

STRATEGIC INNOVATION

Aligning for Shared Outcomes in Hospitality and Advocacy



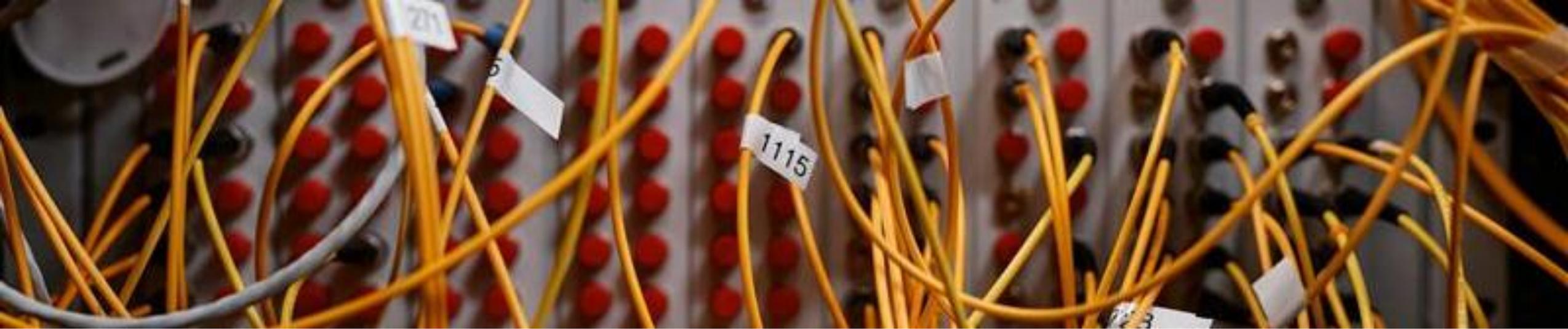
AGE OF **DISRUPTION**

SPEED OF
CHANGE



”

The last decade rewarded efficiency.
The next will reward adaptability.



HAS THIS HAPPENED...

A coalition of stakeholders tried to push a tourism recovery agenda but stalled because each defined success differently.

Without shared outcomes, advocacy becomes parallel efforts, not a unified voice.



CONSISTENCY VS COMPLACENCY

An aerial photograph of a small white sailboat with a blue and red stripe on its hull, sailing on a dark blue, choppy sea. The boat is moving away from the viewer, leaving a white wake behind it.

TODAY'S DISRUPTORS

Workforce mobility and shortages

Regulatory fragmentation

Sustainability mandates rising

Rapid guest expectation shifts

Tourism volatility



THE MAP **VS.** THE TERRAIN

3 THOUGHT STREAMS

Lines of thinking to help frame decisions and actions for leaders

THOUGHT STREAM 1

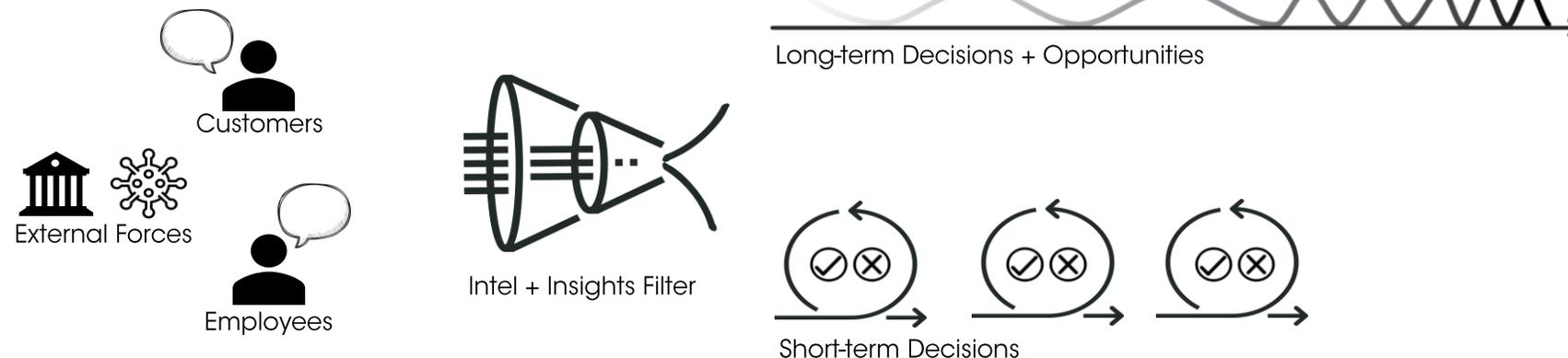
Are you validating your decisions with solid data points?

