



AGENDA

Visit San Luis Obispo County Executive Committee

Visit San Luis Obispo County Executive Committee Agenda

Thursday, February 11, 2016

3:00 pm

Visit San Luis Obispo County Office

1334 Marsh Street, San Luis Obispo, CA 93401

1. **CALL TO ORDER**
2. **PUBLIC COMMENT (On Non-Agenda Items)**

CONSENT AGENDA	C. Davison
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3. **Approval of November 11, 2015 Executive Committee Minutes**
4. **Approval of November 30, 2015 Executive Committee Minutes**
5. **Approval of January 14, 2016 Executive Committee Minutes**
Staff will ask for Committee approval of the November and January VSLOC Executive Committee meeting minutes.

BUSINESS ITEMS	C. Davison
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6. **Research Update**
VSLOC staff will provide an update on the progress of VSLOC's research study.
7. **Marketing Agency Update**
VSLOC staff will provide an update on the new Marketing Agency RFP process, timeline, Intent-to-Bid response and the next steps. VSLOC staff will also provide an update on the current Marketing Agency contract and request feedback on additional next steps, as well as report on VSLOC Fall Campaign creative and reporting metrics for January campaign media.
8. **Strategic Planning**
VSLOC staff will present the Coraggio Group's proposal for multi-year strategic plan and will ask the committee for recommendations before presenting for review and approval of the BOD.
9. **Sponsorship**
VSLOC staff will provide an update on Event Sponsorship applications and available funds in the FY2015-16 budget.
10. **Advocacy**
Discussion and direction regarding VSLOC's role in advocating issues affecting the tourism industry throughout the US, California and the County of San Luis Obispo for future review and approval of the BOD.
11. **Executive Committee Power**
Discussion regarding the level of approval power of the Executive Committee in preparation of a recommendation to the BOD.
12. **B&B Seat**
VSLOC staff will provide an update on the B&B Seat application process and applications received to-date.

13. Future Meeting Date

VSLOC staff will discuss and request feedback on the Executive Committee and Board meeting schedule for the future.

14. CEO Report

Staff will provide an update on current projects, dates of travel, reporting and areas of focus for the months ahead.

ADJOURN.

Brown Act Notice: Each speaker is limited to two minutes of public comment for items not on the agenda. Public comment for each agenda item will be called for separately and is also limited to 2 minutes per speaker. State law does not allow the committee to discuss or take action on issues not on the agenda, except that members of the committee may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the committee to follow-up on such items and/or place them on the next committee agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Executive Committee.

ADA Notice: Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Brendan Pringle at (805)541-8000 at least 48 hours prior to the meeting.



Minutes

Visit San Luis Obispo County Executive Committee

Visit San Luis Obispo County Executive Committee Meeting Minutes

Tuesday, November 11, 2015

3:00pm

Visit San Luis Obispo County Conference Room
1334 Marsh Street, San Luis Obispo, CA 93401

1. CALL TO ORDER: Jay Jamison

PRESENT: Jay Jamison, Clint Pearce, John Arnold, JP Patel

ABSENT: Noreen Martin

STAFF PRESENT: Chuck Davison, Brendan Pringle

Call to Order at 3:02pm.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

ANNOUNCEMENTS

Patel announced that Atascadero's historic City Hall is now offering guided tours on Saturdays.

Committee Discussion.

Public Comment – None.

CONSENT AGENDA

3. Approval of July 8, 2015 Executive Committee Meeting Minutes

Committee Discussion—None.

Public Comment – None.

C. Davison asked the Executive Committee to approve the Consent Agenda.

ACTION: Moved by Jamison/Pearce to approve the Consent Agenda as presented.

Motion carried: 4:0

BUSINESS ITEMS

4. Catalyst Marketing Company/Campaign Update

Davison discussed the challenges VSLOC has faced with Catalyst Marketing Company, and noted that the agreement with Catalyst is in effect through June 30, 2016 with a 60-day cancellation notice. He also provided a status update on the Fall Campaign.

Committee Discussion. The Committee recommended drafting a letter from the Committee to Catalyst, requesting a special meeting with the Executive Committee to discuss the on-going documented challenges.

