



Sullivan
Catskills
NEW YORK

Economic Development Committee
7 May 2026

REPORTING

Jenny
Director of
Communications &
Community Engagement



Tiffany
Director of Brand / Film / Digital

Kelly
Director of Sales &
Lodging Partnerships



COMMUNICATIONS & COMMUNITY ENGAGEMENT

Media & Public Relations

- Travel & Leisure feature on Jeffersonville - engaged I Love NY on high-profile press tour opportunity – *here*, editorial input - new team member press release.
- Trained on Critical Mention, a media monitoring tool, to track and measure earned coverage.
- Developing packages for targeted partners: press kit for journalists.
- Tourism Partner Resource Kit for hotels, restaurants, farms, attractions, etc. in the county to express brand narrative, talking points, messaging guidelines, co-marketing assets, and a shared vision framework so every partner is telling the same story.

Community Engagement

- Joined Sullivan County Chamber of Commerce Board of Directors as ex officio representative.
- Agriculture, Local Food Economy & Community Support
- Oversight and management of SCVA's active grants: (1) a USDA grant in partnership with Cornell Cooperative Extension Sullivan County; (2) a USDA grant in partnership with the Delaware Valley Arts Alliance for mural development; and (3) a tourism matching funds grant through Empire State Development amplifying Sullivan Catskills national promotional efforts.



CCE WEBINAR FIVE-PART SERIES

GROWING FARM EXPERIENCES THAT WELCOME PEOPLE IN

FEBRUARY 18 & 24 • MARCH 4, 18 & 25 • 6:00–7:30 PM

A virtual workshop series designed to help Sullivan County farms build agritourism experiences that are safe, accessible, engaging, and ready for visitors.

Each session offers practical guidance, expert insight, and real-world examples you can use right away, whether you're just starting to welcome guests or looking to strengthen what you already offer.

PERFECT FOR FARM OWNERS, AGRITOURISM OPERATORS & FARM STAFF

YOU'LL GAIN TOOLS TO:

- Navigate NYS agritourism laws and safety requirements
- Improve visitor safety, flow, and biosecurity
- Create more welcoming, visitor-ready farm experiences



- FREE LIVE VIRTUAL WORKSHOPS (ZOOM)
- ATTEND ONE—OR ATTEND THEM ALL
- Q&A INCLUDED
- RECORDINGS AVAILABLE AFTER EACH SESSION

For Registration, Contact Alan Carroll:

845-292-6180 ext. 108
amc586@cornell.edu

Or Scan the QR Code



Cornell Cooperative Extension Sullivan County

Cornell Cooperative Extension is an equal opportunity educator, provider, and employer. Presented in partnership with the Sullivan County Visitors Association



CCE WEBINAR SERIES — SESSION 1

SAFETY ISN'T OPTIONAL — IT'S SMART

FEBRUARY 18 • 6:00PM - 7:30PM

KNOW THE LAW: ON-FARM RISK MANAGEMENT NYS REQUIREMENTS

Before you invite people onto your farm, it pays to know where you stand. This session breaks down **New York State's Safety in Agricultural Tourism Act** and what it really means for your day-to-day operations—from signage to staff training to smart risk management.

SPEAKERS:



ERIKA MALMGREEN
Winterton Farms
& Two Farms Brewery



KELLY YOUNG
Director of Agricultural Development,
NYS Dept. of Agriculture

Cornell Cooperative Extension Sullivan County

Cornell Cooperative Extension is an equal opportunity educator, provider, and employer



- FREE LIVE VIRTUAL WORKSHOPS (ZOOM)
- Q&A INCLUDED
- RECORDINGS AVAILABLE AFTER EACH SESSION

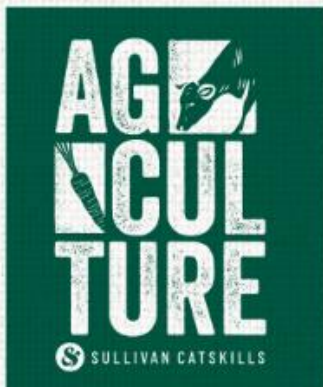
For Registration, Contact Alan Carroll:

845-292-6180 ext. 108
amc586@cornell.edu

Or Scan the QR Code



Presented in partnership with the Sullivan County Visitors Association



CCE WEBINAR SERIES – SESSION 5

GOOD FARMS DESERVE AN AUDIENCE

MARCH 25 • 6:00PM - 7:30PM

MARKETING YOUR FARM EXPERIENCE

Your farm already has a story. This session helps you share it—with the right people, in the right places, so you'll get found, get booked, and be remembered. Learn how to strengthen your online presence, attract new visitors, and build partnerships that grow your reach.

SPEAKERS



ERIKA MALMGREEN
Winterton Farms
& Two Farms Brewery



LINDSAY WILCOX
Centermost Marketing



- FREE LIVE VIRTUAL WORKSHOPS (ZOOM)
- Q&A INCLUDED
- RECORDINGS AVAILABLE AFTER EACH SESSION

For Registration, Contact Alan Carroll:

☎ 845-292-6180 ext. 108

✉ amc586@cornell.edu

Or Scan the QR Code



Presented in partnership with the Sullivan County Visitors Association

**Cornell Cooperative Extension
Sullivan County**

Cornell Cooperative Extension is an equal opportunity educator, provider, and employer



CCE WEBINAR SERIES – SESSION 4

TELL THE STORY.



