



AGENDA

Visit San Luis Obispo County Marketing Committee

Visit San Luis Obispo County Marketing Committee Agenda

Tuesday, October 11, 2016

8:30am

Sands Inn & Suites

1930 Monterey St, San Luis Obispo, CA 93401

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

ANNOUNCEMENTS	C. Davison
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CONSENT AGENDA – <i>motion required</i>	C. Davison
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3. **Approval of September 13, 2016 Marketing Committee Meeting Minutes**
Staff will ask for Committee approval of the September 2016 Marketing Committee Meeting Minutes.

CEO REPORT	C. Davison
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4. **CEO Report (15 min)**
Staff will provide an update on current projects, reporting and areas of focus for the months ahead.

BUSINESS ITEMS	C. Davison
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5. **Update on Board Action (5 min)**
Staff will provide an update on action taken at the September Board of Directors meeting.

6. **SAVOR on the Road Update (10 min)**
Staff will provide an update on VSLOC's efforts for SAVOR – A San Luis Obispo County Experience.

PRESENTATION	G. Ward/K. Ireland
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7. **BCF (90 min)**
 - a. **Visit San Luis Obispo County Brand**
 - b. **Strategic Marketing Partnership Opportunities**
 - c. **FY2016-18 Draft Marketing Plan**

BCF will present the new Visit San Luis Obispo County brand, strategic marketing partnership opportunities and VSLOC's FY2016-18 draft Marketing Plan. Staff will request the Committee's recommendation for Board approval.

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 Marketing Committee to discuss or take action on issues not on the agenda, except that members of the Committee may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the Committee to follow-up on such items and/or place them on the next Committee agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Marketing Committee.

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



Minutes

Visit San Luis Obispo County Marketing Committee

Visit San Luis Obispo County Marketing Committee Meeting Minutes

Tuesday, September 13, 2016

8:30am

Sands Inn & Suites

1930 Monterey St, San Luis Obispo, CA 93401

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

PRESENT: Ashlee Akers, Jim Allen, Terrie Banish, Molly Cano, Cheryl Cuming, Amanda Diefenderfer, Christen Goldie, Gordon Jackson, Lori Keller, Heather Muran, Jennifer Porter, John Sorgenfrei, Jennifer Little (Board confirmation pending).

ABSENT: None.

STAFF PRESENT: Chuck Davison, Michael Wambolt, Brendan Pringle, Helen Pratt

Call to Order at 8:35 am.

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

None.

ANNOUNCEMENTS

CONSENT AGENDA

3. **Approval of July 12, 2016 Marketing Committee Meeting Minutes**

Committee Discussion.

Public Comment – None.

ACTION: Moved by Jackson/Banish to approve the Consent Agenda as presented.

Motion carried: 11:0:1

Cano was absent for the vote.

Jennifer Little was not a confirmed member, so was not included in the vote.

CEO REPORT

4. CEO Report

Davison gave an update on travel trade and media representation in the United Kingdom and Ireland. Contract negotiations are underway with Black Diamond. VSLOC will provide further updates at the next Marketing Committee meeting.

VSLOC now participates in a co-op with Visit California for VisaVue Travel data. This includes quarterly travel reports that analyze both international and domestic travelers. These reports will be pushed out to members quarterly.

Davison gave an update on staffing. He announced that Helen Pratt has started as Executive Assistant to the President & CEO. The Communications Manager role is still open, and applications are still being accepted. Kylee Jepsen (Corliss) has agreed to assist as a part-time contractor. Searchwide is continuing to recruit for the VP of Marketing role.

Davison was a speaker at the MCCVB Annual Luncheon in August, in celebration of Congressman Farr's retirement. He was joined by other regional DMO CEOs and Visit California CEO Caroline Beteta.

The next Industry Educational Symposium will be held on October 5, 2016 at Embassy Suites in San Luis Obispo, from 8:30am-12:30pm. Confirmed speakers include Paul Krause from AmericanTours International, SLOCOG/Wallace Group and PG&E. Davison asked that those who are interested in attending the symposium to RSVP to Brendan Pringle at Brendan@VisitSanLuisObispoCounty.com.

Davison briefed the committee on Measure J, which is a proposed tax initiative to support infrastructure funding, and noted the question of whether VSLOC should advocate on its behalf will be addressed by the Board who will hear a presentation on Measure J at the next Board meeting and will determine if they will advocate for it.

Coraggio Operational Planning workshops will commence this week. There are three workshops scheduled to develop the operational plan for the strategic plan. The final trade-off meeting will occur October 21, 2016 and the Board will hear staff recommendations on priorities at the November Board meeting.

Davison announced he will be traveling to Seattle on September 19-20, 2016 for air development meetings.

Davison moved from Visit California's Research Committee to its Brand Content committee, as San Luis Obispo County had more than enough representation on the Research Committee. He will be traveling to Sacramento for an in-office Brand Content Committee meeting in October.

Davison highlighted some of the key takeaways from US Travel's ESTO conference in Florida, and encouraged all committee members to consider attending ESTO next year.

The FY2015-16 Annual Report is being finalized and will go to the Board for approval at next week's meeting. It will then be delivered to the County before the end of the month as required by the TMD's MDP contract. This year's annual report is visually engaging, and much more graphic-driven than last year's report. VSLOC is undergoing its annual audit, as required by VSLOC's contract with the County. The auditor conducted his visit on September 9, 2016. The audit will go to the Board in October for approval.

Committee Discussion – Porter and Little agreed that VSLOC's focus should be on the United Kingdom as this is an important market. Jackson said ESTO provided excellent networking opportunities for him.

Public Comment – None.

BUSINESS ITEMS

5. Update on Board Action

At last month's Board meeting by recommendation of a Board member, the Board discussed changing the BOD meeting day and time, but it was determined that no change was needed.

VSLOC also released the year-end survey results to the Board. The survey went out to 939 members, and after sending it out 5 times, 35 responses were received. The Board agreed that next year's survey should be sent separately to the BOD to not influence the overall results, and agreed that individual Board members should champion outreach to their own communities in order to increase the response rate. It was suggested that the survey be sent out at a later date, after summer has ended, as people will likely be less busy and VSLOC may get a better response rate. VSLOC will explore additional options to increase response rate.

Committee Discussion – Porter suggested robo-calling to increase the response rate, but said that, in her own experience, surveys in general are not successful. Jackson asked why VSLOC received such a low response rate, to which Davison suggested that it is a lower priority for lodging partners who already have much to do.

Public Comment – None.

6. Crisis Communication

The Chimney Fire was the first instance of the crisis communications plan being used. This fire occurred while Kylee Corliss was on vacation, so VSLOC contracted Solterra Strategies to help with communications. The decision was made to push the updates out to constituents only, not consumers.

Committee Discussion – Diefenderfer stated that some constituents were pushing for communications to be sent to consumers, but VSLOC decided against that. She complimented VSLOC for not oversensationalizing the fire, and that it was very helpful to be able to say everyone should just follow the crisis communication plan. Sorgenfrei added that he thought it was a good idea to not draw too much attention to the fire so that it was not blown out of proportion. Jackson asked who the fire updates were sent to, and Davison responded that it went to all constituents. When national news described the entire West Coast as being on fire, they specifically called out the Chimney Fire. Davison then called Visit California, who ran the exposure numbers and determined it was not impactful and relevant enough for VSLOC to deviate from their current strategy. Porter stated that the Facebook postings were helpful, as it was easy to share the updates with others. Cuming shared a website (CACentralCoastAlert.com) which is an alert system created to feed information. Allen thanked VSLOC for the clear, consistent messaging about the fire. He shared that the tours at Hearst Castle were filled up the day they reopened, and that this was the longest the castle has been closed since it first opened. He said the results of the fire are not visible from the Castle. Cano stated she has received questions from consumers who think the entire county is burnt, and she has been reinforcing that the fire had minimal impact on the county.

Public Comment – None.

7. SAVOR on the Road Update

There has been a shift in branding for SAVOR. It is now being branded as SAVOR - A San Luis Obispo County Experience. BCF, VSLOC's marketing agency, developed the new brand. VSLOC is building a destination experience for the San Diego Bay Wine & Food Festival. There are many participating partners, including wineries, breweries, distilleries, and restaurants, and VSLOC is continuing to recruit more partners. VSLOC secured the centerfold in the program for the San Diego Bay Wine & Food Festival.

Committee Discussion – Little suggested looking at other types of partners, perhaps including a coffee experience. Davison acknowledged that adding other types of partners could be beneficial, but there is not enough room in the

booth this year. Akers seconded Little's comments, suggesting local honey be included in the future. Porter announced that PRWCA will be going back to Texas this year as part of its marketing plan, and offered to include VSLOC if it was interested.

Public Comment – None.

8. Seattle Flight Launch Update

Davison will be in Seattle on September 19-20, 2016 for in-market meetings with Alaska Airlines, Visit Seattle, Seattle Food and Wine Experience, and Expedia to discuss co-op opportunities. Porter will join Davison in discussions around wine tasting including Visit Seattle's Taste Washington event. Both events may be doable depending on timing. They will also meet with Expedia to discuss wine tasting at their headquarters. The goal is to do multiple tastings during the same trip as the festivals. BCF is currently sourcing media in Seattle. Media won't begin until 30-45 days before flight launch.

