AGENDA

Visit San Luis Obispo County Board of Directors

Visit San Luis Obispo County Board of Directors Agenda
Wednesday, January 20, 2016
8:30 am
Allegretto Vineyard Resort
2700 Buena Vista Dr., Paso Robles, CA 93446

1. **CALL TO ORDER**

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

ANNOUNCEMENTS	C. Davison

CONSENT AGENDA	C. Davison

3. **Approval of December 16, 2015 Board Meeting Minutes** *- motion required* (yellow)
   Staff will ask for Board approval of the December VSLOC Board Meeting Minutes.

BUSINESS ITEMS	C. Davison

4. **Approval of December VSLOC Financials & Re-Forecasted FY2015-16 Budget** *- motion required* (green) (10 min)
   Staff will ask for Board approval of the December VSLOC Financials and re-forecasted FY2015-16 budget.

5. **B&B Seat Update** *(10 min)*
   Staff will request recommendations from the Board to fill the B&B seat on the Board that will soon be vacant.

6. **SAVOR the Central Coast Update** *- motion required* (15 min)
   Staff will provide an update on the Marketing Committee's recommendations for SAVOR the Central Coast, and request feedback from the Board.

7. **Booking Engine Update** *(15 min)*
   Staff will revisit Booking Engine solutions upon the recommendation of the Executive Committee.

8. **Research Agency Selection** *- motion required* (10 min)
   Staff will ask for Board approval of a research agency and contract negotiation based on recommendations from the Marketing Committee.

9. **Marketing Agency RFP** *- motion required* (10 min)
   Staff will ask for Board approval of VSLOC's FY2016-17 Marketing Agency RFP.

10. **SLOIFF Sponsorship** *- motion required* (10 min)
    Staff will ask for Board approval of SLOIFF's application for event sponsorship.

11. **Fall Campaign Update** *(10 min)*
    Staff will provide an update on the results of the Fall Campaign to date.

CEO REPORT	C. Davison

12. **CEO Report** *(5 min)*
   Staff will provide an update on current projects, 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 board to discuss or take action on issues not on the agenda, except that members of the board may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the board to follow-up on such items and/or place them on the next board agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Board of Directors.

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 Board of Directors

Visit San Luis Obispo County Board of Directors
Meeting Minutes
Wednesday, December 16, 2015
8:30am
Courtyard by Marriott, San Luis Obispo
1605 Calle Joaquin, San Luis Obispo, CA 93405

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

PRESENT: Kathleen Bonelli, James Davison, Mark Eads, Jim Hamilton, Jay Jamison, Noreen Martin, Sam Miller, JP Patel, Clint Pearce, Roger Wightman

STAFF PRESENT: Chuck Davison, Kylee Jepsen, Brendan Pringle, Becky Singh, Michael Wambolt

Call to Order at 8:30am.

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

None.

ANNOUNCEMENTS

SLO County TOT figures increased 1.2% year over year for October.

Davison introduced Becky Singh, VSLOC's Director of Marketing, who started on Monday, December 14, 2015.

Board Discussion.

Public Comment – None.

BUSINESS ITEMS

3. **Approval of November 18, 2015 Board Meeting Minutes**

Board Discussion.

Public Comment – None.

ACTION: Moved by **Wightman/Hamilton** to approve the November 2015 Board Meeting Minutes as presented.

Motion carried: 10:0

4. **Approval of November VSLOC Financials & Restated Allocation**

As the financials reflect, VSLOC's actual expenses fall behind its projected expenses. Actual expenses will catch up in December as the shoulder season campaign continues. VSLOC has also done a re-allocation of the annual budget to the individual departments. A re-forecast of financials will be presented to the Board in February.
Board Discussion.

Public Comment – None.

ACTION: Moved by **Martin/J. Davison** to approve the November VSLOC Financials and Restated Allocation.

Motion carried: 10:0

Item 6 was reversed with Item 5 on the Agenda.

6. CEO Report

The Research Agency RFP process has begun. The RFP document is available on the Members Area of the VSLOC website. The Marketing Committee will score the Research Agency RFP responses at their January 12, 2016 meeting, and will hear oral presentations on January 19, 2016. The Marketing Committee's recommendation will be considered for Board Approval at the January 20, 2016 Board Meeting.

The reporting for the first two weeks of the Fall Campaign is currently being analyzed by Catalyst. The agency will dig deeper into these numbers and make some modifications moving forward.

Agenda items for the next BOD Meeting agenda include the Marketing Agency RFP for FY2016-17, Research Agency Selection and Contract Approval, and the Final Fall Creative.

Board Discussion.

Public Comment – None.

5. Sunset SAVOR the Central Coast

The VSLOC Board voted 11-2 at the last meeting to continue Year 2 of VSLOC's Joint Venture Agreement with Fast Forward Ventures (F2V) to manage and own SAVOR the Central Coast. The following week, F2V notified VSLOC staff that they opted out of the agreement, for the following reasons:

1) The financial structure of the event is too dependent on local DMOs. They believe that as VSLOC transitions out of ownership, DMOs will become less supportive.
2) National sponsors don't see value in San Luis Obispo County from a national level, as the audience is too small and it's a tough destination to travel to.
3) Volatility around long-term Main Event location. A contract was not reached with Santa Margarita Ranch (SMR) for the 2015 event and questions arose about the ability to reach a long-term agreement with SMR. At last month's Board meeting, the Board expressed that they felt VSLOC should at least RFP other Main Event options. However, any other option would require a substantial build, and the goal is to reduce expenses—not add expenses.

Options for the future include:

1) Cease operations of SAVOR and maintain the assets and trademark for possible similar or different future use.
2) Sell the event: F2V suggested that events typically sell for 6 times the profit ($78,000) or 0.08 times the gross revenue ($82,000), and that it may be worth 3-5 times higher with the event's financial turnaround in 2015. However, the sale of the event would likely lead to significant changes, which may impact the brand and view of

VSLOC for those who don't realize the organization no longer owns it upon a sale. VSLOC could engage a business broker or sell directly to someone like Rob Rossi of Santa Margarita Ranch (either all at once or through a deal where VSLOC licenses the brand long-term, similar to the F2V Joint Venture Agreement)

3) Place the event on hold for a year, possibly restarting in 2017 with a new production company. However, it may be hard to re-engage national sponsors and DMOs after a year off.

4) Hire a full-time event manager and go back to VSLOC running the event. VSLOC is not interested in pursuing this option.

Board Discussion.

Public Comment— Destini Cavaletto with SMR noted that she wanted to speak on behalf of Rob Rossi. She noted that Rossi is a huge supporter of the event and wants to see it continue. Rossi is willing to put together some kind of proposal from the Ranch to see it continue.

Aaron Graves of the Pleasant Inn in Morro Bay said that he would like to see the event evolve and focus more on heads in beds.

ACTION: Moved by **J. Patel/Pearce** to place the event on hold for further research by the Marketing Committee moving into the future, and bring back recommendations to the board.

Motion carried: 10:0

ADJOURNMENT

Meeting adjourned at 10:00am.

San Luis Obispo County
Visitor's & Conference Bureau
2015/2016 December Financial Summary - As of December 31, 2015

Income	This Month	Budgeted for Month	MTD Variance	FISCAL YTD	Budgeted YTD	VTD Variance
PY Carryover	$ -	$ -	$ -	$ -	$ -	$ -
Current Year Dues Paid In Prior Year	$ -	$ -	$ -	$ -	$ -	$ -
Membership Dues	$ 4,150	$ -	$ 4,150	$ 30,212	$ 46,000	$ (15,788)
TBID Income						
SLO County Unincorporated	$ 83,938	$ 99,170	$ (15,232)	$ 336,953	$ 396,104	$ (59,151)
SLO City	$ 110,849	$ 62,640	$ 48,209	$ 252,785	$ 279,368	$ (26,583)
Pismo Beach	$ 152,556	$ 73,107	$ 79,449	$ 371,484	$ 385,046	$ (13,562)
Morro Bay	$ 25,718	$ 24,860	$ 858	$ 130,440	$ 135,434	$ (4,994)
Paso Robles	$ 41,871	$ 40,491	$ 1,380	$ 171,628	$ 167,619	$ 4,009
Arroyo Grande	$ 7,303	$ 7,698	$ (395)	$ 34,363	$ 38,581	$ (4,218)
Atascadero	$ -	$ -	$ -	$ 36,911	$ 27,499	$ 9,412
Grover	$ 3,696	$ 2,667	$ 1,029	$ 12,419	$ 14,141	$ (1,721)
Total Income	$ 430,082	$ 310,634	$ 119,448	$ 1,377,197	$ 1,489,792	$ (112,595)
Expenses						
Unclassified(Reserve & Contingency)	$ -	$ -	$ -	$ -	$ 142,656	$ (142,656)
G&A	$ 15,327	$ 15,327	$ -	$ 85,262	$ 85,262	$ -
Industry Research and Resources	$ 17,439	$ 17,439	$ -	$ 74,139	$ 74,139	$ -
Travel Trade	$ 31,532	$ 31,532	$ -	$ 86,554	$ 86,554	$ -
PR	$ 6,364	$ 6,364	$ -	$ 47,315	$ 47,315	$ -
Advertising	$ 110,591	$ 110,591	$ -	$ 168,548	$ 168,548	$ -
Promotions	$ 1,254	$ 1,254	$ -	$ 6,403	$ 6,403	$ -
Events	$ 182	$ 182	$ -	$ 63,680	$ 63,680	$ -
Digital Marketing	$ 153,894	$ 153,894	$ -	$ 224,386	$ 224,385	$ 0
Film Commission	$ 1,840	$ 1,840	$ -	$ 7,328	$ 7,328	$ -
Total Expenses	$ 338,422	$ 338,422	$ -	$ 763,614	$ 906,269	$ (142,656)
Cash Surplus(Deficit)	$ 91,660	$ (27,788)	$ 119,448	$ 613,583	$ 583,523	$ 30,060

	Current Year Month End	Prior Year Month End	Increase (Decrease)
Visit SLO County Cash Balances	$ 848,520	$ 236,715	$ 611,805

Visit San Luis Obispo County
Balance Sheet Prev Year Comparison
As of December 31, 2015

Cash Basis

	Dec 31, 15	Dec 31, 14
ASSETS		
Current Assets		
Checking/Savings		
CNB - Membership	85,286.24	0.00
CNB - TBD	763,233.41	0.00
Rabobank Checking	0.00	236,715.05
Savor Checking Account	23,384.91	5,868.91
Total Checking/Savings	871,904.56	242,583.96
Accounts Receivable		
Accounts Receivable	-3.00	-5.40
Total Accounts Receivable	-3.00	-5.40
Other Current Assets		
Prepaid Rent	3,326.70	0.00
Prepaid Payroll Tax	3,227.72	0.00
Total Other Current Assets	6,554.42	0.00
Total Current Assets	878,455.98	242,578.56
Fixed Assets		
Fixed Assets	32,552.69	32,782.67
Accumulated Depreciation	-23,658.17	-20,832.17
Total Fixed Assets	8,894.52	11,950.50
TOTAL ASSETS	887,350.50	254,529.06
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable	0.00	-6,737.95
Total Accounts Payable	0.00	-6,737.95
Credit Cards		
Rabobank Credit Card	4,429.82	0.00
Chase 5458/Master	0.00	2,200.57
Total Credit Cards	4,429.82	2,200.57
Other Current Liabilities		
Coast National Line of Credit	235,418.00	0.00
Payroll Liabilities	0.00	-169.46
Total Other Current Liabilities	235,418.00	-169.46
Total Current Liabilities	239,847.82	-4,706.84
Total Liabilities	239,847.82	-4,706.84
Equity		
Fund Balance	34,053.44	34,053.44
Retained Earnings	147,404.82	175,685.55
Net Income	466,044.42	49,496.91
Total Equity	647,502.68	259,235.90
TOTAL LIABILITIES & EQUITY	887,350.50	254,529.06

San Luis Obispo County
Visitor's & Conference Bureau
2015/2016 Restated Budget - As of December 31, 2015

Income	Annual Restated Budget	Annual Original Budget	Variance
PY Carryover	$ -	$ -	$ -
Current Year Dues Paid In Prior Year	$ -	$ -	$ -
Membership Dues	$ 46,000	$ 46,000	$ -
TBID Income			
SLO County Unincorporated	$ 774,378	$ 774,378	$ -
SLO City	$ 577,764	$ 577,764	$ -
Pismo Beach	$ 729,197	$ 729,197	$ -
Morro Bay	$ 245,307	$ 245,307	$ -
Paso Robles	$ 356,496	$ 356,496	$ -
Arroyo Grande	$ 76,751	$ 76,751	$ -
Atascadero	$ 66,971	$ 66,971	$ -
Grover	$ 26,249	$ 26,249	$ -
Total Income	$ 2,899,113	$ 2,899,113	$ -
Expenses			
Unclassified(Reserve & Contingency)	$ 142,656	$ 142,656	$ -
G&A	$ 199,893	$ 361,030	$ (161,137)
Industry Research and Resources	$ 278,617	$ 220,850	$ 57,768
Travel Trade	$ 325,652	$ 328,988	$ (3,336)
PR	$ 170,914	$ 211,798	$ (40,884)
Advertising	$ 668,972	$ 739,224	$ (70,252)
Promotions	$ 57,079	$ 86,989	$ (29,910)
Events	$ 177,680	$ 243,046	$ (65,365)
Digital Marketing	$ 611,301	$ 578,782	$ 32,519
Film Commission	$ 66,039	$ 87,457	$ (21,419)
Total Expenses	$ 2,698,803	$ 3,000,820	$ (302,017)
Cash Surplus(Deficit)	$ 200,310	$ (101,707)	$ 302,017
Principal Payouts on Line of Credit			
1/20/2016	$ 136,000		
Feb - June @ $10,000	$ 50,000		
Net Cash Surplus (Deficit)	$ 14,310		

Minutes

Visit San Luis Obispo Marketing Committee

Visit San Luis Obispo County Marketing Committee
Meeting Minutes
Tuesday, December 8, 2015
8:30am
Embassy Suites
333 Madonna Rd, San Luis Obispo, CA 93405

1. **CALL TO ORDER:** Chuck Davison

PRESENT: Ashlee Akers, Jim Allen, Terrie Banish, Molly Cano, Cheryl Cuming, Amanda Diefenderfer, Christen Goldie, Lori Keller, Heather Muran, John Sorgenfrei,

STAFF PRESENT: Chuck Davison, Brendan Pringle, Michael Wambolt

Call to Order at 8:34am.

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

None.

ANNOUNCEMENTS

Davison thanked the Marketing Committee for their dedication these past few months, and introduced Becky Singh, VSLOC's Director of Marketing, who will start on December 14.

Committee Discussion – None.

Public Comment – None.

CONSENT AGENDA

3. **Approval of November 10, 2015 Marketing Committee Meeting Minutes**

Committee Discussion – None.

Public Comment – None.

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

ACTION: Moved by **Sorgenfrei/Cuming** to approve the Consent Agenda as presented.

Motion carried: 8:0:2
Keller/Diefenderfer abstained.

BUSINESS ITEMS

4. Update on Previous Month Board Meeting

Majority of the VSLOC Executive Committee felt that the OTA/Booking.com model was the best option due to the connectivity; however consensus was not reached on a solution to replace JackRabbit. The Board decided to put the Booking Engine item on hold until next year, allowing time to conduct further research, and authorized the removal of JackRabbit's referral engine from the VSLOC website—a savings of approximately $2200 per month. This could be a topic at VSLOC's next Industry Educational Symposium on February 3, 2016. The Board also approved the build of a new website by Simpleview.

Committee Discussion – Sorgenfrei suggested going back to the community DMO boards in order to gain more consensus among constituents before choosing a new booking engine solution. Diefenderfer and Cano also suggested taking the issue up with the individual DMO boards, arguing that members represent the most active lodging partners, but Diefenderfer noted that 75% of the last symposium's attendance consisted of active board members.

Public Comment – None.

5. SAVOR the Central Coast Recap

Davison presented a recap of SAVOR the Central Coast. The Main Event attracted total of 3,964 unique attendees (excluding volunteers, staff, and vendors). The Opening Night Event attracted 1296 attendees. Adventure Tours attracted 394, and Special Events and Dinners totaled 260 attendees. According to the post-event survey, 9.4% of attendees stayed in a vacation rental, and the average stay was 2.6 nights. Web stats were not high from a traffic standpoint, as the SAVOR website has no SEO. This would be an expensive build, as it would need to be done 12 months in a row—not on and off. For the first time in the event's six-year history, the event was profitable ($12,116.11 profit), all from cutting expenses. Davison also discussed Fast Forward Event's preliminary recommendations for 2016.

Committee Discussion – Cuming inquired if Hearst Castle was being considered for next year's Opening Night Event. Davison noted that challenges included decreased capacity and other costs, but that this was always an option. The Committee discussed the use of a centralized lodging booking process. Davison noted that the Fast Forward Ventures will be reviewing Sunset's involvement in future events, and pointed out changes at Sunset due to turnover. Sorgenfrei noted that it may be time to consider a new media partner, and suggested Wine Enthusiast might be an option. He suggested that in terms of media FAMs, DMOs should share the list of "flaky" journalists who take advantage, and don't produce any articles.

Public Comment – None.

6. DMO Spotlight – City of San Luis Obispo

Cano showcased the SLOTBID's new website (SanLuisObispoVacations.com), which just launched. She noted that the previous website was not even mobile-friendly, and the new site is fully responsive and visually inspiring. Cano also presented the new "ShareSLO" YouTube channel, and played several videos from the site, one of which received more than 50,000 views within the first week. Davison added that the company that produced the event, PMG, is currently doing a photo and video shoot for us.

Committee Discussion.

Public Comment – None.

7. Catalyst Marketing

7a. Research RFP Review

Mark Astone, CEO of Catalyst Marketing, noted that the fall media campaign launched on November 16, 2015. Banner ads and radio ads have been produced and launched.

Astone discussed the timeline for a Research RFP which would cover two different studies: 1) current demographics and a visitor share of wallet study; and 2) feeder market destination awareness study. These will set benchmarks moving forward. Proposals will be evaluated January 12. Then, on January 19, VSLOC would invite finalists to present. Data will be available by April or the beginning of May. Astone asked for the feedback of the Board on the RFP before it is sent out to agencies in the afternoon. He also noted that other buy-in options will be available for communities to get additional data. Davison added that once it is released, the final RFP document will be available on the Members Area of the VSLOC website.

Committee Discussion.

Public Comment – None.

7b. Fall Campaign Update Including Results to Date

Astone provided an update on Fall Campaign results. In terms of PR, Marc Gendron (Catalyst's Director of PR) reached out to 30 companies last month, with 5-8 interested in writing stories about the County. Catalyst has also drafted press kit materials, and requested several media FAMs. Astone gave an overview of popular keywords, geographical trends of mentions, and trending hashtags. He also presented the social media report for November. Catalyst is looking at underperforming areas and beginning the tweaking process in its digital marketing.

Committee Discussion—Diefenderfer noted that the data on geographical trends was great, but that it doesn't give direction or have anything to do with tourism or VSLOC. Astone responded that Catalyst is still drilling down into the data. Cuming asked if Catalyst was following the Facebook pages for all the DMOs. Davison responded that Jordan Carson, VSLOC's Marketing Coordinator, was monitoring all of these pages and using supporting hashtags in appropriate posts. Davison asked for feedback on the statistics, based on the campaigns run by the local DMOs. Sorgenfrei suggested building awareness in the area before the campaign. He added that digital is easy to track, but not always the most effective. Akers suggested that a lot of Verdin's campaigns have been more action-based, with contests and specials. She also suggested using Pandora, which has been effective at driving traffic for them. Sorgenfrei suggested boosting VSLOC's Facebook and Youtube marketing to build a strong fan base, and added that since radio is doing so well, VSLOC might want to consider shifting some of the digital marketing dollars to radio. He noted that DMOs could possibly do a "destination showcase hour," where all destinations were supporting one picture.

Public Comment – None.

7c. Countywide Icon Usage by Community DMOs

The VSLOC Board approved the Countywide Icon with the "SAN LUIS OBISPO COUNTY" text and white outline of the County. VSLOC is looking for input from DMOs on how this can be used. We will be sending renderings of this icon to you via email in the coming days.

Committee Discussion – None.

Public Comment – None.

7d. Additional Co-op Options

Astone presented some much larger co-op opportunities in the Bay Area News Group publications, Sunset, SF Chronicle, and the OC Register for consideration. Davison said that VSLOC would be paying 50% of the cost.

