# AGENDA

## Visit San Luis Obispo County Executive Committee

**Visit San Luis Obispo County Executive Committee Agenda**
Thursday, January 14, 2016
3:00 pm
Visit San Luis Obispo County Office
1334 Marsh Street, San Luis Obispo, CA 93401

**1.    CALL TO ORDER**

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

| BUSINESS ITEMS | C. Davison |
| --- | --- |

**3.    Executive Committee Power**
*Discussion regarding the level of approval power of the Executive Committee in preparation for a recommendation to the BOD.*

**4.    Research RFP Update**
*VSLOC staff will provide an update on the Research RFP Proposals received, scoring of the proposals by the Marketing Committee and the next steps in the process.*

**5.    Marketing Agency RFP Update**
*VSLOC staff will provide an update on the Marketing Agency RFP process and the next steps.*

**6.    Strategic Planning**
*VSLOC staff has begun discussions with the Coraggio Group on a multi-year strategic planning process and will update the committee on possible options.*

**7.    Fall Campaign Creative and Reporting Update**
*VSLOC staff will provide an update on the VSLOC Fall Campaign creative and reporting metrics for December campaign media.*

**8.    Budget Re-Forecast**
*VSLOC staff will provide an update on the 2015/2016 budget re-forecast and next steps in the process.*

**9.    SAVOR the Central Coast**
*VSLOC staff will provide an update on the Marketing Committee discussion around SAVOR the Central Coast and proposed next steps.*

**10.   Morro Bay Tourism Bureau**
*VSLOC staff will provide an update on the January 12th Morro Bay City Council hearing regarding the management fate of the Morro Bay Tourism Business Improvement District.*

**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.

**Visit San Luis Obispo County Executive Committee**
**Meeting Minutes**
Tuesday, November 11, 2015
3:00pm
Visit San Luis Obispo County Conference Room
1334 Marsh Street, San Luis Obispo, CA 93401

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

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

**ABSENT:** Noreen Martin

**STAFF PRESENT:** Chuck Davison, Brendan Pringle

**Call to Order at 3:02pm.**

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

None.

**ANNOUNCEMENTS**

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

Committee Discussion.

Public Comment – None.

**CONSENT AGENDA**

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

Committee Discussion – None.

Public Comment – None.

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

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

**Motion carried: 4:0**

**BUSINESS ITEMS**

4. **Catalyst Marketing Company/Campaign Update**

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

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

Public Comment – None.

5. **Booking Engine Update**

The current JackRabbit booking engine on the VSLOC website costs $40,284 annually, with less than optimal tracking. Other solutions include third party tracking model (Regatta) or an OTA model (like Booking.com). The Regatta model would offer advanced search criteria, dashboard tools, and connectivity options. Payment options include a flat fee (same as JackRabbit's fee), a 10% commission on bookings paid by the constituents, or a 10% commission on bookings paid by the DMO.

The OTA (Booking.com) model would be a free solution to VSLOC, and offers detailed reporting and a 40% revenue share on commissioned bookings through the VSLOC website from SLOC lodging partners. Many lodging partners are already connected to Booking.com.

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

Public Comment – None.

6. **Marketing Plan Update**

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

Committee Discussion.

Public Comment – None.

7. **New Website Solution**

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

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

Public Comment – None.

8. **Sunset SAVOR the Central Coast**

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

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

Public Comment – None.

9. **Annual Financial Review**

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

Committee Discussion.

Public Comment – None.

**CEO REPORT**

10. **CEO Report**

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

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

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

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

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

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

Committee Discussion.

Public Comment – None

**ADJOURNMENT**

**Meeting adjourned at 5:27pm.**

# Minutes

## Visit San Luis Obispo County Executive Committee

**Visit San Luis Obispo County Executive Committee**
**Meeting Minutes**
Tuesday, November 30, 2015
1:00pm
Visit San Luis Obispo County Conference Room
1334 Marsh Street, San Luis Obispo, CA 93401

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

**PRESENT:** Jay Jamison, Clint Pearce, Noreen Martin

**ABSENT:** John Arnold, JP Patel

**STAFF PRESENT:** Chuck Davison, Brendan Pringle

**Call to Order at 1:03pm.**

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

None.

**BUSINESS ITEMS**

3. **Catalyst Marketing Review**

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

Committee Discussion.

Public Comment – None.

**ADJOURNMENT**

**Meeting adjourned at 2:09pm.**

# 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.

# Proposal

# 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).*

# Proposal

# 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").

# Proposal

## 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.)

# 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

Proposal

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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# 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<br>• Always being careful to include protein<br>• Importance of monitoring and limiting sugar | • Would like to offer their families more variety<br>• 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.<br>• 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.)<br>• 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."*