Public Comment – None.

5. Booking Engine Update

The current JackRabbit booking engine on the VSLOC website costs \$40,284 annually, with less than optimal tracking. Other solutions include third party tracking model (Regatta) or an OTA model (like Booking.com). The Regatta model would offer advanced search criteria, dashboard tools, and connectivity options. Payment options include a flat fee (same as JackRabbit's fee), a 10% commission on bookings paid by the constituents, or a 10% commission on bookings paid by the DMO. The OTA (Booking.com) model would be a free solution to VSLOC, and offers detailed reporting and a 40% revenue share on commissioned bookings through the VSLOC website from SLOC lodging partners. Many lodging partners are already connected to Booking.com.

Committee Discussion. The Committee recommended the OTA model for Board consideration.

Public Comment – None.

6. Marketing Plan Update

A draft of the FY2015-16 Marketing Plan was included in the agenda packet. The full creative version will be presented at the next Board of Directors meeting on November 18, 2015.

Committee Discussion.

Public Comment – None.

7. New Website Solution

The current VSLOC website will be three years old in February. The agency that produced the site, Kraftwerk, will not use creative that is provided by another company, such as Catalyst, which has created a number of issues. All the media that was approved by the Board is for naught if visitors aren't able to land on a page that is engaging. Davison proposed using Simpleview to build a new, more responsive and more engaging website. Simpleview would manage the buildout, and provide a shopping cart model, which would allow VSLOC to add components as the site grew. Year One cost would be approximately \$24,000 for the initial build, plus the annual license fee of \$22,000. The annual license fee would be \$22,000 in the years to follow. VSLOC has \$48,000 budgeted this year for a new website build.

Committee Discussion. The Committee decided that this was an item that the Board should consider at the November 18, 2015 meeting.

Public Comment – None.

8. Sunset SAVOR the Central Coast

VSLOC is still waiting on the final financials from Fast Forward Ventures (F2V). F2V is considering an RFP for the future location of the Main Event. VSLOC was notified by Sunset that F2V was in the final stages of the RFP process for Sunset's Celebration Weekend, posing a potential conflict of interest for F2V. Davison suggested adding contingencies if the Board wishes to continue the event.

Committee Discussion. The Committee agreed and suggested this be presented to the Board at the November 18, 2015 meeting.

Public Comment – None.

9. Annual Financial Review

VSLOC received a clean statement during its FY2014-15 Financial Review. As a result of the Review, VSLOC has implemented a Conflict of Interest Policy and a Capital Expenditures Policy. In order to address the Segregation of Duties issue that is addressed in VSLOC's financial reviews year after year, VSLOC is looking at alternatives to its current accounting model.

Committee Discussion.

Public Comment – None.

CEO REPORT

10. CEO Report

Videos from the Fall Industry Educational Symposium will be available this week on the Members Page of the VSLOC website.

Davison invited the Executive Committee to attend the Advisory Committee meeting on December 3, 2015.

Davison asked the Executive Committee if they would like to have VSLOC's Holiday Party in December or January. The Committee recommended having the party after the first of the year.

Solterra Strategies' contract with VSLOC will end effective November 30, 2015. Solterra's rate will be ad hoc upon the termination of the contract for future assistance.

VSLOC is in the final stages of the interview process for the Marketing Director position.

Davison asked if there were other items that the Committee wanted to consider for future discussion.

Committee Discussion.

Public Comment – None

ADJOURNMENT

Meeting adjourned at 5:27pm.