SHAPE THE JOURNEY.

MARCH 18 • 6:00PM - 7:30PM

DESIGNING THE FARM EXPERIENCE

People remember how a place made them feel—and the stories they carry home. This session dives into scheduling, staffing, pricing and designing experiences that flow smoothly, tell your story clearly, and keep visitors curious, comfortable, and connected.

SPEAKERS

- **BRANDON MONROE**
Mother Earth Farmstead
- **PARTICIPATING FARMER**
SHARING HANDS-ON STRATEGIES



- FREE LIVE VIRTUAL WORKSHOPS (ZOOM)
- Q&A INCLUDED
- RECORDINGS AVAILABLE AFTER EACH SESSION

For Registration, Contact Alan Carroll:

☎ 845-292-6180 ext. 108

✉ amc586@cornell.edu

Or Scan the QR Code



Presented in partnership with the Sullivan County Visitors Association

**Cornell Cooperative Extension
Sullivan County**

Cornell Cooperative Extension is an equal opportunity educator, provider, and employer



CCE WEBINAR SERIES – SESSION 3

GOOD ACCESS IS GOOD HOSPITALITY

MARCH 4 • 6:00PM - 7:30PM

CREATING ACCESSIBLE FARM EXPERIENCES

Accessibility isn't about checking boxes. It's about opening doors and welcoming everyone. This session explores tools and resources for how farms can create safer, more inclusive experiences for visitors of all abilities—while understanding ADA requirements in real-world farm settings.

SPEAKERS

- **LEE BRIAN KARASIK**
Disability Advocate & Sullivan County Native
- **SCOTT GOODMAN**
Attorney & Owner, Butchies Organic Farm
- **PARTICIPATING FARMER**
SHARING ON-FARM EXAMPLES



- FREE LIVE VIRTUAL WORKSHOPS (ZOOM)
- Q&A INCLUDED
- RECORDINGS AVAILABLE AFTER EACH SESSION

For Registration, Contact Alan Carroll:

☎ 845-292-6180 ext. 108
✉ amc586@cornell.edu

Or Scan the QR Code



**Cornell Cooperative Extension
Sullivan County**

Cornell Cooperative Extension is an equal opportunity educator, provider, and employer

Presented in partnership with the Sullivan County Visitors Association



CCE WEBINAR SERIES – SESSION 2

HEALTHY FARMS WELCOME VISITORS BETTER

FEBRUARY 24 • 6:00PM - 7:30PM

BIOSECURITY FOR FARM EXPERIENCES

Good biosecurity doesn't push people away—it helps them feel welcome and well cared for. This practical session focuses on simple, effective safety protocols and communications strategies for protecting your animals, your visitors, and your livelihood safely.

SPEAKER



MICHELLE PROSCIA

Agriculture Production Program Manager
CCE Sullivan County



- FREE LIVE VIRTUAL WORKSHOPS (ZOOM)
- Q&A INCLUDED
- RECORDINGS AVAILABLE AFTER EACH SESSION

For Registration, Contact Alan Carroll:

☎ 845-292-6180 ext. 108
✉ amc586@cornell.edu

Or Scan the QR Code



**Cornell Cooperative Extension
Sullivan County**

Cornell Cooperative Extension is an equal opportunity educator, provider, and employer

Presented in partnership with the Sullivan County Visitors Association



Fields to Forks:

BUILDING LOCAL FOOD PARTNERSHIPS

TUESDAY, APRIL 21
9 AM-1 PM
 The Arnold House
 Livingston Manor, NY



WHAT'S IN SEASON WHEN?

SPRING

ALL SPRING	
Arugula	Green beans
Lettuces	Summer squash
Bok choy	Celery
Radishes	Pears
Cucumbers	Ginger
Raspberries	Turmeric
Currants	Herbs
Scallions	Winter squash

MARCH	
Celery root	Turnips
Romanesco	Leeks
Sunchokes	Winter squash
Kohlrabi	Parsnips

APRIL	
Asparagus	Nettles
Ramps	Sunchokes
Rhubarb	Parsnips
Green garlic	Turnips
Spring onions	Pea shoots
Morels	

MAY	
Asparagus	Green garlic
Rhubarb	Sorrel
Dandelion	Morels
Greens	Strawberries
Snap peas	Microgreens
Garlic scapes	

SUMMER

ALL SUMMER	
Green Beans	Raspberries
Salad greens	Plums
Cucumber	Herbs
Scallions	Kohlrabi
Summer Squash	

JUNE	
Apricots	Snap peas
Arugula	Snow peas
Shelling peas	Radishes
Fava beans	Strawberries
Lettuces	

JULY	
Peaches	Nectarines
Corn	Blueberries
Apricots	Blackberries
Eggplant	Okra
Peppers	Cherries
Shelling peas	Gooseberries
Tomatillos	Strawberries
Leeks	Ground cherries
Melons	

AUGUST	
Blackberries	Lettuces
Celery	Parsnips
Okra	Chestnuts
Nettles	Corn
Pea shoots	Peaches
Ramps	Peppers
Snow peas	Winter Squash

FALL

ALL FALL	
Bok choy	Lettuces
Kohlrabi	Scallions
Broccoli	Spinach
Leeks	Herbs
Cauliflower	Spring Onions