- 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
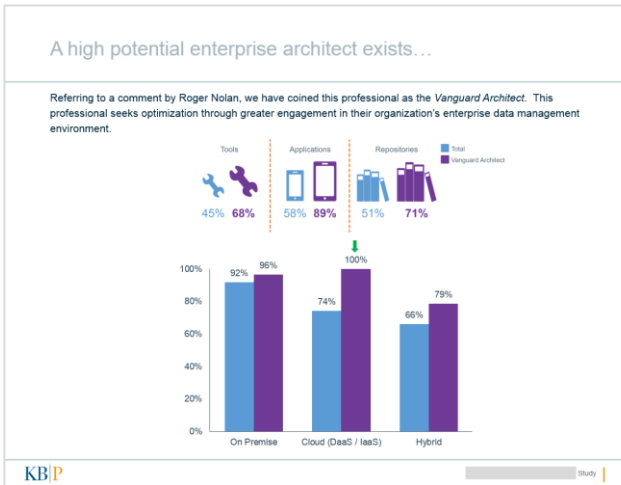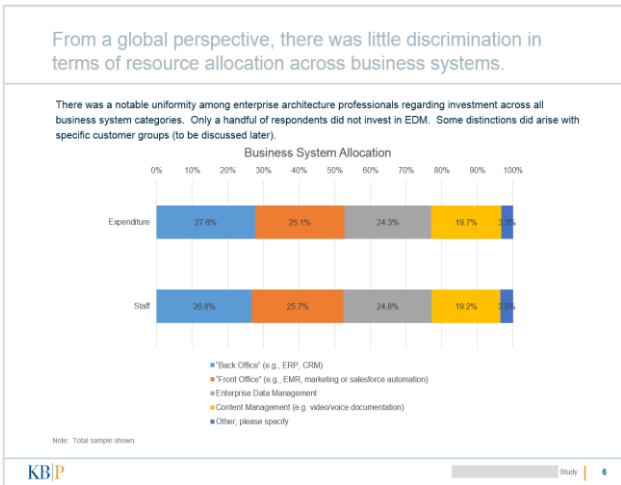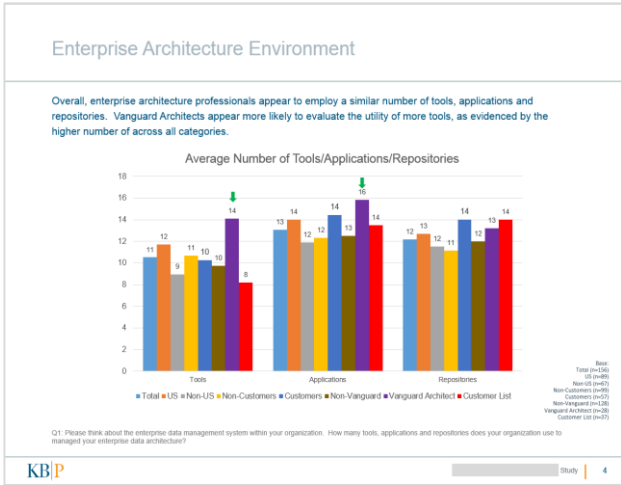
# Implications: Targeted, prescriptive insights

# KB|P

KING BROWN PARTNERS

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Contact | Sam Wong

swong@kingbrown.com

415 339 7132

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**CONFIDENTIAL: CATALYST MARKETING**

| 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.

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) |

MERRILL
RESEARCH

## 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.

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

### CONFIDENTIAL: CATALYST MARKETING

### 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)

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[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

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[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.

**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):

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

**Secondary Markets:**
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 or 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.

**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

**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.

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 cost for this project is $33,000 and 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 an in-person presentation. Any travel associated with the presentation would be billed at cost.

**MERRILL** RESEARCH

## Cost and Deliverables, Continued

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 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

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## 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.

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## 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 strategy. 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.<br>• 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.

**CONNECTED**
**SOLUTIONS**

VISIT SAN LUIS OBISPO COUNTY

**PROPOSAL-**
**RESEARCH SERVICES**
**ASSIGNMENT ONE**
**JANUARY 2016**

repucom

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» ABOUT US

» PROJECT TEAM

» CASE STUDIES/REFERENCES

» PROJECT BUDGET & METHODOLOGY

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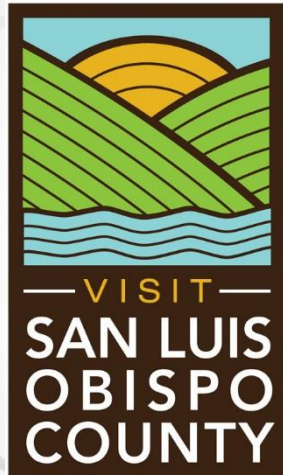
# EXECUTIVE SUMMARY
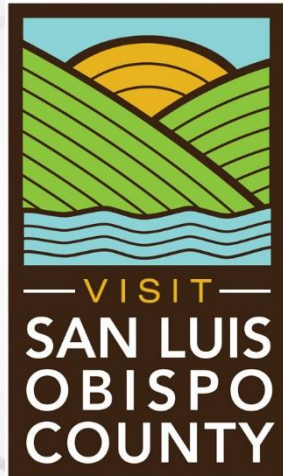
# PROJECT BACKGROUND AND OBJECTIVES

Visit San Luis Obispo County is seeking the services of a proven market research company to conduct a market research project to more clearly define existing and potential visitors of the County.

The goal of Repucom's research work is to…
1. Assess awareness and attitudes toward San Luis Obispo County against the County's named competitive set
2. Ascertain spending behavior of travelers within and without San Luis Obispo County
3. Create a robust demographic profile of visitors

## THE VISITOR PROFILE STUDY PROVIDES:

1. Managed online survey to provide detailed information among a geographically and psychographically representative population of current and like minded visitors to San Luis Obispo County, and gain a better understanding of their travel habits and their feelings towards the County.

2. Insights into travel and travel spend of visitors within or without San Luis Obispo County, as well as attitudes towards the County and it's ranking among set loyalty/affinity feelings.

3. Information gleaned from this study will allow Visit San Luis Obispo County to better understand their visitors and visitor's travel tendencies.