Committee Discussion – Sorgenfrei noted that the target is right, but the frequency might be an issue, as a newspaper advertisement would be a one-shot deal, with a short shelf life. He added that it might help if there was a contest related to it. Akers agreed that the short shelf life might be an issue. Cano noted that these opportunities weren't very much outside the box, and that she believed many of the DMOs could tap into Bay Area News Group. She added that she didn't want to just be shifting funds into co-op opportunities in media that SLO could already afford on its own. Sorgenfrei suggested placing ads in lifestyle publications instead. Diefenderfer said she would like to see some opportunities to reach Phoenix and other domestic and international feeder markets. Keller added that it will be interesting to see the research on brand awareness in these markets. Sorgenfrei added that he thought California should be the primary target. He noted that many people in California still haven't discovered the County. Allen asked if Catalyst had considered wine bottle neck tag ads. Davison responded that VSLOC is looking at opportunities to do a contest promo display at places like BevMo.

Public Comment – None.

8.   CEO Report

VSLOC is still waiting for a decision from Alaska Airlines. Alaska is looking for a fall route, while the Airport and VSLOC were hoping for a spring route. VSLOC and the Airport have asked them to write letter of commitment to the DOT so that the Airport's $500,000 grant can be extended into next year. A response is due back from Alaska Airlines before Christmas. All the conversation at the meeting with Alaska was very positive. Alaska Airlines was surprised with the $100k that VSLOC offered in initial launch advertising.

VSLOC received positive feedback from the Advisory Committee meeting during its meeting on December 3, 2015. One key issue at the meeting was that of illegal vacation rentals.

A full photo and video shoot is scheduled for this week. This will provide a wide selection of quality digital assets.

The VSLOC office is closed December 24-25, 2015, as well as January 1, 2016.

The next Committee meeting is scheduled for January 12, 2016. Location is TBD.

Committee Discussion – None.

Public Comment – None.

ADJOURNMENT

Meeting adjourned at 10:36am.

January 20, 2016

To All Prospective Bidders:

Visit San Luis Obispo County, a nonprofit corporation and the countywide Destination Marketing Organization (DMO), is seeking a qualified marketing agency, with tourism experience, to develop the Visit San Luis Obispo County brand and promote tourism to San Luis Obispo County.

The San Luis Obispo County Visitors and Conference Bureau, dba Visit San Luis Obispo County, is a non-profit 501(C)(6). San Luis Obispo County tourism is marketed exclusively by Visit San Luis Obispo County which established the first countywide Tourism Marketing District (TMD), a 1% assessment on overnight lodging stays in San Luis Obispo County, in June 2015.

Visit San Luis Obispo County oversees the production of a variety of marketing activities, including on and offline advertising, travel trade and group sales, tradeshows, communications and public relations, research, visitor publications and maps, cooperative programs, promotions and events – all designed to promote San Luis Obispo County to travelers, tourists and the travel trade.

The purpose of this request for proposal (RFP) is to seek and retain a qualified full service marketing agency to develop the Visit San Luis Obispo County brand and promote San Luis Obispo County tourism. The results of these efforts will benefit Visit San Luis Obispo County's assessed lodging businesses, as well as seven in-county community Destination Marketing Organizations by increasing tourism revenue. There will also be secondary benefits to restaurant, winery, brewery, transportation, activity, event and retail businesses as tourists partake in our county's assets.

The contract period for the Scope of Work contained within this RFP will be approximately June 1, 2016 to June 30, 2017, or 13 months. Visit San Luis Obispo County's fiscal year runs from July 1st through June 30th. The first fiscal year of the contract will be funded up to $1.5 million, based on current revenues and subject to change. Moving forward, the budget for this contract could potentially scale to $1.75 million annually over the next two years. We reserve the right to adjust this amount based on the content of the proposals and related factors.

Attached is a RFP to be filled out by those capable of meeting minimum requirements and carrying out the scope of work. All responses will be carefully reviewed and evaluated based on the criteria noted in the attached document. Any questions you may have to clarify this RFP are due to Visit San Luis Obispo County, via email, no later than 12:00 p.m., Pacific Daylight Time (PDT) January 27, 2016.

Sincerely,

Chuck Davison
President and Chief Executive Officer

Table of Contents

VISIT SAN LUIS OBISPO COUNTY

Request for Proposal
Marketing Agency

1.   **INTRODUCTION**

San Luis Obispo County is a leading tourism destination on the Central Coast of California. Located halfway between San Francisco and Los Angeles the destination is home to more than a dozen unique cities, 300+ wineries, over 80 miles of coastal access and beaches in addition to the iconic Hearst Castle.

   About Visit San Luis Obispo County

Visit San Luis Obispo County is a not-for-profit, 501(C)(6) corporation formed in 1992 and is the Destination Marketing Organization (DMO) for San Luis Obispo County, promoting the area as a preferred tourism destination for regional, national and global visitors through advertising, marketing, public relations, travel trade and group sales, promotions and events. Highlighted by its culinary, cultural and coastal aspects, San Luis Obispo County is internationally recognized as a premier wine, food and life-style destination on California's Central Coast. Visit San Luis Obispo County works in partnership with tourism industry-related businesses including lodging properties, restaurants, wineries, activities, golf courses and retail stores to create a unified marketing approach that promotes the Culinary, Coastal and Cultural assets of the County.

In 2013 Visit San Luis Obispo County began working to form a countywide Tourism Marketing District. The San Luis Obispo County Tourism Marketing District (SLOCTMD) is an assessment district that provides specific benefits to payors, by funding marketing, advertising, promotions, and sales efforts for assessed businesses. Each of the jurisdictions within the Tourism Marketing District (TMD) has benefitted for several years from local districts funding local marketing. This countywide TMD is a new, cooperative effort to collectively market all that the County has to offer for the benefit of assessed lodging businesses. The countywide TMD was approved in June 2015 and began operation July 1, 2015.

Under the new TMD the board is comprised of 15 members, 14 of which are from the lodging industry. A 13-18 member Marketing Advisory Committee made up of destination managers and marketing professionals also provides input in developing the strategic marketing plan and direction.

2.   **PURPOSE**

The purpose of this request is to seek and retain a qualified full service marketing agency to develop the Visit San Luis Obispo County brand and promote San Luis Obispo County tourism. The results of these efforts will benefit Visit San Luis Obispo County's assessed lodging businesses, as well as in-county DMOs by increasing tourism revenue.

3.   **CURRENT STRUCTURE**

Visit San Luis Obispo County currently operates with an agency of record. The term of the current agency of record will expire in 2016. If the current agency of record does not successfully bid to extend their contract, a transition period for the outgoing agency of record and successful proposer will be established. The intent is to have marketing, PR and research agencies in place to assist in the development of the brand. Agencies must work closely together to ensure a seamless brand experience for potential visitors, and stakeholders. The marketing agency will work collaboratively with all necessary partners.

4.   CONTRACT TERM

The successful proposer will enter into a contract for services with Visit San Luis Obispo County. The duration of the initial contract between Visit San Luis Obispo County and the successful proposer is expected to begin June 1, 2016 and terminate on June 30, 2017. Visit San Luis Obispo County reserves the right to renew its agreement prior to the end of each contract term for a total of four (4) years, providing funding to do so is appropriated for this purpose in subsequent budgets. There will be reviews annually in each year the contract is renewed. Proposed renewals are also assessed according to program direction, funding, and consistency of price and scope of work continuity.

5.   AVAILABLE FUNDS

Visit San Luis Obispo County will initially fund this contract up to $1.5 million for services rendered for the 16/17 fiscal year.[1] Funding at this level is dependent on an overall Visit San Luis Obispo County budget estimated at $3.4 million. This budget figure is based on brand development, creative production, strategy execution, media planning and placement (both offline and online), account management fees, and out-of-pocket expenses. However, Visit San Luis Obispo County reserves the right to adjust both the budget and related services.

6.   EVALUATION PROCESS & CRITERIA

Visit San Luis Obispo County will form a committee to evaluate the written proposals. The criterion for the scoring of the proposals is included as Attachment C. The committee may at any time during the evaluation process seek clarification from Proposers regarding any information contained within their proposal. Final scores for each Proposer will reflect a consensus of the evaluation committee. Any attempt by a proposer to contact a member of the evaluation committee outside the RFP process, in an attempt to gain knowledge or an advantage may result in disqualification of proposer.

The top three to five finalists chosen by the evaluation committee will be asked to provide oral presentations to the evaluation committee in San Luis Obispo County. After the oral presentations, there will be a question and answer period. In addition to Proposer management, key personnel performing day-to-day activities will be requested to attend.

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[1] *The budget for this contract could potentially scale to $1.75 million annually over the next two years*

7. TENTATIVE SCHEDULE

This tentative schedule may be altered at any time at the discretion of Visit San Luis Obispo County. All times are PDT.

01/20/16	RFP dissemination
01/27/16, 12:00pm	**Q & A and Notice of Intent to Bid (if not already submitted) due**
02/01/16	Q & A response sent to agencies
02/18/16, 12:00pm	**Proposals due**
Week of 02/22/16	3-5 finalists chosen and notified of final presentation dates and times
Week of 03/07/16	Oral presentations by finalists
Week of 03/16/16	Selected proposer announced & contract negotiations begin
04/2016	Start date / transition – actual date TBD

8. AGENCY OBJECTIVES

Primary:
Plan, develop, execute and track results for Visit San Luis Obispo County's brand marketing program.

☐ **Evaluation for depth and execution of a Rebrand:**
Visit San Luis Obispo County is engaged in consumer research for its core target markets (Primary DMAs – San Francisco, Los Angeles, Central Valley – Secondary DMAs based on direct air service – Phoenix and Las Vegas). Final research reporting will likely indicate or influence a need for Visit San Luis Obispo County to rebrand (a firm brand has not been established to date). Agency would need to establish a timeline and deliverables for a rebrand which could scale from a refresh to a comprehensive brand identity, including naming, visual identity, photography and video styleguide, and brand messaging architecture.

☐ **Website Redesign:**
Visit San Luis Obispo County's site is outdated and provides a limited experience for site users (consumers) interested in travelling to our region. The winning proposer shall provide design concepts and wireframes for a new website experience. Simpleview will develop the new website and may also take part in the redesign. The new site will include lodging booking functionality. The website is geared towards consumers, however both Visit San Luis Obispo County lodging partners and restaurant and activity members will utilize the Visit San Luis Obispo County site to gather member information and update their consumer facing business pages. Visit San Luis Obispo County staff will use a CMS to keep content current. Please refer to Attachment D—Simpleview Agency Guidelines for an outline of the design guidelines.

□ **Marketing and Advertising Planning***:* Develop recommendations for a Marketing and Advertising Plan that supports the strategies set forth by Visit San Luis Obispo County. Includes Strategic Direction, Creative Strategy, Brand Development and Stewardship, Media Plan and Cooperative Plan.

□ **Media Buy***:* Buy (execute) the media plan presented in the Marketing and Advertising Plan and approved by Visit San Luis Obispo County. Execution includes placement, optimization, cancellations, auditing, payment to vendors and billing.

□ **Concept Development/Production:** Concept creative materials/campaign elements (online, print, broadcast, etc.) as described in the Marketing and Advertising Plan. Once approved, produce and bring to final form the approved advertising materials to run/air on behalf of Visit San Luis Obispo County.

Secondary:

□ **Account Stewardship**: Attend Visit San Luis Obispo County's marketing committee meetings (monthly via teleconference and quarterly in person), prepare monthly media reports, periodic reports and a monthly recap for marketing committee meetings, including budget, and arrange for storage and shipment of materials and documents as directed by Visit San Luis Obispo County.

□ **Miscellaneous:** Provide creative input and support for other projects, and work collaboratively with other partner agencies.

9.   PROPOSAL REQUIREMENTS

Proposals must address each item listed within the following sections, giving specific details of techniques to be used in meeting these requirements. The proposal should describe how the Proposer intends to perform the scope of work during a 12-month period and shall be subject to negotiation between Visit San Luis Obispo County and the Awardees' for the initial contract period. The information provided will be used to negotiate the contract scope of work, and to score proposals as described in Attachment C, Proposal Evaluation Criteria.

Proposals must be based on a funding level of $1.5 million per fiscal year. If additional funding becomes available, this budget may increase. See Attachment A for links to the Visit San Luis Obispo County's public documents related to strategic planning.

9.1 Minimum Requirements

☐ <u>Questions</u>: All Proposers wishing clarification of this RFP must submit questions via email to: Chuck@VisitSanLuisObispoCounty.com by the date and time referenced in the Tentative Schedule and note "Agency RFP Questions" in the subject line. Questions must be categorized based on scope of work elements.[2]

☐ <u>Notice of Intent to Bid (non-binding)</u>: All Proposers interested in responding to this RFP must submit Attachment B, Notice of Intent to Bid by the date and time referenced in the Tentative Schedule.

☐ <u>Annual Billings:</u> Proposers must have 2015 annual billings over $1.5 million. Include clients and budgets.

<u>Experience</u>: Domestic media planning and buying experience – both online and offline – in at least five markets, one of which must be major metropolitan media markets with populations of two million plus. Please list markets in which your agency has experience and what media vehicles were planned and purchased. If using a subcontractor, provide a signed letter of commitment that includes the name of the subcontractor, their annual billings and the information requested above regarding domestic media planning and buying. All media planning/buying subcontractors must also meet the stated minimum requirements.

☐ <u>References</u>: Provide three client references. At least two of the three must be current clients and at least one of the three must be tourism-related. Include client name, contact information, and the engagement start and end dates.

☐ <u>Financial Statements</u>: Proposers are required to demonstrate financial viability for maintaining an account of this size. Provide GAAP compliant financial statements, including but not limited to:

- o Statements of Financial Position
- o Statements of Activities
- o Statements of Cash Flows

All of the above Financial Statements must be the most recent statements available, but no more than 12 months old. Financial statements are to be submitted in a sealed envelope. After review, all financial statements will be destroyed or returned to Proposer. If Proposer would like a Non-Disclosure Agreement (NDA) signed, the NDA must be received along with the Q&A by the date specified in the Tentative Schedule.

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[2] *Costs for developing proposals are entirely the responsibility of the proposer and shall not be reimbursed by Visit San Luis Obispo County. This RFP is not subject to and State or County government contracting rules and regulations and Visit San Luis Obispo County reserves the right to modify any and all terms and conditions in its sole and absolute discretion.*

☐ Contract Requirements: Winner of RFP will be required to abide by Visit San Luis Obispo County contracting requirements.

All proposals submitted shall become the property of Visit San Luis Obispo County and shall not be returned, with exception to aforementioned financials, to the Proposer. Visit San Luis Obispo County also reserves the right to:

☐ Reject any and all bids;

☐ Waive any or all mandatory requirements, if no proposers meet one or more of those requirements;

☐ Cancel this RFP;

☐ Revise the amount of funds available under this RFP;

☐ Amend this RFP as needed[3]; and

☐ Not select a vendor and award a contract from this RFP.

All proposers agree that budget costs submitted with their proposals are valid for 180 days from the date Visit San Luis Obispo County receives your proposal.

Proposals may be rejected if minimum requirements are not met.

9.2   Description of Proposer

☐ **Services & Activities**:

o Provide a letter of interest and an executive summary of your proposal.

o Provide a description of the nature of the Proposer's services and activities. Provide the year in which your company was formed. Note your company's history and expertise in travel and tourism advertising. List the address from which the primary work on the contract would be performed and size of agency by headcount. List the number of full and part-time employees. Do not list any sub-contractors in this section.

☐ **Conflicts of Interest**:

o List all tourism-related clients for whom you have acted in the United States during the past 18 months.

o You must certify that there are no conflicts of interest between any existing contracts. Client relationships that could potentially be a conflict of interest must be listed together with a discussion of how the Proposer will resolve the potential conflict of interest. **The respondent *cannot* currently be working with a DMO located in San Luis Obispo County.**

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[3] *If RFP is amended, Visit San Luis Obispo County will send an addendum to all Proposers.*

☐   **Personnel/Management**:

o Identify those individuals on the Proposer's account team who will manage the contract work. Identify specific individuals who will be conducting day-to-day activities. Identify all personnel assigned to this account by position title. Include a description of the duties for each position title.

o   Note who will be the contract manager and primary contact.

o For all individuals, please document overall experience on tourism accounts, and include current resumes/biographies. Provide education, experience and expertise with pertinent information demonstrating qualifications for this RFP. Include length of time with agency, and length of time in any previous related positions. Do not exceed two pages per person.

o Include a detailed organizational chart for your entire organization, and an organizational chart for the management and personnel that will be assigned to this account, if applicable.

o Please indicate availability and accessibility of agency resources and staff devoted to this campaign.

☐   **Subcontractors**:

o Identify all proposed subcontractors for work that exceeds $25,000 annually and document which portions of service will be performed by subcontractors and their ability to perform the work. Additionally, Proposer should submit signed letters of commitment for all proposed subcontractors and resumes/biographies of proposed subcontractor's key personnel, including those conducting day to day activities. Resumes/ biographies should detail education, experience, and key timeframes for all individuals on the account. Do not exceed two pages per person.

o The use of subcontractors is subject to approval by the President and CEO of Visit San Luis Obispo County. Therefore, not all work recommended by the Proposer will necessarily be approved and not all subcontractors listed in the Proposal will necessarily be selected. The Proposer must make it clear to any subcontractors included in the Proposal that even if the Proposer is selected, the subcontractors may not necessarily be selected. In the case subcontractors are approved their costs will be the responsibility of the agency and should be included in the proposal and Scope of Work (SOW).

9.3   Scope of Work

For each of the following project areas, the Proposer should prove capability; describing strategies to be used and quality controls. Sufficient detail must be given and must include examples of past projects, ability to meet deadlines, and managerial experience. The Proposer should demonstrate knowledge of the tourism space, knowledge and understanding of brand in a global marketplace, and the shifting dynamics of how consumers receive and use information today.

- **Evaluation for depth and execution of a Rebrand:** Given recent 2016 consumer demographic and awareness research will be available to the winning proposer, provide an overview of how your team determines the depth of a rebrand, and a work plan for a rebrand. The work plan should demonstrate efficiency if rebrand must run parallel to executing other areas of the Scope of Work.

- **Website Redesign:** Provide an overview of how your agency approaches website design. Discuss a strategy to develop a design that not only meets the technical and communication requirements for Visit San Luis Obispo County, its lodging partners and members, but ensures an engaging, memorable experience to consumers, encourages repeat visits over time and incorporates current technology, customer experience and trends. Refer to Attachment B— Simpleview Agency Guidelines.

- **Strategic Planning:** Discuss your strategic account planning process. What goes into the development of a plan? What type of research do you do? Etc.

- **Advertising Campaign Development:** Demonstrate how your agency develops a holistic approach to client brand advertising, integrating interactive, including social, into the overall strategy. Include how your media planning has changed due to barriers effecting traditional frequency/reach via TV – e.g. video on demand, recording devices, etc. How does your agency approach extend beyond the 30-second spot? Exemplify how your agency has evolved based on the way consumers receive and use information today.

- **Production/Creative**: Do you do production in-house? If not, how do you manage production? Is your creative team located in the office that this account will be managed? Show current and/or past client examples of how your brand development moves across all mediums.

- **Media Planning & Buying:** Provide us with your process in deciding where, when, and how to purchase media. What tools or analytics do you use? What elements determine your purchasing decisions? Optimization strategy? Co-op strategy and concepts (please provide examples or case studies of big picture co-op productions facilitated in the past)? Give us an overview of your philosophy as it relates to planning and buying media domestically for a budget of our size and tracking/optimizing to metrics.

- **Promotional and Strategic Partnerships:** Where do strategic partnerships or alliances fit into your overall approach? How have you used strategic partnerships to extend a client's budget and exposure? Please provide examples or case studies of big picture strategic partnerships you have facilitated in the past.

- **Social Media:** Show us how you integrate social media into a brand strategy and how you would approach a global social strategy. Visit San Luis Obispo County currently manages all social profiles internally, but is interested in hearing your thinking on how a brand our size should resource to efficiently manage a global social footprint. At a minimum, we would look to the winning proposer to provide the over-arching social

strategy and guidance on implementation.

☐ **Research & Analytics:** Provide an overview of how you determine success. What are the analytic tools or services that you use, and what type of information will you be reporting back to Visit San Luis Obispo County monthly as it relates to meeting our objectives. Please define how your analytics can be converted into insights, and how the insights will help guide us in making decisions on how we market in the future.

☐ **Travel and Administration:** The Proposer should estimate travel (attend Visit San Luis Obispo County Marketing Committee meetings **-** quarterly), monthly meetings (can be done virtually), communication and postage/shipping expenses expected to incur during contract period, and any additional reserve funds to be held for marketing contingencies. Travel and per diem expenses shall not exceed rates authorized by Visit San Luis Obispo County's Travel and Expense Policy.