SEPTEMBER	
Corn	Grapes
Pawpaws	Shelling beans
Cucumbers	Green beans
Peaches	Summer squash
Currants	Melons
Peppers	Tomatillos
Eggplant	Okra
Plums	Tomatoes
Figs	Blueberries
Salad greens	

OCTOBER	
Arugula	Spinach
Plums	Green beans
Brussels sprouts	Summer squash
Quince	Kiwi berries
Chestnuts	Sunchokes
Romanesco	Parsnips
Cucumbers	Tomatillos
Scallions	Peppers
Eggplant	Tomatoes
Shelling beans	Persimmons
Fennel	Turnips

NOVEMBER	
Arugula	Fennel
Romanesco	Sunchokes
Brussels sprouts	Parsnips
Scallions	Turnips
Chestnuts	Persimmons
Spinach	Quince

WINTER

ALL WINTER	
Arugula	Chestnuts
Bok choy	Sunchokes
Brussels sprouts	Fennel
Pears	Turnips
Cauliflower	Kohlrabi
Romanesco	Winter squash
Celery root	Leeks
Spinach	

DECEMBER	
Broccoli	Quince
Kalettes	

JANUARY	
Kalettes	Radishes

FEBRUARY	
Herbs	Scallions
Radishes	

ALL YEAR	
Apples	Shallots
Mushrooms	Chard
Beets	Sweet potatoes
Onions	Collards
Cabbage	Garlic
Potatoes	Kale
Carrots	Microgreens





Fields to Forks:

BUILDING LOCAL FOOD PARTNERSHIPS

TUESDAY, APRIL 21 • 9 AM–1 PM

The Arnold House • Livingston Manor, NY

A half-day, hands-on workshops with real-world insights, networking and lunch for farmers, chefs, and food professionals.

TWO TRACKS. ONE SHARED GOAL.

For Chefs & Hospitality

Source locally. Plan seasonally. Build stronger farm relationships.

For Farmers & Producers

Sell with confidence. Meet buyer expectations. Grow wholesale opportunities.

RESERVE YOUR SPOT:



QUESTIONS? CONTACT:

Alan Carroll
amc586@cornell.edu
845-292-6180

Cornell Cooperative Extension
Sullivan County

Fields to Forks: Building Local Food Partnerships



A half-day, hands-on workshop with real-world insights, networking and lunch for farmers, chefs, and food professionals.

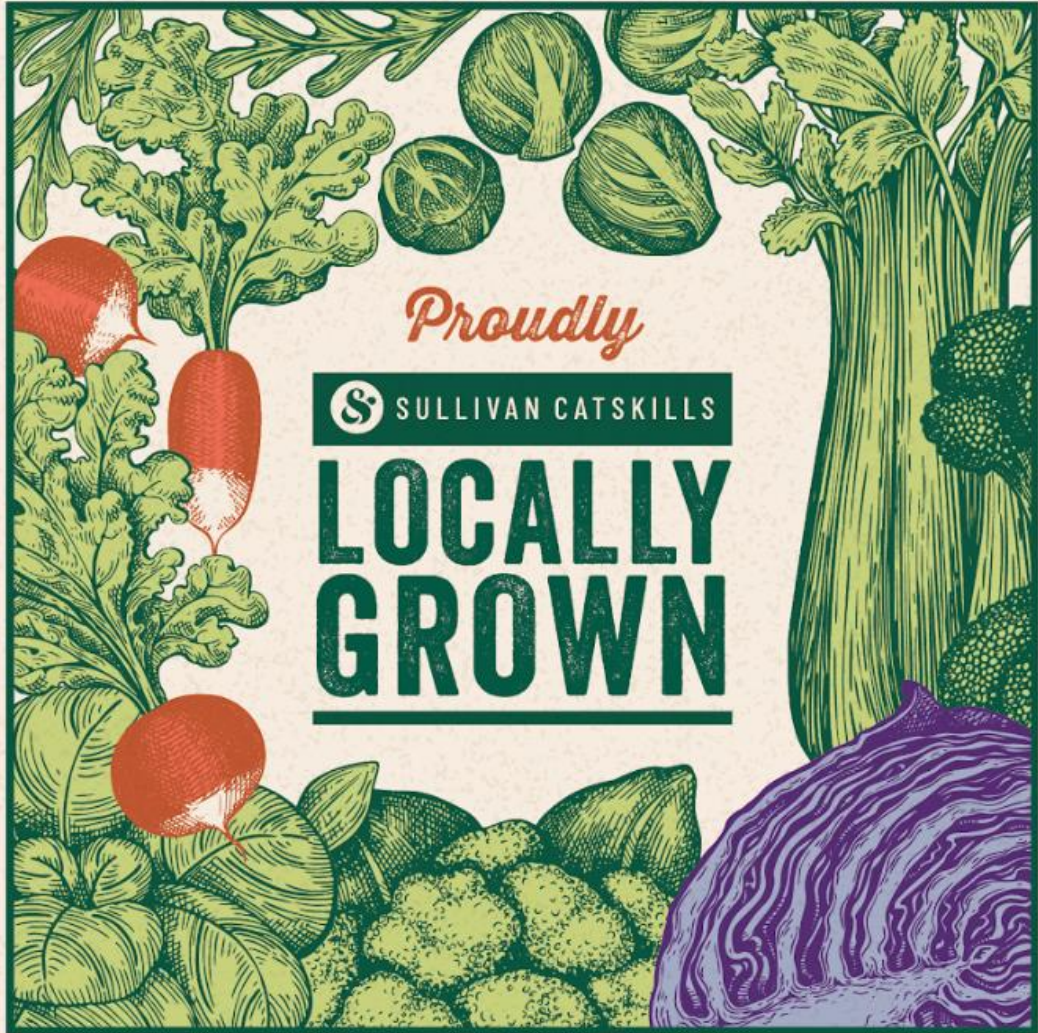
APRIL 21, 2026

9 AM–1 PM

**The Arnold House
Livingston Manor, NY**

RESERVE YOUR SPOT:





BRAND / FILM / DIGITAL

Content

- Developed comprehensive content strategy centered on authentic storytelling.
- Aligning digital content to complement and reinforce the destination guide.

Channels

- Refreshing social channels to align with the new brand identity.
- Expanding long-form content on YouTube, high-frequency short-form on TikTok, & LinkedIn.

Analytics

- Establishing a social media baseline core metrics that will measure progress.

Data Management

- Recalibrating digital asset management (DAM) for improved search, retrieve & repurpose.
- Building campaign system to produce and share seasonal campaigns.

Film Commission

- Developing strategic outline for more fully developing film commission.

SALES & LODGING PARTNERSHIPS

Group Sales

- GNEMA Conference & FAM Tour, showcasing key assets (Bethel Woods, Roscoe Beer Co.) and connecting partners with group tour operators; followed up with 38 industry leisure tour companies.
- Expanding presence and partnerships with associations, including GNEMA, MPI, ESSAE, NYSTIA, NYSDMO, NYSHTA and exploring providing co-op opportunities with lodging partners to drive future business.

Lodging Partnership

- Lodging data initiative enrolled multiple partners interested in sharing performance data and began dashboard/report development.
- Leading development of 6 signature packages for the 250th Anniversary, partnering with key properties to create bookable visitor experiences.
- Conducted introductions and outreach with key lodging and hospitality partners including: The Kartrite, Resorts World Catskills / Alder Hotel, Villa Roma, Roscoe Mountain Club / Roscoe Beer Company, Callicoon Hills, Yo1 Resort, Blue Fox Motel, Western Inn, Beaverkill Valley Inn, Blue Hill Catskills, Foster Supply Hospitality, Chatwal Lodge, Antrim Streamside, Rest Co, Days Inn, Kenozia Lake View Manor, Mohican Lake Resort, Seminary Hill, North Branch Inn.