THOUGHT STREAM 2

How are you managing your short-term decisions, with an opportunity to reassess & adjust over time?

THOUGHT STREAM 3

What changes will likely result in long-term impacts on your organization and how you operate?





STRATEGIC INNOVATION

A repeatable way to improve performance through measurable outcomes people can rally around...

....that explores, anticipates, and prepares for multiple potential futures.



ASSOCIATIONS ARE BUILT TO LEAD INNOVATION THROUGH ALIGNMENT...

Convene diverse players around common needs

De-risk experiments for members

Standardize what works

Scale adoption via training and playbooks

Shape market trust (ethics, sustainability, workforce standards)



**ASSOCIATIONS ARE NOT
OBSERVERS OF THE FUTURE –
THEY ARE INFRASTRUCTURE
FOR SHAPING IT.**

THE SHARED OUTCOME WHEEL

RESILIENCE

Absorb shocks, adapt fast,
recover stronger.

RELEVANCE

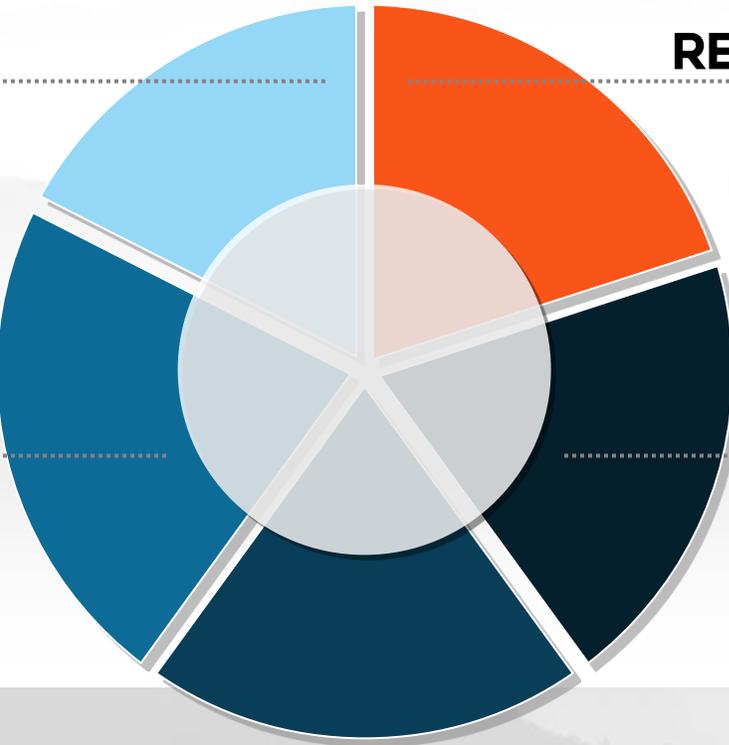
Stay essential to guests,
members, and communities.