Minutes

Visit San Luis Obispo County Executive Committee

Visit San Luis Obispo County Executive Committee Meeting Minutes

Tuesday, November 30, 2015

1:00pm

Visit San Luis Obispo County Conference Room
1334 Marsh Street, San Luis Obispo, CA 93401

1. CALL TO ORDER: Jay Jamison

PRESENT: Jay Jamison, Clint Pearce, Noreen Martin

ABSENT: JP Patel

STAFF PRESENT: Chuck Davison, Brendan Pringle

Call to Order at 1:03pm.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

BUSINESS ITEMS

3. Catalyst Marketing Review

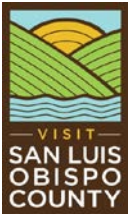
The Executive Committee addressed the on-going documented challenges VSLOC has faced with Catalyst Marketing Company, the critical importance of the Shoulder Season campaign to the constituents of Visit San Luis Obispo County, and expectations, many already noted in the agreement and SOW, moving forward. Mark Astone, President & CEO of Catalyst, understood the concerns of the committee and the importance of resolving the issues immediately and noted the internal changes that Catalyst has put in place in order to ensure that challenges do not continue, future deadlines are met, and promised that all future tasks would be delivered in a timely manner.

Committee Discussion.

Public Comment – None.

ADJOURNMENT

Meeting adjourned at 2:09pm.



Minutes

Visit San Luis Obispo County Executive Committee

Visit San Luis Obispo County Executive Committee Meeting Minutes

Wednesday, January 14, 2016

3:00pm

Visit San Luis Obispo County Office

1334 Marsh Street, San Luis Obispo, CA 93401

1. **CALL TO ORDER:** Jay Jamison

PRESENT: John Arnold, Jay Jamison, JP Patel, Clint Pearce

ABSENT: Noreen Martin

STAFF PRESENT: Chuck Davison, Brendan Pringle

Call to Order at 3:08pm.

2. **PUBLIC COMMENT (On Non-Agenda Items)**

None.

ANNOUNCEMENTS

The Beginning of Year Bash is happening January 21, 2016 from 5:00-7:00pm at Café Roma.

Visit California's Dream Eater is visiting San Luis Obispo County January 20-21, 2016. VSLOC campaigned to get this program to visit the County. They will be filming at Madonna Inn, Sidecar and Splash Café.

Committee Discussion.

Public Comment – None.

BUSINESS ITEMS

3. **Executive Committee Power**

John Lambeth of Civitas Advisors recommended formally establishing what powers the Executive Committee has without Board consent. Such powers may include making decisions on urgent action items, employment action, executive evaluation and compensation, and contracts up to a certain dollar amount. The Executive Committee cannot take final action on governance (amending bylaws), removing board members, and obligating the organization to new debt. The Executive Committee would report out on any action taken at the following Board meeting.

Davison requested that the Executive Committee draft some recommendations to the Board.

Committee Discussion. The Committee resolved to draft some recommendations by the February Executive Committee meeting. Davison noted that he would summarize these recommendations for feedback at the February 17, 2016 Board meeting.

Public Comment – None.

4. Research RFP Update

VSLOC received three proposals by the January 8, 2016 deadline: King Brown, Inc, Merrill Research and Connected Solutions. The Marketing Committee decided to advance two finalists, King Brown, Inc. and Merrill Research, to Oral Presentations on January 19, 2016. Oral Presentations will start at 8:30am at Embassy Suites in San Luis Obispo. VSLOC will bring their recommendation to the Board on January 20, 2016 for final approval.

Committee Discussion.

Public Comment – None.

5. Marketing Agency RFP Update

Catalyst has failed to complete some of the deliverables promised during the November 30, 2016 Executive Committee meeting. Their contract ends June 30, 2016. VSLOC planned to RFP for our marketing agency after Year One to line up with year two and beyond initiatives and the forthcoming research. The Marketing Committee reviewed the FY2016-18 Marketing Agency RFP, and asked staff to make one change: to request case studies on big picture co-ops and large partnerships. Davison discussed the RFP timeline. The RFP will be disseminated on January 20, 2016 (upon Board approval). Proposals will be due February 18, 2016. Once the Board authorizes contracting with an agency the week of March 16, 2016, VSLOC will have several weeks to work out the details of the contract, and be able to transition to a new agency within three months, but as soon six weeks if necessary (if Catalyst is not selected). If deliverables from Catalyst are not completed by April, VSLOC should consider if they start withholding payment until items are complete.

Committee Discussion.

Public Comment – None.