REPUCOM

# ABOUT US

**25+**
YEARS EXPERIENCE

**CONNECTED**
**SERVICES**
to develop tailored integrated solutions

**1700+**
CLIENTS WORLDWIDE

**CONNECTED**
**TO CONSUMERS**
to understand their behavior

**CONNECTED**
**SOLUTIONS**

**CONNECTED**
**WITH CLIENTS**
to understand their challenges

**1400+**
TOTAL EMPLOYEES

**CONNECTED**
**OFFICES**
for a complete service around the world

**20+**
OFFICES WORLDWIDE

# WE DELIVER PROVEN ANALYSIS AND ADVISE UTILIZING THE INDUSTRY'S MOST COMPREHENSIVE SOURCE OF MARKET DATA AND INSIGHTS.

**4,200,000** HOURS OF
**SPORT RECORDINGS**
[ PER YEAR ]

**280,000,000**
**SOCIAL INTERACTIONS**
[ ANALYSED PER MONTH ]

**20,000** WEBSITES &
**SOCIAL MEDIA SITES**
[ TRACKED PER YEAR ]

**100,000** BRANDS &
**130,000** SPONSORSHIP DEALS
[ WITHIN OUR DATABASE ]

## THE LARGEST GLOBAL SOURCE OF DATA AND INSIGHTS IN THE INDUSTRY

**WE WATCH**
**WE LISTEN**
**WE ADVISE**

[ MORE THAN ] **500,000**
**INTERVIEWS** IN

[ MORE THAN ] **40**
**COUNTRIES WORLDWIDE**

[ MORE THAN ] **50**
**COUNTRIES FOR**
**METERED AUDIENCES**

[ DAILY AUDITS OF MORE THAN ] **5,500**
**TV CHANNELS** IN
[ MORE THAN ] **200**
**COUNTRIES & TERRITORIES**

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# WE USE OUR DATA AND INSIGHTS TO CONSULT AND DELIVER CUSTOMIZED SOLUTIONS TO THE INDUSTRY'S LEADING STAKEHOLDERS.

**CUSTOMIZED CONNECTED SOLUTIONS**

**BRANDS**

**RIGHTS HOLDERS**

**MEDIA COMPANIES**

**MUSIC & ENTERTAINMENT**

**GOVERNMENT & TOURISM**

**EVENTS**

**STADIA**

**AGENCIES**

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# PROJECT TEAM

# MAIN PROJECT TEAM AND BACKGROUNDS

## SCOTT HOROWITZ
VP, DEVELOPMENT

As Vice President, Development, Scott is responsible for leading new business development and client growth within North America. Scott has experience selling and activating sponsorships for the Phoenix Suns, Phoenix Mercury and Harlem Globetrotters. Scott's most recent achievements in the government and tourism space includes work with Visit Florida, Hawaii Tourism Authority, City of Scottsdale and most recently securing a global partnership for Repucom with the TTRA.

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As an Account Director, Georgina manages the relationships with our brand clients across multiple industries. She helps lead the brand team in coordinating the delivery of reports across disparate sources of data including media and research. Prior to joining Repucom , she worked in IMG's brand management group, creating marketing and branding campaigns for personalities in both the sports and entertainment industries. Georgina has worked in the sports industry since graduating from Oxford University in 2004. She began her career in collegiate athletics in England before earning a master's in Sports Management from the University of Michigan and an MBA from Fordham University.

## IBRAHIM KOESE
HEAD OF INSIGHTS

Dr Ibrahim Koese is Head of Insights at Repucom North America. He has an established record in sports marketing research, having been the lead researcher on major national and international studies utilized by clients such as FIFA, Premier League, Miami Heat, Oakley, General Motors, Yahoo and IMG. Managing Repucom's global tracking study, SportsDNA, Dr Koese has deep understanding of research principles across more than 20 markets.

## MICHAEL CLARK
SENIOR ACCOUNT MANAGER

Michael Clark has over 10 years of consumer research experience in different industries and categories. He has profound knowledge of both qualitative and quantitative research methodologies, and has extensive brand insight experience . Prior to joining Repucom, he worked in different positions within the industry, including managing research facilities in the Greater New York area.

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CASE STUDIES
REFERENCES

Hawaii Tourism Authority (HTA) needed a way to measure events hosted in Hawaii from a tourism and local community standpoint. HTA asked Repucom to help them better understand and measure the overall economic impact of events and the event satisfaction of many different events across Hawaii.

## Repucom Approach

**1** Implement research programs to assess and evaluate marketing and brand experience.
- Attendee Surveys
- Face to Face intercepts
- Post event online surveying

**2** Understand the economic impact of events with the objective of optimizing benefits for Hawaii through market research including: quality signature events and development of new experience and products

**3** Develop a robust economic impact model integrated into HTAs event measurement program showcasing: number of jobs supported, sales created, income received and govt. tax revenue generated

The **result** of this approach was a more detailed understanding of the economic importance to Hawaii. Including, database of event satisfaction scores used for benchmarking and Gross economic activity impact.
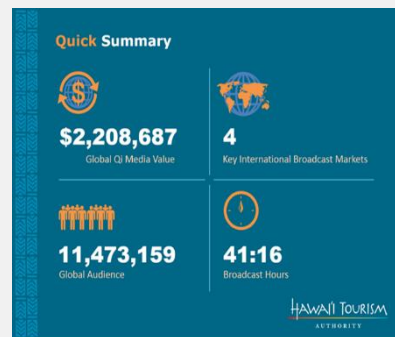


