

TOP 10 BESTSELLER
amazon.com

WALL STREET JOURNAL
BESTSELLER

BARNES & NOBLE
#1 BESTSELLER



Hiding in Plain Sight: Leapfrogging to Innovation

 **Destination
Marketing**
Association International

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Forbes
.com



monster

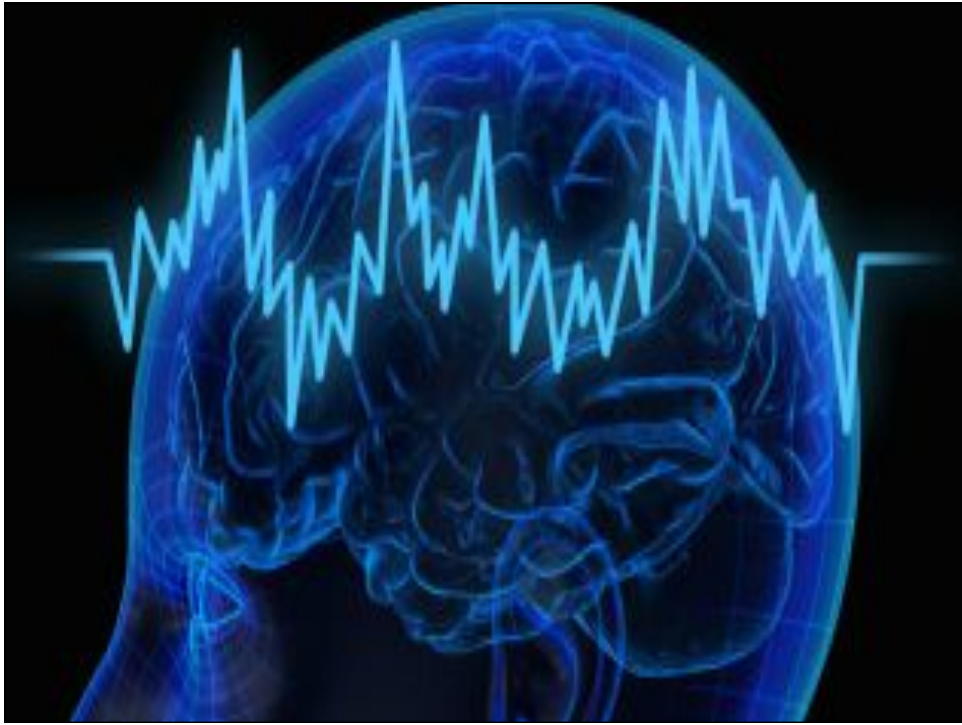


Download slides: www.leapfrogging.com/dmai













\$20 Million market cap (bankrupt in 2013)



\$14 Billion market cap (in many new businesses)



“There's no formula. If there was a formula, a lot of companies would have bought their ability to innovate.”



-- Tim Cook, CEO



**So how do
you do it?**

Driving DMO Innovation



1. Create outstanding experiences


2. Build New Business Models

3. Disrupt Yourself


Three Key Questions:

1. What “business” are we in?
2. What do our “customers” really want?
3. How can we (creatively) add the most value?





Search


App Avanz!

My account
My shopping cart
My shopping list

Join IKEA FAMILY
Join our email list
Información en español

Home & Appliances

Children's IKEA

Textiles & Rugs

For Business

Departments

Media furniture

Living room storage

Coffee & side tables

Living room lighting


Living room textiles & rugs


Series

LIVING ROOM FURNITURE

We all have a story to tell

Your living room is where you share the story of who you are. So our living room furniture helps you do that - with lots of ways to show off the things you've done and the places you've been. And plenty of comfortable seating - because sharing it all with your favorite people is the best part.