REPORTING

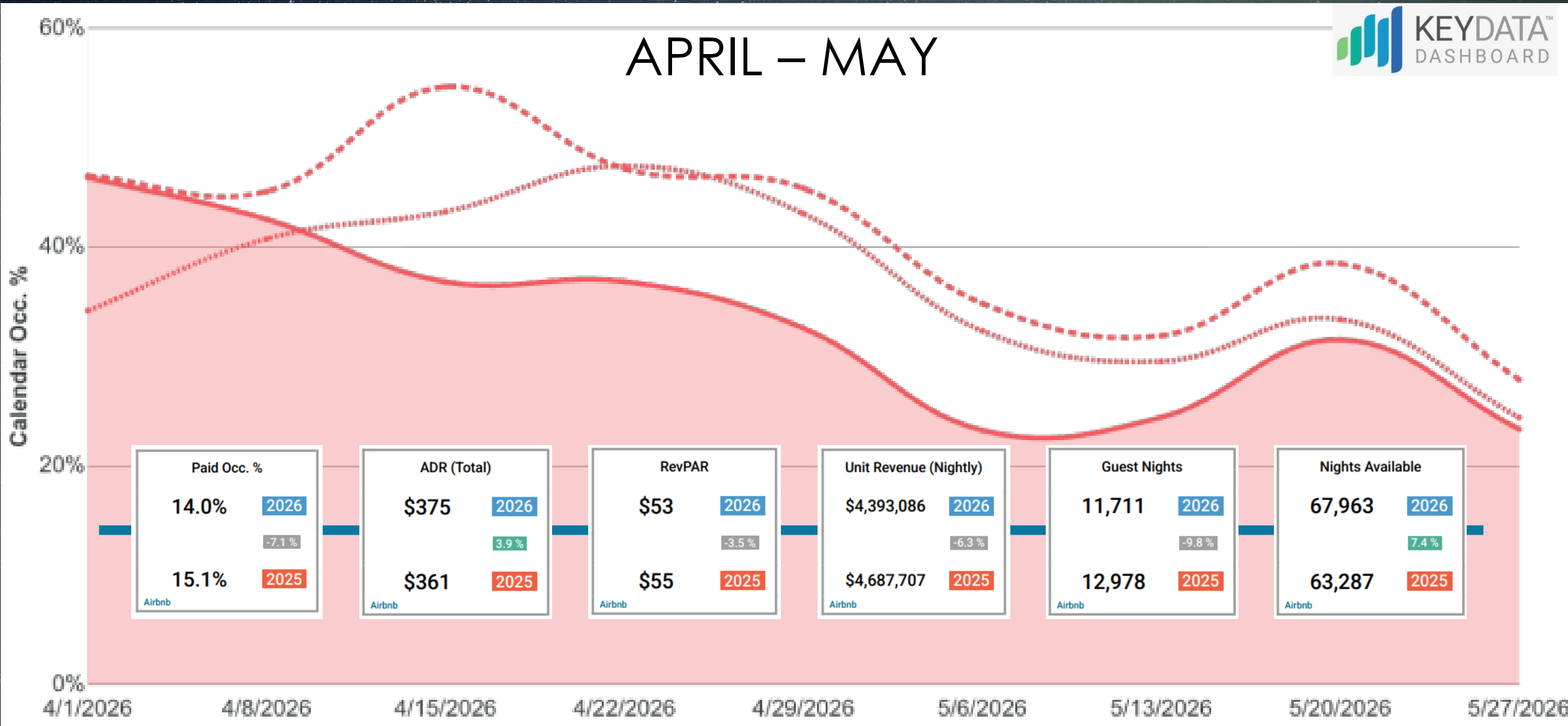


KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs)



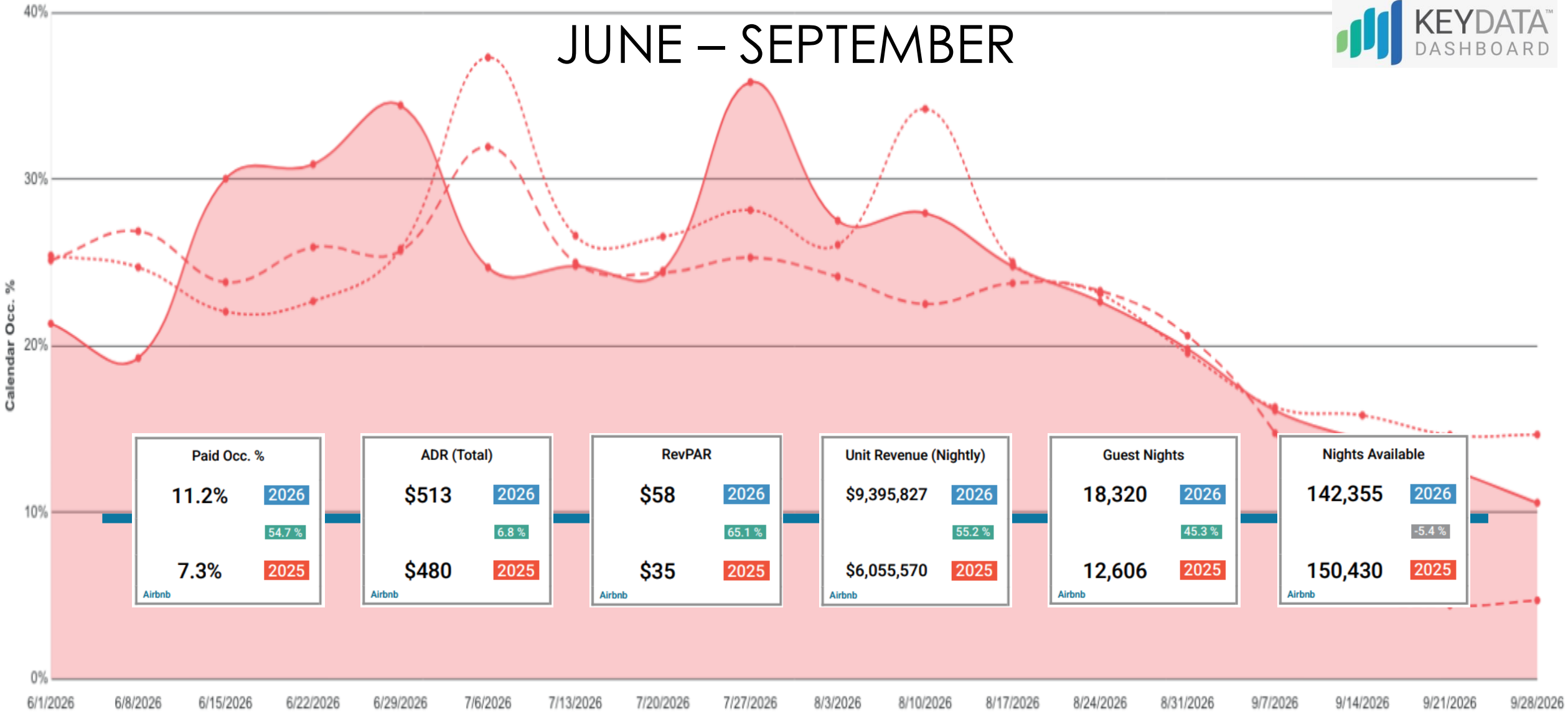
APRIL – MAY



Key Performance Indicators (KPIs)



