



2023 DMA West  
Leadership  
Summit  
for CEOs

June 26-28, 2023

*The Hotel Alex Johnson  
Rapid City, South Dakota*

DMAwest

# The CEO's Evolving Role

It's no secret that effective leaders must be ready to embrace change, work through disruption, and foster a culture of innovation. In addition, they must have the know-how to move from strategic thinking to concrete action.

Many of these changes were accelerated by the pandemic, but industry and societal trends around innovation, sustainability, the future of work and more require a new leadership lens and new strategies to keep pace.

During the Leadership Summit presentations and dialogue, explore these issues deeply with experts as well as your industry peers and leave energized for a positive future.

The good news is that you don't have to go it alone! DMA West is your professional home where you can share best practices with peers, learn what is working (or not working) for others, and make meaningful connections. The Leadership Summit offers support to CEOs throughout their careers—whether a newly minted leader or a veteran CEO.

Let's connect and grow in ways that will positively influence the direction of our organizations and let's enjoy the here and now with one another in Rapid City.





# Day One Monday, June 26, 2023

2:30pm – 5:30pm

## Opening General Session Welcome and Self-Introductions

*Featured Presentation*

### *The Evolving Role of the DMO*

*Presenter/Moderator:*

*Bill Geist, DMO Proz*

*Panelists: CEOs from Western States Destinations (TBD)*



A DMO must be seen as a leading organization within their community and advocate for themselves and the role they play in keeping local economies and small businesses thriving. To move communities forward in a meaningful way, there are also several new roles DMOs are

forced to play including: coalition builder, destination steward, economic developer, experience manager, investment strategist, sustainability keeper, equity, diversity and inclusion leader, problem solver and more.

Today, running a DMO is about survival of the fittest. If your organization is solely focused on marketing and sales, you will struggle for relevance. (You will be eaten, absorbed or RFP'd.) This presentation provides an overview of how to embrace the new role as community problem solver and become indispensable to your partners and stakeholders.

6:15pm – 8:30pm

## Reception and Dinner Downtown Rapid City

*Sponsored by Madden Media*

## Special Thanks to Leadership Summit Sponsors



# Day Two Tuesday, June 27, 2023

8:00am – 8:30am

## Group Breakfast

*Sponsored by Tripadvisor*

8:30am – 10:30am

## General Session

### **Strategic Plan, Stewardship Plan or Destination Master Plan?**

*What's the difference and which one  
will make the most impact?*

*Moderator: Brook Kaufman, Visit Rapid City*

*Presenters: David Holder, Clarity of Place;*

*Bill Geist, DMO Proz; Berkeley Young, Young Strategies*



A strategic plan sets the course for your DMO. A stewardship plan focuses on the strategies and tactics that support “care of place” socially, economically, culturally and environmentally. A Destination Master Plan highlights product development opportunities in your community that can increase visitation and sustainable growth. So as the CEO of a DMO, how do you know which plan to invest in first? And can one plan take the place of all three?

Join us for this never-before-convened panel of experts and learn more about what each plan entails, what you need to know (or ask!) before you begin and how to make the BEST decision possible for your DMO based on the problems you're trying to solve. You won't see a panel like this anywhere else this year... it promises to be full of truth, humor and case studies that will help you make the BEST decision for your DMO today and well into the future.

10:30am – 10:45am

## Break

10:45am – 2:00pm

## Topical Sessions

**Small Group Discussions of Topics Below**

Note: Delegates will be in predetermined, randomly assigned groups to discuss all topics.

## TOPICS

*Advocacy 101*

*Financial Management –  
Best Practices | Strategies for  
Increasing Funding*

*The Future of Events*

2:30pm – 5:30pm

## Afternoon Group Activities

Experience the destination; see details outlined in the brochure.

*M Hill Nature Hike*

*Crazy Horse Memorial Tour*

*Sylvan Lake/ Needles Highway Scenic Tour*



5:30pm – 11:30pm

## Group Reception and Private Dinner

*at Custer State Park*

After dinner, the group will travel to Mount Rushmore National Memorial for Thomas Jefferson Ice Cream and the Evening Lighting Ceremony.

*Hosted by Visit Rapid City.*

# Day Three Wednesday, June 28, 2023

8:00am – 8:30am  
**Group Breakfast**

8:30am – 10:30am  
**Topical Sessions**  
*Small Group Discussions of Topics Below*  
Note: Delegates will be in predetermined, randomly assigned groups to discuss all topics.