TALENT VITALITY

A workforce that thrives
and grows capability

REGENERATION

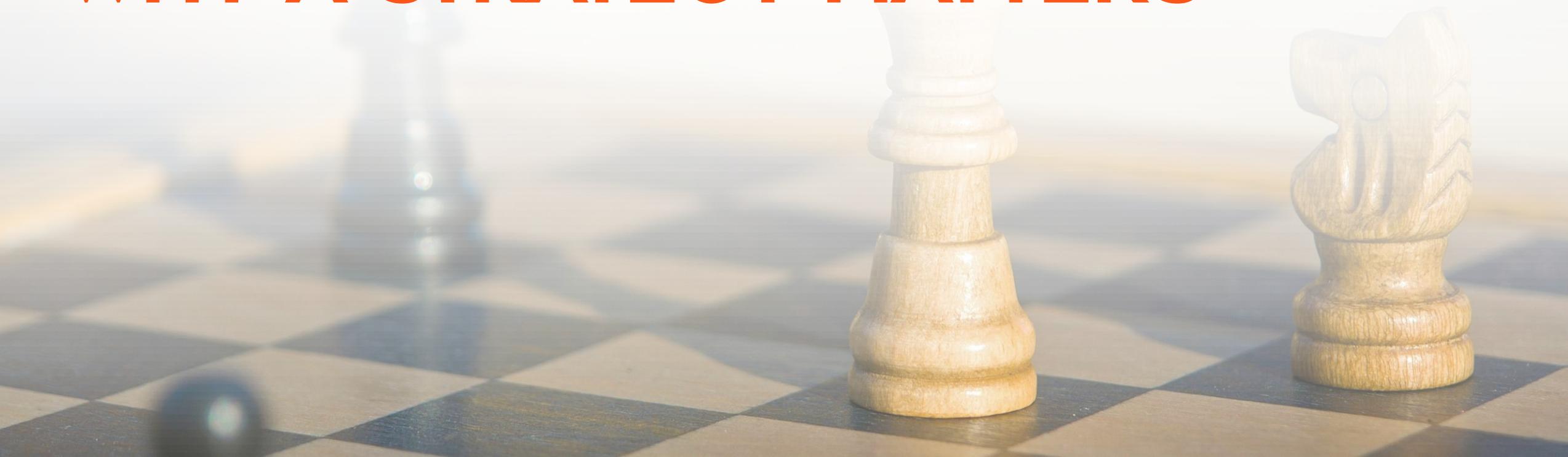
Net-positive impact on
place and planet



ECONOMIC DURABILITY

Business models that hold up across futures

WHY A STRATEGY MATTERS



**STRATEGIC
PLANNING IS NOT...**



A close-up photograph of a person's hand holding a bright red folder. The folder is held in front of a dark wooden bookshelf filled with books. The person is wearing a light blue and white striped long-sleeved shirt. The background is softly blurred, showing a window with a white frame and a lamp. The text on the folder is printed in white, sans-serif font.

2026-2029
Strategic Plan

STRATEGY

should provide...



