Strategic Plans

150+

DETAILED ORGANIZATION MARKETING, SALES AND BUSINESS PLAN DEVELOPMENT

Services and Destination/Community Association Annual Plans

100+

SOLID BACKGROUND IN FACILITY/VENUE DEVELOPMENT ADVICE

Market and Financial Feasibility Analyses (hotels, attractions, events, meeting/conference centers, recreation and entertainment facilities, and transportation/wayfinding)

100+

IN-DEPTH COMMUNITY AND/OR DISTRICT/NEIGHBORHOOD DEVELOPMENT AND MARKETING PLANNING EXPERTISE

Destination Development/Community Action Plans

50+

FOCUSED ORGANIZATION DEVELOPMENT AND BOARD LEADERSHIP AND GOVERNANCE PROFESSIONAL DEVELOPMENT

Organization Effective Performance Training and Business Tools (reporting and working charts, CEO charters and executive search, position descriptions, staff priority action plans, human resources and succession planning, and board governance and management relationship best practices)

40+

ACTIVE INVOLVEMENT IN ORGANIZATION AND DESTINATION/COMMUNITY BRAND ANALYSES AND STRATEGY FORMULATION

Brand Assessment and Development Strategy Reports

25+

SPECIFIC EDUCATION STRATEGY AND CURRICULUM DEVELOPMENT

Industry Trade Association, Destination Organization, University and Government Plans, and Credentialing/Training Programs (destination marketing leadership, college/department focus and new directions, hotel and sports event marketing, and tourism marketing and development in over 12 North American/international countries)

20+

STRONG ENGAGEMENT IN ORGANIZATION ADVOCACY AND STAKEHOLDER RELATIONS PLANNING ADVICE

Dedicated Local Audience/Resident Communications Surveys, Strategies and Plans



15 Year Extensive Senior Management and Operational Experience
in Private and Not-for-Profit Businesses

6

TRANSPORTATION, HOSPITALITY, ATTRACTION/EVENTS, RETAIL SERVICES, AND DESTINATION/COMMUNITY ASSOCIATION POSITIONS

Don Anderson, Executive Partner

DCG CORPORATE PROFILE SUMMARY



DESTINATION
CONSULTANCY GROUP

PURPOSE, AIMS AND VALUE PROPOSITION

Providing sound research and practical management and leadership advisory services to our private, not-for-profit and government clients.

Destination Consultancy Group (DCG), a U.S. and Canadian registered limited liability company formed in 1996, is a boutique international advisory partnership of transportation, tourism/hospitality and entertainment professionals, providing services in

- 🌐 Strategic Planning,
- 🌐 Operational Productivity,
- 🌐 Organizational and Marketing Management, and
- 🌐 Industry Development.

The company performs assignments under 10 advisory practices.

Client Promise

We commit to making communities, destination and tourism/hospitality and entertainment organizations and their leadership teams more brand effective and influential.

The principals and key associates of DCG provide their clients with over 250 years of combined consulting and direct work experience, encompassing some 750 assignments in the transportation community/destination, hospitality, attraction/event and entertainment development and management fields. As part of this impressive range and depth of experience and skills, the three principals (two of which are silent partners who lend their experience and expertise) of the company have held senior management positions with community associations, urban and resort hotels, foodservice and entertainment facilities, visitor attractions and events, and educational institutions. On large assignments, DCG uses the specialized services of its various associates. With primary offices in the United States and Canada, DCG has the capability to provide excellent service to its private and public sector clients in North America.

APPROACH AND BUSINESS PHILOSOPHY

In initiating assignments, a consultative process commences with the identification and understanding of the clients' problems and needs. Based on mutual evaluation, a proposal is prepared highlighting the research work program, anticipated resultant products and costs. To ensure value for services rendered, the exclusive use of senior principals and associates are designated to the subject project.

To optimize the success of this consultative approach, DCG firmly believes in a quality research, results-oriented and value-added client perspective. We are dedicated to assisting our clients to solve their problems and/or capitalize on their opportunities. Also, ongoing advice is given, if required, during the implementation phase.

UNIQUE ATTRIBUTES

- 🌐 Over 750 advisory assignments completed in transportation, community/destination, hospitality, attraction/event and entertainment marketing, development and management
- 🌐 250+ years combined direct work experience with communities, hotels, restaurants, attractions, entertainment facilities and educational institutions
- 🌐 Direct partner and senior associate involvement with clients
- 🌐 Assistance to over 400 service-related private businesses, destination/community not-for-profits and governments on research and planning, branding and marketing management
- 🌐 Recognized top educators and trainers internationally in community/destination, hospitality and entertainment marketing and management with academic/practitioner books and published journal articles

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CORE ADVISORY SERVICES

DCG undertakes assignments in the following core competency areas.

Strategic Planning

- 🌐 Organization, destination and industry sector visioning
- 🌐 Long-term organization strategy formulation
- 🌐 Business and destination/community assessment
- 🌐 SWOT/future map and competitive analyses
- 🌐 Future/trends forecasting
- 🌐 Leadership development and productivity
- 🌐 Measurement and operational alignment

Operational Productivity

- 🌐 Organization diagnostic and performance analysis
- 🌐 Financial operating budget and control system needs
- 🌐 Project and program cost/benefit analysis
- 🌐 Executive/Board succession and placement search
- 🌐 Organization startup and formation advice
- 🌐 BID/TID development/operational planning support
- 🌐 Contract management

Organization & Marketing Management

- 🌐 Marketing strategy and plan formulation
- 🌐 Organizational and funding assessment
- 🌐 Marketing and brand development research
- 🌐 Market positioning and brand strategy
- 🌐 Promotional and sales planning
- 🌐 Customer/visitor experience evaluation
- 🌐 Advocacy and community relations planning