## TOPICS

*Marketing and  
Artificial Intelligence*

*DMO Governance |  
Board Member Recruitment*

*HR Best Practices | Equity,  
Diversity and Inclusivity*

10:30am – 10:45am  
**Break**

10:45am – 12:30pm  
**Closing General Session**  
*Who, What and How To Measure  
Roi... The Secret Sauce Behind  
Establishing Meaningful KPIs*

*Moderator: Berkeley Young, Young Strategies*  
*Presenters: Julie Hart, CFO by Design; Dan Janes,  
Madden Media; Todd Skelton, Tripadvisor*



As the CEO of a DMO, KPIs are one of the toughest things to identify and master. How do you know if your marketing works? What is your true cost per sales lead? What does your operating cash flow tell you about the financial health of your organization? What should your budget be per FT employee? Should your compensation be tied to KPIs? Should you

measure the cost of each VG request? We've invited some of the best in the industry to speak on what to measure, why it matters and the step-by-step process to establish Key Performance Indicators if you're starting from square one. Our panelists will explore KPIs for sales, marketing, finance, operations and more.

12:30pm – 1:30pm  
**Lunch On Own**



1:30pm – 4:30pm  
**Afternoon Group Activities**  
Experience the destination; see details outlined in the brochure.

*M Hill Nature Hike*  
*Crazy Horse Memorial Tour*  
*Sylvan Lake/ Needles Highway Scenic Tour*

# Group Activities Tuesday, June 27, 2023



## M Hill Nature Hike

**Time:** 1:30pm-4:30pm (3-hour hike)

**Fee:** \$59 per person

Depart on foot from the Hotel Alex Johnson for this three-hour hike and make your way through historic downtown Rapid City to the base of M Hill.

Your senses will be invigorated during the short hike to the top. Once at the top, take in exquisite views of Rapid City and surrounding nature.

You will return to the Alex Johnson at the end of the hike.

## Crazy Horse Memorial® Tour

**Time:** 1:30pm-4:30pm (3-hour tour)

**Fee:** \$99 per person

Depart the Hotel Alex Johnson for this three-hour tour, jam-packed with the rich history of the indigenous people of the Black Hills.

Spend time learning how this marvelous carving started and what the future has in store for the monument.

During this experience, spend time perusing the Indian Museum of North America.

## Sylvan Lake/ Needles Highway Scenic Driving Tour

**Time:** 1:30pm (maximum 3 hours)

**Fee:** \$99 per person

Depart the Hotel Alex Johnson for this picturesque drive on one of the most breathtaking highways in the Black Hills.

Spend the next several hours taking a leisurely ride through the heart of the Black Hills, stopping at your pleasure to take pictures and enjoy nature.



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## Leadership Summit Planning Committee

### **Co-Chairs:**

**Brook Kaufman, CDME, CTA**  
*CEO, Visit Rapid City*

**Domenic Bravo, CDME, CTA**  
*President & CEO, Visit Cheyenne*

### **Member**

**Brent DeRaad**  
*President & CEO, Arlington Convention  
and Visitors Bureau*



# General Information

## Registration Information

\$575 – CEO from a DMA West-member DMO

\$775 – CEO from a nonmember DMO

\$350 – Spouse/companion

Fees include education program and scheduled group meal functions. The spouse/companion rate includes group meal functions. Separate fees apply for selected Tuesday afternoon and Wednesday afternoon group activities.

[Note: Group activities must be selected by June 13.]

## Leadership Summit Registration Deadline

Register online or send your completed registration form and fee to the DMA West office by June 20, 2023. Refunds will be honored until 5:00 p.m. Pacific Time, June 20; after that date, no refunds will be granted.

[Note: Select group activities by June 13, 2023.]

## Online Registration

Online registration is available at [www.dmawest.org](http://www.dmawest.org) on the home page.

## Hotel Reservations

The Hotel Alex Johnson

523 Sixth Street, Rapid City, SD 57701

Group Rate: \$229 Sun-Wed • Group Code: **DMAW23**

Booking link: <https://group.curiocollection.com/3imlqv>

If you wish to extend your stay, contact the hotel directly at 605-342-1210. Cut-off Date: May 26, 2023



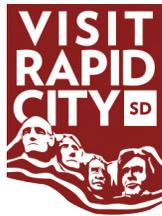
## Travel Information | Getting To Rapid City

For travel information regarding airport options and shuttle services, visit: <https://www.visitrapidcity.com/travel-basics/transportation>

## Host DMO

Visit Rapid City

Area destination information at: [www.VisitRapidCity.com](http://www.VisitRapidCity.com)



## Collateral Materials

A continuing Summit component is the opportunity to review samples of collateral materials. Bring samples (relax! there's no contest!) of standard print pieces (visitor guides, meeting planning guides, calendar of events, and other specialty brochures) as well as other materials (CEO and staff evaluation forms, annual reports, board manuals, marketing plans) you believe would be of interest to your CEO peers. The materials will be displayed for casual browsing during the Leadership Summit. If possible, bring 20+ copies of each.

## Attire

Attire for all sessions is casual. Remember to bring sunscreen, a hat, sunglasses and comfortable shoes. Pack appropriate attire for your selected group activities.