JUNE – SEPTEMBER



Paid Occ. %	
11.2%	2026
54.7%	
7.3%	2025
Airbnb	

ADR (Total)	
\$513	2026
6.8%	
\$480	2025
Airbnb	

RevPAR	
\$58	2026
65.1%	
\$35	2025
Airbnb	

Unit Revenue (Nightly)	
\$9,395,827	2026
55.2%	
\$6,055,570	2025
Airbnb	

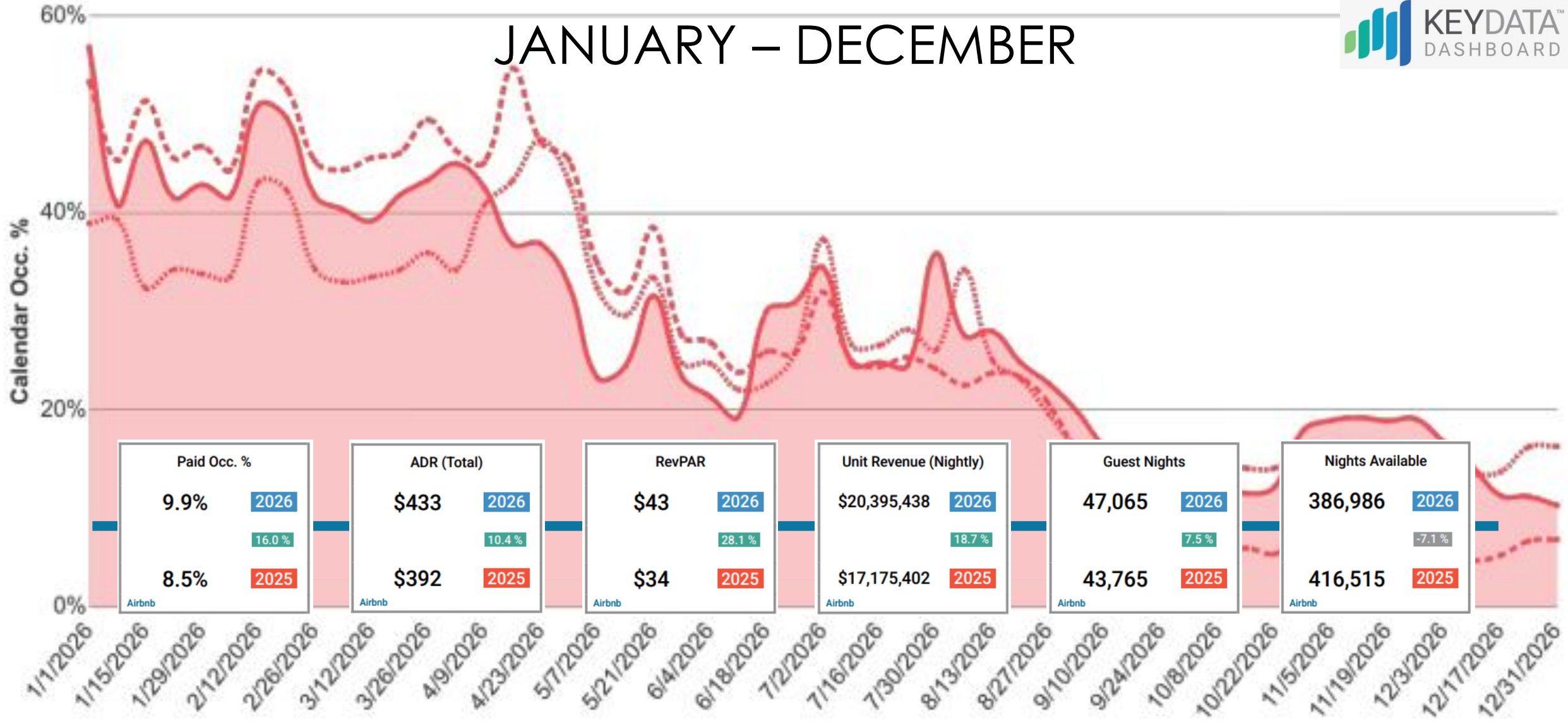
Guest Nights	
18,320	2026
45.3%	
12,606	2025
Airbnb	

Nights Available	
142,355	2026
-5.4%	
150,430	2025
Airbnb	

Key Performance Indicators (KPIs)



JANUARY – DECEMBER



Thank you.

”Travel is fatal to prejudice, bigotry, and narrow-mindedness, and many of our people need it sorely on these accounts. Broad, wholesome, charitable views of men and things cannot be acquired by vegetating in one little corner of the earth all one's lifetime.”

– Mark Twain



FOR IMMEDIATE RELEASE

Release Date: Tuesday, May 5, 2026

Contact: Jenny Sanchez, Director of Communications & Community Engagement

Email: Jenny.Sanchez@sullivancatskills.com

Phone: (845) 539-0049

Sullivan Catskills Welcomes Three Senior Leaders — and the Work Continues

SCVA names new directors of brand, sales, and communications as the organization leans fully into its next chapter

Liberty, NY — Three hires. One direction. Sullivan Catskills continues to expand. Today, SCVA announces three senior leadership appointments: Tiffany Conklin as Director of Brand, Film & Digital; Kelly Mullally as Director of Sales & Lodging Partnerships; and Jenny Sanchez as Director of Communications & Community Engagement.

Three different careers. Three different roads that led here. One shared commitment to a vision already in motion — and to what Sullivan County is still becoming.

“We certainly feel fortunate to welcome these accomplished individuals to our team here,” said Martelon. “We are all committed to elevating the understanding, appreciation, and importance of the tourism economy in Sullivan County.”

— Michael Martelon, President & CEO, Sullivan Catskills Visitors Association



Left to right: Jenny Sanchez, Director of Communications & Community Engagement; Tiffany Conklin, Director of Brand, Digital & Film; Kelly Mullally, Director of Sales & Lodging Partnerships.