Focus



Priorities + Parameters



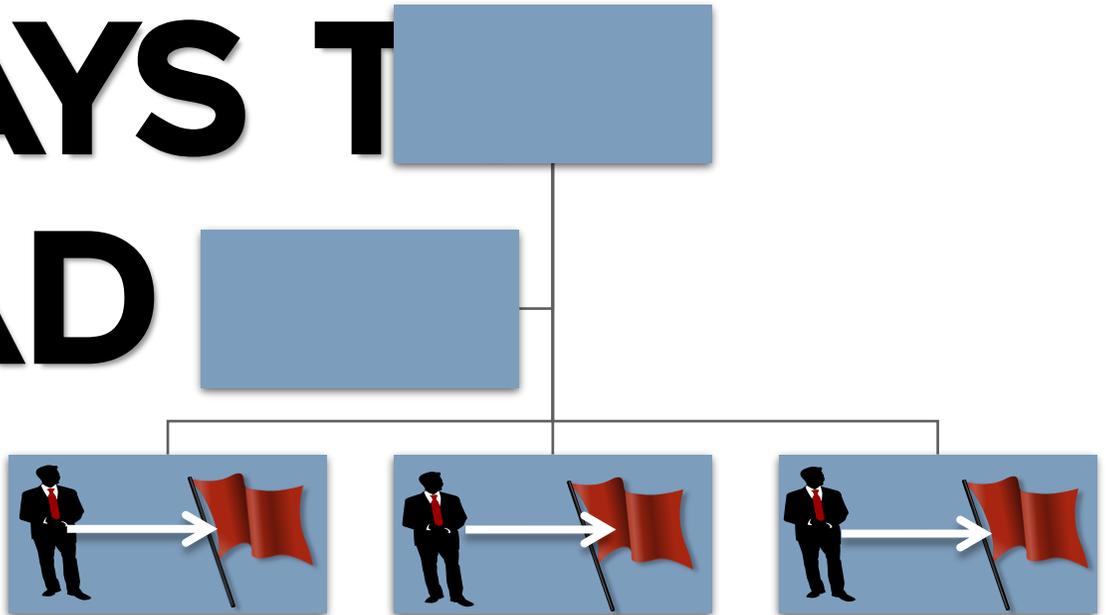
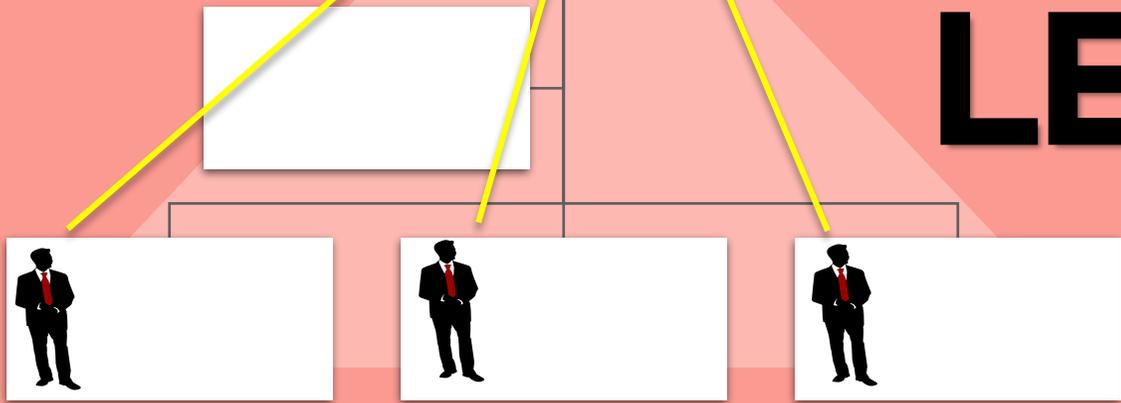
Cadence

Traditional
(Command & Control)

Establish &
Empower



NEW WAYS TO LEAD



Directive-based

Outcome-based

STRATEGIC PLANNING STRUCTURE

Outcomes are what the end result looks like when everything is complete.

Goals are what we need to accomplish to make that outcome a reality.

Initiatives are the projects, actions, etc., that need to be completed to accomplish each individual goal.

It's all a system that feeds from the bottom up to get you to the outcome.



**ARE YOU
MOVING THE
NEEDLE?**



DECLARE YOUR INTENT



SUCCESS TO ME LOOKS
LIKE _____.



IF YOU CAN'T
NAME THE
OUTCOME, IT'S
NOT INNOVATION
– IT'S ACTIVITY.



TYPICAL GOAL...

Clean all 400 forks before your shift is over.

WHAT IF SUCCESS LOOKED LIKE...

We can maintain our 3 stars because we have a waiting list 5000 people long who are “stoked” to walk in the door.

APPLYING INTENT FOR STRATEGIC PLANNING OR GOAL-SETTING...

GOAL

Host two advocacy days at the state capitol.

OUTCOME

Secure passage of at least one policy that improves operating conditions for hospitality businesses.

YOU KNOW YOU'VE CREATED A GOOD DESIRED OUTCOME WHEN...

1

It describes *exactly* what will be different from today.

Avoid phrases like "more streamlined" or "more effective."

2

It does not describe actions or tasks.

It doesn't solution—only describes success.

3

It focuses on one aspect of the future state.

It's not a Christmas list.

4

Achievement is observable.

You can either measure or observe the difference.

5

It inspires the team!

It's a motivating vision.