Committee Discussion – Sorgenfrei asked whether VSLOC has thought about offering the same co-op opportunities to other DMOs. Davison responded that it is different with each market, and that some DMOs do not have the ability to travel to Seattle, but that VSLOC was open to opportunities to make the booth space larger with co-ops from local DMOs. Sorgenfrei also suggested VSLOC co-op with Alaska Airlines to put the new direct flight in their magazine. Keller asked how many seats will be available on each flight to Seattle from San Luis Obispo. Davison responded there will be 77. VSLOC is working on a strategic media plan for advertising our destination in Seattle. The media plan is expected to be done in October or November, after which it will be presented to the Board for approval. Porter stated she is making an effort to meet with the head of wine at Costco.

Public Comment – None.

9. Leads Management Discussion

Davison reviewed a flow chart for how travel trade and PR leads are managed between VSLOC and DMOs. He stated VSLOC is open to feedback on this process, and acknowledged that there is need for improvement in communication at the end of the process on how the lead performed, what the result was and if there is a plan to keep farming the lead on an ongoing basis.

Committee Discussion – Cano stated that the outlined process is great, and that the committee members know the process, but that the flowchart would be useful for others to understand the process. She asked how the lead is sourced and how the lead owner is determined. Davison responded that VSLOC checks fair share reports to see who is due for a lead. If a lead is looking for a specific city, VSLOC looks at partners who can support the group, then calls the partner to discuss how to work together. VSLOC wants to work through DMOs for direction and itineraries, looking at the big picture and helping to eliminate duplication and crossover between communities. VSLOC's focus is awareness and demand, where the important component is customer experience. VSLOC can't control the booking path of lodging as it doesn't own brick and mortar and can't force properties to take rooms. Cano recommended that once the lead owner sends the lead contact info to the DMO, it should then say that the DMO and VSLOC work together to develop a plan. Muran asked if leads would only be sent to members. Davison responded that VSLOC leads will only be sent to members and it is a benefit of the District and membership. Cuming requested a list of members in her community so that she could target those not on the list to become members. Porter seconded this request. Sorgenfrei stated that ultimately, it is what the journalist wants. Cuming asked why VSLOC pushes leads out to the DMOs versus taking care of the leads in-house. Cano responded that it is due to the DMOs wanting to be involved, as they are experts in their own areas. Cuming asked what the process is for her unincorporated area, as there are ten communities within that area. Davison responded that unincorporated communities are not set up with their own BIDs, so VSLOC doesn't send leads down to the individual communities because a fast response time is not guaranteed. VSLOC instead sends those leads to Wine Coast Country to distribute as they are the expert of their area. VSLOC calls the experts when it does not have what it

needs to facilitate or if the request is for a general area. Davison agreed that the process might need to be looked at for unincorporated areas.

Public Comment – None.

10. Brand USA Multi-Channel Program Recap

Davison went over the campaign highlights, including that it generated 89,966 room nights and \$18,101,698. BCF is continuing to source other opportunities. VSLOC is not doing the California Visitor's Guide this year because the new brand is not yet finalized.

Committee Discussion – Cano stated that CCTC purchased the insert in the magazine and many partners are involved. Gordon asked if the campaign results should be evaluated on the measurement of spend per room sold or spend per revenue. Davison responded that both would work, and that VSLOC cannot base the whole dollar spend on the the direct return of rooms, as some people may have seen the ad but cannot book during the promoted time. Gordon asked what the metrics will be used for in VSLOC's marketing plan. Davison responded that those were still in development as the marketing plan and media plan come together, but that VSLOC's metrics are not only based on the booking engine on its website. VSLOC's responsibility is to generate awareness of the county and the demand, not to control the outcome of bookings. Cano put forth that international markets are things that DMOs cannot target themselves and that is why VSLOC is essential.

Public Comment – None.

11. Event Sponsorship

The AMGEN event produced one minute of total coverage for SLO County, which was not what VSLOC was promised during partnership discussions. Davison has had 3 follow-up calls with AEG regarding the limited exposure. AEG responded with how many room nights that AMGEN put in SLOC, but for VSLOC the purpose of the sponsorship was more long-term through national and international exposure.

Davison asked the committee to consider the criteria VSLOC want to impose for sponsoring events. The Committee recommended an annual or bi-annual sponsorship application process, participating in bringing one to two large opportunities to market (that include more than one community), shifting sponsorship to SAVOR on the Road out-of-market events and providing in-kind partnerships to local events. Davison will propose to the Board that VSLOC only seek out large opportunities that DMOs can't get on their own. By example maybe \$50K be set aside for AMGEN, and the rest be put into a bucket to sponsor events like SAVOR - A San Luis Obispo County Experience.

Committee Discussion – Sorgenfrei stated that because Pismo was a stop in the race, they received a bit more of the exposure. He asked what it was that AEG promised and did not provide. Davison responded that VSLOC communicated that it would only sponsor the race if multiple communities were covered. Tour Tracker was turned on just 1 mile before the county line with the cyclists entering Monterey meaning the county was not covered at all including the start in Morro Bay. Davison will pose to the Board whether it is worth trying this relationship again. Little noted that people were disappointed with their accommodations last year, in that they were booked in SLO but the riders were in a different city. She suggested VSLOC make it clearer next year. Davison reminded the committee that rooms negotiations are left to the cities and not something VSLOC gets involved in. Davison informed the committee that AEG has been reaching out to communities directly to coordinate the event for next year. Davison will update the committee after regrouping with the Board.

Public Comment – None.

12. Marketing Agency Update

Membership kits are being distributed to non-lodging members of the community to promote VSLOC membership. Davison noted that VSLOC's membership fees start at \$300.

The annual report will be presented to the Board for approval at next week's BOD meeting. After approval, an electronic version will be available on the members-only page of the VSLOC website. This annual report features an abundance of infographics to increase engagement. It will be showcased at the Oct 5th educational symposium. Copies will be given out to all marketing committee members once approved.

The SAVOR layout concept was approved in August. VSLOC is working with BCF to finalize the creative and deliverables for the tent, in order to keep visitors interested and encourage them to stay longer in the booth.

The branding creative brief has been approved. The new brand will be presented to VSLOC staff on September 30, 2016. BCF will be in market on October 11, 2016 to present the new brand to the Marketing Committee. The new brand is set to be presented to the Board for approval on October 19, 2016.

The strategic brief is in the final stages of approval. The strategic partnerships and promotions will be presented to the staff along with the new brand on September 30, 2016. The marketing plan draft will be presented to the Marketing Committee at the October 11, 2016 meeting, and then delivered to the Board. The final version is scheduled to be delivered by October 31, 2016.

Committee Discussion – Porter suggested using sublimated died fabric instead of vinyl on the sides of the tents. Davison confirmed the sides will be fabric and breathable. Sorgenfrei noted that a lodging component is missing and suggested including a message about staying in SLOC. Little asked if VSLOC are going to try to get email addresses from the booth visitors. Davison responded that VSLOC will be hosting contests to facilitate email collection. Discussions have been circling around trip giveaways, and partnering with Amtrak to build small scale packages. Jackson asked how VSLOC is going to get the visitors' birthdates, to which Davison responded VSLOC is looking into that as part of the contest collection. Sorgenfrei asked if the marketing plan will include co-op opportunities, to which Davison responded "yes."

Public Comment – None.

PRESENTATION

13. 2017 Visitor Magazine

Nicole Bordges of Pace provided an update on the 2017 San Luis Obispo County Official Visitor Magazine. Davison pointed out that Access Publishing and the SLO Chamber have their own visitor's guide, which causes some confusion. Davison suggested that as DMOs communicate with local constituents, they should make it clear that VSLOC's Visitor Magazine is the official tourism guide and the one to promote, as it is the one that lodging partners are paying for through the assessment.

This Visitor Magazine will not contain advertisements. It will contain sponsored pages, but no branded ads. Pace is offering co-ops so that it should be financially feasible for all members. Bordges announced that October 6th is the deadline for partners to be included, and it is set to be published in January 2017. If a photographer is needed, Pace should be able to help facilitate that. The focus this year is on new and unique things to do in the county. Bordges instructed DMO partners to connect with her separately to see how to include individual members.

Committee Discussion – Jackson asked if the sections of the magazine were categorized based on location. Davison responded the magazine is categorized by theme, so that food is in one section and wine is in a separate section, for example. He stated that it is not divided by community because the goal is to promote the county as a whole. Sorgenfrei responded that the whole concept is great.

ADJOURNMENT

Meeting adjourned at 10:52 am.

REMINDERS

Marketing Committee members are encouraged to do WebDAM training in order to fully utilize their community accounts.

The deadline to submit holiday content (events, deals, specials and giveaway items) is Friday, October 14. Please upload website content to the Members Area of the website (VisitSanLuisObispoCounty.com/members) and send non-website content to Jordan@VisitSanLuisObispoCounty.com.

The next Marketing Committee meeting will be held on October 11, from 8:30-10:30am at the Sands Inn & Suites.

The next Advisory Committee meeting will be held on December 8, from 3:00-5:00pm (location TBD).



MARKETING PLAN



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DEAR STAKEHOLDERS

Dear Stakeholders,

Visit San Luis Obispo County (VSLOC) is excited to unveil our 2016-2018 Marketing Plan. As we consider the past year, we are proud of the progress and accomplishments our organization has achieved. With new, in-depth research, a new marketing agency focused on establishing a unifying and emotionally resonating SLO County brand and a multi-year strategic plan, the stage is now set for some major advancements in the coming years. Moving forward, our focus continues to be on: 1) creating greater awareness of our County and its assets, and 2) increasing demand for overnight stays.