✅ Quick glance at the overall event based on Repucom methodology
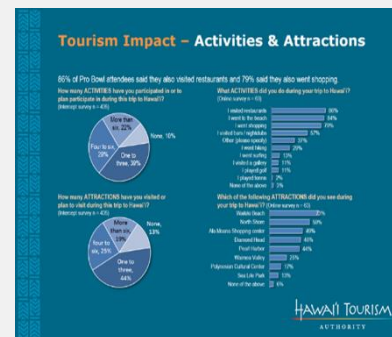


✅ Detailed information based on intel from event attendees



✅ Repucom gathered information on attendance, visitation, event satisfaction and overall impact

## Economic Impact - Visitation
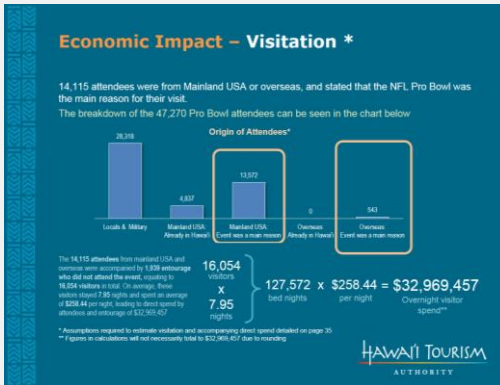


## Total Direct Expenditure
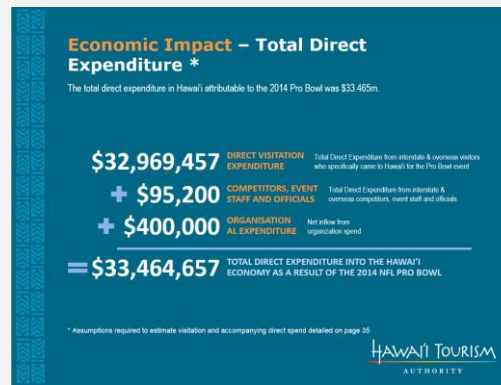


## Involvement of Government
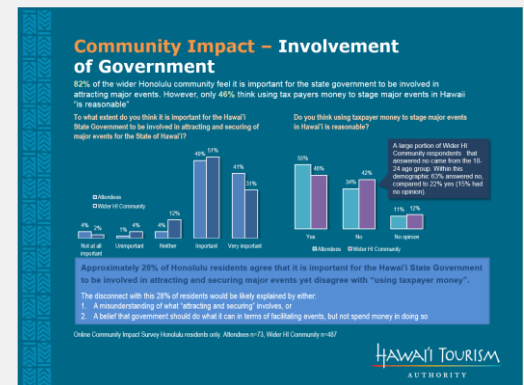


## Community Impact
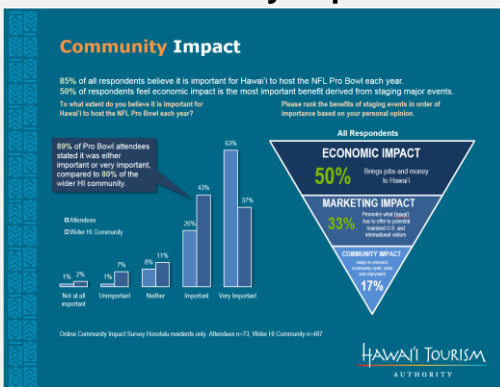


## Attendee Satisfaction
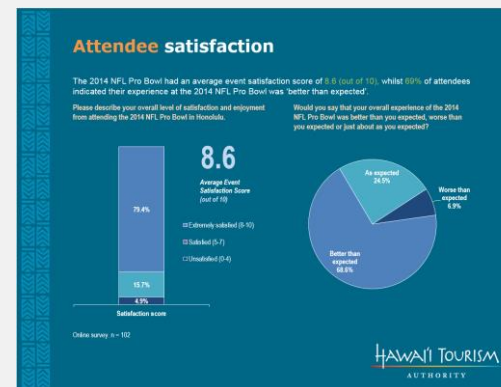


## Likelihood to attend in future

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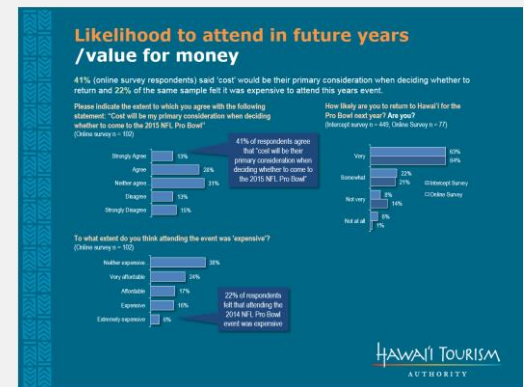
# CASE STUDY- ALBERTA PELOTON ASSOCIATION
## QUANTITATIVE RESEARCH & ECONOMIC IMPACT- TOUR OF ALBERTA

Tour of Alberta is a six-day professional cycling event. The 2014 race started in Calgary and ended in Edmonton. As on of the highest rated races on the UCI America Tour it features 15 cycling teams, including five International Pro Teams. The 2014 event was attended by an estimated 128,000 people.