1

**NAME THE SHARED
OUTCOMES**

2

**MAKE THE OUTCOMES
MEASURABLE**

3

**CHOOSE THE FEW THAT
MATTER MOST**



**OPERATIONAL EXCELLENCE AND GUEST
EXPERIENCE ARE INSEPARABLE.**

1. NAME THE SHARED OUTCOMES

INTERNALLY (OPERATIONS)

Workforce resilience

- measurable retention
- training completions

Guest safety + trust

- incident reduction
- security standards

EXTERNALLY (ADVOCACY)

Sustainable operations

- energy/water reduction
- waste diversion

Tourism vitality + economic impact

- tourism spend
- hotel tax contribution

Fair, workable regulation

- reduced compliance friction
- clearer standards

2. MAKE THE OUTCOMES MEASURABLE

Advance
sustainability



Reduce water use per
occupied room by x%

Strengthen workforce
pipeline



Increase certified graduates by x%

Improve trust in
hospitality



Raise traveler safety
score/reduce incidents by z%

**WHEN OUTCOMES ARE MEASURABLE,
THEY TRAVEL ACROSS BORDERS AND
BUILD CREDIBILITY WITH VERY
DIFFERENT GOVERNMENTS.**



3. CHOOSE THE FEW THAT MATTER MOST

Your team must align around 3 to 5 shared outcomes that not only move your association forward, but that everyone can rally behind.

**WHAT IS ONE OUTCOME YOUR
ASSOCIATION COULD EXPRESS IN A WAY
THAT WOULD STILL MATTER TO YOUR
BOARD, YOUR MEMBERS, AND
POLICYMAKERS?**

STRATEGIC PLANNING OUTLINE

Outcomes are what the end result looks like when everything is complete.

Goals are what we need to accomplish to make that outcome a reality.

Initiatives are the projects, actions, etc., that need to be completed to accomplish each individual goal.

It's all a system that feeds from the bottom up to get you to the outcome.



INTERNAL STRATEGIC OUTCOMES

POLICY OUTCOME

We're a trusted policy partner, not just a stakeholder:

Policymakers bring us in early, and our evidence-backed solutions shape rules that work for members and communities.

OPERATIONS OUTCOME

Members feel the difference: They get faster, clearer, more reliable value because we decide quickly, cut churn, and meet only to drive outcomes.

STRATEGIC PLANNING OUTLINE

POLICY OUTCOME

We're a trusted policy partner, not just a stakeholder:

Policymakers bring us in early, and our evidence-backed solutions shape rules that work for members and communities.

1. Over the next 12 months, double the number of policy processes where we're invited in before draft stage .
2. Each quarter, publish at least one evidence-backed policy brief or pilot case tied to member outcomes
3. In the next policy cycle, achieve 3 concrete policy outcomes aligned to member priorities





THE P.O.P. PRINCIPLE

PURPOSE

The purpose of this meeting is to decide final pricing.

OUTCOME

We agree to a final rate card or our services.

PLAN

Please read both pricing proposals prior to the meeting.
Arrive ready to discuss your point of view.

(Your plan could also be a list of topics or meeting steps).

ACHIEVING DISCIPLINED INNOVATION



INNOVATION CAN'T BE A SIDE HUSTLE...

...IT HAS TO BE HOW YOU OPERATE

Sense Early

1. Monthly signal scans
2. Routine member listening
3. Cross-sector intel (labor, policy, travel, sustainability, finance)

Test Small

1. Low-risk pilots with members
2. "Sandbox" programs
3. Co-creation with partners

Scale Fast

1. Translate learnings into standards, playbooks, certifications
2. Spread adoption peer-to-peer
3. Measure shared outcome impact