Earlier this year, in partnership with Merrill Research, VSLOC conducted a first-of-its-kind data collection about SLO County. A demographic and share-of-wallet study, as well as a feeder market awareness study were conducted. The findings from this research will continue to be used to craft our brand, our position and our target market strategy for the immediate future.

Also in 2016, VSLOC contracted Coraggio Group on the development of a multi-year, countywide strategic plan. Over the course of several months, the development process included interviewing stakeholders, assembling a planning committee and taskforce and the vetting of the plan and process with our board and constituents to determine key initiatives. The strategic plan has provided our organization with an illuminated roadmap and navigational direction for the next three years of the Tourism Marketing District. New vision and mission statements were established, as well as key imperatives containing specific objectives and initiatives, placing the consumer at the front of all we do.

Our new marketing agency, BCF, hit the ground running in July 2016. Their foremost task was to create and unveil a new consumer brand, approved by our Board of Directors in October 2016. As a major strategic plan initiative, this brand will be the trademark of San Luis Obispo County as we develop our shoulder season campaign designed to increase feeder market awareness of our destination throughout the Los Angeles, San Francisco Bay Area, Seattle, Phoenix and Las Vegas areas. BCF will work with VSLOC to establish a regional market media plan, a new engaging website and fresh, consumer-friendly content.

VSLOC recently celebrated a big win in partnership with the San Luis Obispo County Regional Airport and the Economic Vitality Corporation, as Alaska Airlines announced new nonstop service to San Luis Obispo from Seattle, beginning April 2017. This win produces a new destination choice for the Seattle consumer to explore, providing easy access to our region for over half a million potential visitors.

San Luis Obispo County will hit the road in 2016-17 as VSLOC collaborates with local restaurant, winery, brewery, spirit and activity partners to create "SAVOR – A San Luis Obispo County Experience" at food, wine, and lifestyle events throughout key regional feeder markets. The events will feature a large destination-experience, showcasing the best of San Luis Obispo County with a goal of encouraging those attending to plan a trip to San Luis Obispo County to experience the destination firsthand.

As we look towards the future, the opportunities that lie ahead seem endless. Included in this Marketing Plan, you will find a detailed outline of the 2016-18 marketing initiatives for Visit San Luis Obispo County. We invite you to discover how your business can be a part of it all.

All the Best,



Chuck Davison
President & CEO
Visit San Luis Obispo County

INTRODUCTION

Established in 1986 as a 501(c)6, Visit San Luis Obispo County (VSLOC) is the countywide destination marketing organization. Its goal is to promote San Luis Obispo County through marketing, advertising, public relations, group sales, promotions, events and sponsorship, branding the region as a choice destination for regional, national and international travelers alike. To do so, VSLOC partners with tourism-related businesses, including lodging properties, restaurants, wineries, breweries, distilleries, activities, golf courses and retail stores to create a unified marketing approach that promotes the culinary, cultural and coastal assets of the county.

Our Vision

A vibrant and prosperous San Luis Obispo County, fueled by a collaborative and flourishing tourism industry

Our Mission

Inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for San Luis Obispo County

Our Values

Future Focused: Delivering today with an eye on tomorrow

Collaboration: Our partnerships inform and support economic success

Drive: We bring enthusiasm to our initiatives and focus on results

Stewardship: We are mindful of our resources and the San Luis Obispo County brand

Our Brand Intention

Strategic: "They plan and execute."

Connector: "They bring people together."

Creative: "They innovate and think differently."

Inspiring: "They show us what's possible."

Essential: "We need them in order to succeed."



2015 – 2016 *HIGHLIGHTS*



VSLOC continues to serve as a strategic partner of the San Luis Obispo County Regional airport, in cooperation with the Economic Vitality Corporation to attract visitors to the area. New service this year included an additional flight from the San Luis Obispo County Regional Airport to Phoenix on American Airlines. After years of discussion with Alaska Airlines, new air service between Seattle and San Luis Obispo will begin in April 2017.



In April, 2016, Visit San Luis Obispo County announced their new marketing agency partnership with BCF agency, effective July 1, 2016. BCF will use market research and a multi-year strategic plan to create an impactful new brand for Visit San Luis Obispo County, ultimately resulting in a marketing campaign geared towards promoting the region in the shoulder season, during off-peak months.



In 2016, Visit San Luis Obispo County expanded their international footprint, with UK/Ireland international representation. Through their partnership with Visit California, Visit San Luis Obispo County will participate in China and Mexico sales missions, a first-time co-op attendance at ITB Berlin, along with hosting a first-time Global Ready Seminar, focused on educating constituents on preparing for increased visitation from China.



"There's nothing like an American road trip, and the coastal road between Los Angeles and San Francisco offers one of the best." This quote was taken from a Lonely Planet article written by Australian author Tim Richards, after he completed a visit hosted by VSLOC. The piece featured San Luis Obispo County's local fare and geography, and positioned it as the perfect place to take a break on the California road trip. This is just one of many featured articles on San Luis Obispo County in 2016.



Visit San Luis Obispo County has partnered with local restaurant, winery, brewery, distillery and activity partners to take SAVOR on the road as "SAVOR—A San Luis Obispo County Experience". These destination roadshow experiences will be held at food, wine and lifestyle events in key regional feeder markets. The first event will take place at the San Diego Bay Wine and Food Festival in November, 2016 with additional events in early 2017.

2015 – 2016

TOURISM

YEAR-OVER-YEAR
IMPACT



4.5% increase in tourism-supported jobs:

17,870



7.0% increase TOT revenue:

\$35,924,681



Tourism spending:

\$1.58B



Travel & tourism earnings:

\$510M

TRAVEL & TOURISM TRENDS

A Growth Industry

The U.S. vacation and tourism market continues to grow, and is expected to continue the upward trend through 2020 reaching \$285B. (Source: Bureau of Economic Analysis, U.S. Office of Travel and Tourism Satellite Accounts/Mintel.)

The Sharing Economy Continues

The regulatory issues surrounding the sharing economy are not acting as much of a deterrent for new entrants on both the supply and demand side. Interest in lodging at alternate accommodations (e.g., Airbnb, HomeAway, etc.) resonates across household incomes and generations.

Less “Me, Too” and more “Just Me”

A study by Virtuoso research in 2016 found that U.S. tourists are more interested than ever in exploring lesser-known, hidden jewel destinations. Skift’s Megatrends Defining Travel in 2016 reports that just 31% of travelers book a trip based on their past experience at a destination.

Travel Is Mobile

There is no going back when it comes to mobile, whether it’s the platform used to do research prior to travel, or for in-market research, the convenience and ease of mobile is undeniable. Furthermore, mobile allows destination brands to create more immersive experiences with their travelers. (Source: Skift Megatrends Defining Travel in 2016.)

Experiential Travel Marketing Is Exploding

Experiential marketing – messaging you can touch, feel or view in a physical space – provides destination brands with visible and impactful opportunities to stand out and to be more personal with their traveler targets. Experiential marketing moves beyond the message toward a more tangible relationship. (Source: Mintel.)

Online Suppliers > OTAs

According to a recent Mintel Research Study (n = 2000, internet users aged 18+), there is a preference for booking travel online directly over using an online travel agency (37% vs. 27% for hotels; 38% vs. 27% for air travel), though OTAs are still valued during the research phase of trip planning.

Pocketwise Travel

Consumer confidence is up 2.3 points over the previous year as of September, 2016, which makes leisure travel more appealing. (Source: The Conference Board.) While consumers are willing to spend, they remain cautious when it comes to value for their dollar. Instead of buying more, they’re looking to get more out of what they buy.

Multi-generational Travel & Groupaways

The face of family travel has changed to include extended families (31% of U.S. grandparents took at least one trip with their grandchildren in the past 12 months. Source: Mintel.) Beyond traditional family vacations, there is also an emerging trend toward group getaways, driven by the value of friend networks and the rise of what PSFK calls the Nomad Class, “untethered creatives, who maintain successful careers and personal lives as they adventure around the world.”

STRATEGIC PLAN

Under the facilitation of Coraggio Group and with the active participation of stakeholders throughout the county, Visit San Luis Obispo County assembled a three-year Strategic Plan to align staff and stakeholders on the direction of the organization, its strategy and how the organization's success will be measured. The process, which spanned from April to June 2016, began with a stakeholder survey about the long-term direction of tourism in San Luis Obispo County. At the same time, Coraggio Group conducted telephone interviews with 20 stakeholders, including several lodging partners, local Destination Marketing Organization (DMO) representatives and city managers. Next, Coraggio held three two-day workshops. Each workshop included several hours spent with the Planning Team, consisting of VSLOC leadership, Michael Manchak from the San Luis Obispo Economic Vitality Corporation and Clint Pearce of Madonna Enterprises as the appointed board representative. These workshops were each followed by sessions with the Board Strategic Planning Task Force, as well as separate sessions with stakeholders.