9.4   Innovation Case Study

Visit San Luis Obispo County is constantly seeking new opportunities to connect with our target audiences and build and leverage the power of the San Luis Obispo County brand. Provide a case study that demonstrates how your agency has pushed a client beyond the norm for their industry and achieved success. The example does not have to be tourism specific.

9.5   Work Plan

Please submit a preliminary work plan or schedule for the completion of the following project tasks based on a contract period of June 1, 2016 – June 30, 2017. The objective of the work plan is to give Visit San Luis Obispo County an opportunity to study how Proposers would schedule various elements and distribute the workload among staff.

The Work Plan should include a schedule for completion of the following project tasks:

☐   Evaluation for depth and execution of a Rebrand;

☐   Website redesign

☐   Strategic Planning;

☐   Advertising Campaign Development;

☐   Production/Creative Services;

☐   Media Planning & Buying;

☐   Promotional & Strategic Partnerships; and

☐   Research & Analytics.

9.6   Budget

Proposer shall provide an overview of how they would allocate Visit San Luis Obispo County's budget using percentages. These allocations will be used to demonstrate your firm's philosophy on resource allocation and compensation. If commission or other fees are part of the media or production breakdown, proposers must list the percentage rates of those commissions and fees. Please also provide your point of view on compensation – commission, retainer, hourly fees or any hybrid approach.

A budget is not required for the Required Project, however the ideas presented should be feasible within the available funds.

Budget Format

The table presented below is the minimum acceptable budget format. Additional detail may be provided if applicable.

CATEGORY	% OF TOTAL BUDGET	COMMISSION % OR HOURLY RATE (if applicable)
REBRAND		
WEBSITE REDESIGN		
STRATEGIC PLANNING		
ADVERTISING CAMPAIGN DEVELOPMENT		
PRODUCTION / CREATIVE		
MEDIA BUYING / PLACEMENT		
PROMOTIONAL & STRATEGIC PARTNERSHIPS		
RESEARCH & ANALYTICS		
TRAVEL & ADMINISTRATION		
AGENCY FEE		
OTHER		
TOTAL		

9.7   Internal Control Structure

Please provide a discussion of your internal control structure for ensuring key controls are in place and operating effectively for such items as:

☐   Sales and use taxes;

☐   Reconciliation of pre-paid media;

☐   Media performance reconciliations; and

☐   Expense approvals.

10.   BILLING & RELATED REQUIREMENTS INVOICES

☐   Please identify any discounts you offer for payment within certain timeframes. For example, 'payment within 10 days of invoice' or something similar.

☐   Please identify all acceptable methods of payment.

11.   DELIVERY OF PROPOSAL

Each bidder is required to deliver six typed copies in addition to an electronic version of the proposal. Electronic versions of the proposal must be in BOTH Word and PDF formats and delivered on a digital storage device or emailed to Chuck@VisitSanLuisObispoCounty.com Any print or brand creative samples should be submitted with Proposal. Proposals may not be faxed.

Proposals may be sent by courier such as FedEx or UPS to:

Visit San Luis Obispo County
Marketing Agency Request for Proposal
ATTN: RFP Submissions
1334 Marsh Street
San Luis Obispo, CA 93401

Proposals must be received by the date and time referenced in the Tentative Schedule. Late submissions will not be accepted.

ATTACHMENT A

STRATEGIC PLANNING RESOURCES

2015/2016 Marketing Plan:
http://www.visitsanluisobispocounty.com/images/cms/files/03110-1%20VSLOC_MarketingPlan_v11_high_res.pdf

5-Year 2015-2020 Strategic Marketing Overview:
http://www.visitsanluisobispocounty.com/upload/files/VisitSLOC_MarketingPlan_01_14_sml0.pdf

Management District Plan:
http://www.visitsanluisobispocounty.com/upload/files/FINAL%20SLO%20MDP%206-16-15.pdf

2014-2015 Annual Report:
http://www.visitsanluisobispocounty.com/upload/files/FY2014-15%20Annual%20Report.pdf

ATTACHMENT B

INTENT TO BID

Content & Publishing Services
Due: January 27, 2016
12:00 PM Pacific Time

Send to: Chuck Davison
President and CEO
Chuck@VisitSanLuisObispoCounty.com

Name of Proposer:

Contact Person:

Mailing Address:

Agency URL:

Telephone:

Fax Number:

Email Address:

Signed:

ATTACHMENT C

PROPOSAL EVALUATION CRITERIA

Proposals will be reviewed, evaluated and scored by an evaluation committee. Evaluation of proposals will be based on the following criteria for each component. Each criterion will be scored according to the degree of responsiveness present in the proposal being evaluated.

	Max. Points	Score
1. OVERALL EXPERIENCE OF COMPANY & DEMONSTRATED RESULTS	10	
Our evaluation will include an assessment of the history of your company, your experience as it relates to the requirements within this RFP including tourism marketing, evidence of past performance, quality and relevance of past work, references, and related items.		
2. CREATIVITY	20	
Our evaluation will include an assessment of the quality of proposed strategies, and creativity as demonstrated by the required project and past work.		
3. FAMILIARITY WITH VISIT SAN LUIS OBISPO COUNTY & TOURISM INDUSTRY	15	
Our evaluation will include our assessment of your understanding of our organization, San Luis Obispo County as a destination and the landscape of the countywide tourism industry and the industry as a whole in addition to how you integrated this knowledge into your proposal.		
4. QUALIFICATIONS OF PERSONNEL	10	
As reflected through the Overall Experience of Company & Demonstrated Results, our evaluation will also include an assessment of the qualifications and experience of your managerial team, staff, subcontractors, and those managing our account day-to-day.		
5. PLANNING & INNOVATION	20	
Ability of firm to think beyond the now and set San Luis Obispo County up to be at the forefront of the changing destination marketing landscape.		
6. STRATEGIC THINKING/PLANNING APPROACH	15	
Philosophy/approach to account planning, media planning and overall campaign development.		
7. BUDGET APPROACH/COST EFFECTIVENESS	10	
Effective and efficient delivery of quality services is demonstrated in relation to the budget allocation. The allocation is reasonable and appropriate. Approach to compensation structure is balanced and structured to maximize marketing investment.		
TOTAL POINTS	100	

ATTACHMENT D

SIMPLEVIEW AGENCY GUIDELINES

Simpleview Agency Guidelines follows this page.

KB|P

Proposal – Research Services

Visit San Luis Obispo County

SLO Visitor/Prospect Profiling Study

Destination Awareness and Brand Tracking Study

Date: January 8, 2016

Executive Summary

King Brown Partners is pleased to submit this proposal in response to Visit San Luis Obispo County's RFP for critical market research services.

While the detail in the following pages should readily demonstrate our expertise in addressing the assignments as stated in the RFP, we would also like to convey our keen interest in working with VSLOC to create strategic and actionable recommendations to support its near and long-term objectives.

In the following pages, you will find a description of our company, our methodology and the process we'll engage to provide the insight and direction you require. We also hope that you will see that we are, above all things, collaborative problem-solvers who will leverage our direct and related industry expertise to guide this effort and ensure the insights emerging from this research are optimized to guide your current and future marketing efforts in support of San Luis Obispo County tourism.

Most importantly, you will find that KBP is prepared to design and execute an online survey instrument that will address all of the research requirements of Assignment One and Two - within your budget and on time.

Company Background

Based in Sausalito, California, King Brown Partners is a consultancy of business strategy researchers (established in 1990). We have built a successful research practice by being problem-solvers above all - we are not driven by specific methodologies or specific business categories, but by a desire to make a difference in our clients' business. Our greatest strength is our ability to leverage the tremendous amount of knowledge and insight gained from our work with the wide variety of customers and business segments that our clients represent. We seek to help our clients become successful by drawing upon this vast experience, whether we are helping a client develop new products/services, re-energizing their brand or attracting tourism to a specific locale.

Clients approach us at key inflection points – when they have a decision to make, a course to plot, or a challenge to overcome. Instead of accumulating data on their behalf, we engage in the problem with them. Our task is to incite action, not more research.

For over 25 years, this approach has enabled us to provide clients - from Fortune 500 enterprises to the smallest start-ups in nascent industries - the direction they need to answer the single-most important question they face: what to do next.

While our perspective is always strategic, we are not theory-driven. Everything we do is designed "to give clients something to do, not something to read." In doing so, we take an agile approach that follows a set of principles we've developed from practical experience:

- Start at the end: We begin every project at the end - first defining the business need and identifying the decisions that will be made as a result of the research, then controlling the scope and depth of the investigation to generate timely - and actionable - outcomes.

- Build on the known: Understanding the context and incorporating what is already understood allows us to move quickly in the right direction, avoid redundancy and focus on exactly what you want to learn.

- Iterate and evolve: Research should be a process, not an event. Our approach is to start each project small, evolving as we go, pivoting as necessary, and stopping when we find the answers we need.

- Focus on verbs: Research must work harder than ever to drive real business value. In our analyses and reporting, we focus on the practical implications of our findings, delivering prescriptive insights structured for immediate implementation.

Research Objectives

Visit San Luis Obispo County is seeking to conduct two distinct market research projects to help clearly define existing and potential visitors of the County. Our proposed research plan employs two interrelated research initiatives that will address all the requirements stated in the RFP. The research instrument that will be designed for Assignment 2 will serve as the benchmark wave of a longitudinal "Destination Awareness Tracking Study" that can be used to measure the efficacy of marketing and communications efforts over time.

Assignment One: SLO Visitor and Prospective Visitor Profiling

- ✓ Provide key visitor and travel measures including but not limited to, respondent/household demographics, typical leisure travel mode and size, visitation habits and frequency, lodging, and trip planning behaviors
- ✓ Evaluate key associations, perceptions, affinity, and loyalty with respect to SLOC and select competitive destinations (e.g., Santa Barbara, Monterey, etc.)
- ✓ Determine overall leisure travel spending budget and associated "Share of Wallet" with respect to expenditure categories (e.g., lodging, entertainment, etc.) for SLOC and select competitive destinations
- ✓ Determine visitation potential and identify "high potential" visitor prospects
- ✓ Obtain robust respondent technographics, psychographics and media behavior

Assignment Two: SLO Destination Awareness and Tracking Study

- ✓ Provide diagnostic destination measures including but not limited to SLOC (and relevant communities/assets) awareness, familiarity, perceptions and consideration

- ✓ Determine key drivers and barriers to visitation with respect to SLOC and select competitive destinations (e.g., Santa Barbara, Monterey, etc.)
- ✓ Evaluate SLOC's market positioning relative to select competitive destinations
- ✓ Provide communications/marketing diagnostics with respect to SLOC and relevant communities and assets (e.g., Pismo Beach, Paso Robles, Hearst Castle, etc.); including but not limited to awareness, recall, saliency and favorability.

Research Methodology

Both research studies will be conducted among relevant leisure travelers residing in the geographic locales as stated in the RFP. In order to optimize market representation, exploratory scope and economic efficiency, we completely concur with the recommendation to deploy the survey online.

The survey instruments for both Assignment One and Two will be designed to allow the participant to complete the survey in 15 minutes or less.

Sample Target

All potential respondents will be subjected to strict screening criteria to ensure their relevancy to each respective study. The sample targets for both assignments will reflect a variety of respondents within the set demographic/behavioral parameters as stated in the RFP. Given so, KBP will strive to obtain a representative sample with respect to key demographic and attitudinal markers:

Assignment One [A]

- Household travel decision maker/influencer, Age 25+, HHI of $75K+, representative mix of gender and travel behavior (e.g., overnight stays, etc.), diverse geographical residency, SLOC visitors and potential SLOC visitors

Assignment Two [A]

- Household travel decision maker/influencer, Age 25+, HHI of $75K+, representative mix of gender and travel behavior (e.g., overnight stays, etc.), focus on stated geographical residency (e.g., LA, San Francisco, etc.), SLOC visitors and potential SLOC visitors

[A] *In the event that a single respondent qualifies for both Assignment One and Two (e.g., SLOC visitor from Los Angeles), the respondent may be subjected to both surveys as long as the combined final survey experience is no longer than 15 minutes in duration.*

Sample Source

KBP will employ external respondent panel(s) as the primary sample source of sample for both assignments.

In order to obtain reliable and actionable data, KBP believes that it is imperative to procure the highest quality and responsive sample sources possible. Given so, KBP

only employs sampling partners that adhere to the strict guidelines established by ESOMAR (https://www.esomar.org/knowledge-and-standards.php). Our sample partners reflect the most reputable organizations in the industry, including ResearchNow, SSI and Toluna.

Sample Quotas

Based on the study objectives and the preliminary sample requirements set forth in the RFP, we recommend the following quotas:

	Anticipated Sample Quota	
	Assignment One	Assignment Two
	N=	N=
SLOC Visitor	500	475
SLOC Potential Visitor	600	625
San Francisco/Los Angeles/San Diego		
SLOC Visitor	Natural Fallout	250
SLOC Potential Visitor	Natural Fallout	350
Central Valley		
SLOC Visitor	Natural Fallout	125
SLOC Potential Visitor	Natural Fallout	150
Phoenix/Las Vegas		
SLOC Visitor	Natural Fallout	100
SLOC Potential Visitor	Natural Fallout	125
Total Sample Quota	**1,100**	**1,100**

Once the final parameters are finalized with respect to each sample target, KBP will be able to work with VSLOC to adjust or add any necessary quotas within each assignment to ensure optimal representation.

Margin of Error

Given the importance of providing statistically stable results, the estimated margin of error for the recommended sample quotas at a 95% confidence interval is approximately 4.5%[A]

The expected margin of error for this study as designed is well within the limits to produce a critical analysis of respondent segments.

[A] *Expected margin of error calculation based on approximately 2.9 million SLOC visitors annually (source: Visit San Luis Obispo County Annual Report, 2012-2013).*

Process and Deliverables

We believe that it is critical to work collaboratively with relevant VSLOC and Catalyst stakeholders throughout the engagement. However, the following are key milestones in which we would particularly encourage participation from both VSLOC and Catalyst:

– Kick-off meeting

– Review and finalization of questionnaire

– Data banner development (e.g., data analytics format)

– Presentation development

Our survey design will allow us to qualify respondents into multiple segments for reporting and analytical reasons. At a minimum, we will be segmenting the research results by SLOC visitation status (e.g., visitor and potential visitor) but anticipate the development of several additional respondent segments (e.g., by geography, demographics, etc.) in order to optimize insights derived from the research.

In terms of deliverables, KBP will provide the following for each assignment:

✓ Raw data in SPSS or similar format

✓ Cross-tabulations, data tables and significance testing

✓ Preliminary top-line results

✓ Final PowerPoint/PDF report reflecting comprehensive analyses

✓ Presentation

Our reporting goes beyond the usual charts and tables that are expected as part of a market research deliverable. We will create a highly visual and engaging series of illustrations, which taken together will tell the story of the research findings and conclusions.

We find that this type of reporting is meaningful to our clients who are required to share research results with stakeholders who are not quantitatively inclined or are simply looking for the "bottom line answer" to their business challenge.

Attached to our proposal submission is an illustration of our typical reporting technique (see attachment "KBP Example Reporting").

Costs

As designed, the following are the estimated costs for each study [A]. Given the presence of fixed costs and economies of scale, the cost associated with the award of both assignments is markedly less than that of the combined cost on an individual assignment basis.

Estimated Cost	Assignment One	Assignment Two [A]
One assignment awarded	$39,000	$43,500
Both assignments awarded	$72,500	

[A] The incremental cost for up to 6 additional destination specific questions in Assignment Two will be $500 per community.

Costs include:

- Complete project management
- Development of screening criteria and questionnaire
- Respondent sample and incentives
- Management of programming and hosting
- Raw data files
- Delivery of topline and full comprehensive reports
- Presentation [B]

[B] Expenses associated with in-person travel for presentation purposes will be billed at cost.

Timing

We are prepared to begin work on this initiative immediately. The following is an estimated timeline for this research initiative. In the event that KBP is awarded both assignments, we will require one additional week for questionnaire development and will execute both assignments concurrently:

Timing	Tasks
Week 1	Project kick-off
Week 2-3	Questionnaire development
Week 4-5	Questionnaire approval, programming and testing
Week 6-7	Data collection
Week 8-9	Analytics and topline report
Week 10	Final report and presentation

KBP will work with VSLOC and Catalyst to identify opportunities to streamline this schedule as necessary, and to ensure that deliverables align with key milestones and decision-points.

Proposal

Travel and Tourism Expertise

KBP has extensive experience working with a variety of consumer and lifestyle clients grappling with similar issues and topics as currently facing VSLOC. Our work has included projects for travel, lodging, entertainment and tourism. It should be noted that our current portfolio of clients does not present any conflict of interest with the assignment at hand.

Client experience in this area includes the following:

– AAA: On-going assessment of member involvement with travel planning services including the impact of travel promotions, travel magazine content and other advertising efforts on use of AAA travel services and overall membership loyalty.

– Australia Tourism: Identification of key interest drivers and perceived obstacles to Australia as a travel destination among US West Coast residents, including key demographic sub-groups targeted by recent advertising campaigns.

– Cathay Pacific Airways: Ensuring that the airline's vaunted "front of the plane" experience for passengers is carried through all aspects of its ticketing, pre-flight and post flight services.

– Choice Hotels: Exploration of new design concepts intended to elevate perceptions of one of the company's mid-priced brands targeting frequent business travelers.

– EventBrite: Identifying requirements and support services for organizers of local tourism organizations and event planners.

– Oakland Airport: Ensuring communications and passenger information services are optimized to minimize the impact of construction and airport expansion efforts on loyal travelers.

– Universal Studios: Annual Pass configuration/feature study and on-going tracking program.

– US Airways: Concept exploratory of new web features designed to attract and increase traffic among bargain and infrequent leisure travelers.

– Walt Disney Resorts: Extensive exploration and visitor profiling for both existing resorts and new travel concepts (destination hotels, cruise lines, new resort features, etc.)

Proposal

Case Examples

The following are recent case studies of client work selected to highlight a data-intensive methodological approach with demonstrably positive business impact. For reasons of confidentiality, we have chosen to highlight analogous project work in non-competitive industries.

UC Berkeley

Situation:

While arguably the world's greatest public educational institution, UC Berkeley was challenged to better compete on a global level—for students, faculty and investment—with private institutions perceived as offering greater opportunities and prestige. Lacking a clear and distinct brand positioning, the university had allowed the marketplace to define its standing and was struggling to communicate its brand clearly and consistently across departments and programs.

Approach:

Working directly with the Office of Public Affairs, KBP designed and conducted a months-long Perceptions and Opportunities assessment of the institution. Our work began with an in-depth audit of existing research, marketing materials and third-party reviews of the university. From there, we instituted a detailed primary research comprising both qualitative and quantitative methodologies to gain a university-wide perspective on the leverage equities of the university across the spectrum of stakeholders and influencers, including students, applicants, alumni, faculty, staff and trustees/regents.

Results:

Insights from this extensive research investigation were used to define a new positioning and mission statement for the University embraced by both the departing and incoming Chancellors of the university. In partnership with our collaborators, Marshall Strategy and Ologie, a brand strategy was defined and brand guidelines instituted across all University publications, communications and messaging to ensure the new positioning was fully embraced and institutionalized. Since then, undergraduate enrollment has trended upward, while graduate enrollment and faculty retention have stabilized. In tracking studies, positive perceptions of the University have shown marked increases and overall intention to apply to the University have shown consistent upticks. Most importantly, the University is again viewed in national and international rankings as the leaning

public institution that is challenging convention and shaping the future in a uniquely Berkeley manner.

AAA

Situation:

For over 100 years, AAA and its affiliated clubs have been serving the driving public, campaigning for better roads, providing peace of mind for stranded drivers, helping travelers plan vacations and advocating for driving safety nationwide. Over time, however, the core strengths and services provided by the club were coopted by other insurance companies, replaced by travel planning websites, and otherwise taken for granted by drivers and travelers whose attachment to the brand was in decline.

Approach:

KBP has worked extensively with two prominent AAA clubs to better define product and communications strategies intended to increase consideration and strengthen brand loyalty among younger drivers. We have implemented a variety of brand monitoring instruments (including loyalty tracking, customer panels and brand tracking studies) to serve as a an early-warning system and predictive indicator of key shifts and trends among customers and prospects. As well, KBP has conducted extensive interviewing and assessment among internal stakeholders (including executive management, product management, call center employees, tow truck drivers and member publication editorial staff) to identify potential opportunities to serve and attract a new generation of members.