CULTURAL SHIFTS TO SUSTAIN INNOVATION

Hero leaders



Aligned networks

Conflict & misunderstanding



Clear North Star

Reactive trial & error



Sustainable solutions

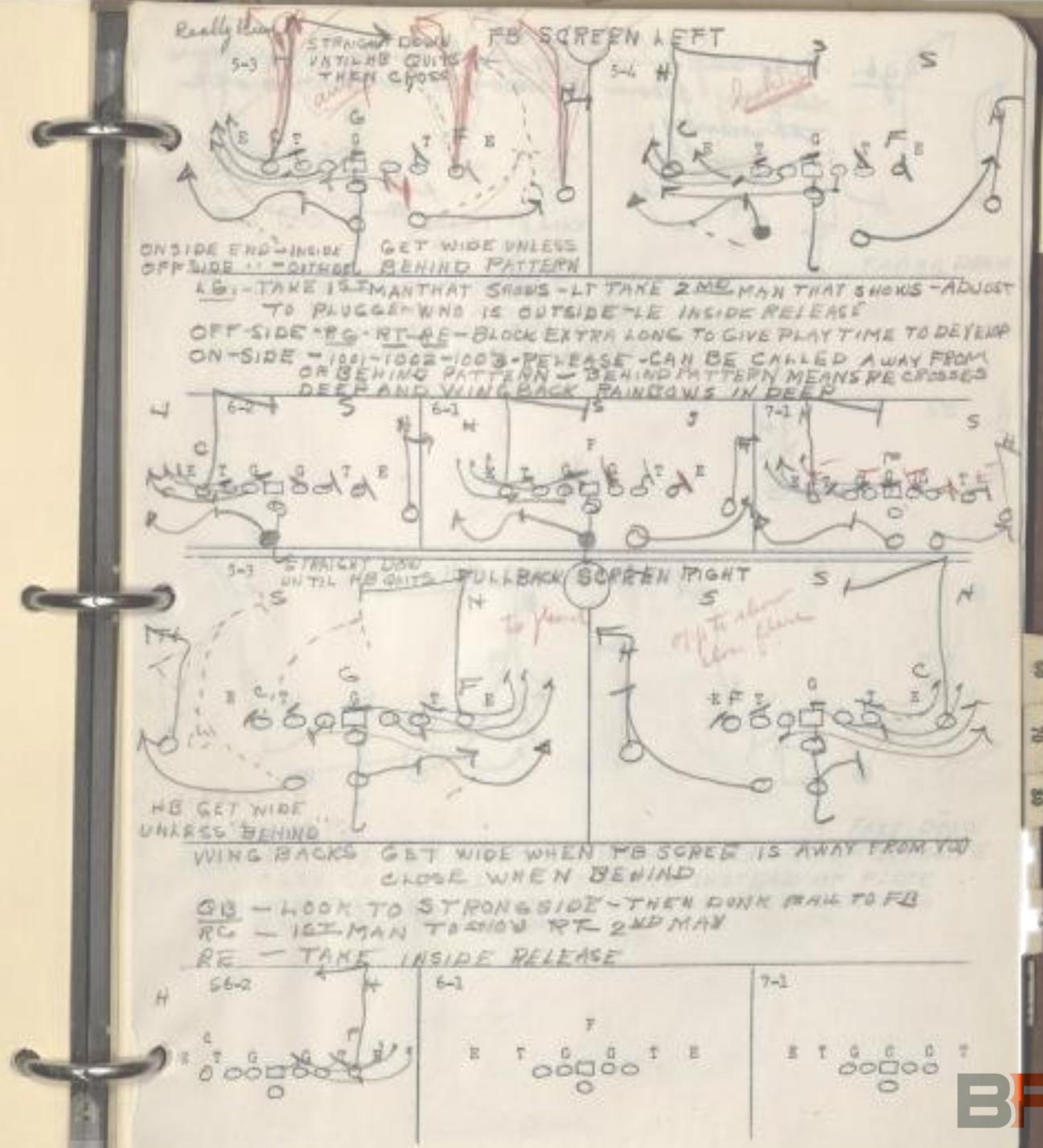




CULTURE TURNS
INNOVATION
FROM EPISODIC
TO SYSTEMIC

THE 12-MONTH SHARED OUTCOMES PLAYBOOK

- Pick 2-3 shared outcomes to lead
- Map stakeholders to each outcome (who benefits, who resists, who must be involved)
- Run 2-3 small pilots tied to those outcomes
- Package what works into scalable standards + training
- Bring evidence to policymakers as "ready-to-implement solutions."



**DIFFERENT PATHS.
SHARED SUMMIT.**



LET'S CONNECT!



BillFournet@ThePersimmonGroup.com



LinkedIn.com/[billfournet](https://www.linkedin.com/billfournet)



ACCESS TO PRESENTATION TAKEAWAYS