6. Strategic Planning

VSLOC has approached Coraggio Group about producing a strategic plan. Coraggio Group has worked with the SLOTBID, City of Atascadero, and Visit California. The Tourism Marketing District was approved for five years, and it needs a comprehensive long-term plan. Coraggio noted that if granted a contract, they would want to start 3-4 weeks ahead of receiving research. Davison asked the Committee for their recommendations on whether VSLOC should issue an RFP for a strategic plan.

Committee Discussion. The Committee decided that since Coraggio is a known quality in the community based on work with a number of partners and there was no fiduciary or fiscal reason to RFP, an RFP would not be necessary in this instance. Davison said he is planning to meet with Coraggio Group on January 29, 2016.

Public Comment – None.

7. Fall Campaign Creative and Reporting Update

Additional digital banners are still in production, and pre-roll is in production with voiceover recording scheduled for January 15, 2016. Davison showed the Committee examples of banner creative running on sites like BBOnline.com, RVParking.com, and VacationRentals.com. VSLOC will be highlighting these examples during the Industry Educational

Symposium on February 3, 2016. Davison also showed the December Reporting Metrics to the Committee, and noted that the pre-roll videos should be ready for viewing at the January 20, 2016 Board Meeting.

Committee Discussion.

Public Comment – None.

8. Budgeting Re-Forecast

VSLOC will be asking the Board for approval of a full re-forecast of the FY2015-16 budget, which includes the reallocation of a \$300,000 surplus. This surplus is likely to be even higher, since there was no interest on co-op advertising opportunities. At the last meeting, Catalyst asked the Marketing Committee to consider some one-day runs, but they were not interested in these opportunities due to their short shelf life. VSLOC has asked BrandUSA to provide opportunities to reach an international audience. Options to re-allocate these funds include increasing media spends/sales activities or paying off the line of credit (\$236,000).

Committee Discussion.

Public Comment – None.

ACTION: Moved by Pearce/Arnold to pay off \$136,000 of the line of credit, and re-allocate the rest of the surplus to media across selected channels based on the final Budget Re-Forecast approval by the Board on January 20, 2016.

Motion carried: 4:0

9. SAVOR the Central Coast

Any Olmsted at Sunset notified us that major sponsors like Volvo are not willing to commit this early. Sunset does not feel it is in a position to commit to a big event for 2016 and play a large role in the event without a major sponsor on board, due to all of their recent restructuring. Olmsted noted that they may be willing to assist with smaller events throughout the year and give VSLOC some editorial assistance. Sunset has also hired F2V to run Celebration Weekend in Sonoma, and Sunset is working on redesigning this event in Sonoma

The Marketing Committee recommended taking SAVOR on the road as more of a campaign than an event, and using it for branding at food and wine events. VSLOC already has some of these events in the budget, and Paso Robles Wine Country Alliance is already headed to Texas, possibly providing a great opportunity for SLO County to have a presence there at the same time. The Marketing Committee seemed open to selling the event, but expressed caution in selling to the right person based on changes and brand awareness. They are not interested in taking on individual events in their own markets and didn't see the value in using the SAVOR name on existing events.

Rob Rossi would like to explore options for his team to facilitate a SAVOR event at the Santa Margarita Ranch in Spring of 2017. He has proposed having the SMR team operate the event with assistance from VSLOC. VSLOC would need to define "assistance," but this would likely include promotions and marketing. Rossi would need to provide a proposal for consideration.

Committee Discussion.

Public Comment – None.

10. Morro Bay Tourism Bureau

On January 12, 2016, the Morro Bay City Council voted unanimously to take over the management of the Morro Bay Tourism Business Improvement District after the Morro Bay TBID Advisory Board, made up of hoteliers, voted

unanimously against this. VSLOC will still be actively working with the City and the Tourism Bureau through the transition as IPW (June 2016) and Amgen (May 2016) are upcoming partnership initiatives on the horizon.

Committee Discussion.

Public Comment – None.

11. CEO Report

Lois Fox, who is the B&B representative on the Board, will be resigning from the Board in February as she recently sold her B&B. The Board will be discussing options for this seat at the January 20, 2016 meeting.

VSLOC has hired Pam Roberts as its Travel Trade Sales Coordinator. She will start on January 25, 2016.