Imperatives

Optimize our organizational capacity

Objectives:

- Increased employee engagement and satisfaction scores
- Ratio of administrative cost to economic impact

Initiatives:

- Align our organizational structure with our strategic plan
- Establish a continuous learning program for the VSLOC Team
- Evaluate and develop the tools, systems and technologies we need to succeed

Establish brand clarity and increased awareness through unified efforts

Objectives:

- Bi-annual growth of awareness in targeted visitor categories
- Bi-annual growth of awareness in targeted markets
- Bi-annual growth of awareness in targeted segments

Initiatives:

- Establish a unifying and emotionally resonant SLO County brand
- Produce and share data-driven strategic insights
- Inspire and activate tourism ambassadors

Build and expand strategic partnerships

Objectives:

- Balanced inventory of partnerships
- Inbound partnership opportunities
- Earned Partnership Value (EPV)

Initiatives:

- Develop a system for annual partnership planning
- Align resources to manage partnerships
- Identify, develop and activate relationships
- Work with our partners to identify and reduce duplication of efforts

Advocate for the development of critical tourism infrastructure

Objectives:

- Increased visitor volume
- Increased international visitor volume
- Draft of Tourism Infrastructure Master Plan completed
- Increased total air service

Initiatives:

- Develop long-term Tourism Infrastructure Master Plan
- Enable access to SLO County via increased transportation options
- Initiate feasibility study for conference center
- Advocate and educate to support international tourism readiness

Demonstrate value to our stakeholders, partners and communities

Objectives:

- Year-over-year growth in total stakeholder participation at VSLOC events/meetings
- Increased stakeholder satisfaction scores
- Year-over-year growth in local media coverage
- Deliver on objectives as stated in annual marketing plan
- Community engagement with countywide tourism

Initiatives:

- Develop an engaged and high-functioning tourism culture for SLO County
- Create an impactful annual marketing plan and timeline
- Develop and execute a local communication strategy
- Develop a plan for advocacy on behalf of stakeholders

VSLOC TRENDS IN TOURISM

The County has enjoyed consistent growth in tourism's contribution to the local economy for several years, and we do not expect that trend to change for the 2016 – 2018 period. VSLOC will be keeping a close eye on metrics related to overnight stays to ensure that this marketing plan is doing the work we expect it to for the County.

FY2015/16:

ADR:
\$144.00

RevPAR:
\$100.64



Occupancy:
69.9%

Room Nights Available:
3,239,832 (3.1% increase)

FY2014/15:

ADR:
\$135.64

RevPAR:
\$95.63



Occupancy:
70.5%

Room Nights Available:
3,141,633

RESEARCH HIGHLIGHTS

Visit San Luis Obispo County worked with Merrill Research on two distinct market research projects to define existing and potential visitors.

Project 1: Share of Wallet Study and Demographic Study (SOWS): 1,000 respondents (500 California Residents and 500 Non-California Residents) were surveyed, including San Luis Obispo County visitors, prospects and fence-sitters. This study provided VSLOC with the opportunity to learn about customer share of wallet spending for visitors to the County, and visitors to competitive destinations. Some relevant data about current visitors includes:



75% Married & College Graduates

60% Males

15% Hispanic

63% Aged 22–39

SLO accounted for
25%
of county spending

Food & Lodging accounted for
50%
of visitor spending

\$2,100 was the average spend;
44%
of total annual leisure spend

Prospective visitors skewed older and were more likely to be females, living in Seattle, St. Louis, or Riverside/San Bernardino.

The characteristics of the County that draw visitors speak to the personality of the area – casual, adventurous, down-to-earth, fun, genuine and unpretentious. And, as compared to the competing counties, SLOC ranked higher than all of them in characteristics of friendliness, relaxed atmosphere and in being the least snobby.

Prospective visitors cited the County as having the same characteristics as did the past visitor, however, they reported an additional characteristic: “Least Classic.” Approximately 60% of prospective visitors include SLOC in their consideration set, but not at the top of their list.

Project 2: Feeder Market Awareness Study (FMS): 1,254 respondents from San Francisco, Central Valley, Los Angeles, San Diego, Phoenix, Las Vegas and Seattle were surveyed on their awareness and perception of San Luis Obispo County. This study provided VSLOC with learnings about the current level of awareness among travelers in regional markets and their attitudes about reasons to visit the county.

The county was ranked positively by past visitors for being a relaxing destination with family-friendly activities and beach access. However, the awareness study also uncovered that the county lags behind in past visitor perceptions of other attributes compared to other counties in the set.

A similar gap exists for prospective visitors, who did not report perceiving that SLOC had any advantages over the other counties.

The information from the FMS and SOWS, when viewed in combination, provide focus for our marketing efforts. In addition to looking at the six feeder markets (Los Angeles, San Francisco, Seattle, Las Vegas, Phoenix and San Diego) generally, we were able to see which demographic targets within them had the most promise and what about the county would motivate them to visit. This information forms the foundation of our Marketing Plan. We will conduct ongoing research as required throughout the 2016 – 2018 plan period.

MARKETING OBJECTIVES

VSLOC's marketing program has four key objectives. Because our marketing objectives have been developed for the long term, the objectives for 2016 – 2018 echo those of the previous year and were refined to address the current context.

1. Build a Brand Platform for SLOC.

This is a pivotal year for us as we introduce and launch the new brand. We will leverage this new brand identity and positioning across the county to energize and unify our partners in its deployment.

Plan to Achieve: Countywide Partner Engagement, Brand Guide

Plan to Measure: Partner feedback and brand adoption

2. Build Awareness of the San Luis Obispo County Brand and Destination.

Leverage the strength of the new brand and the relationships with partners to magnify the reach of the SLOC brand.

Plan to Achieve: Paid Media, Co-op Marketing, Earned, Owned and Social Media, Sponsorships, Travel Trade, Public Relations, Promotions & Partnerships, Film Commission

Plan to Measure: Brand Awareness Lift, Co-op Participation

3. Develop Stronger & Deeper Engagement with Visitors.

Work in support of the mission of Visit San Luis Obispo County to reach the audiences with the highest potential to create life-long ambassadors and economic growth for the county.

Plan to Achieve: Website Redesign, Owned Media and Social Platforms, Content Development & Distribution

Plan to Measure: Site Visitors, Time Spent on Site, Website Heat Map Analysis, Cost per Non-Bounced User, Cost per Minute of Engagement, Interactions with Social Media: Followers, Impressions, Comments, Likes and Shares

4. Drive Visitation to the County.

Delivering an integrated marketing campaign built to reach targets with the highest potential for visitation and that supports activity in other sales channels (Travel Trade, Film Commission, etc.).

Plan to Achieve: Paid Media, Co-op Marketing, Earned, Owned and Social Media, Sponsorships, Travel Trade, Public Relations, Promotions & Partnerships, Film Commission

Plan to Measure: Arrivals in Market, Occupancy

VSLOC **BRAND** DEVELOPMENT

VSLOC recognizes the economic value of tourism to our region. The competition to attract visitors is increasing, resulting in the need to set ourselves apart from other destinations. The objectives of the rebrand were to concept and develop a new brand position for San Luis Obispo County that would be differentiating, emotionally engaging and authentic.

The VSLOC brand is not just a logo, a picture or a slogan; it is the essence of the destination itself, why it is great and how it is better than all competing regions. The VSLOC brand tells consumers about who the brand is, what the brand stands for and how people experience it; it is the promise and pledge of quality.

OUR BUSINESS CHALLENGE:

VSLOC has certain characteristics that attract tourists to spend their time here. It can attract tourists for its inherent or exhibited natural or cultural value, historical significance, flora and fauna, natural or built beauty, leisure offerings, adventure and amusement.

The challenge is that visitors don't know much about San Luis Obispo County. That lack of awareness, coupled with the fact that the county is relatively difficult to get to, leads potential visitors to just go with what they know—Santa Barbara and Monterey. Visitors are looking for more value and aren't willing to risk their limited vacation time and money on a destination they aren't familiar with.



Destination Realities:

1. The competition has higher brand awareness.
2. There are challenges in physically getting to San Luis Obispo County.
3. San Luis Obispo County doesn't have the media spend to truly saturate the primary draw markets.

Strategy:

Disrupt the current competitive set by focusing on San Luis Obispo County's way of life versus its specific product offerings.

Our Process:

We started with the building blocks:

1. Brand Name
2. Brand Identity
3. Brand Promise

Brand Identity & Promise Work Together:

BRAND IDENTITY	BRAND PROMISE
Simple, adaptable, legible	Resonates emotionally
Reflects the spirit of the brand	Differentiates
Timeless and distinct	Exerts competitive advantage
Likeable	Memorable
Stands out in the marketplace	Mediagenic
	Executable
	Believable
	Remarkable

And, in order to ensure that the identity matches up to the brand promise, we looked back to the research to confirm that the county product (and here, we mean destination) meets the consumer truth.

Product Truth:

In San Luis Obispo County, visitors aren't limited to one or two quintessential California experiences. Here, visitors enjoy a wide variety of options, most of which are a mere thirty minutes from each other, all served up by friendly, welcoming hosts who live the county's enviable laid-back lifestyle.

Consumer Truth:

Our consumers want to live life on their own terms. They seek a destination that is casual, authentic, and unpretentious, but also provides a variety of options that allow them to do the things they love. They want to enjoy destinations at their own pace. They don't want to be limited by time, money, or experience.

Competitive Truth:

What our competition has in awareness and high-end offerings, they lack in providing a genuine and diverse destination experience for the value conscious traveler.

The One Thing:

What's your rush? San Luis Obispo County gives you the freedom to enjoy the trip of your dreams at your own pace.

Even Simpler:

San Luis Obispo County gives you the freedom to live at your own pace.





DRAW MARKETS

OVERVIEW

Using the data referenced above from the FMS, SOWS, BCF analyzed VSLOC's draw markets based on the following criteria:

Moderate/Low Awareness.