## Repucom Approach

**1** Develop a comprehensive framework to enable a holistic view on the overall impact of Tour of Alberta including economic impact

**2** Build market understanding including: market overview, key sector company analysis, major trends and sponsorship activity

**3** Slice up data in function of geography and demographic profile with a deep-dive analysis into the data and analyze the different drivers for sentiment

The **result** of this approach was to implement research programs to access:

- Economic Impact
- Community Impact
- Tourism Impact
- Event and Attendee Impact



Quick glance at the overall event based on Repucom methodology



Detailed Economic Impact information based on intel from event attendees
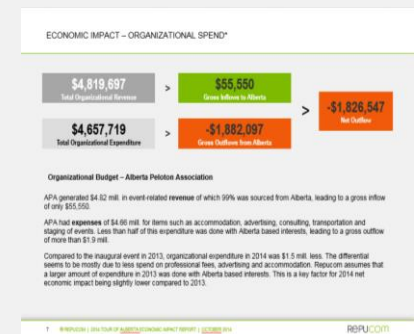


Repucom gathered information on overall budget and organizational spend

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## Economic Impact - Visitation

ECONOMIC IMPACT – VISITATION*

The breakdown of the estimated 60,928 unique attendees can be seen in the chart below

**Origin of Attendees**

- International: 2,132
- Interprovince: 10,662
- Local: 48,133

The **12,794 non-local attendees** were accompanied by an **entourage of 11,515 who did not attend the event**, equating to **24,389 visitors** in total. On average, international visitors stayed 3.2 nights for ToA and spent an average of $537 per night. Interprovince visitors stayed an average 0.63 nights for ToA and spent $85 per night. 6% of visitors stayed an extra 2 nights.

25,725 bed nights >>> $8,471,247 Visitation Expenditure

\* Assumptions required to estimate visitation and accompanying direct spend detailed in Appendix

## Organizational Spend

ECONOMIC IMPACT – ORGANIZATIONAL SPEND*

| $4,819,697 Total Organizational Revenue | > | $55,550 Gross Inflows to Alberta | > | -$1,826,547 Net Outflow |
| $4,657,719 Total Organizational Expenditure | > | -$1,882,097 Gross Outflows from Alberta | | |

**Organizational Budget – Alberta Peloton Association**

APA generated $4.82 mill. in event-related **revenue** of which 99% was sourced from Alberta, leading to a gross inflow of only $55,550.

APA had **expenses** of $4.66 mill. for items such as accommodation, advertising, consulting, transportation and staging of events. Less than half of this expenditure was done with Alberta based interests, leading to a gross outflow of more than $1.9 mill.

Compared to the inaugural event in 2013, organizational expenditure in 2014 was $1.5 mill. less. The differential seems to be mostly due to less spend on professional fees, advertising and accommodation. Repucom assumes that a larger amount of expenditure in 2013 was done with Alberta based interests. This is a key factor for 2014 net economic impact being slightly lower compared to 2013.

## Total Direct Expenditure

ECONOMIC IMPACT – TOTAL DIRECT EXPENDITURE

**Direct Visitation Expenditure**
$8,471,247
+
**Expenditure by Locals**
$1,829,054
+
**Expenditure by Teams, Sponsors & Media**
$722,848
+
**Organisational Expenditure**
-$1,826,547 Net Outflow
=
$9,196,601 Total Net Direct Expenditure (Net Economic Impact)

## Spend by Location

VISITATION & LOCAL SPEND – BY LOCATION

| Stage | Location | % of Total Attendance | Total Spend |
|---|---|---|---|
| Prologue | Calgary | 8% | $ 813,610 |
| Stage 1 | Lethbridge | 13% | $ 1,301,776 |
| Stage 2 | Innisfail | 3% | $ 271,203 |
| Stage 2 | Red Deer | 16% | $ 1,627,220 |
| Stage 3 | Wetaskiwin | 3% | $ 325,444 |
| Stage 3 | Garrison | 4% | $ 428,501 |
| Stage 4 | Northlands | 3% | $ 271,203 |
| Stage 4 | Strathcona County | 17% | $ 1,735,701 |
| Stage 5 | Edmonton | 27% | $ 2,820,514 |
| Stage 2, 3, 4 | En Route | 7% | $ 705,129 |
| Total | | | $ 10,300,301 |

Note: Total spend calculated based solely on share of reported attendance figures. We were able to create this estimation for direct visitation expenditure and local expenditure, however this cannot be done for team, sponsor, media or organizational expenditure.
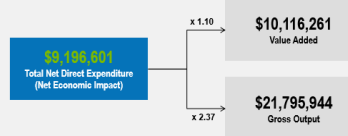
## Gross Economic Activity

ECONOMIC IMPACT – GROSS ECONOMIC ACTIVITY

Every time there is an injection of funds into the circular flow of an economy, a multiplier effect can occur. This extra income leads to more spending, which then creates more income, and so on. The multiplier effect refers to the increase in final income arising from any new injection of spending.

In the 2013 Economic Impact Report* multiplier effects were considered as well as "Gross Output" metrics were calculated. Repucom's methodology used to calculate economic impact does not take into account multipliers. Although Repucom does not recommend using multipliers because of the lack of consistency across different markets and entities, other service providers do find merit in applying them.

The numbers below reflect what the "Value Added" and "Gross Output" metrics would be if the same multipliers used in the 2013 study* were applied.
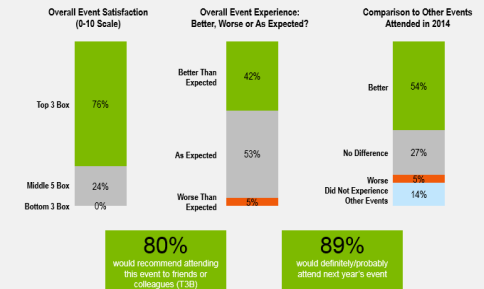
$9,196,601 Total Net Direct Expenditure (Net Economic Impact)

x 1.10 → $10,116,261 Value Added

x 2.37 → $21,795,944 Gross Output

\* The Economic Impact of the 2013 Tour of Alberta, Econometric Research Ltd., November 2013, p. 12-13

## Event Satisfaction

The majority were very satisfied with their Tour of Alberta experience and felt it was better than other events they have attended in 2014.