Sofas & armchairs (231)

Fabric sofas, Leather sofas, Sofa beds, Modular sofas, Chaise lounges, Footstools & pouffes, Armchairs, Extra covers


TV & media furniture (176)

For TVs up to 40", For TVs larger than 40"




Living room storage (483)

Bookcases, Shelving units, Wall Shelves, Shelf & Bracket - Secondary Storage | IKEA, DVD & CD furniture, Cabinets & sideboards, Storage boxes & baskets




Coffee & side tables (63)

Coffee tables, Sofa tables, Side tables




Living room lighting (387)

LED lights, Table lamps, Floor lamps, Ceiling lights, Integrated lighting, Wall lamps, Spotlights, Shades, Bases & cords, Light bulbs & accessories



Living room textiles & rugs (488)

Rugs, Cushions & cushion covers, Curtain rods & rails, Curtains & blinds, Blankets & throws, Fabrics & sewing




ALL SERIES



Vayable

LIST AN EXPERIENCE LOG IN SIGN UP REQUEST A TRIP

INTRODUCING THE NEW VAYABLE IPHONE APP
Download now in the App Store!




FIND A NEW EXPERIENCE


Discover and book unique experiences offered by local insiders.

Where are you going?

Top Destinations: Paris / New York / London / Barcelona / Rome / San Francisco / More...



“
A historian, guide, and friend all rolled into one. You won't find this in guidebook or a traditional tour service.”



“
Always the highlight of our trip. Put Vayable on your "Must do" list.”

CALLIE H. (CONSULTANT)

Vayable

SEARCH


LIST AN EXPERIENCE LOG IN SIGN UP REQUEST A TRIP

— San Francisco, California —

SCOUT FOR STREET ART

with Russell H.

✓ VIDEO VERIFIED 38 REVIEWS



Street art is sometimes regarded as vandalism and urban blight. But in San Francisco it's considered part of life's rich tapestry, a reflection of the Bay Area's colorful history, radical politics and diverse population. Ever since Diego Rivera picked up a paintbrush to create his first SF mural in 1930, the city's sidewalk artists have viewed walls as oversized canvases, and in recent years the artworks have spread beyond their

MAKE A RESERVATION

\$37
per person
for 3 hours

Vayable

LIST AN EXPERIENCE LOG IN SIGN UP

WHAT RUSSELL LOVES

Culture

Hey there, I've been wandering the streets of San Francisco and staring at the walls, poles, fences, and sidewalks, since 1997. The City's urban landscapes can be filled with graffiti, murals, stickers, stencils, and other creative styles.

RUSSELL H.
★★★★★

VIDEO VERIFIED

- San Francisco, CA, USA
- English
- 2 experiences

SERVICES

1 Offer Experiences

I have been documenting, writing about, and making stencils since 1995.

In 2008, I wrote the book "Stencil Nation: Graffiti, Community, and Art." It has over 500 photos, 400 artists, from 28 countries. I also have a website (since 2002) with almost 20,000 photographs of street art documented. I have exhibited art shows as well as written essays for art books.

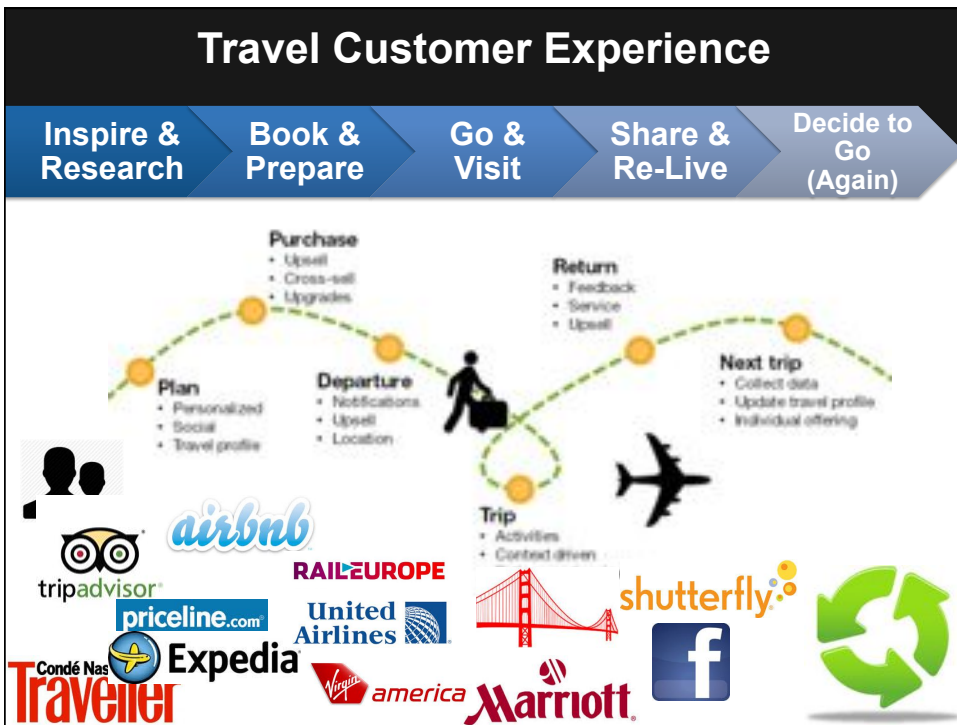
Go here for more info: www.stencilarchive.org