VSLOC's second Industry Educational Symposium is happening February 3, 2016. This symposium will include speakers from Booking.com, the California Film Commission, and Yelp. Dave Hovde, chief meteorologist at KSBY, has also been invited to give a short update on the threat of El Niño.

Visit California's Outlook Forum is happening February 22-23, 2016.

Committee Discussion. The Committee recommended adding Booking.com to the items for discussion at the January Board meeting as VSLOC's booking engine solution.

Public Comment – None.

ADJOURNMENT

Meeting adjourned at 4:57pm.

Chuck Davison
Visit San Luis Obispo County

Dear Chuck,

All too often, the connection of tourism to economic development is overlooked by areas that could benefit greatly. While it is true that traditional economic development measures aimed at attracting and retaining large businesses may make larger splashes, the steady infusion of dollars into a local economy that is brought by tourism has a terrific multiplier effect, owing to the fact that the smaller businesses who benefit from tourism are more likely to have local ownership. In other words, tourism brings outside dollars to your county, those dollars stay in your community, and they ripple through the local economy. In that context, regional destination marketing organizations such as Visit San Luis Obispo County serve a critical function as they develop and invigorate tourism.

The recently approved TMD has quadrupled Visit San Luis Obispo County's budget, and has positioned you to contribute even more significantly to this economic engine of the County. To honor the commitment of your constituents, you are prepared to create a Strategic Plan that will align staff and stakeholders on the direction for organization, on the actions that need to be taken, and on how success will be measured.

As summarized in our qualifications later in this document, Coraggio has a depth of experience helping a great many destinations define their tourism development strategies, and can offer San Luis Obispo County great value for this process because we are—first and foremost—a strategy firm, and that is what Visit San Luis Obispo County needs most. Our process is tried and true, and our methodologies work. At the same time, because we have such depth in the tourism space, we bring broad perspective and an understanding of the key issues and challenges.

We look forward to the opportunity to work with you to develop your strategy, and please don't hesitate to reach out to us if we can clarify anything or provide any additional information.

Enthusiastically,

A handwritten signature in black ink, appearing to read 'M. Landkamer', with a long horizontal flourish extending to the right.

Matthew Landkamer, Principal
Coraggio Group
2240 N. Interstate Ave. Suite 300
Portland, OR 97227
503.493.1452

Overview of our approach to strategy development

Anyone who has participated in a strategic planning initiative in the past may view subsequent similar initiatives with a bit of trepidation. With so many different ways of arriving at the end product, we've worked hard to make the process of getting to the end goal a little less painful and a lot more interesting and engaging—and maybe we can even have some fun along the way.

The key deliverable for this project is a Strategic Plan aimed at achieving defined and measurable goals that will add to the economic and cultural vibrancy of San Luis Obispo County. The graphic below provides a high-level view of Coraggio's framework for Strategic Planning:



We propose the following three-phase approach to the work:



Get Clear: April 2016



Immersion Work via telephone interviews and data review

Assessing San Luis Obispo County's current state of tourism, the capacity for tourism development and readiness for bridging the gap from its current state to the possible future will help us to align strategic decisions with the reality of its capacity to deliver. We will seek the answer to these and other critical strategic questions: How do key stakeholders view the long-term strategic direction of Visit San Luis Obispo County? What do these stakeholders need most from the Strategic Plan?

Understanding the needs, expectations, opinions and insights of a few of Visit San Luis Obispo County's key stakeholders is critical input to developing the strategic plan and making informed business decisions. We will perform telephone interviews of 8-10 of these stakeholders. Examples might include: hotel management, local TBID representatives, Chamber leadership, elected officials, key customers, etc.

In addition, we propose a simple stakeholder survey be developed that will give Coraggio a broader view into your challenges and opportunities before we join you for the strategic planning workshops.

To the degree that existing documentation exists that would inform our process, we would request access to that information at this stage, as well.

Get Focused: April-May 2016



1. Three-Year Plan Development Workshops

As the saying goes, "If we don't know where we're going any road will take us there." Having a smart, targeted plan and a clear path for executing the plan is key.