**Overall Event Satisfaction (0-10 Scale)**
- Top 3 Box: 76%
- Middle 5 Box: 24%
- Bottom 3 Box: 0%

**Overall Event Experience: Better, Worse or As Expected?**
- Better Than Expected: 42%
- As Expected: 53%
- Worse Than Expected: 5%

**Comparison to Other Events Attended in 2014**
- Better: 54%
- No Difference: 27%
- Worse: 5%
- Did Not Experience Other Events: 14%

**80%** would recommend attending this event to friends or colleagues (T3B)

**89%** would definitely/probably attend next year's event

# REFERENCES

Repucom has worked on many economic impact studies with an extensive portfolio of clients. Below are three references which span different events and markets.

| ECONOMIC STUDY | CONTACT INFO |
|---|---|
| **Hawaii Tourism** | Daniel Nahoopii<br>Daniel.Nahoopii@hawaiiTourismAuthority.org<br>808-973-2264 |
| **Tour of Alberta** | Duane Vienneau<br>duanev@albertapeloton.ca<br>780-952-1990 |

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# PROJECT BUDGET& METHODOLOGY

VISIT
SAN LUIS
OBISPO
COUNTY

# PROJECT TIMING & FEES

## Project Timing

| 1 | 2 | 3 | 4 |
|---|---|---|---|
| **Setup of Project** 1 week | **Survey Development & Final Approval** 2 week | **Fieldwork** 2-3 weeks | **Data Analyses & Reporting** 3-4 weeks |

| ELEMENT | | INVESTMENT |
|---|---|---|
| **Proposal-Research Services** | » Project Setup<br>» Survey among <u>Client Supplied Directory</u> in mixed markets (n=~500)<br>» Ongoing project management, quality assurance, data analysis, final report analysis | $27,079.50 |
| **Proposal-Research Services** | » Project Setup<br>» Survey among <u>nationwide sample</u> (n=~500)<br>» Ongoing project management, quality assurance, data analysis, final report analysis | $86,719.50 |

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# SAN LUIS OBISPO COUNTY TRAVEL

## METHODOLOGY

» Surveyed sample of travellers to San Luis Obispo County

» Online administered survey

　» Quota of n=500 individuals

» Potential Demographic subsets fall to:

　» Ages: 18-34, 35-54, and 55+

　» Gender: Male and Female

　» Education: High School, College, Graduate School

　» Ethnicity: White, Hispanic, Asian, African American, Other

　» Marital Status: Married, Single, Living with Partner

## CONTENT

The final content will be discussed and agreed upon with the client. However, we envision it would cover the following areas:

» How did they become aware of San Luis Obispo County(SLOC)?

» Demographic profile of visitors to SLOC (life stage, lifestyle, arrival method)

» Lodging (Length of stay, lodging type, arrival type, size of travelling party, frequency of visits, repeat visit(s))

» Attitudes towards Likes & Dislikes of SLOC

» Travel budget (visitors of SLOC versus their annual travel budget)

» % of total leisure travel spend vs HH income

　» How much is spent on vacations/leisure travel?

» % of total leisure travel spend that occurs in SLOC

　» How much of that % was spent in SLOC in: lodging, food, attractions, entertainment, shopping and wine?

　　» How is that spend represented geographically?

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» ABOUT US

» PROJECT TEAM

» CASE STUDIES/REFERENCES

» PROJECT BUDGET & METHODOLOGY

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EXECUTIVE SUMMARY

## PROJECT BACKGROUND AND OBJECTIVES

Visit San Luis Obispo County is seeking the services of a proven market research company to conduct a market research project to more clearly define potential visitors of the County.

The goal of Repucom's research work is to…

1. Assess awareness and attitudes toward choosing San Luis Obispo County as a travel destination
2. Define general awareness of San Luis Obispo County as a destination
3. A better understanding of the awareness of the County's communities and assets

### THE DESTINATION AWARENESS STUDY PROVIDES:

1. 6 DMA online survey amongst a representative sample of each market to gain a better understanding of San Luis Obispo County as a possible travel destination. Also, the study will provide a better understanding of the reasons behind choosing or not choosing San Luis Obispo County as a destination.

2. Gain insights into general awareness of San Luis Obispo County as a travel destination, as well as potential visitors ability to identify the location of the County in California.

3. Information gleaned from this study will allow Visit San Luis Obispo County to better understand the awareness and perception levels of the communities and assets within the County.