MAKE A RESERVATION

\$37
per person
for 3 hours

This outstanding guide is a member of our Ambassador program! Vayable Ambassadors make your travel experience extra special.





**Once you lose
purpose, you
lose relevance.**

What business are you in?



- Destination marketing?
- Destination management?
- Tourism?
- Conventions?
- Ensuring successful meetings?
- Delivering local experiences?
- Creating cultural experiences?
- Economic development?
- Community building?
- Enhancing quality of life?
- Something else?

Driving DMO Innovation



1. Create outstanding experiences

2. Build New Business Models

3. Disrupt Yourself

Business models answer two key questions:

1. How do we “make money”?
2. How do we differentiate ourselves? (e.g., what’s our “brand” & how do we shape it?)





A screenshot of a Facebook advertisement for Hertz. The ad is titled "Traveling at the Speed of Hertz™" and features a yellow Hertz logo. The main visual is a silver SUV and a silver sedan. A prominent offer states "SAVE UP TO \$50" with a small image of a red car. Below this, a progress bar shows a "starting value" of \$20, a "your current value" of \$20, and a "maximum value" of \$50. The ad includes a "time remaining" of 11 days, 0:45:41, and two buttons: "Use the coupon" and "share it up!". The background shows a Facebook page interface with navigation links like "Screen", "Home", and "Find Friends".

Hertz He Car Tim

Traveling at the Speed of Hertz™

SAVE UP TO \$50

On a weekly rental at the airport

\$20 starting value | \$20 your current value | \$50 maximum value

time remaining: 11 days, 0:45:41

Use the coupon | share it up!

at current value & book by Dec 31 | for a better deal!

111,657 likes

Connect with Hertz – share your idea and interact with fellow Hertz fans! Customer Service? Visit www.hertz.com

CSB Grabs Raise over \$... (loggs.com/travel) suchas raise over 12 Million offers for Item Tracking vice

Holiday Inn

11-14-09

Jahnette Jameson	Folio No. : 203958	Room No. : 0705
City Of Duncannon	ARR Number	Arrival : 11-09-09
324 Lamy Lane	Group Code : LEA	Departure : 11-14-09
Duncannon, TX 75116	Company : National League of Cities	Conf. No. : 63819024
MS	Membership No. :	Rate Code :
		Page No. : 1 of 2

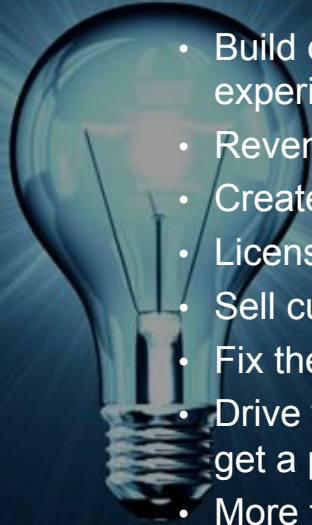
Date	Description	Charges	Credits
11-09-09	Room Tax	1.00	
11-09-09	State Tax	1.94	
11-09-09	City Tax	1.41	
11-09-09	County Tax	1.81	
11-10-09	Room Tax	1.00	
11-10-09	State Tax	1.94	
11-10-09	City Tax	1.41	
11-10-09	County Tax	1.81	
11-11-09	Room Tax	1.00	
11-11-09	State Tax	1.94	
11-11-09	City Tax	1.41	
11-11-09	County Tax	1.81	
11-12-09	Room Tax	1.00	
11-12-09	State Tax	1.94	
11-12-09	City Tax	1.41	
11-12-09	County Tax	1.81	
11-13-09	Room Tax	1.00	
11-13-09	State Tax	1.94	
11-13-09	City Tax	1.41	
11-13-09	County Tax	1.81	
11-14-09	Breakfast	1.81	
			893.80

Holiday Inn San Antonio Maroon
 214 S. Mariposa Street
 San Antonio, TX 78205
 Telephone: (214) 224-2000 Fax: (214) 223-1302

What else?