We will work with you to design three very focused, high-energy workshops with your strategic planning team. Each of these workshops would be distributed over two days, with an afternoon session on the first day and a morning session on the second day. We would also schedule a

one-hour meeting at the end of the second day's meeting to brief the Board's Strategic Planning Subcommittee on our progress.

Workshop One

In the first workshop, we would focus on the part of the plan we call "Strategic Clarity". This is the high-level view of your strategy, and includes the following elements:

Vision

What is the ideal future state we are trying to create?

Mission

What is our purpose? What are we here to make happen?

Values

What are the fundamental beliefs that shape how we work together and serve our mission?

Brand Intention

What do we want to be known for? What is the enduring perception or emotion that describes the total experience of our organization?

Position

What unique & sustainable value do we deliver, where do we deliver it, and for whom?

Workshop Two

In the second workshop, we would work with the team to define the "Focus" part of the plan, which includes these elements:

Strategic Imperatives

What must be accomplished over the planning horizon?

Objectives

How will we measure success?

Workshop Three

In the final workshop, we will work with your team to align on the "Action" part of the plan—the Initiatives that you will undertake within the planning horizon:

Initiatives

What collective actions do we need to take, that are transformative in nature?

Get Moving: May 2016



Having a compelling Plan and knowing how to communicate that Plan—both are essential for the success of the effort.

Deliverable: Final Strategic Plan documentation

Once we return from the workshops, we will take some time to collect everything the strategic planning team decided into one coherent document.

We have a one-page Strategic Plan format that has proven very effective at helping participants and non-participants alike to understand the overview of the strategic plan, while also being able quickly reference the specifics. In this way, the final document acts as both a guide to working the plan, and as a tool for communicating it.

Coraggio Team and Experience

About Coraggio

Established in 2005, Coraggio is a west-coast focused management consultancy. Drawing upon our experience working across multiple industry sectors, we use best practices in management, organizational design and continuous improvement methodologies to analyze and understand our client organizations at a systemic level. We help our clients get clear, get focused and get moving on their most important strategic, operational and organizational challenges—ultimately creating the pathway for them to improve operational efficiency, service delivery and leadership and management effectiveness.

We believe our experience and background would provide you with a unique and valuable perspective in developing your Strategic Plan. Specifically, we work across multiple industry categories including Government, Legal, Energy, Education, Healthcare and Consumer. This broad industry perspective enables us to draw upon a deep well of best practices, insight, and knowledge that we will apply to the project.

Each of our senior consultants has 15+ years of experience in their respective fields of strategy, organizational assessments and restructuring, process redesign, change management, and stakeholder engagement. Our consultants have either been part of large world-wide consulting firms, such as McKinsey & Company, Accenture, Deloitte Consulting and Hildebrandt, or a senior leader inside a global organization, including Nike, the Walt Disney Company, First Union Bank (now Wells Fargo) and Nautilus.

Coraggio's Areas of Specialization:

Strategic Clarity and Planning—We work with leadership teams to create clarity and alignment in strategy and planning. Common outputs of this work are long-term strategic clarity frameworks, strategic plans, business modeling, and business plans.

Leadership/Stakeholder Group Facilitation Processes—We offer deep experience in helping diverse stakeholder groups—within individual agencies or across multiple organizations—to successfully manage sensitive dynamics, have “real” conversations, and collaborate to reach reasonable solutions and a new common ground.

Organizational Change and Transitions—We design, plan, and implement organizational change initiatives. We take a systems-level approach to organizational change that integrates strategy, leadership, structure, culture, processes and systems in order to create positive, lasting change.

Executive and Organizational Development—We provide counsel, coaching, and facilitated development work with executives and teams. We also work with leadership teams to design and implement organizational development strategies and to provide guidance on how to improve leadership alignment and overall effectiveness.

Organizational Assessments—We conduct both qualitative and quantitative assessments of teams and organizations in order to provide clarity and an action plan around desired changes. Our assessments include organizational structure, organizational capabilities and competencies, cultural bench, leadership effectiveness, and change readiness.