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ABOUT US

**25+**
YEARS
EXPERIENCE

**CONNECTED**
**SERVICES**
to develop tailored
integrated solutions

**1700+**
CLIENTS
WORLDWIDE

**CONNECTED**
**TO CONSUMERS**
to understand their
behavior

**CONNECTED**
**SOLUTIONS**

**CONNECTED**
**WITH CLIENTS**
to understand their
challenges

**1400+**
TOTAL
EMPLOYEES

**CONNECTED**
**OFFICES**
for a complete service
around the world

**20+**
OFFICES
WORLDWIDE

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PROJECT TEAM

# MAIN PROJECT TEAM AND BACKGROUNDS

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CASE STUDIES
REFERENCES

VISIT
SAN LUIS
OBISPO
COUNTY

# CASE STUDY- LINCOLN CENTER
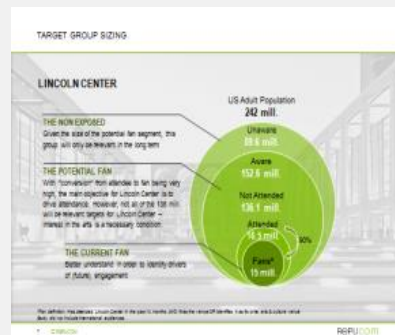## PROPERTY STRENGTH AND AUDIENCE SEGMENTATION

Lincoln Center was looking for a new corporate strategy to further develop its marketing leadership position in the world of Arts, as well as the world of Entertainment as a whole. Part of this strategy is the transition from a foundation-based revenue model to a more marketing funded organization.
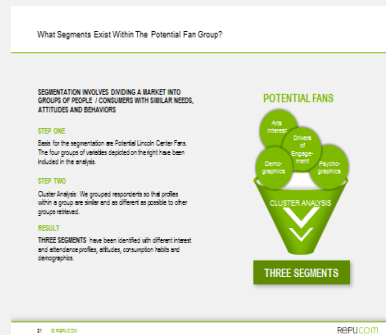


## Repucom Approach

**1** Research and analysis at the local DMA and national level to generate insight on the power of the industry as a whole and as Lincoln Center as a key player.

**2** Profiling and segmentation the fanbase with analysis of attitudes and consideration of sponsorship within the Arts.

**3** Market based on-site valuation of all tangible assets including an assessment of the intangible value of the partnership- a qualitative process that assesses the value of association with Lincoln Center.

The **result** of this approach was to provide research to help identify Lincoln center's unique selling point (USPs) and competitive differentiation to ultimately generate incremental sponsorship revenue.



✓ Quick glance at the overall event based on Repucom methodology



✓ Detailed information based on intel from event attendees



✓ Repucom gathered information on attendance, visitation, event satisfaction and overall impact

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## Key Target Groups



## Fan Profile



## Fan Profile



## Fan Profile



## Fan Profile



## Fan Profile

# CASE STUDY- OAKLEY
## GLOBAL AWARENESS AND PERCEPTION STUDY

Oakley did not have a true sense of how their brand was perceived both globally and within individual markets. They wanted a better understanding what was driving consumers to buy or not buy their products. Custom research study conducted with Oakley Global Strategy Group in 11 markets, managed by Repucom.

## Repucom Approach

**1** Customized media and research system to measure the effectiveness of Oakley's footprint and marketing efforts.

**2** Build market understanding including:
- PR Tracking
- TV News Coverage tracking
- Social Media Intelligence
- Market Research
- Brand Exposure

**3** Repucom's analysis provided great insight including new branding and marketing ideas to help increase consumer awareness.

The **result** of this approach prompted Oakley to change their branding and marketing efforts in preparation for the 2014 Winter Olympics.


✓ Quick glance at the overall key findings on Repucom methodology
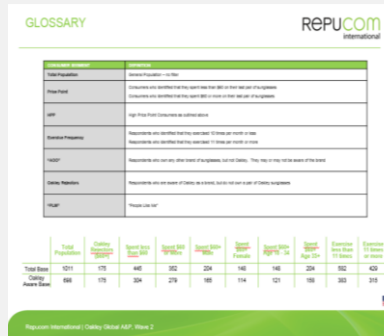

✓ Detailed Economic Impact information based on intel from event attendees
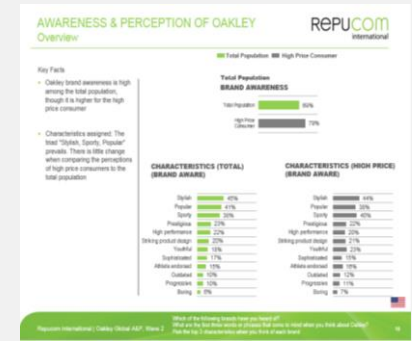