NEW LEADERSHIP • BRAND, DIGITAL & FILM

Tiffany Conklin

Director of Brand, Digital & Film

Tiffany Conklin doesn't think in campaigns. She thinks in systems — the kind built to carry a brand's truth across every channel, every season, every encounter a visitor has with a place before they ever set foot in it.

Twenty years in brand strategy and creative direction have taken her across sectors and continents — most recently to the festival circuit, where she earned an Executive Producer credit on the feature documentary *Forget Me Not*. Film is where she comes from. But what she really learned there was pacing — how to build toward something, how to hold an audience's attention long enough for a place to get under their skin.

That instinct now shapes everything she does with destination brands. From seasonal campaign architecture to cross-channel storytelling, she builds what she calls brand ecosystems: systems that allow organizations to speak with one voice across every platform, and mean it.

At SCVA, Conklin leads all brand expression, digital strategy, and the organization's growing film commissioner work. Her job is to make sure Sullivan Catskills' storytelling, media investment, and creative platforms operate as a unified whole that builds measurable visitation and long-term destination value. For a place as cinematic & strategic as Sullivan County, she's the right person for the job.

Film, creative, and media inquiries: Tiffany.Conklin@sullivancatskills.com, | (845) 539-0048

NEW LEADERSHIP • SALES & LODGING PARTNERSHIPS

Kelly Mullally

Director of Sales & Lodging Partnerships

To know Kelly Mullally is to understand something essential about the Sullivan Catskills: that the people who are born here, grow up here, and choose to stay are the region's greatest asset.

She grew up in Jeffersonville — on the Delaware River and the shores of Lake Jefferson — the daughter of two educators. Sixth-generation. Sullivan West, class of 2003. She left for SUNY Purchase, where she studied history and captained the women's soccer team; broadened her world further with time at the University of Limerick in Ireland and the Escuela de Español in Burgos, Spain. And then — the way it often happens with people who are really from somewhere — she came back.

Her hospitality career is as much a record of this region's evolution as it is her own. She started at Bethel Woods in its earliest seasons. Spent 17 years at Villa Roma rising from Executive Sales Secretary to Senior Group Sales Manager, booking more than 3,700 groups and generating millions in annual revenue, representing Sullivan Catskills at industry events across the country. In 2025, she brought that expertise to Callicoon Hills as Director of Sales. The state recognized her contributions; so did the Sullivan County Democrat, with a Young Professionals Award that felt less like a credential and more like a confirmation of what people in Sullivan County already knew.

At SCVA, Mullally leads group and meeting sales, partnerships spanning the full lodging landscape, from flagship resorts to boutique inns and B&Bs, and the work of ensuring every hospitality partner has a seat at the table and a reason to show up. Roots & return. That's her story. It's also, in a lot of ways, the story SCVA wants to tell about our home.

Group sales, meetings & conference planning, and lodging inquiries:
Kelly.Mullally@sullivancatskills.com, | (845) 539-0045

Jenny Sanchez, CFRE

Director of Communications & Community Engagement

Jenny Sanchez didn't just move to Sullivan County. She moved here right out of college — to Wurtsboro first, then Smallwood, then Monticello — and stayed for eleven years. She knows this region the way you only can when you've chosen it, repeatedly, over time. That's not a résumé detail. That's the point.

She's not coming to Sullivan County to learn it. She already knows where the gaps are, which stories haven't been told yet, which communities have been showing up for each other long before anyone thought to put it in a press release. What she's bringing to SCVA is what she's been building for years: the infrastructure to tell those stories at scale.

At Sullivan 180, she launched the county's first youth crisis texting line, built a trauma-informed youth resilience coalition with 40+ active members, and spent three years on the board of NAMI Sullivan County, revitalizing operations, leading strategic planning, and opening new channels to communities that needed them. The Sullivan County Democrat recognized her as a Young Professional in 2022; the work she was doing made that easy.

From there, she moved to Mental Health America — the nation's leading community-based mental health nonprofit, where she was promoted to Senior Director of Grants Management and Affiliate Engagement. She built the grant-making program from scratch: 19 grant programs, \$4.5 million disbursed across 53 affiliates in 36 states, 31 new affiliate-led programs established, 40+ templates and systems created that are still running. Mental Health Weekly covered her work. Her systems outlasted her departure.

She holds a BS in Social Work from Alliance University, an MBA from Western Governors University, and the CFRE credential — Certified Fund Raising Executive — which reflects what she's been doing long before she had the letters to go with it.

At SCVA, she leads communications, earned media, grant program management, and community partnership development. Community & scale. That's her fluency. And Sullivan County has been waiting for someone who speaks both.

Media inquiries, community engagement, and grant questions: Jenny.Sanchez@sullivancatskills.com | (845) 539-0049

About the Sullivan Catskills Visitors Association

The Sullivan Catskills Visitors Association (SCVA) is the official destination management organization for Sullivan County, New York — a place of unexpected balance where nature & culture, stillness & spark, and depth & play coexist. SCVA works to promote Sullivan County as a premier tourism destination, strengthen the region's visitor economy, and serve as a connector, convener, and champion for the communities, businesses, and people who make Sullivan County worth discovering.

What more awaits? Come see us.