BCF believes the greatest opportunity for growth is to focus on age cohorts who have a lower awareness of the county. In BCF's experience, marketing/advertising best practices indicate that there is greater opportunity at the brand development stage to move the needle from moderate awareness to high than it is from high to even higher. It also exposes the destination to a new set of prospects for message testing.

Prospect Very Likely to Visit.

While the county scores high when combining "very likely to visit" with "somewhat likely to visit," BCF recommends narrowing the focus to those audiences that are "very likely to visit."

Travel Spending.

Because economic growth and tax revenue are critical for San Luis Obispo County, the recommendation is to focus on those travelers who have a higher propensity to spend more on trips in general or have spent more while visiting the county. BCF analyzed various cross tabs from the SOWS as well as the FMS to develop this position.

Familiarity with the Destination.

Familiarity with the destination cited as the reason for travel, and lack of familiarity with the region cited as the reason for lack of visitation were considered in prioritizing the geographic markets.

Average Advertising Cost.

By assessing the size of a potential geographic market, along with average "costs to advertise" for effective penetration, BCF was able to determine the budget allocations required per market to prioritize the media budget allocations to maximum effect.

This resulted in a ranking of the geographies as follows:

#1 Los Angeles (Ventura & Los Angeles County)

In general, Los Angeles ranks highest of all the geographic markets in awareness. In addition, it is a close-in market with a critical mass of population from which to draw. Within this geographic market, the target populations are A25-34 and A45-54. The rationale for selecting these two demographics based on the data and the criteria used as inputs for prioritizing them is:

- Awareness: Los Angeles has the highest initial awareness of all markets, however A25-34 and A45-54 have the lowest awareness of all cohorts within the LA market, and rank 10th and 8th respectively among all cohorts measured.
- Likelihood of Visitation: Comparatively, Los Angeles scored low on likelihood to visit, with A45-54 ranking 7th and A25-34 falling out of the top 10. However, this lower ranking was mitigated when looking at the other factors contributing to attractiveness for A25-34. (e.g., spending in market, awareness, critical mass of population, proximity).
- Travel Spending: A45-54 and A25-34 ranked 10th and 3rd, respectively on the travel spending for the cohort.
- Familiarity with the Destination: The A45-54 ranked 4th, and A25-34 ranked 7th in citing familiarity as a reason to visit the destination.
- Average Advertising Cost. While high, the cost of advertising in this market is not prohibitive. And given the size of the market, ability to hyper-target within it, and relative ease of travel from Los Angeles to San Luis Obispo County, it did not lower the prioritization.
- Other: Based on past visitor data, we also know that the interests shared by these two groups overlap and perform strongly as points of differentiation for the county:
 - Weather, Beaches, Dining for both groups
 - A25-34 also add Family and Quality
 - A45-54 also add Familiarity and Wine

#2 Seattle (King County & Snohomish County)

Even though Seattle is a fly-market, it ranks high on the prioritization list and provides an opportunity for expansion should we be able to drive sufficient demand to garner an additional flight(s) into the county. The cohorts selected for Seattle are A25-34 and A35-44.

Seattle ranks first in lack of prospect awareness on the whole, and within the cohort group we saw that the A25-34 and A35-44 were least aware.

- Awareness: A35-44 had the lowest awareness of all cohorts, while A25-34 ranked 3rd lowest.
- Likelihood of Visitation: A25-34 and A35-44 ranked 1st and 5th, respectively on likelihood to visit the county.
- Travel Spending: A25-34 ranked 1st in travel spending, and A35-44 ranked 2nd.
- Familiarity with the Destination: Seattle scored lowest in familiarity with the area as reason cited for visitation, with A25-34 ranking 5th among all cohorts on this factor. Seattle rises among markets on the strength of its scores on other factors.
- Average Advertising Cost. The cost of advertising is significantly lower than in other target geographies given its relative small size.
- Other: One of the reasons to push Seattle high on the prioritization list is what we know from past visitor responses about spending in the county. For past visitors, these two cohorts ranked 1st (A25-34) and 2nd (A35-44) in spending. The other obvious factor that played into Seattle's ranking is the new direct flight route on Alaska Air, which we hope will be a wedge to open up more flights on that route.

And again, from past visitor data, we know that the two groups share similar interests:

- Events, Weather, Family, Excitement
- A25-34 added Beach and Dining
- A35-44 added Value and Quality

#3 San Francisco (City of San Francisco, Contra Costa County, Alameda County, Santa Clara County)

San Francisco is another close-in market with a critical mass of population. It is ranking as number three because awareness in this market is relatively high compared to the other target markets.

We believe there is opportunity in San Francisco, however, especially within the selected cohorts of A25-34 and A35-44, based on their awareness levels.

- Awareness: These two groups ranked lowest (A25-34) and 2nd lowest (A35-44) on prospect awareness among the San Francisco market, while ranking 4th and 10th respectively among all cohorts.
- Likelihood of Visitation: As compared to other markets on the whole, the likelihood of visitation is low for the San Francisco cohorts, but within the cohort set, A25-34 ranks 1st and A35-44 ranks 2nd.
- Travel Spending: For travel spending, A25-34 ranked 4th while A35-44 fell out of the top 10.
- Familiarity with the Destination: San Francisco as a whole did not perform well on citing familiarity as the reason for visitation with all cohorts fall out of the top 10 on this metric.
- Average Advertising Cost. The costs to advertise to our target in San Francisco are in the high range among all the other markets.
- Other: Interestingly, based on past visitor data, unlike the previous cohorts, these two groups in San Francisco did not show the same kind of overlap in interests in the types of experiences they choose in the County:
 - A25-34 cited Weather, Beach, Exciting, Family, Quality
 - A35-44 cited Familiarity, Accessibility, Value, Dining

#4 Phoenix (Maricopa County)

Another fly-market Phoenix, ranks 4th on the prioritization list. Industry data, of course, indicates that we can expect travelers coming from fly-markets to stay longer, which is a point for Phoenix and the other fly-markets on the list. That fact, coupled with the finding that Phoenix ranks 2nd lowest in prospect awareness, explains Phoenix's position in the rankings.

The cohorts selected for Phoenix are A35-44 and A45-54.

- Awareness: These two groups deliver the lowest awareness (A35-44) and 3rd lowest (A45-54) among all cohorts in Phoenix, with A45-54 in a virtual tie with A25-34 in the market.
- Likelihood of Visitation: A35-44 tied for 3rd on likelihood to visit the county. The A45-54 group fell out of the top 10.
- Travel Spending: Phoenix performed particularly well on this factor, as A35-44 ranked 9th in travel spending, and A45-54 ranked 7th.
- Familiarity with the Destination: Phoenix performed poorly on this metric, with each cohort falling out of the top 10.
- Average Advertising Cost. Phoenix's media costs place it in the mid-to-high range of the target market list.
- Other: Referencing past visitor data, we know that the two groups share some similar interests:
 - Weather, Family
 - A35-44 added Value, Exciting and Dining
 - A45-54 added Beach

#5 Las Vegas (Clark County)

Las Vegas is a fly-market, and even though there is more than one flight per day (unlike Seattle) into the market, the general population density/critical mass of the target and the almost 50/50 level of propensity to visit for most of the cohorts resulted in this market's 5th place ranking.

Where we see opportunity is in the A25-34 and A35-44 cohort set, however, because they both rank relatively well against their Las Vegas set in likelihood to visit and travel spending.

- Awareness: The A25-34 ranked 2nd in awareness, while A35-44 fell out of the top 10 among all cohorts
- Likelihood of Visitation: The A35-44 group ranked highest in likelihood to visit, ranking 6th among all cohorts. A25-34 fell out of the top 10.
- Travel Spending: The A25-34 was the highest in the cohort set in travel spending, ranking 6th while all other Las Vegas cohorts fell out of the top 10 in this metric.
- Familiarity with the Destination: Las Vegas scored particularly low on this metric, and was the key metric pushing Las Vegas down in priority.
- Average Advertising Cost: The cost to advertise to our targets in Las Vegas is on the lower end and was a contributing factor to ranking them at #5 as opposed to #6.
- Other: We accounted for the fact that, as previously noted in other fly-markets, the propensity to stay longer (and therefore spend more in market) was a factor for Las Vegas's ranking. However, the limitation of three flights a week also factored into the ranking. Past visitor data showed some overlap in desired experiences for these two groups:
 - Weather, Family, Beach, Dining
 - A25-34 added Quality, Exciting, Wine
 - A35-44 added Familiarity

#6 San Diego

San Diego rounds out the prioritization list at #6 for several reasons. Even with its proximity and market size, the fact that the market delivers the 2nd-lowest "likelihood to visit" scores and underperforms on familiarity scores means that any marketing attention given to the market should be minimal.