✓ Consumer Insight

REPUCOM

# CASE STUDY- OAKLEY
## GLOBAL AWARENESS AND PERCEPTION STUDY

### Brand Awareness
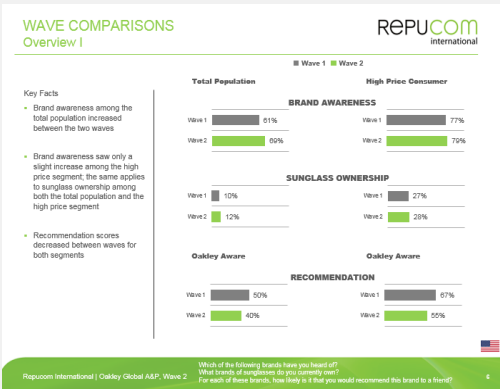


### Behavioral Awareness
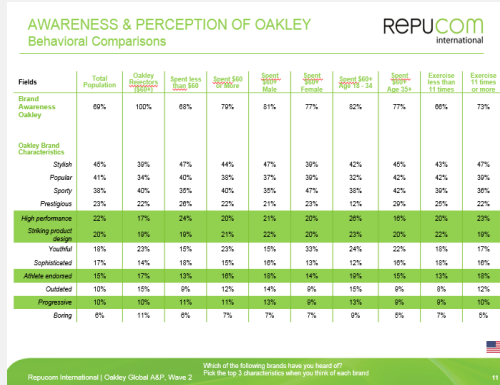


### Consumer Awareness
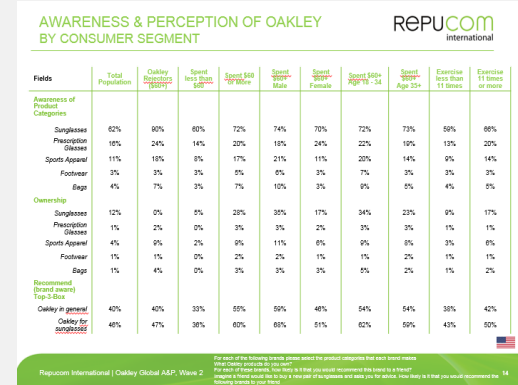


### Category Awareness
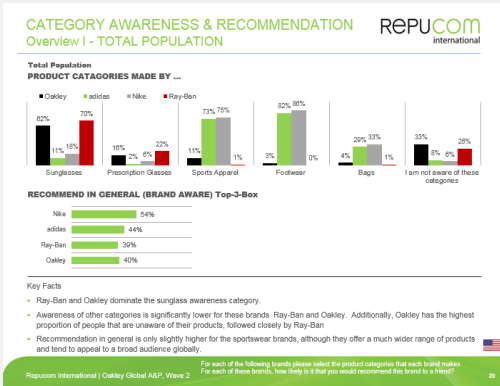


### Awareness Overview
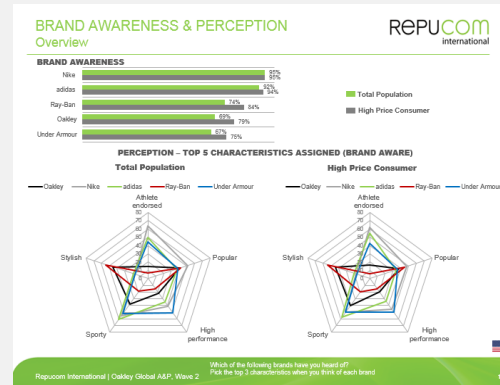


### Competitive Profile
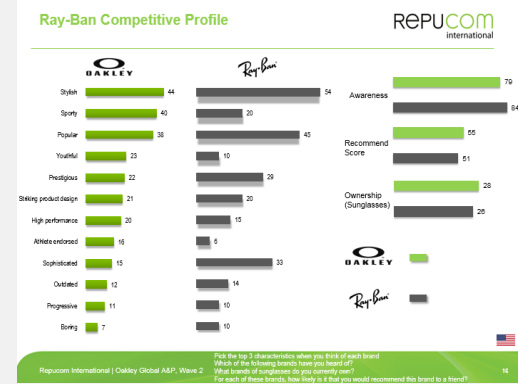
REPUCOM

# REFERENCES

Repucom has worked on many economic impact studies with an extensive portfolio of clients. Below are three references which span different events and markets.

| ECONOMIC STUDY | CONTACT INFO |
| --- | --- |
| **Lincoln Center** | Mary Costa<br>mcosta@lincolncenter.org<br>212-875-5314 |
| **Oakley** | Cuan Petersen<br>cuanp@oakley.com<br>949-951-0991 |

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# PROJECT BUDGET& METHODOLOGY

# PROJECT TIMING & FEES

## Project Timing

```
①          ②          ③          ④
```

**Setup of Project**
1 week

**Survey Development & Final Approval**
2 week

**Fieldwork**
2-3 weeks

**Data Analyses & Reporting**
3-4 weeks

| ELEMENT | | INVESTMENT |
|---|---|---|
| **Proposal- Research Services** | » Project Setup<br>» Survey among Sample in Client specified DMAs (6 DMAs @ n=500)<br>» Ongoing project management, quality assurance, data analysis, final report analysis | $52,972.00 |

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# SAN LUIS OBISPO COUNTY TRAVEL

## METHODOLOGY

» Online administered survey administered to representative sample of the following DMAs:

  » San Francisco

  » Los Angeles

  » Central Valley (CA)

  » Phoenix

  » San Diego

  » Las Vegas

» Quota of n=3,000 (n=500 per DMA) individuals

  » Ages: 18-34, 35-54, and 55+

  » Gender:  Male and Female

  » Education: High School, College, Graduate School

  » Ethnicity:  White, Hispanic, Asian, African American, Other

  » Marital Status:  Married, Single, Living with Partner

## CONTENT

The final content will be discussed and agreed upon with the client. However, we envision it would cover the following areas:

» Why did they choose or not choose San Luis Obispo County(SLOC) as a destination?

  » If chosen, what are the reasons for choice

  » If not chosen, what are the reason for

  » Perceptions of SLOC against competing destinations

» What is their general awareness of San Luis Obispo County as a destination

  » Awareness of communities inside the county

    » Pismo Beach, Paso Robles, Morro Bay, Hearst Castle

  » Awareness of assets inside the county

    » Paso Robles, Wine Country, Hearst Castle, Morro Rock, Lodging options, etc.

» Identify where SLOC is located within the state of California

REPUCOM

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**

<u>Primary</u>:
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.

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- **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

- Questions: 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]

- Notice of Intent to Bid (non-binding): 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.

- Annual Billings: Proposers must have 2015 annual billings over $1.5 million. Include clients and budgets.

  Experience: 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.

- References: 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.

- Financial Statements: 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? 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?

- **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](mailto: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. | | |
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| **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.