15 Sullivan Avenue, Suite 1 | Liberty, NY 12754 | 845.747.4449 | SullivanCatskills.com

###

The .7-Second Economy

Why Destination Marketing Is Structurally Unprepared for Fragmented Attention



MICHAEL MARTELON

APR 21, 2026



Oh, there was a time, not that long ago, when destination marketing followed a relatively stable model. In the 50's, Awareness, Interest, Desire and Action formed the proven path: the AIDA model. Over the years, agencies and consultants developed their own "ethos" – otherwise known as schtick – for the "process du jour". Inspiration, Consideration, Planning, Arrival or some variation thereof.

It was linear. Predictable. And most importantly, it was slow enough for marketers to influence and constituents to repeat for their own

purposes. Move through the process, rinse and repeat. Like the proverbial mimeograph machine (look that up if you're younger than 40).

Thanks for reading Michael's Substack!
Subscribe for free to receive new posts and
support my work.

✓ [Subscribed](#)

That world is gone. Today, travel decisions are increasingly made in what can only be described as the 0.7-second economy – a micro-compressed moment where inspiration, attention, perception, and intent collide almost instantaneously. A scroll. A glance. A micro-impression. That's the new front line. And most destination marketing organizations (DMOs) don't recognize it, or if they do, they're structurally unprepared for it.

Consumer attention hasn't just shifted, it has splintered, exponentially. Media channels have multiplied, algorithms have personalized reality, audiences have atomized into micro-cohorts, and trust has decentralized. Personas and cohorts are morphing. There is no longer a typical traveler – only contextual versions of the same person, each behaving differently depending on platform, timing, mood, and intent.

Yet most DMOs still operate as if audiences are broad and stable, messaging can be reused, and campaigns can build over time. They can't. Attention no longer builds; it flickers. There it is, gone. Decisions happen before you even know you're in the game.

What's often overlooked is that DMOs aren't just losing influence, they're losing ownership. Ironically, it's driven by their "friends of the industry" – the same groups paying to be present through industry

sponsorships, conference circuits, and the familiar ecosystems of DMO decision-making.

The growing layer of intermediaries – platforms, data brokers, and travel ecosystems like Sojern, Tripadvisor, Expedia Group, Booking Holdings, and increasingly Google – aren't just service providers. They are building closed-loop systems designed to capture attention, shape decisions, and monetize access. They essentially become attention landlords.

DMOs are increasingly cast as tenants, paying to access audiences they once reached directly, however imperfectly. You don't own the audience; you target it. You don't control discovery; you bid for placement. You don't build equity; you rent visibility. And, the cost of that rent is rising. The auctioneer will move inventory with or without you, because in a fragmented attention economy, aggregation is power.

Layered on top of that are the research firms and agencies that sell perspective back to DMOs – often too macro to be actionable or just tactical enough to create dependency without strengthening long-term data ownership.

As platforms consolidate data, intent signals, and distribution, they become more indispensable – and expensive. The result is a structural trap. The less control DMOs have, the more they rely on the systems that limit their control.

There is, beneath all of this, an increasingly uncomfortable truth: the illusion of “activity” versus the reality of impact. Many DMOs are busy – but not effective. They're posting content, attending trade shows, producing campaigns, printing materials and straightening their brochures in rack displays for a shrinking demographic.

What's lost is real – sales tax revenue, small business confidence and a sustainable model that gives back to the community. DMOs aren't

capturing high-intent demand, aren't owning their digital real estate, and aren't using data to guide decisions in real time. And, it's not entirely their fault.

The systems they operate within were not built for this. They were built for visibility – but not precision. Built for presence – but not performance. Built for outputs, to placate boards, politicians and other stakeholders, but not for outcomes. They reward activity. They do not reward impact.

This isn't a talent problem, it's a structural one. DMOs are often constrained by legacy governance models, politically influenced priorities, short-term optics over long-term strategy, and stakeholder expectations rooted in a different era. The pattern is a familiar one: modern tactics layered on top of outdated frameworks. Instead of transformation, you get iteration. A website refresh, without SEO strategy. Social media without attribution. You get data, but no actionable decisions tied to it.

It looks like progress. It isn't. What a next-generation DMO looks like in the 0.7-second economy is a driven, resilient and tenacious team evolving from a marketing organization into a demand intelligence system. That means owning search, not renting attention. Building AI visibility through content and optimization. Tracking behavior and developing actionable theories. It's not fast food. It's a risotto. You don't set it and walk away. You stand there, adding, adjusting, responding. And just when it's perfect, it starts changing.

It also requires accepting the hard truth: you are no longer competing with other destinations. You are competing with algorithms, platforms, infinite alternatives, and the user's ability to disengage instantly.

There are now two types of destination marketing organizations: those operating in a campaign-based, analog mindset, and those quietly

building data-driven, digitally dominant ecosystems. The gap between the two isn't growing gradually. It's widening exponentially.

Ultimately, the question is: are you present in the moment that actually determines the decision? Were you, "in the room where it happened". Or are you paying to show up after the choice has been made? In the 0.7-second economy, if you don't own the moment, you don't own the outcome. And if you don't own the outcome, you're funding someone else's results.

There is hope. There's always hope. But, now is the time to dig in, before it's too late. As Ferris would say, "Life moves pretty fast. If you don't stop and look around once in a while, you could miss it."

Thanks for reading Michael's Substack!
Subscribe for free to receive new posts and
support my work.

✓ **Subscribed**