Industry Development

- 🌐 Professional development training and facilitation
- 🌐 Community/destination marketing and sports event curriculum development
- 🌐 Service audit and development planning
- 🌐 Consumer/visitor exit, stakeholder and resident surveys
- 🌐 Industry partnership and alliance formation
- 🌐 Service and hospitality industry market and feasibility studies

Ten Advisory Practices

- ➔ Destination Marketing and Management
- ➔ Organization and Destination/Community Brand Research and Strategy
- ➔ Organization and Destination/Community/District Experience Development
- ➔ Visitors Center Development and Marketing
- ➔ Organization Development, Advocacy and Community Relations
- ➔ Transportation, Lodging, Convention and Hospitality Management
- ➔ Food/Wine Tourism and Winery Marketing
- ➔ Event/Sports Tourism and Exposition Management
- ➔ Marketing Research and Planning
- ➔ Education, Professional Development and Board Facilitation

INNOVATIVE TECHNIQUES

Some of DCG's unique research and planning procedures that have provided credibility to our findings, conclusions and recommendations include:

- 🌐 Development of service industry sectoral product standards (lodging, food & beverage, attraction, parks, meeting and sports facilities, retail, and winery)
- 🌐 Use of the "secret or mystery shopper" technique for services product assessments (quantity and quality attributes)
- 🌐 Random sample survey of customers/visitors on their branded experience
- 🌐 Board and management team building on marketing and leadership futures
- 🌐 Online customer and stakeholder surveys on strategic planning advice
- 🌐 Online customized visitor, stakeholder and resident surveys on community/destination brand development
- 🌐 Compliance advice on service organization accreditation standards
- 🌐 Detailed SWOT/future map and competitive analyses based on customer and industry views
- 🌐 Application of the product life cycle concept to services and marketing planning
- 🌐 Use of interactive visioning (future to present) and strategic planning (present to future) workshops
- 🌐 Working closely with private sector businesses and associations in the implementation of mutually devised marketing, product development and advocacy plans.

DON ANDERSON, EXECUTIVE PARTNER: PROFESSIONAL QUALIFICATIONS

Over 35 years in the transportation, hospitality and entertainment profession, of which half were in various senior operating positions such as hotel general manager, destination organization president, resort marketing director, attraction/special event manager and industry consultant, with the remaining years as a college instructor and educational officer with California State University Fullerton and Purdue University, U.S.A. and University of Calgary, Canada.



EDUCATION

- Honorary Certified Destination Management Executive, Destinations International (formerly DMAI and IACVB), 2001
- Certified Management Consultant, Association of Management Consultants (Marketing/Strategic Planning)
- Master of Business Administration (International Business and Tourism Management) Michigan State University, U.S.A.
- Bachelor of Business Administration (Economics and General Business) Queen's University, Canada and Western Michigan University, U.S.A.

TEACHING EXPERIENCE

- Director and Founder, Executive Program in Destination Management, Destinations International/DMAI, 1992–2017
- Visiting Professor and Director, Center for Entertainment and Tourism Communications, College of Communications, California State University Fullerton, 2011–2013
- Director, Professional Development and Industry Engagement, HHS School of Hospitality & Tourism Management, Purdue University, 2002–2011
- Director and Tenured Senior Instructor, Undergraduate Programs, Tourism and Hospitality Management, University of Calgary, 1992–2001
- Executive Director, World Tourism Management Centre, University of Calgary, 1992–2001
- Facilitator/Instructor, Services Industry Professional Development and Training Internationally in 10 countries (China, Hong Kong, Sri Lanka, Indonesia, Australia, United Kingdom, Italy, Sweden, Jordan and Dubai), 1996–2017

PROFESSIONAL WORK EXPERIENCE

- Executive Partner, Destination Consultancy Group, 1996–Present, United States and Canada
- Chief Research Advisor, Believable Brands, 2005–Present, United States
- President/Vice-President, Calgary Convention & Visitors Bureau/Tourism Calgary, AB, Canada
- Hospitality Manager, World's Fair N.W.T. Expo '86 Pavilion, Vancouver, BC, Canada
- General Manager, Explorer Hotel, Yellowknife, NWT, Canada
- Marketing and Planning Director, Heathwood Resorts, Calgary, AB, Canada
- Vice-President, Economic Planning Group, Calgary, AB Canada
- Senior Consultant, Pannell Kerr Forster, Edmonton, Calgary and Vancouver, Canada

RESEARCH, ADVISORY AND SPEAKING ENGAGEMENT EXPERTISE

- Corporate and community/destination association strategic and business planning
- Organization and destination/community marketing strategy and management
- Association board governance and CEO/Executive Director search and succession planning
- Organization advocacy and community relations planning
- Visitor center development and marketing renewal strategy
- Community/district development planning and marketing
- Organization/destination brand research and strategy formulation
- Tourism/service industry entrepreneurship and leadership
- Tourism competitiveness and economic development
- Transportation, hospitality and entertainment operations
- Community and destination development/tourism master planning
- Sports tourism strategy development and educational training
- Mega-event planning and development
- Arts, heritage and cultural organization development and marketing
- Customer service/quality assurance evaluation
- Tourism/services industry executive development and training

RELEVANT PROFESSIONAL ACTIVITIES

- Extensive consulting experience with over 750 assignments completed in the United States and Canada
- Over 2,000 board, government and industry meeting facilitations during the past 20 years
- Founder and Past Director, Certified Destination Management Executive Program (Destinations International)
- Former Education/Professional Development Advisor, National Association of Sports Commissions (NASC)
- Honorary Inductee, Destinations International Hall of Fame (2015)
- Over 400 presentations at various tourism/service industry-related association conventions and related meetings