Within the San Diego market, we found that, of the potential targets, the A25-34 and A45-54 held more potential than other cohorts, but we do not plan to pursue these at this time. For reference:

- Awareness: The A25-34 was lowest on awareness, and A45-54 was tied for 2nd lowest among San Diego cohorts, but still highly aware at 83%.
- Likelihood of Visitation: As stated previously, the "likelihood to visit" scores for San Diego as a whole were low. The A45-54 had the highest among this cohort set though, and the A25-34 came in at 3rd place.
- Travel Spending: For spending, the A45-54 ranked 1st within the cohort for San Diego. The A25-34 spend put them in 3rd place.
- Familiarity with the Destination: The two groups ranked 3rd (A45-54) and 4th (A25-34) within the San Diego cohort on familiarity as a driver for travel destination decisions.
- Average Advertising Cost: The costs to advertise to targets in San Diego fall in the mid-to-low range.
- Other: Past visitor data showed some overlap in desired experiences for these two groups:
 - Accessibility, Value, Weather
 - A25-34 added Quality, Exciting, Family, Wine
 - A45-54 added Beach, Dining

DEMOGRAPHICS & MEDIA CONSUMPTION

Traditional demographics are helpful but, by themselves, not of enough to build a strategic picture of the target audience for VSLOC. Psychographic segmentation takes the nuance of our target's lives into account. It goes beyond the HHI, age, education level, etc., to uncover the beliefs, motivations, aspirations and lifestyles that will enable us to meet the *person*—not just the *target*—where they are, when they are ready and in ways that will matter to them.

Understanding the way the people in the target geographies interact with information about travel and what informs their decisions is a start. The crux of our media strategy is digital, which makes sense since it falls in the top two sources for most prospective respondents across all target markets. (Source: FMS & SOWS):

	Los Angeles 25-34	Los Angeles 45-54	Seattle 25-34	Seattle 35-44	Phoenix 35-44	Phoenix 45-54	San Francisco 45-54	San Francisco 35-44	Las Vegas 25-34	Las Vegas 35-44	San Diego 25-34	San Diego 45-54
Family & Friends	1	1	2	2	1	1	2	2	1	1	2	2
Websites	2	2	1	1	2	2	1	1	1	1	1	1
Print	5	5	5	4	4	5	6	5	3	5	4	4
TV Travel Shows	3	3	3	3	3	3	3	3	2	2	3	3
TV Advertising	4	4	4	5	4	4	4	4	3	3	5	5
Radio Advertising	6	6	6	6	4	6	5	6	4	4	6	6
Other	7	6	6	7	5	6	7	7	5	6	7	7

Knowing where they come from; why they visit, or would be likely to; how they spend; and the influencers of their travel decisions, BCF built traveler profiles that span the geographies and that VSLOC will use to craft our messaging content and delivery tactics. BCF analyzed the draw markets of visitors and potential visitors for SLO County. BCF also analyzed syndicated data from Nielsen's PRIZM Segmentation and research from Mintel to identify key attributes of the people in the target markets.

Although it is not the sole driver, selecting for HHI first helped identify the segments in Nielsen's PRIZM data most likely to be able to spend money on travel. They were a mix of families, couples, and singles with HHI of \$75K plus. When we added a filter for age ranges that matched the selected cohorts for each target market, we were able to narrow the set to ten Nielsen segments to begin deeper interrogation.

We then looked at those segments against the target market demographics and interests stated as reasons to travel by past visitors to the county to refine the profiles. The FMS and SOWS illustrated the attributes of the county that past visitors experienced as key draws to be family-friendliness and beaches. Beaches is a relatively simple attribute to solve for; the county has multiple beaches, each with distinct experiences. Family-friendliness is a broad attribute, however, so we looked to the propensity of the Nielsen segments to want and be able to travel with their families as a value they held.

Knowing their ability to travel (based on HHI from Nielsen), their likelihood to travel from the FMS and SOWS research, and their interests from a combination of both studies and Nielsen against the county's offering, we were able to further refine the segments. Mintel research was used to provide more nuanced context and texture around the interests exhibited by each of these groups, their motivations and desires. Finally, we looked at the State of California's persona set to hold it against the remaining segments and confirm or deny the plan for persona development for SLOC. The goal was to ensure that the county and state weren't working at cross-purposes, and targeting segments/personals/profiles in a way that precluded us from supporting each other.

That final exercise resulted in the identification of three target personas for our marketing/media strategy.

PERSONAS

#1 Aware Adventurer



Active, Mid-High Affluent, Educated, Deeply Passionate Experience-Seekers.

As stated, BCF reviewed the Visit California persona set to identify similarities across groups that might be targeted by both the state and the county. The Aware Adventurer persona has many attributes in common with both the state's Avid Adventurer and Natural Nurturer, living at the intersection of the two, so there will be dual contacts with this persona in the sales funnel.

Forty-three percent of outdoor consumers have kids at home, and they believe, as gleaned from the Nielsen data and Mintel reports, they are committed to making the next generation of outdoor enthusiasts. Most report that they believe it is natural for kids to spend time outdoors and they encourage their kids to do so for their health and well-being. (Source: Mintel, *Outdoor Enthusiasts-US*, August, 2016.)

What matters to the Aware Adventurer?

"I keep on the go but like to plan my travels for outdoor communing. I stay involved and engaged. I want to connect and share my travel, experiences and memories. I don't mind 'roughing it', when it's called for, but my real motivation is seeing the world and being connected to the world outside of my office. Breathing salty air and eating fresh local foods brings me back to myself and that's why I travel."

The Aware Adventurer is motivated by an active and participatory lifestyle with a tendency to forge deep and abiding connections with brands and places. This group shares a common bond that goes beyond being a hiker, fisherman, yoga-enthusiast, surf-chaser or beach-lover. For many, their deep and lifelong commitment and investment to the active outdoors lifestyle is not a casual interest, but a lifestyle—fueled by a profound passion and heart.

They are healthy and health-conscious, but not preachy about it. They are thoughtful about their place in the world and their impact on it. They want to make a difference. These consumers invest in their passion via their higher-than-average expenditures on equipment and travel.

Why the Aware Adventurer matters for VSLOC:

With green hills, countless miles of hiking and biking trails, great bouldering and an average of 300+ days of sunshine, San Luis Obispo County is a paradise for the Aware Adventurer. There are 30 miles of trails in SLO City limits alone. Pair that with 15,000 acres of protected open space not counting the 11 California State Parks and Los Padres National Forest and you've got one massive playground that the Aware Adventurer can exploit for travel/family travel.

We know from the analysis in the previous section, that this group fits squarely in our target market, with interests aligned with the county lifestyle, attributes and products, and that they have disposable income sufficient enough to make SLOC an attractive travel destination. Based on data from the FMS and SOWS, we also know that prospective visitors to the county are not aware of the outdoor activities and/or do not think them compelling enough to make a trip to the county. Our messaging strategy to this group, across all target markets, will be designed to build awareness, foster education and increase consideration.

With their interests in outdoor pursuits, such as paddleboarding for example, we expect that 30% will spend \$2500 or more and the other 70%+ \$1000 or more. (Source: FMS and SOWS.) The Aware Adventurer is traveling from each one of our markets. Each one of our draw markets features lifestyles that are attuned to outdoor activities – not Xtreme, but just an appreciation of nature's bounty and the desire to be in it. The highest numbers come from Seattle (61.5% of adults 25-34 spend at least \$2500 per trip) and Los Angeles 31% of adults 25-34 spend at least \$2500 per trip).

The Aware Adventurer and Media:

Social media, the digital space and friends and family are dominant sources of information for this group. For a subset of the persona (GenX and millennial males), TV is also influential but on-demand and streaming usage limits the effectiveness of broadcast with this group. They prefer to consume on their own time and their own choice. They're heavy users of mobile and internet; they like to discover the undiscovered and are regularly searching online for events/trips/opportunities to jump into new experiences.



#2 Mom to the Max

Scheduled, Connected, Affluent, Transparent (the Good and the Ugly)

Similar to the Avid Adventurer persona, Mom to the Max has attributes in common with the state's Mommy Maximus persona.

According to an extensive study conducted by Goldman-Sachs, first-time mothers are closer to 30 than ever before, and the average is climbing slightly every year. Unlike past generations, new moms today have had more time to shape their own identities before sharing their lives with a child, which may be why moms today are more vocal about their preferences and confident in their parenting style. This puts this demographic at 30-45 years of age, right in the middle of the age for the target populations for each selected market.

Her content preferences are: "Snack-able, shareable, lighthearted content with a strong emotional pull. They respond to information, inspiration and cool ideas for the family from influencers, and tips to fuel travel ideation from relevant parent bloggers." (Source: Mintel, US Moms/Working Moms, September, 2016.)

Moms are decision-influencers. The Mom to the Maxers are more likely than moms overall to provide opinions and recommendations. They also cite themselves as key advisors among their circle of friends. (Source: Mintel, US Moms/Working Moms, September, 2016.)

What matters to Mom to the Max?

"I want to be in the know, connected, and learning from other mothers and their experiences. I want to make my money work harder and last longer (for everyday expenditures and especially experiences or travel with my family). I try to stay on top of cultural trends, especially when it comes to the well-being of my family. Pinterest is my daily fix for inspiration and tips about how to make life for my family and myself more curated and thoughtful."

Mom is motivated by her family and friends. As an on the go and active "activities coordinator," she wants to capture every moment to build a store of family memories. She's highly digital and rarely misses a post on Instagram or an opportunity to share her own inspirations. Creativity and new trends in home care, family life, decor and travel experiences are top of mind for Mom.

Her commitment to her family and bettering the lives of her children is everything. Her partner mirrors and supports her unwavering dedication to better their family unit. She wants it all for herself and her family, but she wants value for her dollar, too. She's thoughtful about her children's future and while she'll splurge on a novelty or a treat now and again, when it comes to the memories she's building with her family, she wants her dollars to mean something for today and tomorrow.

Working moms are high-achievers and driven. According to the Bureau of Labor Statistics (BLS), 70% of moms participate in the labor force. Between balancing household responsibilities, a job, and tending to their child's needs, they wear many hats, but half agree they wouldn't change anything in their life. They feel independent, physically in good shape, and are confident they are doing a good job taking care of their children. (Source: Mintel, US Moms/Working Moms, September, 2016.)