Lean Six Sigma/Process Improvement—We work to ensure that Continuous Improvement becomes part of our clients' cultural DNA. We have deep expertise in process assessment and diagnostics aimed at helping clients to significantly improve efficiency and service delivery. As part of our process improvement work, we design implementation roadmaps and provide practical guidance and facilitation to ensure success.

Coraggio's Experience with Destination Marketing Organizations:

We believe we would provide Visit San Luis Obispo County with a level of acumen in the DMO space that is important to a positive outcome for this project. Though we have worked with many DMOs over the years, we find that each has their own set of unique challenges they are navigating, each with particular circumstances that need to be thoughtfully addressed in order to achieve the right results and sustained, long-term success.

Examples of Coraggio Clients:

DMO/Travel Experience

- Visit California
- Visit Oregon
- Visit Portland
- San Luis Obispo TBID
- Ontario, Calif. CVB
- Santa Monica CVB
- Wyoming Office of Tourism
- San Diego Tourism Authority
- Beverly Hills CVB
- Travel Oregon
- LA INC. (now Los Angeles Tourism and Convention Board)
- San Francisco Travel
- Travel Portland
- Santa Barbara CVB
- Visit Oakland
- Visit West Hollywood
- Western Association of CVBs
- Alaska Travel Industry Association
- Tri Valley, CA CVB

Other Business & Industry Experience

- Knowledge Universe
- US Olympic Committee
- Portland State University
- Port of Portland
- Nike
- Adidas
- California Lottery
- Orlando Magic
- Portland Trailblazers
- Portland General Electric (PGE)
- Starbucks
- American Red Cross
- Providence Health System
- New Seasons Market
- Sacramento County
- Multnomah County
- State of Oregon
- State of Washington

Coraggio consultants assigned to the Visit San Luis Obispo County project:



Matthew Landkamer

Principal

Matthew helps clients think through, better understand and then take action on their most important strategy, organizational change, and brand challenges. His art and design background, combined with hands-on business experience, allows him to bring a unique balance of creative design thinking and strategic rigor to each of his client engagements. He is a skilled facilitator and problem solver with an impressive ability to start the conversations that need to be had inside organizations, and among organizational leaders—the kind of conversations that lead to valuable insights, bold thinking and needed results.

Matthew has spent 18 years leading marketing and strategy initiatives for organizations of all sizes from large companies to small, entrepreneurial ventures. Before joining Coraggio, he was a leader of the marketing group at a Seattle-based global architecture firm, where he also helped lead strategy for that firm's Planning and Urban Design practice.

Matthew holds a Bachelor of Arts degree from Nebraska Wesleyan University. He is certified in the Prosci® Change Management methodology, and has completed training in Public Interest Design through the Social, Economic, and Environmental Design (SEED) Network.



Craig Trames

Principal

Craig is an engaging and insightful facilitator of strategy, brand, sales, marketing and innovation. He has an impressive and effective way of making sure the right conversations—the real conversations that need to be had—are front and center and that client teams are able to work together to mobilize around new opportunities and to find the right solutions to mission-critical challenges.

Craig has worked with a wide range of clients including adidas, Portland Fire and Rescue, Tillamook Creamery, NBC Universal Studios Hollywood, New Seasons Market, and a number of Travel & Tourism organizations such as San Francisco, Beverly Hills, Santa Monica and Santa Barbara.

Over the past 30 years, Craig has taken on a wide range of leadership roles with an emphasis on marketing, sales and product development, 11 years of which were spent at Nike. Afterward, Craig served as CEO of Pacific Crest Outward Bound School. Craig is proud to have been a senior consultant with Coraggio since 2006.

References

Kim Baker

Vice President of Marketing, Santa Monica CVB

310.319.6263

kbaker@santamonica.com

Molly Cano

Tourism Manager, City of San Luis Obispo

805.781.7165

mcano@slocity.org

Proposed Budget

Our requested fee for this project is a flat rate of \$30,000, billed as follows:

April 2016: \$13,000

May 2016: \$17,000

This fee does not include costs related to travel, which will be billed at cost. All invoices are due net 30.