Results:

On-going tracking has demonstrated a shoring up of membership attrition and a stabilization of member loyalty among critical audience segments. As well, we have begun working with AAA stakeholders to identify the role and influence of a range of products and customer touchpoints have on "Net Promotor" measures to provide a framework and structure for strategic prioritization and increased investment.

References

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Director of Solutions
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rnolan@informatica.com

Proposal

Team Resumes

Paul Peterson, CEO

A 28-year veteran of the market research business, Paul is well-versed in solving marketing strategy issues across a range of industries, with a particular focus on technology, financial services and business-to-business sectors. Given his background and experience, Paul's strategic contributions are primarily in the areas of business and marketing strategy, brand and product positioning, and marketing communications development. At KBP, Paul also serves to spearhead the firm's on-going innovations in the design and application of both qualitative and quantitative research methodologies.

Paul joined King Brown Partners as a Senior Consultant in 1998 and was named Partner in 1999. He assumed the operational reins of the company in 2009. Prior to King Brown, Paul spent 12 years in advertising, holding senior research and account planning positions in the New York offices of Ammirati & Puris and Saatchi & Saatchi and at J. Walter Thompson and Foote, Cone & Belding in San Francisco. Paul is a graduate of Cornell University, with a degree in Psychology. He is a RIVA-certified focus group moderator.

Sam Wong, Partner and Key Contract Manager

Sam has over 18 years of experience in market research, consumer insight, analytics, communications planning and marketing strategy. His well-rounded background has enabled him to lead cross-functional teams in delivering research based strategies and innovative solutions that generate successful business results. He has a wide range of industry experience, including automotive, beverages, consumer products, financial services, healthcare, technology and utilities. While Sam has worked with a number of Fortune 500 companies, his greatest passion is in developing new and emerging brands. At KBP, Sam serves as the head of quantitative research.

Prior to joining KBP in 2013, Sam held a number of senior research and planning roles, including positions at Carol H. Williams Advertising, Ipsos Insight, Hill Holliday and J. Walter Thompson. Sam holds a Bachelor's degree in International Economics from the University of California at Berkeley and an MBA from the University of Southern California Marshall School of Business.

Proposal

Haldane King III, Quantitative Director

Haldane started working at KBP in 2004. In his time here, Haldane has developed his quantitative research skills working with clients in the insurance, pharmaceutical, technology, and service industries. His specialties include the design of quantitative instruments, analysis of data using a wide array of statistical techniques, an understanding of quantitative methodologies and an ability to mine, merge and manipulate data.

Recent clients of Haldane's include PG&E, AAA, Google, BMW, AT&T, VMware and the University of California, Berkeley.

Haldane holds a B.S. in Molecular, Cellular and Developmental Biology from University of California, Santa Barbara and an MFA in Writing from the California Institute of Integral Studies.

EXAMPLE REPORTING

JANUARY 2016

Key Findings: High level research summary

Detailed Findings: In-depth depiction of research learnings

Preferred Communications from Registration Companies

While these Timers were very satisfied with their current preferred registration companies, they claimed they were willing to listen to alternatives – provided they could offer incremental improvement over what they were currently using.

- Most preferred outreach via email and/or phone with a focus on features, functionality, and reliability of the new platform.
- Some claimed to have watched how-to videos on other registration websites and thought those might be useful to showcase features.

Preferred Messaging Timers Would Like to Hear

- Compatibility with timing software
  Functionality and reliability
  Pricing for attendees and race organizers
- New and differentiating features (i.e., how is it better than what's already out there?)
- Customer support
  Financial incentives (ideally customizable by the Timer)

"It's such a *competitive space* that everyone is trying to get into it right now. Even the timing equipment manufacturers are getting into the business. A new company would have to *really convince me that they are better* than what's out there."

"I'm willing to listen to a company if they can *prove to me that they are really offering all the features I need* . . . And, I'd need to be compensated like I am now."

Perceptions of Digital Advertising

Agencies see potential benefit to very small business advertisers in all forms of digital advertising, but also note that for small business, the transition to more complex, more creative/brand efforts is a slow build and more appropriate for some clients than for others.

Pay-per-click
- Highly effective
- Typically, low initial ante
- Easily measurable
- Can show immediate returns
- Requires very little creative production
- Easily evolved and adjusted
- A gateway into other forms of digital advertising

Paid social media
- Mixed reviews
- Desirable for the promise of highly-specific demo targeting
- Ideal for clients who are in highly-engaging categories
- Works best when clients are prepared to actively engage in conversations with their customers
- Requires constant monitoring

Display ads
- Good for brand advertisers in more visually-interesting businesses
- Can be effective for retargeting and expanding reach beyond search ads
- Challenging to produce
- Potentially expensive
- Harder to measure directly

Video
- Mostly perceived as out of reach for small advertisers
- Highly engaging, interruptive
- Currently used mostly for product demos, presentations, how-to's
- Expensive to produce quality ads from non-existent assets or long-form videos

Priorities and Pain Points

These moms were paying close attention to not only the foods their children were eating, but also the lifetime habits they were developing.

	Priorities	Pain Points and Fears
Nutrients	• Trying for as many vegetables as possible • Always being careful to include protein • Importance of monitoring and limiting sugar	• Would like to offer their families more variety • Wishing their child ate more vegetables
Parenting and Developmental Considerations	• Teaching their child how to eat like an adult (including variety, flavors, textures)	• Messy eaters – infants miss their mouth when self-feeding, toddler food ending up everywhere, etc. • Time-consuming – learning to use utensils, manners, etc.
Picky Eaters	• Making sure the child gets sufficient nutrients	• Finding foods picky eaters will enjoy
Food Relationship	• Raising children who think of food purely as nutrition	• Concerns over poor eating habits (not liking vegetables, indulging in too much sugar, etc.) • Fears of eating disorders, particularly for girls

Most Desired Features of a Registration Platform

Among these participants, an easy-to-use intuitive registration platform – coupled with excellent customer service and reasonable fees – were the most desired features.

"It seems like companies try to sell on fees, when really I'm looking for something that's easy to use!"

"Service is key for me!"

"I need something that allows team members to pay at separate times. It's not fair to the participants to have to pay together."

"It comes down to a robust, yet intuitive interface that provides the options I need for my race."

"I need to be able to update our event quickly and easily!"

"I want the registration to look like it's part of my website."

(Pyramid features: Easy to use, intuitive interface; Flexible and adaptable – allows changes (start times, ticket transfers, etc.); Good customer support services – ideally available 24/7; Easy to use and modest fees for participants; Easily allows discount codes to be used (unique, secure, more than one); Payments: pays promptly, allows teams to pay separately; Supports specific needs: fundraising and teams; Integration with social media; Customizable look and feel to integrate well with the race website)

Detailed Findings: In-depth depiction of research learnings
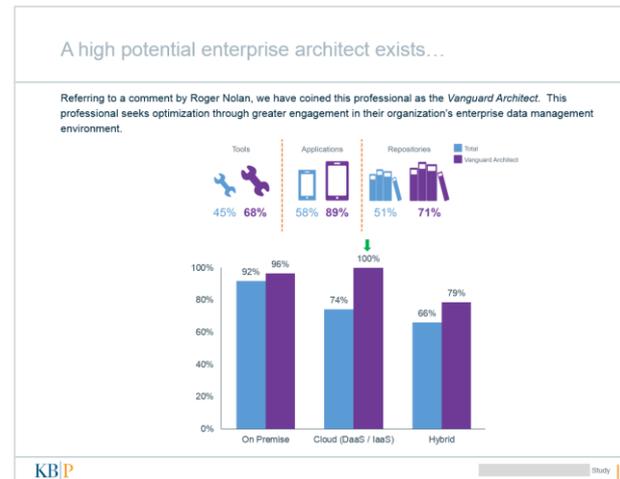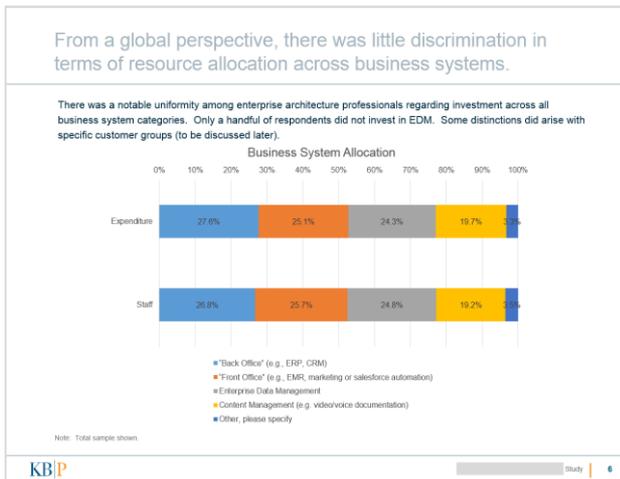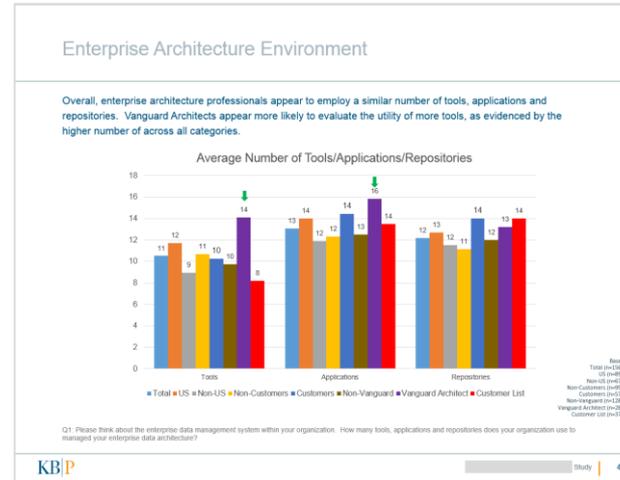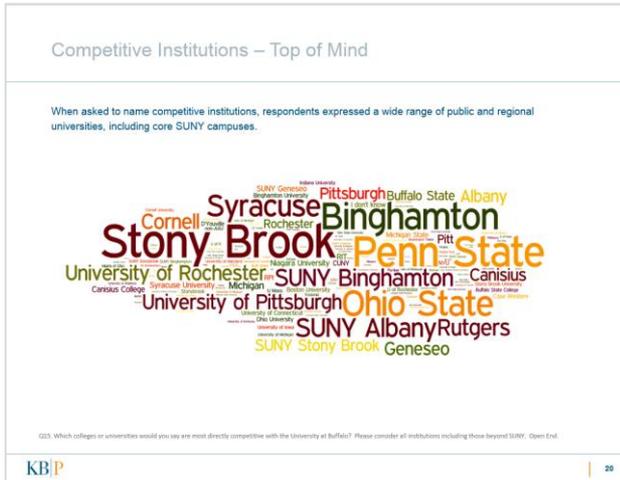
Implications: Targeted, prescriptive insights

KB|P

KING BROWN PARTNERS

Contact | Sam Wong

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415 339 7132

Proposal

To: RFP Administrator – Visit San Luis Obispo County

Re: PROPOSAL – Research Services (Assignment 1)

Date: January 6, 2016

From: Merrill Research, LLC

Executive Summary:

VSLOC is considering the services of Merrill Research, LLC (Merrill Research) to conduct two distinct market research projects to more clearly define existing and potential visitors of the County. In order to achieve this, VSLOC, in partnership with Catalyst, has issued an RFP for research services.

In order to meet the objectives of the first market research project, Merrill Research recommends conducting an online study of 350 respondents among visitors and potential visitors to SLO County. In addition, we recommend conducting 1,200 interviews among visitors and potentials visitors to the regions identified as the competitive set. The proposed sample distribution below will allow statistically sound reads between regions, and also allow some sub-group analysis within each region.

	SLO County	Santa Barbara	Monterey	Sonoma	Napa	TOTAL
Past Visitors	200	150	150	150	150	800
Potential Visitors	150	150	150	150	150	750
TOTAL	**350**	**300**	**300**	**300**	**300**	**1,550**

Cost to conduct this study is $42,000. This cost includes the following: diagnostics (including kick-off meeting with stakeholders), screening questionnaire, main questionnaire, programming, testing and quality assurance, 1,550 completed online interviews, all respondent incentives, data tabulation plan, detailed data tables in MS Word (and MS Excel, if requested), data tables would include the coding of two open-ended responses, analysis, a final report in MS Word or MS PowerPoint, and in-person presentation. Any travel associated with the presentation would be billed at cost.

Visit San Luis Obispo County (VSLOC) is a non-profit organization which promotes San Luis Obispo County (SLO County) through advertising, marketing, public relations and group sales. Its member base is comprised of over 500 tourism industry-related businesses including lodging properties, restaurants, wineries, golf courses and retail stores. Their mission is to increase tourism revenue by positioning, branding, and promoting San Luis Obispo County as a preferred destination for regional, national and global visitors.

Catalyst Marketing Company (Catalyst) is a full-service, integrated marketing agency with offices in California and Hawaii. They are the agency of record providing strategy, creative, media and public relations services for VSLOC.

VSLOC is considering the services of Merrill Research, LLC (Merrill Research) to conduct two distinct market research projects to more clearly define existing and potential visitors of the County. In order to achieve this, VSLOC, in partnership with Catalyst, has issued an RFP for research services.

This proposal addresses "Assignment 1", with the goal of obtaining a statistically reliable demographic and psychographic profile of current and potential visitors to SLO County and competing markets, as well as a measure of the "share of wallet" spent on visiting SLO County and competing areas[1].

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[1] Competitive set includes the following destinations: Santa Barbara, Monterey, Sonoma, and Napa.

MERRILL
RESEARCH

The specific objectives of this research are as follows:

1. Profile current and potential visitors to SLO County (and the competitive set):
   a. City/state of residence
   b. Income
   c. Age
   d. Gender
   e. Education
   f. Marital status
   g. Arrival method (i.e., plane, train, car, etc.)
   h. Size of traveling party
   i. Nature of traveling party (i.e., solo, couple, families, girls/boys weekend, small/large group of friends, etc.)
   j. Frequency of visits
   k. Repeat or one-time visits
   l. Lodging type
   m. Length of stay
   n. Booking window
   o. Life stage
   p. Lifestyle

2. Measure Share of Wallet (SOW) of visitors to SLO County:
   a. Percentage of total leisure spend in SLOC vs. their annual leisure travel budget
   b. Compare SLO County metrics to the competitive set

3. Measure the percentage of total leisure travel spend vs. household income:
   a. How much does the SLO County target audience spend on vacations/leisure travel?

4. Measure the percentage of total leisure travel spend that occurs in SLO County, and specifically gauge what is spent in the following categories:
   a. Lodging
   b. Food
   c. Attractions
   d. Entertainment
   e. Shopping
   f. Wine

5. Understand how the "spend" within SLO County is dispersed geographically in the County by specific community/city.

6. Measure loyalty/"brand" affinity for SLO County and compare vis-a-vis the competitive set.

Objectives, Continued

7. Identify attitudes towards SLO County and the competitive set (i.e., measure the resonance with words, phrases or messages for each of the destinations).

Methodology:

Approach: Online Surveys

In order to meet the objectives of this study, Merrill Research recommends conducting a nationally deployed (US) online study of 350 respondents among visitors and potential visitors to SLO County. In addition, we recommend conducting 1,200 interviews among visitors and potentials visitors to the regions identified as the competitive set. The proposed sample distribution below will allow statistically sound reads between regions, and also allow some sub-group analysis within each region.

	SLO County	Santa Barbara	Monterey	Sonoma	Napa	TOTAL
Past Visitors	200	150	150	150	150	800
Potential Visitors	150	150	150	150	150	750
TOTAL	**350**	**300**	**300**	**300**	**300**	**1,550**

All ten-cell sizes provide solid statistical reliability. We recommend a larger sample size for past SLO visitors as this will better enable us to examine data from this very important audience with greater granularity. We also believe that we will have additional profiling/attitudinal learning from potential visitors in Assignment 2 (proposal sent as a separate attachment).

Respondent Specifications

In order to qualify to participate in this research study, all respondents would have to meet the following screening criteria:

a. Have completed at least one overnight leisure trip in the US in the past 12 months.

b. Be a past or potential visitor of SLO County, Santa Barbara, Monterey, Sonoma or Napa (per previously stated quotas).

c. To qualify as a past visitor:
   - Visited one (or more) of the targeted geographical areas for leisure at least once in the past 12 months
   - Play a decision maker role in deciding where to stay for leisure travel for themselves and/or other members of their traveling party
   - 70%+ must have spent an overnight stay in the County – Max. 30% day visitors
   - 25+ yrs. of age
   - HHI $75K+
   - Resident of the USA (nationally deployed sample)
   - Mix of gender (expect it to skew female)

d. To qualify as a potential visitor:
   - Intend to visit one (or more) of the targeted geographical for leisure at least once in the next 12 months (somewhat/very likely to visit)
   - Play a decision maker role in deciding where to stay for leisure travel for themselves and/or other members of their traveling party
   - 70%+ must plan to spend an overnight stay in the County – Max. 30% planned day visitor
   - 25+ yrs. of age
   - HHI $75K+
   - Resident of the USA (nationally deployed sample)
   - Mix of gender (expect it to skew female)

If a respondent qualifies as a past or potential visitor for more than one area, they will be asked about all areas for which they qualify and counted towards the lowest qualified quota group. If respondent qualifies as both a past and potential visitor, respondent will be asked about the lowest filled quota.

Screener and Questionnaire Development

Merrill Research will develop the screening and main questionnaire based on the aforementioned specifications. This proposal also assumes that each online interview would not exceed 15 minutes, including screening questions, and would include two open-end questions that would be coded for analysis.

Sample Generation/Interviewing

Merrill Research would be responsible for sourcing targeted sample. All interviewing will be conducted online. Respondents will receive an online invitation to participate in the research. They will be provided with a link to complete the online screening questionnaire. If qualified, they would complete the main questionnaire.

Data Processing

All data processing will be handled internally in our California offices. Our data processing services feature powerful and flexible CfMC software and we'll perform all data processing using our cloud-based data tabulation system. All data tables (i.e., crosstabs) will be available electronically and indicate statistical significance.

Analytical Posture

Merrill Research will develop the analytical plan (i.e., the "banner" plan that organizes the data into cross tabulations for analytical comparisons) with input from Catalyst/VSLOC. The results of this study will be analyzed by cell and by any other sizable subgroups deemed important (i.e., past visitor vs. potential visitor, high vs. low affinity toward SLO, income, age, gender, etc.).   We also will build "affinity adders" so that we can see, for each region, the progression from awareness-to-"favorite area." This will help VSLOC determine how best to direct future marketing efforts.

Analytical Posture, Continued

The results of this study would be analyzed quantitatively and presented in MS Word or PowerPoint format and be organized in the following manner:

- Title Page
- Table of Contents
- Objectives
- Methodology
- Conclusions and Recommendations
- Detailed Findings

    --Profile of Past Visitors
    --Profile of Potential Visitors

    SLO County
    --SOW SLO County
    --Category Spending in SLO County

    Competitive Set
    --SOW Competitive Set
    --Category Spending in Competitive Set

    Geographic Dispersion of SOW
    --Geographic breakdown of SOW

    --Brand Affinity: SLO County vs. Competitive Set
    --Attitudes: SLO County vs. Competitive Set

- Appendix
    --Screening and Main Questionnaire

As part of the analysis, Merrill Research would conduct discriminant analysis as described below.

Discriminant Analysis

Discriminant Analysis is a predictive technique that uses responses to a set of statements to create a model which will classify whether or not a respondent falls into a pre-determined group. For this research study we would conduct analysis to determine which attitude statements best discriminate traveler segments and drive visits, and spending, to SLO County.

Schedule

The following is the proposed schedule for the research:

Activity (2016):	Completed by:
Contract is Awarded	January 20
NDAs and Contracts Finalized	January 22
Kick-off Meeting with Stakeholders	w/o January 25
Draft of Screener/Questionnaire	w/o February 1
Final Approval of Questionnaire	February 5
Programming	w/o February 8
Testing of Survey	February 12
Fielding of Survey	February 15 to 29
Draft of Data Tabulation Plan	February 22
Approval of Data Tabulation Plan	February 24
Data Processing	March 1 to 15
Closed End Data Tables	March 15
Open End Data Tables	March 22
Draft of Final Report	March 29
Report Revisions	April 5
Final Report	April 12
Presentation of Findings (In-Person)	April 12 to 20 (TBD)

About Merrill Research

Services and Activities

Since 1986 Merrill Research has been a leader in providing custom, full-service marketing research. Merrill has complete *internal* capabilities to fully design, execute and analyze a broad range of research projects. These capabilities deliver the proven quality, greater security and faster turnaround that clients require.