Why the Mom to the Max matters for VSLOC:

Mom to the Max demands educational value and authenticity. Mintel's research shows that Heritage and Culture are cited as prime motivators of their travels, so we look for more educational and authentic travel experiences for all ages. The county has that on offer. Our Mom to the Max is thrilled to take a day trip to the Mission, walk with the kids to find shells and different crustaceans and will take full advantage of Savvy Sitters (the number one child care service in SLO County), so she and the husband/partner can enjoy an afternoon of wine tasting, sunset horseback riding and one of the multi-course meal restaurants she has researched before her arrival.

Mom to the Max will be traveling with family which makes it more likely that she'd spend at least \$2500 in-market. Factors such as, eating out with the family, kids' excursions and child care fees contribute to the spend, which is likely easily reached over a 2-3 day stay in market.

The Aware Adventurer and Media:

In priority order, the Mom to the Max interacts on: internet, mobile devices, television, radio, print, direct mail, OOH product placements and sponsorships. She's too busy to waste time, so the more self-directed interactions with media (internet and mobile) are her go-tos. She watches TV but is more apt to stream that content via Hulu or other platforms where commercials can be blocked; or, when she is watching traditional broadcast, she uses the commercial breaks as a time for her to check work email or tend to something around the house.



#3 Cultured Class

Educated, Risk Takers, Gracious, Confident, Professionals

48% of this “class” have children, but most are waiting to have children into their mid 30s. The average HHI for this group is \$53K , but for the 63% who are married (and our target), they have a joint HHI of \$100k+. (Source: Nielsen PRIZM).

The Cultured Class, whether professionally or personally, have naturally become “digital natives”—the only target demographic for which these new technologies are not something they’ve had to adapt to. Not surprisingly, they are the most avid users. For example, 81% of the Cultured Class are on Facebook, where their generation’s median friend count is 250, far higher than that of older age groups (these digital generation gaps have narrowed somewhat in recent years).

What matters to the Cultured Class?

“I’m never unplugged. I’m always engaged and on the cusp new trends. Education, music, family, the arts and fine culinary experiences is what drives me to connect, continue to learn about new experiences and be the first-to-know in my friend group.

My day-to-day is high-pressure and jam-packed with work, meetings, family or just life! I want to have outside-the-routine experiences that both reset me for the return to normal and inspire me about life beyond normal. I want to return from a trip or getaway renewed and revived ready to take on the next thing. I’m a new age renaissance person – I want value when I make investments in leisure and relaxation, but that doesn’t mean I won’t pay a premium to the right experience it. I want products and brands that support that mindset.”

Cultured Classers are motivated by the unexpected and new. Whether they are single, single with children, married or married with children, they look for experiences that can elevate their lives and connect them to the world in ways that engaging in the expected won’t allow. These are the people who not only want to have the experience for themselves, but who, as trusted advisors to their friend/family/follower groups are invested in sharing new things and encouraging others to join in. They are life-long learners.

Why the Cultured matters for VSLOC:

The Cultured Class (with annual household income greater than \$100K) are also more likely to take vacations (92%). (Source: Nielsen PRIZM data and Mintel Research.) More affluent Cultured Classers tend to be older. Four out of five have children, so when targeting affluent Cultured Class families (i.e., with young children) need to be taken into consideration.

The Cultured Class picks their destinations by researching more than 3+ sources. (Source: Nielsen PRIZM Segmentation.) While the majority of the Cultured Class prefer to start planning trips 3-4 months in advance, this spontaneous generation of travelers is also two to three times more likely than older travelers to start planning within just two weeks of departure. And SLO County, is the perfect last minute (booking) getaway for our cultured class.

Studies indicate that the age group of the cultured class advocate strongly for work-life balance, and have few qualms about leaving jobs that don’t meet their expectations.

Experience, education and local culture is what drives our cultured class and SLO has a menu of options that will feed the need. Wine tasting, mission trips and a couple nights day at The Madonna Inn meshes perfectly with our cultured class.

Cultured Classers and Media:

They are selective when it comes to media interactions and are the only one of the set where radio (digital and XM) makes the list. The top performers for this group are the internet and mobile.

Our persona-based media strategy focuses primarily on digital executions. We know that consumers are influenced by the web (internet search, websites) when making travel decisions and that other forms of paid media like Print, OOH and radio are less important to them. Our plan is to exploit this preferred channel by building brand awareness and affinity while supporting it with paid search, paid social, owned and earned activity.

MEDIA STRATEGY



BCF's approach to media relies on three foundational pillars:

1. Efficiency: the placements are the most cost efficient while reaching the most people
2. Targeting: the placement employs the best targeting tactics to reach the campaigns distinct geographic and demographic targets
3. Context: the placement is contextually relevant to not only the campaigns goals, but to the brand as a whole

In a perfect world, BCF would only buy placements that fall into all three categories, but this type of placement is very hard to come by. Typically it is more likely that a placement will be contextually relevant and reach the target audience (but at a high price tag), or a placement will be cost efficient and reach the target audience (but will not be totally contextually relevant).

As such, BCF focuses on placements that meet two of the three requirements. Once a campaign is planned and bought, the cycle has only just begun. The launch of a campaign is always seen as the testing phase. All placements proposed are reviewed

for best performance throughout the life of the campaign and optimizations and tweaks are made to ensure the best performance possible. BCF will ensure that the media strategy continually delivers the most significant, targeted consumer impact with strong reach, frequency and CPM/CPC/CPV metrics.

With such a strong focus on running measurable media, BCF will employ a 100% digital Marketing Plan focusing on brand partnerships and native placements.

We will focus our media flighting in support of the shoulder and low seasons, with 35% of the budget supporting late fall, into early winter (mid-November through the Thanksgiving holiday), and again mid-January through February.

We recommend 65% of the budget be allocated to early spring, running March through April. Budget shares are estimated and subject to change during plan finalization.

Anticipated budget allocations and the tactical approach to each are outlined below. However, outside of the co-op funds, we recommend maintaining some budget fluidity within the tactics, in order to shift budget on an ongoing basis based on performance.

PAID MEDIA

#1 Digital Media Across Markets (Web & Mobile) (45% budget allocation)

- Traditional Digital Advertising (20% of total allocation): Utilizing partners with the ability to target the most relevant consumers, we will deliver ad formats that are proven to engage and that allow us to test effectiveness of message content, element and placement, inclusive of video units (pre-roll and in-stream) as well as high-impact banners. These units will be purchased through biddable, exchange-based DSP platforms to control costs, while providing detailed pockets of optimization, which will enable the campaigns to be continually optimized against a cost-per engaged user model and cost per in market visitor.
- Native Advertising (25% of total allocation): Native advertising has evolved into the one of the most effective forms of paid media. Sold on a cost-per-click basis, native units mimic the natural form and function of the user experience making them more apt to engage the user with content. As with the traditional digital elements, native will be continually optimized to a cost-per engaged user, however, cost-per-in market visitor will not be available due to the technical delivery method of native ad units
 - Native Display: We will use proven partners for native display ad formats, including recommended articles, blog posts, videos, etc. In the past, we have worked with partners like Outbrain or Taboola.
 - Native In-stream: Native in-stream works similar to native display, but rather than appear as suggested stories, these units fold into the on-page experience of a given website, and appear alongside editorial content, while mimicking the look and feel of the editorial content. Partners in this space include Sharethrough and TripleLift.
- Consumer targeting strategies will emphasize contextual relevancy with placements on travel, outdoors and culinary websites. In addition to contextual targeting, we will leverage behavioral targeting to include look-a-like targeting, travel-specific behavioral targeting such in-market travelers, and past purchase behavior, as well as interest targeting against travel, outdoors and culinary interests.

#2 Search Engine Marketing (15% budget allocation)

- We will engage in SEM activities in each of the target markets. While demographic targeting is not available in SEM, we will focus on upper funnel search queries specific to regional travel, (such as, Central California beach vacations and California winery tours) to ensure that the VSLOC brand and destination reaches when they are actively searching specifically for travel. Focusing on upper funnel searches only will allow partners the opportunity to target active searches for city-specific activities and accommodations, reaching a more “down-funnel” consumer. In local communities where SEM is not being targeted BCF may consider an alternate approach to achieve maximum penetration results.
- We will monitor SEM on a monthly basis to identify keyword performance issues and update accordingly. In addition, we will work with county partners who are actively engaged in SEM to develop a strategic approach to bid management and keyword coverage so as to ensure maximum share of voice and minimal bid inflation. SEM will be measured against a cost-per-engaged user, however, the cost-per-in-market visitor will not be available due to technical limitations of the tool.

#3 Paid Social Media (20% budget allocation)

- Social media is one of the most important tools in our arsenal for building awareness, engagement and consideration for the VSLOC brand.
- The focus will be on Facebook and Instagram, two of the most effective platforms for user engagement around travel/destinations.
- Paid Facebook ads and boosted existing posts will be used for content messages on more immediate/urgent opportunities for visitation like promotions, special events and deals.
 - BCF will also leverage the impact of Facebook’s newest Canvas offering for its storytelling capabilities through videos, still shots and call to action buttons.
- Paid Instagram photo, video and carousel ads will be used in a similar way as Facebook’s Canvas to move beyond ads to a deeper engagement with our target and deliver our marketing messages through image-based storytelling.