What else can you do?



- Build or broker services across the experience?
- Revenue share (w/startups like Vayable)?
- Create your own “MyDisneyExperience”?
- License “the brand”?
- Sell customer data to service providers?
- Fix the VAT complexity (for int’l travel)
- Drive win-win *airbnb* business model (to get a piece of the action via taxes)?
- More taxes?

Driving DMO Innovation



1. Create outstanding experiences
2. Build New Business Models
3. Disrupt Yourself



OpenTable

Restaurant Reservations
Free - Instant - Confirmed

New York / Tri-State Area Restaurants

Select Location: All Neighborhoods
Refine Search Criteria: All Cuisines
Select Date, Time & Party Size: 05-13-2010 7:00 PM 2 people

Welcome, Guest

OpenTable Diners' Choice™
All New York / Tri-State Area
Refine Locations: Manhattan, Brooklyn, Westchester / Hudson Valley

Most Booked 1000-Point Tables

- Ethos - U.N.
- The Moders - Bar Room
- Kellari Taverna
- Madison & Vine
- Accademia Di Vino

Search Results

John's Grill
Downtown / Union Square
6:30pm 7:00pm 7:30pm



Uncover Pain Points (of your stakeholders)

“Follow Me Homes”

“Customer Office Hours”



Hire “Unusual Suspects”



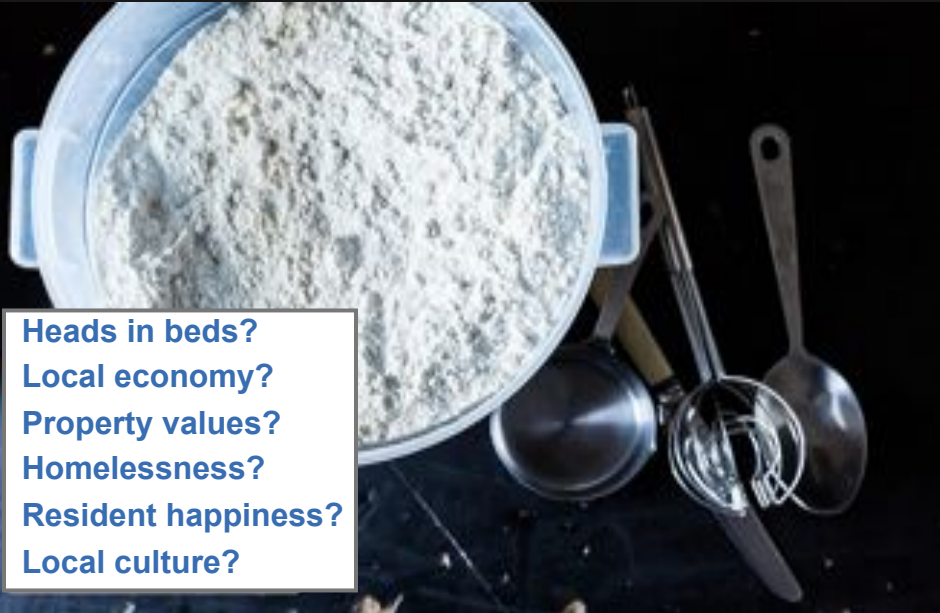
Don't do it yourself (engage community)



Create “experimentation time”



Measure What Matters

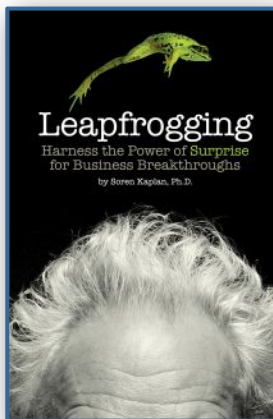


Create a Culture of Innovation





Thank You!



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