Merrill has the experience and capabilities to provide sound guidance for business decisions—decisions that carry more risk than ever before. Fortune 500 companies turn to Merrill Research for high-level strategic projects that are logistically complex, technically complicated and require fast turnaround. Merrill's blend of research, marketing and technical know-how, along with its wide array of global custom qualitative and quantitative marketing research services, make it unique in the industry. Merrill customizes its services to the specific requirements of each project, and never uses inexperienced researchers or cookie-cutter approaches. The "Merrill Way" gives clients the trusted information they need to successfully navigate through the increasingly murky waters of today's business environments.

Merrill Research specializes in researching strategic communications and positioning, new product development, product evaluation and customer satisfaction market research services.

The company is headquartered in San Mateo, California, with project management offices in the San Francisco Bay Area, Atlanta and Washington, DC. This project will include primary team members from our California and Washington, D.C. offices.

http://www.merrill.com/

Experience in Tourism and Share of Wallet (SOW) Research

Merrill Research has decades of experience in the tourism and travel sector, in the U.S., and specifically in the wine growing regions of California. In addition, we have significant experience in determining Share of Wallet in a variety of industries. Examples/Cases of our experience are as follows:

1. Built and developed *two panels of US travellers* who book their travel online for destinations worldwide. We've conducted over 100 projects using these two panels of leisure and business travellers. We have a recruited database of over 13,000 travellers.

2. Built and developed *a panel consisting of approximately 5,000 international hoteliers* in order to better understand their needs and the needs of their guests. We have conducted approximately 25 projects using these targeted travel professionals.

3. Completed 3 separate *extensive profiling studies among travellers to: US, UK and Thailand*. The research allowed our client to better understand the following: frequency and locations of domestic and international travel, means for booking travel, timeline for planning and purchasing travel, incidence of booking/purchasing on laptops, phones and other devices, importance of social media in planning and purchasing, as well as provided a detailed demographic profile (age, gender, education, marital status, travel party size, etc.).

4. Earlier this year, we conducted an online study for the *Paso Robles Wine Country Alliance* in order to help them gain a better understanding of the visibility and perceptions of the Paso Robles wine appellation. The study results helped the alliance optimize its communications and marketing efforts. In addition, the study identified important purchase criteria and the specific sources of information (about wine) that are most valued by targeted consumers.

5. We conducted an online study for a company that provides *consolidated crime detection and compliance automation solutions* to banks and credit unions. The research allowed our client to gain a better understanding of where they fit in with financial institutions' totally anti-money laundering and fraud detection solutions, both in terms of functionality and *Share of Wallet*. In addition, this research allowed this solution provider to better estimate opportunities based on current spending levels.

Experience in Tourism and Share of Wallet (SOW) Research, Continued

6. Executed several online studies on behalf of the ***Napa Valley Vintners*** in order to assess perceptions and "drivers" of visitation to the Napa Valley. Results were used to track progress as a result of the NVV's marketing efforts.

7. Tested the concept of the ***First localized online travel service*** to gain an understanding of what features were most valuable to visitors. This concept eventually evolved into what we now know as Expedia, a service created by Microsoft in the 90's.

Merrill Research Project Management Team:
Primary Team Members

The Catalyst/VSLOC research project would be supported by the following primary team members. The project lead would be Patrick Merrill, with day-to-day management of the project handled by Angela Burtch. All programming and data processing would be managed by Michael Rinck. Brief summaries of each team member are below. In addition, we've attached full resumes with our submission of the response to the RFP.

Patrick Merrill co-founded Merrill Research in 1986, after serving as the Director of Marketing Research for Regis McKenna Inc. (RMI) in Palo Alto, California. While at Regis McKenna, Mr. Merrill conducted both quantitative and qualitative research on a variety of Apple hardware and software products, including Apple application software developed by Microsoft. He has also worked in the financial security area, including web transactions. Prior to RMI, Merrill's experience included senior research positions at Activision, Levi Strauss & Co., and Heublein Inc. He began his research career in Cincinnati, Ohio, with Burke Marketing Research, the largest custom marketing research firm in the world. From the University of Illinois at Urbana-Champaign, Merrill earned a BS in marketing with an emphasis in psychology and advertising, and an MBA with an emphasis in marketing and quantitative analysis.

Merrill Research Project Management Team:
Primary Team Members, Continued

      Angela Burtch joined Merrill Research in May 2000 as a Project Manager and is currently Vice President. Prior to joining Merrill Research & Associates, Ms. Burtch was a consultant project manager for Beth Schapiro & Associates (an Atlanta-based public opinion polling organization). Ms. Burtch has several years of quantitative and focus group experience serving clients such as Chemical Bank (market analyst) and NYNEX - United Publishers Company (market research analyst) in Southern California. Among other responsibilities, Angela currently manages three large international travel panels representing travelers and hoteliers worldwide. Ms. Burtch earned an Honors Bachelor of Commerce degree with a major in marketing from Carleton University in Ottawa, Canada.

      In September 1994, **Michael Rinck** joined Merrill Research & Associates as Data Processing Manager. He brings six years of previous field and supervisory experience in statistical analysis, tabulation and report generation to his new position in the market research data collection and data processing department. Prior to joining Merrill Research & Associates, Mr. Rinck was Service Bureau Manager at Computers for Marketing Corporation and a project researcher at Bruzzone Research Company. He earned his Bachelor of Science degree in Mathematics and Statistics followed by a Master's degree in Statistics at California State University at Hayward.

Merrill Research Project Management Team:
Support Team Members

The following team members may play a supporting role in delivering services for this research project.

Prior to founding Merrill Research, LLC in 1986, **David M. Schneer**, Ph.D., had most recently been a Marketing Consultant at Regis McKenna Inc. Prior to that, Mr. Schneer had started the marketing research function at Regis McKenna Inc. in 1978 where he pioneered the use of electronic information retrieval systems. He was also responsible for managing primary research projects, both quantitative and qualitative.

Mr. Schneer has over 30 years' experience conducting research in the worldwide semiconductor and telecommunications markets. Mr. Schneer's expertise includes research to support the following types of semiconductor technology including, but not limited to, DSPs, analog and mixed signal devices, CISC and RISC-based microprocessors, network ICs/communications silicon, security processors, logic integration microcontrollers, memory products, ASICS, GaAS, semiconductor IP, frequency control components, digital television semiconductors, EDA tools, and semiconductor manufacturing equipment. Mr. Schneer has helped the world's leading semiconductor companies with research to support new product development (emerging applications, end-equipment feature prioritization, ergonomics, usability, ethnography) and strategic communications (advertising development, advertising evaluation, marketing, public relations and positioning) initiatives.

In addition to his semiconductor work, Mr. Schneer has extensive research experience understanding the needs of the following audiences in the product development chain: design engineering community, software engineers, OEMs, the distribution channel (VARs, Systems Integrators, wholesalers, retailers, industrial distribution, and sophisticated end-users), the IT community, senior executives and consumer end-users. He also has notable experience conducting research internationally in EMEA and APAC.

Mr. Schneer began his career as a writer for the San Diego Bureau of the <u>Los Angeles Times</u>. Mr. Schneer earned a Ph.D. in Religious Studies with an emphasis on Christian Philosophy and Apologetics from Trinity College of the Bible and Trinity Theological Seminary. He also earned a Master's degree in modern American literature from the University of California at Berkeley and he holds a BA in Political Science and Journalism from San Diego State University.

Merrill Research Project Management Team:
Support Team Members, Continued

Tameka Johnson joined Merrill Research in 2012 as a Senior Research Director. She brings over 10 years' experience in project management and analytical experience on both the client and supplier sides of market research. Tameka has deep quantitative research experience managing all phases of ad hoc and tracking studies for well-known technology, consumer packaged goods, communications, and healthcare brands. She also has extensive multivariate quantitative research skills conducting such types of research as concept and product testing, package design, advertising/messaging, pricing, legal/claims, and customer satisfaction. Tameka also has extensive qualitative research experience. Her background in this area includes moderator's guide design and group facilitation/focus group moderation based on RIVA training. Prior to joining Merrill Research, Tameka was a Senior Research Manager at the Marketing Workshop, a Research Manager at TNS North America and a Senior Marketing Analyst at Nationwide Insurance Company. She holds a Master's Degree in Business Administration with an Emphasis in Brand Management and Marketing from Wake Forrest University, Babcock Graduate School of Management as well as a Bachelor of Science, Marketing Degree from Hampton University

Conflict of Interest

Merrill Research, LLC is not aware of any conflict of interest in working with Catalyst Marketing Company or Visit San Luis Obispo County.

Merrill Research References

1. Roseann Ferrara
   User Experience Research Manager
   Hotels.com (an Expedia Inc. Brand)
   RFerrara@expedia.com
   +44 (0) 207 019 2278

2. Jennifer Porter
   Executive Director
   Paso Robles Wine Country Alliance
   JPorter@pasowine.com
   (805) 239-8463, Ext. 202

3. Linda Reiff
   President and CEO
   Napa Valley Vintners
   LReiff@napavintners.com
   (707) 963-3388

Cost and Deliverables

The total cost for this project is $42,000 and includes the following: diagnostics (including kick-off meeting with stakeholders), screening questionnaire, main questionnaire, programming, testing and quality assurance, 1,550 completed online interviews, all respondent incentives, data tabulation plan, detailed data tables in MS Word (and MS Excel, if requested), data tables would include the coding of two open-ended responses, analysis, a final report in MS Word or MS PowerPoint, and an in-person presentation. Any travel associated with the presentation would be billed at cost.

We look forward to working with you on this study.

Sincerely,

Patrick Merrill
Cofounder & General Partner

Client Approval: _____
                                      (Authorized Client Agent)

MERRILL RESEARCH

Proposal

To: RFP Administrator – Visit San Luis Obispo County

Re: PROPOSAL – Research Services (Assignment 2)

Date: January 6, 2016

From: Merrill Research, LLC

Executive Summary:

VSLOC is considering the services of Merrill Research, LLC (Merrill Research) to conduct two distinct market research projects to more clearly define existing and potential visitors of the County. In order to achieve this, VSLOC, in partnership with Catalyst, has issued an RFP for research services.

In order to meet the objectives of this study, Merrill Research recommends conducting a feeder market destination study for the following three primary DMAs: San Francisco, Los Angeles, and Central Valley, as well as the following three secondary DMAs: Phoenix, San Diego, and Las Vegas. We recommend the following sampling plan among visitors and potential visitors to SLO County and counties defined as the competitive set: Santa Barbara, Monterey, Sonoma and Napa. The proposed sample distribution below will allow statistically sound reads between regions, and also allow some sub-group analysis within each region.

	San Francisco	Los Angeles	Central Valley	Phoenix	San Diego	Las Vegas	TOTAL
Past Visitor from DMA to a County _or_ Potential Visitor from DMA to a County	250	250	250	150	150	150	1,200

The cost to conduct this study is $33,000. This cost includes the following: diagnostics (including kick-off meeting with stakeholders), screening questionnaire, main questionnaire, programming, testing and quality assurance, 1,200 completed online interviews, all respondent incentives, data tabulation plan, detailed data tables in MS Word (and MS Excel, if requested), data tables would include the coding of two open-ended responses, analysis, a final report in MS Word or MS PowerPoint, and in-person presentation. Any travel associated with the presentation would be billed at cost.

The cost to include a six question module regarding specific communities is variable and is as follows:

- $1,500 fixed cost, plus $0.25 for one data set. A data set is defined as 1 evaluation of 1 community (i.e., 1 (one) respondent answering 6 (six) questions for 1 (one) community/region).

  This assumes that the questions do not differ significantly between communities.

  If the 6 (six) questions are unique to each of the communities/regions the following additional cost will be as follows (this is in addition to the cost above):

- $500 fixed cost for a 2nd or subsequent community/region iteration.

All costs assume 6 (six) closed end questions and the delivery of statistically notated data tables in MS Word with sub-group breakdowns (where base sizes allow).

The incremental cost for analysis and a report of findings per community is $500.

Visit San Luis Obispo County (VSLOC) is a non-profit organization which promotes San Luis Obispo County (SLO County) through advertising, marketing, public relations and group sales. Its member base is comprised of over 500 tourism industry-related businesses including lodging properties, restaurants, wineries, golf courses and retail stores. Their mission is to increase tourism revenue by positioning, branding, and promoting San Luis Obispo County as a preferred destination for regional, national and global visitors.

Catalyst Marketing Company (Catalyst) is a full-service, integrated marketing agency with offices in California and Hawaii. They are the agency of record providing strategy, creative, media and public relations services for VSLOC.

VSLOC is considering the services of Merrill Research, LLC (Merrill Research) to conduct two distinct market research projects to more clearly define existing and potential visitors of the County. In order to achieve this, VSLOC, in partnership with Catalyst, has issued an RFP for research services.

This proposal addresses "Assignment 2", with the goal of obtaining a statistically reliable feeder market destination awareness study in order to determine the effectiveness of the County's marketing program and compare vis-à-vis regions considered "competitive" to SLO County[1].

Objectives:

The specific objectives of this research are as follows:

1. Understand why travellers choose or do not choose SLO County as a leisure vacation destination.
    a. If they choose SLO County, identify specifically:
        i. What draws them to visit SLO County
        ii. What words or phrases do they association with SLO County
    b. If they do not choose SLO County, identify specifically:
        i. What's their level of understanding of the offerings of the County?
        ii. Is geography/distance a factor in their decision?
        iii. Is ease of transportation a factor in their decision? (i.e., limited air service)

---

[1] Competitive set includes the following destinations: Santa Barbara, Monterey, Sonoma, and Napa.

iv. Do the other destinations they visit have a similar offering to SLO County? If not, what differs?

v. Is the availability of luxury accommodations a factor in their decision? How does SLO County compare to other destinations in this regard?

vi. If not visiting SLO County, what destinations are they travelling to?

c. What are the specific experiences or "drivers" that influence travellers in their decision to visit SLO County? What about the other competing destinations? How do these drivers differ? What distinguishes SLO County?

d. Identify the general perceptions of SLO County and compare and contrast to the competitive set.

2. Understand and measure the awareness of SLO County as a leisure travel destination – including geographic awareness.

3. Understand and measure the awareness and value of specific areas/communities within the County:

a. Pismo Beach

b. Paso Robles

c. Morro Bay

d. Hearst Castle

▪ Are people aware of the above destinations and do they "tie" these places to San Luis Obispo County?[2]

4. Understand and measure the awareness and value of specific assets inside the county, including (but not limited):

a. Wine region

b. Outdoor activities

c. Craft brewery movement

d. Beaches region

---

[2] Depending on awareness levels of these areas – and for possibly up to 16 SLO County destinations, respondents will be asked six (6) questions. Cost has been provided as incremental to base budget for this project. See "Cost" section.

Methodology:

Approach: Online Surveys

In order to meet the objectives of this study, Merrill Research recommends conducting an online study of 1,200 respondents among visitors and potential visitors to SLO County and/or the competitive set of destinations (Santa Barbara County, Monterey County, Sonoma County, and Napa Valley County). Interviews would be conducted among past and potential visitors to one (or more) of the aforementioned counties and would be a resident of one of the following feeder markets (DMAs):

<u>**Primary Markets:**</u>
1. San Francisco
2. Los Angeles
3. Central Valley[3]

<u>**Secondary Markets:**</u>
4. Phoenix
5. San Diego
6. Las Vegas

The proposed sample distribution below will allow statistically sound reads between feeder DMAs and between SLO County and the competitive set. We recommend a larger sample size for primary markets to better enable examination of sub group differences.

	San Francisco	Los Angeles	Central Valley	Phoenix	San Diego	Las Vegas	TOTAL
Past Visitor from DMA to a County <u>or</u> Potential Visitor from DMA to a County	250	250	250	150	150	150	1,200

---

[3] We define Central Valley as the following three DMAs: Chico-Redding, Fresno-Visalia, and Sacramento-Stockton-Modesto.

MERRILL
R E S E A R C H

Respondent Specifications

In order to qualify to participate in this research study, all respondents would have to meet the following screening criteria:

a. Have completed at least one overnight leisure trip in the US in the past 12 months.
b. Be a past or potential visitor of one (or more) of the following counties: San Luis Obispo, Santa Barbara, Monterey, Sonoma or Napa.
c. Be a resident of one of the following DMAs: San Francisco, Los Angeles, Central Valley, Phoenix, San Diego or Las Vegas.

In addition, respondents must meet the following qualifications:

d. To qualify as a past visitor:
   - Visited one (or more) of the above counties for leisure (involving an overnight stay) at least once in the past 12 months
   - Play a decision maker role in deciding where to stay for leisure travel for themselves and/or other members of their travelling party
   - 25+ yrs. of age
   - HHI $50K+[4]
   - Mix of gender
e. To qualify as a potential visitor:
   - Intend to visit one (or more) of the above counties for leisure (involving an overnight stay) at least once in the next 12 months (somewhat/very likely to visit)
   - Play a decision maker role in deciding where to stay for leisure travel for themselves and/or other members of their travelling party
   - 25+ yrs. of age
   - HHI $50K+[5]
   - Mix of gender

If a respondent qualifies as a past or potential visitor for more than one area, they will be asked about all areas for which they qualify. If a respondent is both a past and potential visitor for one specific area, they will be asked questions about both their past experience and their future intentions to visit.

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[4] Based upon average household incomes across the six DMAs.
[5] Ibid

MERRILL
RESEARCH

Respondent Specifications, Continued

We will allow the mix of past and potential visitors to naturally fall out. Merrill Research conducted a limited incidence rate check to approximate what could be expected in terms of past visitors, potential visitors, and uninterested visitors (have not visited and do not plan to visit in the next 12 months). Based on the results of our incidence check, we can reasonably expect that approximately 20% of the targeted DMA respondents will qualify as a past visitor, and 20% will qualify as a potential visitor to at least one of the Counties in the study.

Screener and Questionnaire Development

Merrill Research will develop the screening and main questionnaire based on the aforementioned specifications. This proposal also assumes that each online interview would not exceed 15 minutes, including screening questions, and would include two open-end questions that would be coded for analysis.

As mentioned earlier, this proposal also includes a cost module for asking a battery of six questions regarding specific communities/regions. We've assumed that up to 16 communities may be included.

Sample Generation/Interviewing

Merrill Research would be responsible for sourcing targeted sample. All interviewing will be conducted online. Respondents will receive an online invitation to participate in the research. They will be provided with a link to complete the online screening questionnaire. If qualified, they would complete the main questionnaire.

Data Processing

All data processing will be handled internally in our California offices. Our data processing services feature powerful and flexible CfMC software and we'll perform all data processing using our cloud-based data tabulation system. All data tables (i.e., crosstabs) will be available electronically and indicate statistical significance.

Analytical Posture

Merrill Research will develop the analytical plan (i.e., the "banner" plan that organizes the data into cross tabulations for analytical comparisons) with input from Catalyst/VSLOC. The results of this study will be analyzed by cell and by any other sizable subgroups deemed important (i.e., past visitor vs. potential visitor, income, age, gender, etc.).

The results of this study would be analyzed quantitatively and presented in MS Word or PowerPoint format and be organized in the following manner:

- Title Page
- Table of Contents
- Objectives
- Methodology
- Conclusions and Recommendations
- Detailed Findings

    -- Why Choose SLOC?
    -- Why Not Choose SLOC?
    -- Awareness and Perceptions of SLOC
    -- Awareness and Perceptions of Destinations within SLOC
    -- Awareness and Perceptions of Competitive Set
    -- Specific Community Perceptions (Optional Analysis)

- Appendix
    -- Screening and Main Questionnaire

As part of the analysis, Merrill Research would conduct discriminant analysis as described below.

Discriminant Analysis

Discriminant Analysis is a predictive technique that uses responses to a set of statements to create a model which will classify whether or not a respondent falls into a pre-determined group. For this research study we would conduct analysis to determine which attitude statements best discriminate traveler segments and drive awareness, visits and positive "memories" of SLO County.

Schedule

The following is the proposed schedule for the research:

Activity (2016):	Completed by:
Contract is Awarded	January 20
NDAs and Contracts Finalized	January 22
Kick-off Meeting with Stakeholders	w/o January 25
Draft of Screener/Questionnaire	w/o February 1
Final Approval of Questionnaire	February 5
Programming	w/o February 8
Testing of Survey	February 12
Fielding of Survey	February 15 to 29
Draft of Data Tabulation Plan	February 22
Approval of Data Tabulation Plan	February 24
Data Processing	March 1 to 15
Closed End Data Tables	March 15
Open End Data Tables	March 22
Draft of Final Report	March 29
Report Revisions	April 5
Final Report	April 12
Presentation of Findings (In-Person)	April 12 to 20 (TBD)

About Merrill Research

Services and Activities

Since 1986 Merrill Research has been a leader in providing custom, full-service marketing research. Merrill has complete *internal* capabilities to fully design, execute and analyze a broad range of research projects. These capabilities deliver the proven quality, greater security and faster turnaround that clients require.