#4 Co-operative Advertising (20% budget allocation)

- The co op advertising plan is designed to provide solutions which extend opportunities to the partners that would not be possible on an individual basis and that will provide measurable and tangible results. It will include:
 - Native Brand Partnerships: We will partner with brands like The Huffington Post, BuzzFeed, Sunset or other platforms relevant to the target to deliver more robust native advertising. These partnerships will provide custom-created content, stories, listicles, etc., with guaranteed views of the content pieces. Partnering with VSLOC on this these stories will allow partners to offset the high cost of these pieces (\$100,000+) by sharing cost across partners. We recommend partnering with a publisher to produce two custom content pieces: one, specific to outdoors and a second related to culinary. We expect to solicit five partners plus VSLOC to share the costs of each article, 50% VSLOC and 10% per partner.



TRAVELTRADE

Over the course of the last year, VSLOC's Travel Trade program has grown substantially and is expected to lead to increased awareness, consideration and demand for the VSLOC product. Targets for Travel Trade include:

- International and Domestic Tour and Travel
- Meeting and Conference market
- Individual travel agents and agencies
- Leverage key industry association memberships
- Association and Government

Tour and Travel

Over the next year, the VSLOC Travel Trade department will strategically target key international and domestic tour operators to reinforce the VSLOC product. In the international market, VSLOC has already started sales efforts in the UK, through a new exclusive partnership with Black Diamond, and in China, Canada and Mexico through sales missions in partnership with Visit California. Trade show attendance at NTA, IPW, GoWest and for the first time ITB Berlin, will build upon the sales mission strategy and expose new markets to SLO County offerings. Coordination of familiarization (FAM) trips will highlight the unique assets of the county. Regional sales missions will focus on international receptive operators based in California, and industry communications highlighting our area are to be distributed quarterly to Tour and Trade operators. Education is key, and the Tour and Travel program, Be Global Ready, translates marketing materials and assists lodging partners to become China ready and better understand how to service this growing clientele. The International and Domestic Tour and Travel market is a long-term investment and brings unlimited potential for business in shoulder and off-peak season in San Luis Obispo County.

Meeting and Conference:

The VSLOC Travel Trade program will also target the corporate, association and government meeting planners focusing on the key feeder markets throughout the San Francisco Bay Area, Sacramento, Los Angeles and Orange County. By utilizing strategic partnerships and optimizing sponsorship opportunities, the team will create enticing meeting and conference packages and pitches, and use these to establish awareness at key trade shows (e.g., MPI, CalSae and GBTA). Quarterly sales missions into feeder markets and a meeting and conference specific FAM will be coordinated to expose meeting planners to the VSLOC product. As the Travel Trade team builds upon last year's efforts, they will create awareness for SLO County, positioning it as an accessible and unique destination for meetings and conferences.

Our plans for Travel Trade this year are to bring the new brand to travel and tourism professionals so that we build awareness and consideration of the destination. We believe that the sales mission strategy we deployed last year was successful and sets us up to continue that momentum. We also know that attendance at key tradeshows and conferences will be crucial to our success in the coming year. Our plan is to develop a sales mission plan calendar (national and international), leverage the opportunities available to us through our memberships in travel associations (e.g., MPI) and to reach into those markets that are low-priority for paid media so that we are still active, invested and present in them.

Our planned Travel Trade Activities for 2016 – 2018 include:

- Trade Shows: IMEX, San Diego Food and Wine Festival, Smart Meeting, World Travel Market, CalSae, National Tour Association.
- Sales Missions: Visit CA (Canada)
- Partner/Member Programs: Email blasts



*PUBLIC***RELATIONS**

The county is currently without an agency of record (AOR) for public relations activities. In the interim, these activities will continue to be handled in-house, and include:

- An updated, branded press kit. A new brand means the need to have a new way to communicate key message points to targeted media. Hard copies and electronic copies will be developed for distribution.
- Brand-centric story ideas. We plan to craft story ideas that are not only in service of the brand and key messaging strategy but also capitalize on current travel trends and pitch them to targeted media.
- Media Familiarization Trips. One of the best ways to influence coverage for San Luis Obispo County is to have media visit the area firsthand to experience a range of activities, accommodations and attractions relevant to their readership. Our internal team will identify and qualify media to visit the destination, either individually, as a group, directly or through partners like Visit California, and develop itineraries designed to expose them to local attractions and accommodations consistent with their stated interests.
- Desk-Side Briefings – Another way of exposing San Luis Obispo County to travel writers is to take the show to them, especially if they're not willing or able to travel to the area. Whether leveraging planned travel or as a stand-alone event, we plan to book meetings with targeted travel writers in specific markets.
- A Media Outreach Schedule. Because of the variety of activities and promotions that take place each year, we want to ensure that we are not left out of any relevant planned stories or published event calendars. This master outreach schedule will allow us to pitch story ideas and provide event descriptions accordingly.

SPONSORSHIPS, PARTNERSHIPS & PROMOTIONS

SAVOR – A San Luis Obispo County Experience:

Visit San Luis Obispo County has developed a branded traveling destination experience to promote the county at food, wine and lifestyle events in key markets. The ongoing effort, SAVOR – A San Luis Obispo County Experience will kick-off at the San Diego Bay Wine and Food Festival in November, with additional dates and locations scheduled in early 2017.

Alaska Airlines

Following the announcement of the new direct route from Seattle to San Luis Obispo, the county began conversations with the airline to develop marketing activities to surround the new route launch. The program details are being finalized later this year for launch in early 2017, closer to the inaugural flight. Activation activities will center on grassroots efforts, with paid support.

Ongoing Promotions:

Monthly promotional activities will provide the county with an opportunity to work with their constituency to build awareness for the partners and the county. A theme or activity is selected for each month of the year (e.g., Wine Month in September, or Family Travel Promotions in August.) A detailed calendar of planned promotions for 2016 – 2018 will be designed and distributed to partners at the completion of the rebrand. We will also provide the partners with a brand “tool-kit” to help ensure message and brand consistency with these promotions:

- January: Restaurant Month
- February: Romance Month
- March: Film & Arts Month
- April: Pet-Friendly Month
- May: Bike Month and National Travel & Tourism Month
- June: Great Outdoors Month
- July: Historic Landmarks Month
- August: Family Travel Month
- September: California Wine Month
- October: Culinary Month
- November: Golf & Stay Month
- December: Holiday Travel Month

Partnerships:

The County will engage with strong regional and national brand partners to elevate the new brand through mutually-beneficial marketing and/or promotions activities. Media channels as well as the partners’ will be used to deliver a relevant and compelling message about the destination that engenders interest and encourages visitation.

Ultimately, the goal is for the county, the partner and the consumer to find value such that:

- Consumer loyalty to one brand is extended to another.
- Both partners are able to enter into new markets and/or segments
- Marketing costs are reduced (or less than they would be if the partners attempted the activity on their own)
- Visitors and consumers find value in the partnership

We have identified the following list of partners and possible opportunities for consideration:

- LeftLane Sports: In partnership with LeftLane Sports, the county can create a social campaign that puts featured products to the test in SLOC.
- Alaska Airlines + Local SLOC Winery: Free wine-tasting for qualified travelers on the SFO-LAX route courtesy of the county and a local winery.
- Alaska Airlines + Sanuk: Business travelers on the SFO-LAX route receive a complimentary pair of Sanuk sandals), with the idea of “keeping business casual”.
- Amtrak: First class travelers will enjoy a complimentary “SLO Your Scroll Pack”, a fun, quirky and Instagrammable toolkit for planning and sharing the SLOC experience.
- Firestone Walker Brewing Company: Partner with Firestone Walker Brewery to create a branded bottleneck hanger pairing experiences in the county with their delicious brews.
- Blue Apron: Create a subscription series with Blue Apron that expresses the culinary experience on offer in the county; this is also an opportunity to promote the SAVOR experience.
- Levi’s + Madonna Inn: Partner with Levi’s to create, transform and design a room at The Madonna Inn, a hub for social travelers and influencers.
- Thule: Thule can become the county’s “The Official Carrier”, using a branded vehicle for targeted surprise and delight events and social giveaways.
- GoPro: Leverage GoPro’s “Be a Hero” brand in a social initiative that promotes the lesser known adventures in the county through the eyes of the “heroes” who experience them everyday.
- Dakine: Partner with Dakine to promote sandboarding in the county with exclusive gear designs and accessories.

A full partnership plan will be put in place after negotiations are complete.

FILM COMMISSION

VSLOC will continue the previous year's growth in the Film Commission contribution to the county, inviting productions for television, feature and documentary films, product shoots, etc. to work in San Luis Obispo County. In light of the VSLOC re-brand, the Film Commission will also work with BCF to re-brand itself, including an updated visual identity and web presence, along with other collateral and/or digital assets as required.

The VSLOC team will conduct proactive outreach to targeted leads from past productions, and identify new opportunities and markets at the same time. In addition to the individual productions, VSLOC will continue the success of hosting major events like the SLO Film Festival in March, 2017, as awareness builders and lead generation tools. The county will also continue its vibrant and effective partnership with Film Liaisons in California Statewide (FLICS) in order to access filming professionals at conferences, educational symposia and other industry events.

The Film Commission will participate in media receptions planned for:

- Chicago Media
- Los Angeles Media
- California Media

Ongoing communication via quarterly email distribution and a semi-annual partner meeting will support these events.



www.VisitSanLuisObispoCounty.com