Merrill has the experience and capabilities to provide sound guidance for business decisions—decisions that carry more risk than ever before. Fortune 500 companies turn to Merrill Research for high-level strategic projects that are logistically complex, technically complicated and require fast turnaround. Merrill's blend of research, marketing and technical know-how, along with its wide array of global custom qualitative and quantitative marketing research services, make it unique in the industry. Merrill customizes its services to the specific requirements of each project, and never uses inexperienced researchers or cookie-cutter approaches. The "Merrill Way" gives clients the trusted information they need to successfully navigate through the increasingly murky waters of today's business environments.

Merrill Research specializes in researching strategic communications and positioning, new product development, product evaluation and customer satisfaction market research services.

The company is headquartered in San Mateo, California, with project management offices in the San Francisco Bay Area, Atlanta and Washington, DC. This project will include primary team members from our California and Washington, D.C. offices.

http://www.merrill.com/

Experience in Tourism Research

Merrill Research has decades of experience in the tourism and travel sector, in the U.S., and specifically in the wine growing regions of California. Examples/Cases of our experience are as follows:

1. Built and developed *two panels of US travellers* who book their travel online for destinations worldwide. We've conducted over 100 projects using these two panels of leisure and business travellers. We have a recruited database of over 13,000 travellers.

2. Built and developed *a panel consisting of approximately 5,000 international hoteliers* in order to better understand their needs and the needs of their guests. We have conducted approximately 25 projects using these targeted travel professionals.

3. Completed 3 separate *extensive profiling studies among travellers to: US, UK and Thailand*. The research allowed our client to better understand the following: frequency and locations of domestic and international travel, means for booking travel, timeline for planning and purchasing travel, incidence of booking/purchasing on laptops, phones and other devices, importance of social media in planning and purchasing, as well as provided a detailed demographic profile (age, gender, education, marital status, travel party size, etc.).

4. Earlier this year, we conducted an online study for the *Paso Robles Wine Country Alliance* in order to help them gain a better understanding of the visibility and perceptions of the Paso Robles wine appellation. The study results helped the alliance optimize its communications and marketing efforts. In addition, the study identified important purchase criteria and the specific sources of information (about wine) that are most valued by targeted consumers.

5. Executed several online studies on behalf of the *Napa Valley Vintners* in order to assess perceptions and "drivers" of visitation to the Napa Valley. Results were used to track progress as a result of the NVV's marketing efforts.

6. Tested the concept of the *first localized online travel service* to gain an understanding of what features were most valuable to visitors. This concept eventually evolved into what we now know as Expedia, a service created by Microsoft in the 90's.

Merrill Research Project Management Team:
Primary Team Members

The Catalyst/VSLOC research project would be supported by the following primary team members. The project lead would be Patrick Merrill, with day-to-day management of the project handled by Angela Burtch. Data processing and programming will be managed by Michael Rinck. Brief summaries of each team member are below. In addition, we've attached full resumes with our submission of the response to the RFP.

Patrick Merrill co-founded Merrill Research in 1986, after serving as the Director of Marketing Research for Regis McKenna Inc. (RMI) in Palo Alto, California. While at Regis McKenna, Mr. Merrill conducted both quantitative and qualitative research on a variety of Apple hardware and software products, including Apple application software developed by Microsoft. He has also worked in the financial security area, including web transactions. Prior to RMI, Merrill's experience included senior research positions at Activision, Levi Strauss & Co., and Heublein Inc. He began his research career in Cincinnati, Ohio, with Burke Marketing Research, the largest custom marketing research firm in the world. From the University of Illinois at Urbana-Champaign, Merrill earned a BS in marketing with an emphasis in psychology and advertising, and an MBA with an emphasis in marketing and quantitative analysis.

Angela Burtch joined Merrill Research in May 2000 as a Project Manager and is currently Vice President. Prior to joining Merrill Research & Associates, Ms. Burtch was a consultant project manager for Beth Schapiro & Associates (an Atlanta-based public opinion polling organization). Ms. Burtch has several years of quantitative and focus group experience serving clients such as Chemical Bank (market analyst) and NYNEX - United Publishers Company (market research analyst) in Southern California. Among other responsibilities, Angela currently manages three large international travel panels representing travellers and hoteliers worldwide. Ms. Burtch earned an Honors Bachelor of Commerce degree with a major in marketing from Carleton University in Ottawa, Canada.

In September 1994, **Michael Rinck** joined Merrill Research & Associates as Data Processing Manager. He brings six years of previous field and supervisory experience in statistical analysis, tabulation and report generation to his new position in the market research data collection and data processing department. Prior to joining Merrill Research & Associates, Mr. Rinck was Service Bureau Manager at Computers for Marketing Corporation and a project researcher at Bruzzone Research Company. He earned his Bachelor of Science degree in Mathematics and Statistics followed by a Master's degree in Statistics at California State University at Hayward.

Merrill Research Project Management Team:
Support Team Members

The following team members may play a supporting role in delivering services for this research project.

Prior to founding Merrill Research, LLC in 1986, **David M. Schneer**, Ph.D., had most recently been a Marketing Consultant at Regis McKenna Inc. Prior to that, Mr. Schneer had started the marketing research function at Regis McKenna Inc. in 1978 where he pioneered the use of electronic information retrieval systems. He was also responsible for managing primary research projects, both quantitative and qualitative.

Mr. Schneer has over 30 years' experience conducting research in the worldwide semiconductor and telecommunications markets. Mr. Schneer's expertise includes research to support the following types of semiconductor technology including, but not limited to, DSPs, analog and mixed signal devices, CISC and RISC-based microprocessors, network ICs/communications silicon, security processors, logic integration, microcontrollers, memory products, ASICS, GaAS, semiconductor IP, frequency control components, digital television semiconductors, EDA tools, and semiconductor manufacturing equipment. Mr. Schneer has helped the world's leading semiconductor companies with research to support new product development (emerging applications, end-equipment feature prioritization, ergonomics, usability, ethnography) and strategic communications (advertising development, advertising evaluation, marketing, public relations and positioning) initiatives.

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Mr. Schneer began his career as a writer for the San Diego Bureau of the <u>Los Angeles Times</u>. Mr. Schneer earned a Ph.D. in Religious Studies with an emphasis on Christian Philosophy and Apologetics from Trinity College of the Bible and Trinity Theological Seminary. He also earned a Master's degree in modern American literature from the University of California at Berkeley and he holds a BA in Political Science and Journalism from San Diego State University.

Merrill Research Project Management Team:
Support Team Members, Continued

      Tameka Johnson joined Merrill Research in 2012 as a Senior Research Director. She brings over 10 years' experience in project management and analytical experience on both the client and supplier sides of market research. Tameka has deep quantitative research experience managing all phases of ad hoc and tracking studies for well-known technology, consumer packaged goods, communications, and healthcare brands. She also has extensive multivariate quantitative research skills conducting such types of research as concept and product testing, package design, advertising/messaging, pricing, legal/claims, and customer satisfaction. Tameka also has extensive qualitative research experience. Her background in this area includes moderator's guide design and group facilitation/focus group moderation based on RIVA training. Prior to joining Merrill Research, Tameka was a Senior Research Manager at the Marketing Workshop, a Research Manager at TNS North America and a Senior Marketing Analyst at Nationwide Insurance Company. She holds a Master's Degree in Business Administration with an Emphasis in Brand Management and Marketing from Wake Forrest University, Babcock Graduate School of Management as well as a Bachelor of Science, Marketing Degree from Hampton University

Conflict of Interest

      Merrill Research, LLC is not aware of any conflict of interest in working with Catalyst Marketing Company or Visit San Luis Obispo County.

Merrill Research References

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   User Experience Research Manager
   Hotels.com (an Expedia Inc. Brand)
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   +44 (0) 207 019 2278

2. Jennifer Porter
   Executive Director
   Paso Robles Wine Country Alliance
   JPorter@pasowine.com
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3. Linda Reiff
   President and CEO
   Napa Valley Vintners
   lreiff@napavintners.com
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MERRILL RESEARCH

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- $500 fixed cost for a 2nd or subsequent community/region iteration.

All costs assume 6 (six) closed end questions per community and the delivery of statistically notated data tables in MS Word with sub-group breakdowns (where base sizes allow) for each community/region.

The incremental cost for analysis and a report of findings per community is $500.

We look forward to working with you on this study.

Sincerely,

Patrick Merrill
Cofounder & General Partner]

Client Approval: _____
                                    (Authorized Client Agent)

Patrick C. Merrill

Founder, Merrill Research LLC (custom marketing research)

patmerr@aol.com

Summary

35 years experience conducting custom primary research projects. Industry focus includes: travel, technology, beverage alcohol and financial services.

Specialties

New product development, marketing communications assessment, package evaluation, brand equity tracking, market segmentation studies. Pioneer and innovator in the area of creating web based survey technologies, Founding investor and co-developer of Market Tools Inc software platform.

Experience

Founder/General Partner at Merrill Research LLC

1986 - Present (30 years)

Founding investor and developer at Market Tools Inc. (now owned by MetrixLabs)

1996 - 2011 (15 years)

  Helped design initial web-based research platform. Beta tested platform with Merrill Research clients and a founding investor. Currently license MTI software and use on behalf of our clients.

Director, Marketing Research at Regis McKenna Inc.

1984 - 1986 (2 years)

  Responsible for global marketing research on behalf of the agency's clients. Key clients included Apple, Intel, and Sun Microsystems.

Manager, Marketing Research at Activision

1983 - 1984 (1 year)

Manager, Marketing Research-Jeanswear Division at Levi Strauss & Co.

1982 - 1983 (1 year)

Associate Manager, Market Research at United Vitnters (Heublein)

1979 - 1982 (3 years)

Senior Research Analyst at Joseph Schlitz Brewing Co.

1978 - 1979 (1 year)

  New Products area

Project Manager at Burke Marketing Research
1977 - 1978 (1 year)

Teaching Assistant at University of Illinois
1975 - 1977 (2 years)
  Taught college juniors and seniors

Newscaster at WPGU Radio
1974 - 1976 (2 years)
  Evening newscaster on largest radio station in IL outside Chicago metro

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Skills & Expertise

Marketing Strategy
Entrepreneurship
Start-ups International
Research Analytics
Strategic Partnerships
Customer Insight
Loyalty Programs
Go-to-market Strategy
Global Business Development
Mystery Shopping
Focus Groups
Market Research
Marketing Research
Segmentation
Strategy
Marketing
Competitive Analysis
Alcoholic Beverages
Product Development
Enterprise Software
Qualitative Research
Advertising
Management
Consumer Behavior
Marketing Communications

Organizations

Halleck Vineyard

Board Member

June 2014 to Present

Grapes and Grain Consumer Opinion Panel

Managing Director

  Largest dedicated web-based panel of wine & spirits drinkers in North America.

Golden Gate Wine Society

Professional Member

  The Golden Gate Wine Society was founded in 1973. The purpose of the San Francisco Society is to further
  the education of its members in the making and responsible enjoyment of wine.

Northstar Club

Board Member and President

  2001-2009

Education

University of Illinois at Urbana-Champaign - College of Business

BS & MBA, Marketing, Psychology, Quantitative Analysis, Marketing Research, 1971 - 1977

Interests

Tennis, skiing, wine, travel, sensory evaluation, usability testing, ethnography, hybrid research methodologies.

David M. Schneer, Ph.D.

Experienced Researcher Specializing in New Product Development and Strategic Communications

schneer1@aol.com

Summary

Prior to founding Merrill Research, LLC in 1986, I had most recently been a Marketing Consultant at Regis McKenna Inc. Prior to that, I had started the marketing research function at Regis McKenna Inc. in 1978 where I pioneered the use of electronic information retrieval systems (Dialog, Nexis/Lexis). I was also responsible for managing primary research projects, both quantitative and qualitative.   Today, I have over 30 years experience conducting research in the worldwide electronics market, with emphasis in the semiconductor, network infrastructure equipment, network security, and medical device markets. My passion and specialties include: new product development, strategic communications (advertising development, advertising evaluation, marketing, positioning, branding, etc.), customer satisfaction and loyalty. I have extensive experience conducting research throughout the electronics product development chain: design engineering community, software engineers, OEMs, the distribution channel (VARs, Systems Integrators, wholesalers, retailers, industrial distribution, sophisticated end-users), the IT community, senior executives and consumer end-users.

  I also have extensive experience conducting research internationally in Western Europe and APAC. In 1997, along with my founding partner, Pat Merrill, we led a team of investors to form MarketTools, creator of one of the most powerful online survey engines ever developed—Survey Manager™ as well as Zoomerang™. Survey Monkey purchased Zoomerang in 2011.

Experience

Cofounder and General Partner at   Merrill Research, LLC
October 1986 - Present (29 years 3 months)

  Helped found the company in 1986 and currently head up operations as well as lead qualitative and quantitative research projects for technology clients.

Founding Investor at   MarketTools
1996 - 2012 (16 years)

  In 1997, I was part of a team of investors that formed MarketTools, the creator of the leading online research survey engines, Zoomerang and Survey Manager, for custom surveys and ePanels. MarketTools is backed by Merrill Research, Proctor & Gamble, General Mills and WPP, and other private equity firms.

Research Manager at   Regis McKenna, Inc
January 1978 - October 1986 (8 years 10 months)

  Managed the global research department from 1978-1984; managed all secondary research, including searching via online information retrieval systems.

Staff Writer and Photographer at San Diego County Edition, Los Angeles Times

January 1979 - January 1980 (1 year 1 month)

Staff writer and photographer

Honors and Awards

TI Supplier Excellence Award

Texas Instruments

September 1995

In 1995, Merrill Research won the prestigious Texas Instruments Supplier Excellence Award. Texas Instruments established its Supplier Excellence Award in 1983 as a way to honor businesses that provided exemplary service. The award is a key vehicle for communicating the standards the company expects of its suppliers. The businesses are evaluated on six criteria including technology, responsiveness, assurance of supply, quality, cost and environmental responsibility.

Skills & Expertise

Market Research
Marketing Research
Marketing Strategy
Product Development
Qualitative Research
Segmentation
Quantitative Research
Focus Groups
Analytics
Questionnaire Design
Customer Insight
Advertising
Research
Competitive Analysis
Online Research
Start-ups
Ethnography
Competitive Intelligence
Advertising Research
Primary Research
Survey Design
Enterprise Software
New Business Development
Product Launch
Leadership
Strategic Partnerships
Entrepreneurship

Customer Satisfaction
Business Development
Management
Analysis
Consumer Behaviour
Market Analysis
Proficient in Online Information Retrieval Systems
Usability
Ergonomics
Business Strategy
Strategy
Executive Management
Go-to-market Strategy
Product Marketing
Strategic Communications
Online Information Retrieval
Marketing
Integrated Marketing
Marketing Communications
Positioning
CRM

Organizations
CASRO
August 1986 to Present

Certifications
Focus Group Moderator Training
The Burke Institute
Online Secondary Research
Dialog Information Retrieval Systems (Now Part of ProQuest)   January 1980
Online Secondary Research
Lexis Nexis Document Solutions   January 1980

Education
Trinity College of the Bible and Trinity Theological Seminary
Doctor of Philosophy (Ph.D.), Religous Studies with a Concentration on Christian Philosophy and
 Apologetics, 2003 - 2014
University of California, Berkeley
Masters, Modern American Literature, 1980 - 1985
San Diego State University-California State University
BA, Journalism and Politcal Science, 1976 - 1980
Activities and Societies: Staff writer for the now defunct San Diego County Edition of the Los Angeles Times

Interests

New technologies, philosophy of religion, new research methodologies/techniques, reading, hiking

David M. Schneer, Ph.D.

Experienced Researcher Specializing in New Product Development and Strategic Communications

schneer1@aol.com

Linked in.

5 person has recommended David M.

"My team evaluated a number of research partners for a global rebranding, product positioning and purchase insight study for the supply chain and enterprise software industry. David's experience gaining insight into C-Level decision makers at Fortune 500 companies won the engagement for his firm, Merrill Research. David's leadership in designing a multi-methodological study featuring both qualitative and quantitative research was key for us. David demonstrated a high IQ and ability to understand complex enterprise technology. And finally, David's expertise in translating our findings into valuable insight for new product development and strategic communications, and sales efforts made my team and I look very good to our executives."

— **Neil Conklin**, was David M.'s client

"David M. Schneer is extremely knowledgeable in the Embedded and Electronics Industries which was invaluable in the projects we worked on together. His firm and his entire staff are always prepared, consistently on top of things, and provide that extra initiative to drive any project they work on to the next level to exceed their customer's needs. I would highly recommend David and/or his staff for any research project."

— **Lori Scott**, was David M.'s client

"David came in to our marketing agency and helped us establish credibility with an important client by developing and deploying strategic research that built a base of knowledge that allowed us to create programs that increased our client's recognition and revenue. David was always on target and on time. Everyone in the firm agreed he and his firm was easy to work with as well."

— **Bill Delaney**, was David M.'s client

"Since my start in marketing research, David has been a great client throughout. His early work was primarily computer related and has expanded into other fields, where he affords his clients with the same professionalism and consistently reliable insights into consumer understanding. Throughout my career, David's fine work and quietly funny personality has been a constant thread - allowing me to safely and strongly recommend him to clients in need of someone with his depth of wisdom. I cannot speak highly enough about David's ability and aptitude; contact him and see for yourself - you will not be disappointed."

— **Steven Gentile**, was David M.'s client

"As a marketng consultant, on more than one occasion I have had to obtain primary market research to validate and/or guide a client's market stategy. David's professional approach made a complex and logistically challenging project run as smoothly as a Swiss timepiece. I would work with him again, anytime."

— **John Armstrong**, was David M.'s client

Contact David M. on LinkedIn

ANGELA L. BURTCH

7342 Brunson Circle • Gainesville, VA 20155
571.264.5199
alburtch@comcast.net

Background Summary

- Market research professional with a proven track record of providing superior custom research and client services to leading technology and consumer goods firms worldwide.
- Qualitative and Quantitative expertise: strategic communication research (advertising and messaging), new product development, packaging testing, customer satisfaction & loyalty, and brand equity.

Relevant Experience

Vice President, *Merrill Research*, San Mateo, CA

2000 to present

- Conduct international quantitative and qualitative research from RFP response to final client presentation for many Fortune 100 companies.
- Design and manage <u>qualitative research</u> projects including IDIs, focus groups, and usability.
  - ➢ Write proposals and develop research methodology.
  - ➢ Plan, procure and manage estimates for sample, facilities, translations, recruiting. P&L responsibility for all projects.
  - ➢ Write screeners, questionnaires, and discussion guides that address research objectives.
  - ➢ Manage all fieldwork and facilities arrangements.
  - ➢ Coordinate localized translation of all project documents.
  - ➢ Moderate telephone IDIs and online bulletin boards.
  - ➢ Analyze and write actionable reports with detailed findings.
- Design, manage, and conduct <u>quantitative</u> online research.
  - ➢ Manage large awareness quantitative tracking studies.
  - ➢ Helped to create and manage 3 international panels in the online travel space (2 consumer panels and 1 B2B).
  - ➢ Develop data tabulation and analytic plans.
  - ➢ Write comprehensive reports that include actionable recommendations and implications.

National Market Manager, *Mosaic Group – Microsoft Account*, Irving, TX

1997 to 1999

- Managed the Eastern U.S. Microsoft in-store retail marketing program.
- Hired, trained, coached and managed 30 merchandising representatives.

Market Research Manager, *The Schapiro Group*, Atlanta, GA

1992 to 1997

- Pubic opinion researcher (quantitative & qualitative) for a leading public affairs research firm.
- Prepared analysis and detailed reports of findings for gubernatorial candidates, state delegates, and county supervisors to help identify campaign opportunities.
- Successfully moderated focus groups, in-depth interviews, and triads.

Market Analyst, *Geneva Companies (Chemical Banking)*, Irvine, CA

1989 to 1991

- Developed opinion of Fair Market Value by evaluating operations, products and services, technologies, customer base, financial performance, and industry and market position.
- Readied companies for the mergers and acquisitions market by preparing evaluation reports.
- Assisted in the determination of Fair Market Value and preparation of offering documents.

Education

Honors Bachelor of Commerce, Major: Marketing *Carleton University*, Ottawa, Canada (1988)

Other Skills

Software: MS Word, Excel, PowerPoint, Project, & Outlook. **Languages:** French

Tameka C. Johnson

501 Dunbar Drive, Dunwoody, GA 30338
(678) 520-9397; tcjohnson1125@gmail.com

SUMMARY

Fifteen years of project management and analytical experience on both client and supplier sides of market research. Quantitative research experience managing all phases of ad hoc and tracking studies for well-known consumer packaged goods, communications, and healthcare brands. Study types include concept and product testing, package design, advertising/messaging research, pricing, legal/claims, and customer satisfaction. Qualitative research experience includes moderator's guide design and group facilitation/focus group moderation based on **RIVA** training.

EXPERIENCE

Merrill Research, Inc. (MWI) (Market research supplier)   San Mateo, CA
Senior Project Director (November 2012-Present)
- Responsible for all aspects of project direction for qualitative and quantitative studies for market leaders in consulting, technology, and Internet security. This includes proposal, study design, sample management, field management, and analysis.

Marketing Workshop, Inc. (MWI) (Market research supplier)   Atlanta, GA
Senior Research Manager (November 2010-February 2012)
- Developed relationships with pharmaceutical and consumer packaged goods clients while managing all phases of ad hoc and on-going projects from study design through sample management, field management, and analysis.
- Handled four separate tracking studies from inception for major telecommunications client. Revenue from these projects represented biggest source of income for Marketing Workshop, Inc.
- Mentored Research Associates and trained on various aspects of primary research (survey testing, checking data tables, report generating).

TNS (Market research supplier)   Atlanta, GA
Research Manager (June 2005-November 2010)
- Designed and managed custom research projects valued at approximately $2 million per year for companies in retail, consumer packaged goods, and financial services including: concept tests, in home usage tests, central location tests, focus groups, product tests, advertising/message testing, and pricing research.
- Wrote insightful reports with actionable recommendations to address client objectives, including presenting research results in person at key client meetings.
- Successful management of studies for Georgia Pacific's consumer brands lead to creation of best practices.
- Selected to develop internal training standards for Project Management organization related to delivering "Exceptional Client Service" based on reputation for extremely satisfied and dedicated clients.

CMI (CONSUMERMETRICS, INC.) (Market research supplier)   Atlanta, GA
Project Manager (July 2004-April 2005)
- Managed 6 to 12 on-going as well as ad hoc projects from initial design to report delivery in industries including utilities, financial services, insurance, and pharmaceuticals.
- Developed creative solutions to meet on-line reporting needs of customers.
- Created complete and concise mail, Internet, and phone questionnaires.
- Analyzed SPSS and tab output to identify significant results from studies.
- Interpreted results of statistical output for multiple methodologies: MDS (multi-dimensional scaling), regression/key driver, factor analysis, conjoint analysis.

NATIONWIDE MUTUAL COMPANY   Columbus, OH
Senior Marketing Analyst, Nationwide Mutual Company (December 2003-July 2004)
Internal consultant via Market Research support for the Property & Casualty areas (specifically claims, diverse/urban markets, and commercial).
Senior Marketing Analyst, Nationwide Financial Services (December 2001-November 2003)
Market Research support for the various lines of business (annuity, life insurance, retirement-deferred compensation and pensions).

Responsible for management of both quantitative and qualitative market research projects from initial research design, vendor selection, management of vendor relationships to data analysis and reporting for projects including:
- Nationwide's participation in the annual J.D. Power study focused on automobile insurance carriers.
- Analysis of competitive ad spending.
- Research related to expanding sales into the Hispanic market, including Spanish language marketing materials and websites.
- Product concept/modification testing for financial services products.
- Needs and expected service research among financial services and insurance producers.

SEGMENTED MARKETING SERVICES, INC. (Multicultural Marketing Company)   Winston-Salem, NC
Research and Special Projects Manager (June 2001-November 2001)
- Developed a presentation on ethnic marketing to be presented by the President/CEO of the company to 1,500 retail managers and workshop participants.
- Provide marketing research insight on projects with traditional marketing requirements.
- Performed secondary data analysis of ethnic hair care market for presentation to Proctor and Gamble (2000).

MARKET PERSPECTIVES, INC. (Market research supplier)   Winston-Salem, NC
Project Manager (March 2000-April 2001)
- Coordinated all activities for mall intercept projects including supplier selection, location selection, survey quantity and methodology, and survey development.
- Monitored progress of field services including quantitative and qualitative issues to ensure clients' requirements/needs were being met.
- Programmed data for analysis into Survey System.
- Performed analysis on data collected, including significance testing, to make written recommendations to client.
- Summarized key issues in focus group studies and presented to client in written format.
- Communicated effectively with clients in numerous divisions of Sara Lee, Inc. and the Jeanswear and Playwear divisions of VF Corporation (Wrangler and Healthtex, respectively).

RJ REYNOLDS TOBACCO COMPANY   Winston-Salem, NC
Marketing Research Intern (May 1999-August 1999)
- Conducted a complete study including research proposal, questionnaire design, and analysis of conversion efforts at NASCAR/Winston Cup events to measure cost effectiveness of various conversion tools. Interpreted and presented these results to executive management team.
- Determined the effectiveness of brands' promotional efforts at field marketing venues and recommended new areas to pursue.
- Profiled the characteristics of brand switchers for recommendations to the brands about marketing opportunities.

EDUCATION

WAKE FOREST UNIVERSITY, Babcock Graduate School of Management   Winston-Salem, NC
Master of Business Administration   May 2000
Concentration: Brand Management, Marketing

HAMPTON UNIVERSITY   Hampton, VA
Bachelor of Science in Marketing   May 1998

Michael Rinck

3012 Central Avenue
Alameda, CA 94501
(510) 865-6369
miker@merrill.com

WORK HISTORY

1994 - present   *Manager of Data Processing, Merrill Research and Associates*
Provide cost estimates for clients, schedule projects and oversee that the work is performed timely and error-free. Manage and train data processing staff. Program CATI interviews, create cross tabulation tables and multivariate output for internal staff and outside venders. Coordinate and perform multiple tasks concurrently.

1989-1994   *Project Manager, Computers for Marketing Corporation*
Assisted clients in designing questionnaires and in developing strategies to analyze and report data. Generated cross tabulation tables and programmed CATI interviews. Provided cost estimates for current and prospective clients. Trained and supported other project managers. Acted as the resident Statistician for company (primary resource for statistical information).

1989   *Project Researcher, Bruzzone Research Company*
Assisted in the development of questionnaires, tabulations and statistical analysis in the field of advertising. Recruited field facilities to conduct mall and phone interviews.

1986-1988   *Graduate Tutor/Assistant, Statistics Department, CSUH*
Aided students in the comprehension of statistical techniques, analyzed data and composed statistical segments of dissertations and evaluated and graded assignments.

EDUCATION

M.S. Statistics, June 1988
California State University, Hayward
GPA: 4.0

B.S. Mathematics and Statistics, August 1986
California State University, Hayward
GPA: 3.6, Magna Cum Laude

SOFTWARE/OPERATING SYSTEMS

Proficient with Word, Excel and various other applications for DOS/Windows, UNIX and HP 3000. Over twenty years of experience with CfMC Mentor/Survent (tab/cati software) and SPSS.

REFERENCES

Available upon request.

Wendy L. Wasko

233 South Spring Street
Blairsville, PA 15717
415.336.2027
wendy@wasko.net

Objective	Obtain a position that utilizes my analytical skills and professional knowledge while providing a challenging work environment and opportunities for career advancement.

Experience

Tabulation Analyst / Survey Specialist – Merrill Research, LLC
January 2001 – Current
Program surveys for online and CATI interviewing for internal staff and outside vendors. Assist clients in designing questionnaires and in developing strategies to analyze and report data. Oversee the work is performed timely and error free. Coordinate and perform multiple tasks concurrently.

Project Manager – CfMC
January 2000 – December 2000
Programmed and managed online and CATI studies. Tested software and documented bug fixes. Supported lease clients and colleagues.

Data Processor – Merrill Research, LLC
April 1998 – January 2000
Programmed surveys for online and CATI interviewing, and for data entry. Ran cross-tabulations on the collected data. Supervised coding and data entry for projects. Maintained client contact through project completion.

Education

Carnegie Mellon University – Pittsburgh, PA
Bachelor of Science in Industrial Management
Minor in Social and Cultural Studies

Software/OS

CfMC software	Markettool's software
SPSS	DOS/Windows
HTML	UNIX/Linux

References   Available upon request.

Visit San Luis Obispo County
Event Sponsorship Application Form

Requesting Organization (please designate if non-profit): San Luis Obispo International Film Festival

Contact: Wendy Eidson   Phone: (805) 235-1507

Email: wendy@slofilmfest.org   Event Website: slofilmfest.org

Mailing Address: P.O. Box 1449   City, State, Zip: San Luis Obispo, CA 93406

Organization Mission: To entertain, educate and inspire film-goers and filmmakers. Movies Matter!

Event Title: 22nd Annual San Luis Obispo International Film Festival

Date(s)/Time of the Event: March 15-20, 2016

Funding Request: $10,000 cash/$5000 trade Overall Event Budget: $267,000

Attendee Ticket Price (if any): $10-$35   Exhibitor Price (if any):

Budget Cycle or Fiscal Year of the Event: May - April

Total Anticipated Room Reservations: 290

Attendees: 175   ~~Exhibitors:~~ Filmmakers 85   ~~Sponsors:~~ Journalists: 30

Total Anticipated Attendees: 7500

Once your complete application is received, Visit San Luis Obispo County will review and respond within six to ten weeks. We request ample lead time on all sponsorship requests to fully evaluate through our tiered process, which may include staff review, Marketing Committee review and Board of Directors review. Visit San Luis Obispo County may require additional information (i.e., financials, budget, Board members, etc.) and will let you know if further documentation is needed.

Visit San Luis Obispo County
1334 Marsh Street
San Luis Obispo, CA 93401
www.VisitSanLuisObispoCounty.com

Visit San Luis Obispo County Event Sponsorship Proposal
Submitted by Wendy Eidson, San Luis Obispo International Film Festival

EVENT OVERVIEW

The San Luis Obispo International Film Festival (SLO Film Fest) continues to grow in importance as a successful regional event, providing cultural and economic benefit to the County of San Luis Obispo. By promoting the concept that "Movies Matter" and that the art of film is a cultural force with the capacity to transform lives of individuals and society at large, the Festival nurtures new filmmakers, attracts new audiences, and develops film-related youth outreach and education programs. The SLOIFF partners with local hospitality and wine industries with events that emphasize the uniqueness of our area.

The 2016 Festival will take place over six days in mid-March, Tuesday, March 15 through Sunday, March 20. Screenings of mostly new independent films are presented in various venues in downtown San Luis Obispo, and in 2016, several movie events will also take place in surrounding towns.

This March will be the first year we will have a Hospitality Tent in downtown San Luis Obispo that will become the festival's hub. It will be located in the parking lot behind the Fremont Theatre, centrally located between three main festival venues. The large tent, sponsored by the City of San Luis Obispo will function as a central meeting spot for visiting filmmakers, media reps, festival sponsors and pass holders. The tent will give the Festival added visibility for the Festival week, as well as being a great way to promote local restaurants, hotels, wineries and other SLO businesses. It will continue to build our reputation for excellent hospitality among film industry visitors and visiting journalists.

The SLO Film Fest depends heavily on the local hospitality industry for support, and many of the festival's best sponsor partners are local hotels who supply comp rooms for visiting filmmakers. One free night in a nice hotel is an important perk to offer filmmakers, along with two full access passes, and this has helped us gain an excellent reputation among filmmakers year after year. Based on post-event surveys we send to filmmakers, we know that next to technical aspects of screening their

film, they most value networking opportunities and hospitality. We always get high "marks" for this thanks to great community support.

During the festival there are dozens of visiting filmmakers and entertainment media in town for the festival. We would like to be sure they are aware of the incredible array of film locations all over San Luis Obispo County, and encourage them to come back to scout locations for a future project. They are likely to tell other filmmakers about what they have seen and learned about as well.

We propose that Visit San Luis Obispo County support a "fam tour" during the upcoming festival, scheduled appropriately before and around screenings to maximize attendance and minimize disruption to the festival. Sunday morning is the time when the majority filmmakers and media will be in San Luis Obispo, and also the day that is made up of second screenings, and some special presentations not involving visiting filmmakers.

Proposed Fam Trip Schedule: Sunday, March 20
8:15am   Pick up media/filmmakers at SLO hotel and/or Festival HQ
8:30am   Breakfast at Madonna Inn
9:30-1:00pm Bus(es) tour a series of "locations" in North County(brief stops)
            Santa Margarita, Atascadero, Paso Robles, winery stop (picnic lunch?)
1:30pm   Bus(es) arrive back at SLO Festival Tent
(could possibly then do a tour for those who couldn't do the morning tour, to South County in the afternoon)

We would also like to ask for support in "housing" visiting journalists in San Luis Obispo County hotels. The SLO Film Fest is working closely with the City of SLO, SLO Chamber of Commerce and local PR firm Parker-Sanpei to invite as many qualified travel/lifestyle and entertainment journalists as possible, and we need to be able to offer them hotel accommodation, meals or meal stipend, and other perks. The Festival will offer them full access to all films and events; food, wine, beer and networking in the Festival Tent; and swag bags filled with local goodies, which we give all visiting filmmakers.

MARKETING PLAN

The San Luis Obispo International Film Festival has always been a countywide event, and the promotion we get, whether in national or regional media has always promoted the Festival and the County. In press releases, press interviews, print, TV and radio advertising and through a number of festival events, there is always a focus on San Luis Obispo County as a whole and what it has to offer visitors and visiting filmmakers.

The SLO Film Fest has two target audiences: festival attendees and independent filmmakers. From surveys that are filled out during and after the festival each year, we know our average festival attendee is over the age of 50, well-educated, retired

or earns a salary of $50,000 or more. We also know that the average filmmaker is much younger (20-40), social-media oriented and well travelled. Filmmakers also bring friends and supporters to the festival, often much younger than the average festival demographic.

In 2006, our out-of-county attendance was 6%. By the 2015 Festival, it had grown to 30%. We continue to include special guests and program events that will draw people from outside SLO County. Good buzz in Hollywood also helps to build filmmaker attendance.

In March 2015, the Festival received press coverage of the historic CITIZEN KANE event in major news media all over the world, for an event in San Simeon. This was the second time an event at Hearst Castle was covered in the national and international media thanks to a SLO Film Fest event (2012.)

Surf Nite in SLO is the Festival's most popular and successful event since it was introduced in 2006. It's annual sponsors, City of Pismo Beach and the Boutique Hotel Collection (Cliffs Resort, SeaVenture, Sycamore Mineral Springs and Apple Farm) see the value of sponsoring an event that brings tourists to SLO County to stay in their hotels and visit their city because of the surf/ocean connection. Surf Nite too often receives national and international press because of the special guests that are honored each year. All of this press helps to promote San Luis Obispo County.

In 2016, the SLO Film Fest is partnering with the Paso Wine Alliance on a wine/film event during their Vintage Paso Robles: Zinfandel weekend. Collaborations like this make it possible to reach new audiences who may not know about the Film Festival, and vice versa, helping to support our collective outreach to out-of-county visitors.

There are also film events being planned for Avila Beach, Atascadero, San Simeon and Morro Bay. There will be a day-long series of ocean-related films at the Avila Beach Community Center on March 19th. There will be movies geared to each community playing in Atascadero's Galaxy Theatre, Morro Bay's Bay Theatre and San Simeon's Hearst Castle Visitor Center Theatre.

Our marketing budget is attached. It includes a combination of sources of funding and we are asking for support that would not only help underwrite the Festival's marketing expenses, but also include an in-kind or trade component. We do not have a formal media plan yet (we have recently hired Parker-Sanpei to help us develop one) so we don't have specific numbers and data to attach to media buys but we are working on it.

Through collaborative marketing outreach, we intend to reach a lot more media contacts with an invitation they can't refuse. The combination of accommodation, festival passes, county tour, choices of other activities, and food, wine and networking opportunities will be more than we've ever been able to offer journalists

before. The in-kind support we are asking for will support this important element of our marketing plan.

The cash support will enable us to spend more on advertising and PR than we've ever been able to spend. The City of SLO is supplying $10,000 for marketing (with another $20,000 to be spent on a Hospitality tent) and we are asking Visit San Luis Obispo County to match that amount. It will be spent specifically on PR and advertising.

OVERNIGHT ACCOMMODATIONS

We have used surveys during and after the festival to gather data on hotel stays. It is always incomplete, but based on data gathered from the March 2015 festival, we know that a minimum of 125 hotel room nights were purchased by festival attendees and filmmakers spending more than one night. The average stay is 2 nights, and we aim to increase that to 3 in the next couple of years. Some festival visitors come every year and camp, or stay in B&B's or vacation rentals.

In 2016, we would like to do an economic impact study so we can accurately track the impact the SLO Film Fest is actually having on San Luis Obispo County. We anticipate that a study in 2016 will illustrate the importance of our event to the local economy, both during the festival and in post-festival visits/hotel stays. This includes filmmaking activity that may be inspired by Film Commission promotion and support during the festival.

As a major festival sponsor at the $10,000+ level, Visit San Luis Obispo County would receive all the benefits of the EXECUTIVE PRODUCER sponsorship level. This includes the following:

• Exclusive Sponsor of a Red Carpet Event (Opening Night and Surf Nite in SLO are still available)
• Logo on venue banners, step-and-repeat banner, on-screen video, website, festival guide, verbal thanks at every screening, full page ad in festival guide, 8 All Access passes, 4 Movie Star, 2 Movie Fanatic, 4 Red Carpet tickets (passes valued at $3,250)

Sponsorship brochure is attached with full details. The visibility Visit San Luis Obispo County and Film Commission would receive through Festival marketing would be targeted at festival attendees and festival filmmakers, and website promotion continues for a full year.

SPONSORS

There is a current list of sponsors on our website. The 2015 list is in our Festival Guide on two pages. We have a wide variety of cash sponsors, from individuals in the community who love the film festival, to larger corporate sponsors who like the promotion and perks. The festival also depends greatly on trade/in-kind

sponsorship that includes almost all media sponsors, hospitality and many wine and food sponsors. In 2016 we will lean even more on these sponsors to make a good impression on visitors and visiting journalists.

MEASUREMENT OF SUCCESS

We use surveys, both during and after the festival to measure much of our success. We also compare our budget goals to our actual numbers and spend a day in May at a retreat studying what went well and what needs improvement.

We will provide a report to Visit San Luis Obispo County within 60 days of the completion of the festival to measure the following:

- number of attendees, local and visitor
- number of hotel rooms sold to festival visitors
- number of visiting journalists, media impressions
- good quotes, photos, video from media coverage of the festival
- contact info. for all filmmakers attending with films in the festival

FESTIVAL DIRECTOR BIO

Born and raised in Toronto, Canada, Wendy got her first job at 14 as a production assistant on a television series, and that was it . . . she was hooked. After graduation from college and a short stint at art school, she began working full-time as an assistant director, working on many film and TV productions, including A CHRISTMAS STORY, SUSPECT, A NEW LIFE, ALFRED HITCHCOCK PRESENTS and many more. Wendy met her husband, Tim, while traveling in the South Pacific and in 1989, they moved to San Luis Obispo to start a family and a mail-order food business called Mo Hotta – Mo Betta. They successfully grew the business, selling it in 2000. They also successfully grew the children – Jonathan (26) and Hanna (21). From 2001-2004, Wendy was the Executive Director of the SLO Little Theatre, and a year later became the Artistic Director of the SLOIFF. In 2007, she became the festival's full-time director. This will be her 11ᵗʰ festival.

- What's New -

Visit San Luis Obispo County Unveils New Countywide Icon

The new Countywide Icon, recommended by the Marketing Committee and approved by the Visit San Luis Obispo County Board of Directors, is now available on our website in multiple versions and file formats as requested. Color and black & white versions of the icon can be downloaded at VisitSanLuisObispoCounty.com/Countywide-Icon. VSLOC is asking all DMOs to include this emblem in their marketing efforts and distribute this information to your constituents in order to better help connect the dots of the many communities and assets in the county for potential visitors.

Visit San Luis Obispo County Welcomes Director of Marketing Becky Singh

Visit San Luis Obispo County is excited to welcome our Director of Marketing, Becky Singh. Singh brings more than 15 years of strategic marketing and communications experience to Visit San Luis Obispo County, having most recently worked as the Marketing and Communications Director for the Foundation for the Performing Arts Center in San Luis Obispo. Originally from the San Francisco Bay Area, Singh began her career in marketing with the largest business-consulting firm in California, Armanino LLP. Taking a detour to the Northwest, Singh worked for global innovation consultancy, Ziba, in Portland, Oregon, and consulted with advertising agencies and on consumer brand projects, before settling on the Central Coast in 2012. Singh and her family live in South County, where she serves on the board of directors for the Lucia Mar Foundation for Innovation, and Pale Kai Outrigger Club in Avila Beach.

Digital Asset Management System Set to Launch this Winter

Visit San Luis Obispo County is finalizing the import of digital assets into its new digital asset management system—the first of its kind in San Luis Obispo County. Visit San Luis Obispo County has received thousands of photos from its local partners, providing ease of access to media, film scouts, and to local DMOs. Training on accessing the WebDAM system and tagging photos will be forthcoming in January, with the goal of doing a soft launch at the end of January.

Visit San Luis Obispo County Attends CalSAE Seasonal Spectacular

On December 3, Visit San Luis Obispo County Director of Travel Trade Michael Wambolt led a delegation of representatives from SeaCrest, SpringHill Suites, Embassy Suites, the Pismo Beach VCB and Martin Resorts to the CalSAE Seasonal Spectacular in Sacramento. The event produced 34 qualified leads and RFPs ranging from small board retreats to major conferences. From these leads and contacts, Visit San Luis Obispo County will be facilitating a sales mission into the Sacramento area during the first quarter of 2016. In addition, Visit San Luis Obispo County organized a lunch with five qualified planners who submitted an RFP during the show. During the lunch, the lodging partners had a chance to present their properties.

San Luis Obispo County Restaurant Month is Here!

Visit San Luis Obispo County is once again working in partnership with Visit California to gear up for our 9th Annual Restaurant Month, January 4 – 29, 2016. More than 50 restaurants throughout the County are participating this year, and will be offering a three-course prix-fixe meal for $30 per person or three-course prix-fixe menu for $40 per person. Visit San Luis Obispo County is also partnering with SLO Wine and PRWCA to offer Local Wine Deals. For questions or more information, please call Kylee at 805.541.8000 or email her at kyleej@visitsanluisobispocounty.com.

The 2016 Countywide Event Calendar is now available!
Download it today from the Visit San Luis Obispo County Blog at VisitSanLuisObispoCounty.com/Blog!
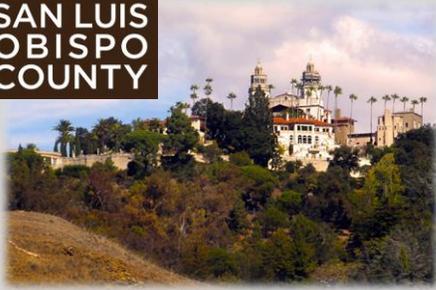
Featured on *MSN:* Hearst Castle *(left);* and in *Chevrolet New Roads:* Montaña de Oro *(right).*

Trending

Public Relations

- Trishna Patel, JohnnyJet.com – Paso Robles: December 28-29
- Gerry Benson, Travelbiz – San Simeon: January 1
- Kim Welstad, Times Colonist (Canada) – Arroyo Grande, San Luis Obispo: January 4-6
- News.com.au: January 28-29
- Visit California New York Media Reception: March 22
- Visit California Texas Media Bootcamp: April 7-8

Media

- USA TODAY – Best Historic Home Tour (Hearst Castle, #7) http://bit.ly/1UfKLNF
- Sunset – A Perfect Day in Pismo Beach http://bit.ly/1RsY5Pp
- New Roads – Off the Path http://bit.ly/1krjzPQ
- MSN – Beaches, a castle, sipping and zipping in SLO http://bit.ly/1NPgR1d
  - Also featured in Yahoo! New Zealand and GolfLink.com.au

Travel Trade

- Smart Meetings Northern California Event: Jan. 6
- Visit California Mexico Sales Mission: Jan. 17-21
- NTA Travel Exchange: Jan. 31- Feb. 4
- MPI Northern California Expo: Feb. 10

Visit SLO County to Network with Event Planners at
Smart Meetings Northern California Event

On January 6, Visit San Luis Obispo County Director of Travel Trade Michael Wambolt will attend the Smart Meetings Northern California (Bay Area/Silicon Valley) event at Levi's Stadium in San Francisco. At this event, we have 15-20 pre-scheduled appointments and networking time with the event planners for companies such as Cisco, Lucas Films, Intel, Yahoo and Oracle. This show will launch our sales presence into the Bay Area/Silicon Valley for 2016. Stay on the lookout for follow-up sales missions into the market!

Visit San Luis Obispo County Prepares for
First-Ever Mexico Sales Mission

For the first time in its history, Visit San Luis Obispo County is partnering with Visit California on their 2016 Mexico Sales Mission, happening January 17-21, 2016. On this mission, Director of Travel Trade Michael Wambolt will meet the top 100 travel agents, tour operators and media from Mexico City, Leon, and Guadalajara. The travel trade program will include breakfast sessions and training seminars designed to educate travel agents and the industry in the primary and secondary markets. During the sales mission, Wambolt will have one-on-one appointments with travel agents, tour operators and media to pitch San Luis Obispo County and gain new sales contacts and FAM trips.

VISIT SLO COUNTY
WEB ACTIVITY

VISITS:	43,292
UNIQUE VISITORS:	34,379
PAGE VIEWS:	138,722
AVG. PAGE VIEWS/VISIT:	3.20
AVG. TIME ON SITE:	2:36
TOTAL ORGANIC TRAFFIC:	31,112
% OF ORGANIC:	72%
MOBILE VISITS:	25,072

MOST VISITED EVENT:
ROCK THE HOLIDAYS (3,461 VIEWS)
TOTAL BLOG VISITS: 13,702
MOST SHARED BLOG: WIN THE ULTIMATE SAN LUIS OBISPO COUNTY VACATION HTTP://BIT.LY/1PE9UM6

VISIT SLO COUNTY

FACEBOOK
LIKES: 13,704   **NEW:** 401
TOT. IMPRESSIONS: 315,681
HIGHEST ENGAGEMENT:
#12DAYSOFSLOCOUNTY: THE ICONIC PISMO BEACH PIER LIGHTED TREE (884 ENGAGEMENTS)
MOST LIKED:
#12DAYSOFSLOCOUNTY: THE ICONIC PISMO BEACH PIER LIGHTED TREE (688 LIKES)

	FOLLOWERS	**NEW**
TWITTER:	5,815	62

43.9K IMPRESSIONS
TWEETS: 6,333

PINTEREST:	627	3

PINS: 802

INSTAGRAM:	2,110	349

POSTS: 486

VISITOR GUIDE DIST.

WEB DOWNLOADS:	40
GUIDES DISTRIBUTED:	2705
TOTAL:	**2745**

MONTHLY E-SPECIAL

SUBSCRIBERS:	36,158
# OF OPENS:	7,058
# OF CLICK-THROUGHS:	**1,253**

THIS WEEK IN SLO COUNTY

CIRCULATION: 906
MOST CLICKED LINK:
Upcoming Events in San Luis Obispo County

November 2015 vs November 2014 Lodging Statistics (STR, Inc.)

| | Current Month - November 2015 vs November 2014 | | | | | | | | | | |
| | Occ % | | ADR | | RevPAR | | Percent Change from November 2014 | | | | | |
	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold
Atascadero, CA+	55.4		112.10		62.14							
Morro Bay, CA+	55.6	56.0	111.01	104.12	61.75	58.32	-0.7	6.6	5.9	5.9	0.0	-0.7
Paso Robles, CA+	69.4	67.0	123.98	120.16	86.04	80.53	3.6	3.2	6.8	25.5	17.5	21.7
Pismo Beach, CA+	61.0	64.8	144.11	135.31	87.87	87.69	-5.9	6.5	0.2	0.3	0.1	-5.9
San Luis Obispo, CA+	64.8	67.9	127.19	120.78	82.40	81.96	-4.5	5.3	0.5	0.5	0.0	-4.5
San Simeon, CA+	51.9	52.8	111.72	104.31	57.93	55.04	-1.7	7.1	5.2	5.2	0.0	-1.7
Five Cities+	59.2	63.0	138.08	129.80	81.68	81.75	-6.1	6.4	-0.1	-0.0	0.0	-6.0
North Coast+	57.8	57.7	136.44	129.10	78.85	74.49	0.2	5.7	5.9	5.9	0.0	0.2
North County+	65.7	63.8	121.29	116.84	79.63	74.49	3.0	3.8	6.9	29.9	21.5	25.2
South County+	61.8	65.3	132.72	125.40	82.02	81.85	-5.3	5.8	0.2	0.2	0.0	-5.3
San Luis Obispo County	61.4	62.6	128.86	122.34	79.07	76.54	-1.9	5.3	3.3	7.4	4.0	2.0
Santa Barbara/Santa Maria	65.5	64.9	160.34	158.38	105.03	102.75	1.0	1.2	2.2	1.1	-1.1	-0.1
Monterey/Salinas	60.4	61.8	179.19	172.26	108.17	106.42	-2.3	4.0	1.6	1.6	0.0	-2.3
California	68.1	67.2	143.61	133.99	97.86	90.09	1.3	7.2	8.6	9.2	0.5	1.9

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Total Traffic Overview:

	Jul	Aug	Sep	Oct	Nov	Dec
Visits:	46,651	37,447	37,075	37,359	35,523	43,292
Unique Visitors:	38,075	30,571	30,275	30,414	28,908	34,379
Bounce Rate:	50%	49%	47%	51%	51%	48%
Pageviews:	138,129	113,518	119,020	109,772	109,024	138,722
Avg Pageviews Per Visit:	2.96	3.03	3.21	2.94	3.07	3.20
Avg Time on Site:	0:02:17	0:02:19	0:02:25	0:02:06	0:02:18	0:02:36
Total Organic Search Traffic:	33,837	27,187	26,914	26,711	24,267	31,112
% of Traffic Organic Search:	73%	73%	73%	71%	68%	72%
Entry Pages From Search:	2,185	2,012	2,040	1,960	1,843	1,769

Visits Year-Over-Year

Mobile/Tablet SnapShot:

	Jul	Aug	Sep	Oct	Nov	Dec
Visits:	26,406	20,530	20,534	21,160	20,055	25,072
% of visits	57%	55%	55%	57%	56%	58%
Bounce Rate:	53%	52%	50%	54%	54%	50%
Pageviews:	69,141	55,887	59,683	56,219	55,051	73,318
Avg Time on Site:	0:01:57	0:02:08	0:02:12	0:01:51	0:02:00	0:02:20

Industry Averages:

Pages / Visit	Avg. Visit Duration	Bounce Rate
2.40	0:02:03	57.32%
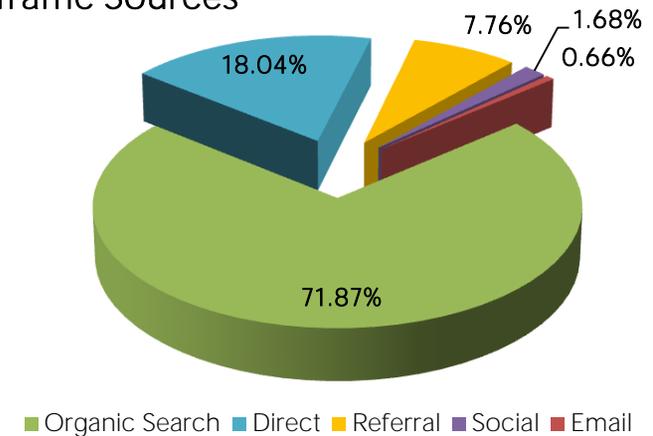
SEO Overview:

* Visits increased 17% compared to last year.

* Unique Visitors on the main site increased 18% year over year.

* Pageviews increased 19% compared over this time last year.

* Organic traffic increased 13% year over year.

* Organic entries to the Holiday Activities page increased by 35%, and by by 487% on the 2014 New Year's on the Central Coast blog post.

Traffic Sources

Organic Search Direct Referral Social Email

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Organic Search Traffic:

Organic Traffic		% of Total Site Traffic
Visits	31,112	71.87%

Organic Engagement Compared to Site Engagement		
Pageviews Per Visit	3.34	4.20%
Avg. Time on Site	0:02:44	4.66%
New Visits	71.55%	-0.44%
Bounce Rate	44.16%	-7.52%

Search Engine	Visits	Percent
google	28,703	92.26%
yahoo	1,382	4.44%
bing	850	2.73%
aol	115	0.37%
ask	33	0.11%
images.google	9	0.03%

Organic Visits Comparison

Prior Year / Current Year (Jul–Dec, Prior Year vs Current Year)

Exact Keyword	Visits	Percent
(not provided)	29,267	94.07%
san luis obispo	62	0.20%
san luis obispo events	22	0.07%
new years eve san luis obispo	16	0.05%
san luis obispo christmas parade 2015	15	0.05%
san luis obispo new years eve 2015	14	0.04%
events in san luis obispo	10	0.03%
san luis obispo map	10	0.03%
san luis obispo county	9	0.03%
slo county events	9	0.03%
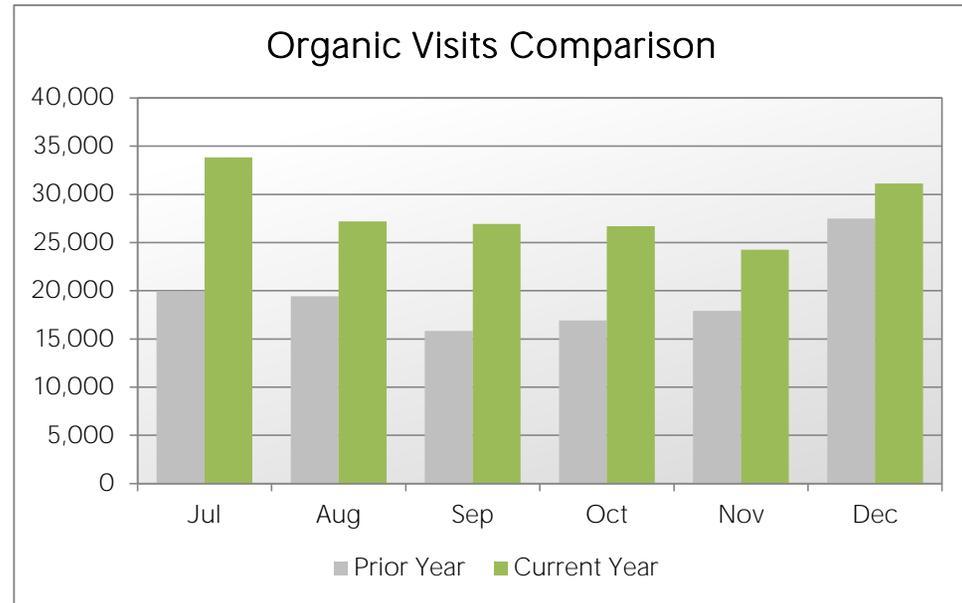
Landing Page	Visits	Percent
/events	5,123	16.47%
/blog/778/new-years-on-the-central-coast	3,390	10.90%
/	2,247	7.22%
/events/all/holiday_activities	1,503	4.83%
/events/924/lighted-boat-parade-and-tree-lighting	1,213	3.90%
/events/1867/2015-new-year-s-eve-party-at-novo	971	3.12%
/restaurant-month	833	2.68%
/activities	565	1.82%
/events/461/thursday-farmers-market	481	1.55%
/events/195/28th-annual-vine-street-victorian-showcase	422	1.36%

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Demographics & Interests

Affinity Categories:

Top 10 Affinity Categories	Visits
Movie Lovers	14,959
TV Lovers	13,574
Cooking Enthusiasts/Aspiring Chefs	13,536
News Junkies & Avid Readers/Entertainment & Celebrity News Junkies	11,939
News Junkies & Avid Readers	11,440
Travel Buffs	10,886
Technophiles	10,115
Shoppers/Shopaholics	9,800
Home Decor Enthusiasts	9,205
Health & Fitness Buffs	8,571

Age Group by Gender

- Male
- Female
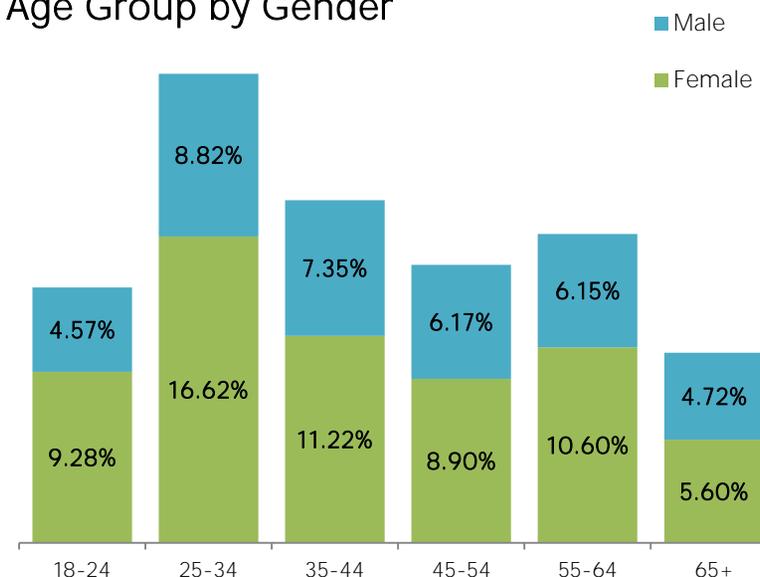
Other Categories:

Top 10 Categories	Visits
Arts & Entertainment/Celebrities & Entertainment News	8,259
News/Weather	8,076
Arts & Entertainment/TV & Video/Online Video	6,495
Food & Drink/Cooking & Recipes	6,271
Shopping/Consumer Resources/Coupons & Discount Offers	4,128
Reference/General Reference/Dictionaries & Encyclopedias	3,715
Real Estate/Real Estate Listings	3,413
Food & Drink/Food/Baked Goods	3,314
Travel/Air Travel	2,606
Internet & Telecom/Email & Messaging	2,601

Affinity Categories broaden the scope to identify users in terms of lifestyle; for example, Technophiles, Sports Fans, and Cooking Enthusiasts. These categories are defined in a similar way to TV audiences, and represent an opportunity to understand the behavior of your audience.

Other Categories are used to classify groups of users based on the specific content they consume, along with how recently and frequently they consume that content. This category data provides a more focused view of your users, and lets you analyze behavior more narrowly than Affinity Categories.

* Per Google

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Top Content:

Top Landing Pages	Entrances
/events	6,260
/	3,883
/blog/778/new-years-on-the-central-coast	3,837
/restaurant-month	2,435
/events/all/holiday_activities	1,690
/events/924/lighted-boat-parade-and-tree-lighting	1,439
/events/1867/2015-new-year-s-eve-party-at-novo	1,039
/our-area	729
/activities	619
/events/461/thursday-farmers-market	562

| Top Content Pages	Pageviews
/events	12,164
/blog/778/new-years-on-the-central-coast	7,082
/restaurant-month	7,020
/	5,654
/events/all/holiday_activities	4,330
/events/2641/rock-the-holidays	3,461
/events/2593/cambria-christmas-market	2,283
/events/1867/2015-new-year-s-eve-party-at-novo	1,900
/events/924/lighted-boat-parade-and-tree-lighting	1,632
/our-area	1,598

Top Exit Pages	Exits
/events	2,727
/blog/778/new-years-on-the-central-coast	2,570
/	2,147
/restaurant-month	2,128
/events/924/lighted-boat-parade-and-tree-lighting	1,318
/events/2593/cambria-christmas-market	854
/events/2641/rock-the-holidays	822
/events/all/holiday_activities	791
/events/1867/2015-new-year-s-eve-party-at-novo	773
/our-area	754

Geographic:

Top Cities

- Los Angeles
- San Luis Obispo
- San Francisco
- Paso Robles
- Atascadero
- Arroyo Grande
- Baywood-Los Osos
- Santa Maria
- Morro Bay
- Nipomo
- Other

Top States

- California
- Georgia
- Texas
- New York
- Arizona
- Washington
- Oregon
- Nevada
- Colorado
- Illinois
- Other

Top Metros

- Santa Barbara-Santa Maria-San Luis Obispo CA
- Los Angeles CA
- San Francisco-Oakland-San Jose CA
- Fresno-Visalia CA
- Sacramento-Stockton-Modesto CA
- Monterey-Salinas CA
- San Diego CA
- Bakersfield CA
- Atlanta GA
- New York NY
- Other

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In-MarketVsVistor:

Desktop Visits

Out of Market	62.17%	11,327
In-Market	37.83%	6,892

0   2,000   4,000   6,000   8,000   10,000   12,000   14,000   16,000

Mobile/Tablet Visits

Out of Market	71.36%	17,892
In-Market	28.64%	7,180

0   2,000   4,000   6,000   8,000   10,000   12,000   14,000   16,000   18,000   20,000