

Maximizing Success Through Regional Collaboration Among DMOs.

2019 South Dakota Governor's Conference on Tourism

Instagram: @coraggioconsulting
Twitter: @coraggiogroup
LinkedIn: coraggio-group





Coraggio Travel & Tourism Practice





Vision without action is a daydream.
Action without vision is a nightmare.

—*Japanese proverb*

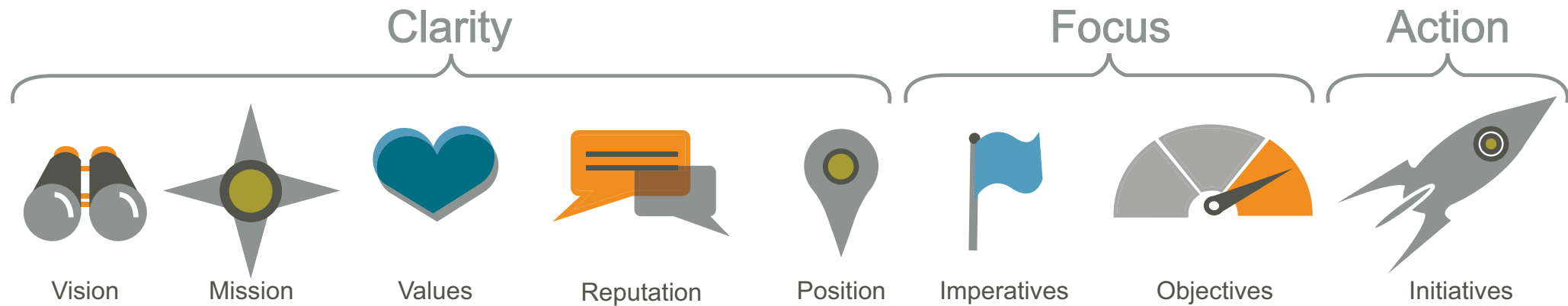


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What does a strategic plan include?



What makes a strategic plan successful?

Strategic Planning in a Regional Context: San Luis Obispo County



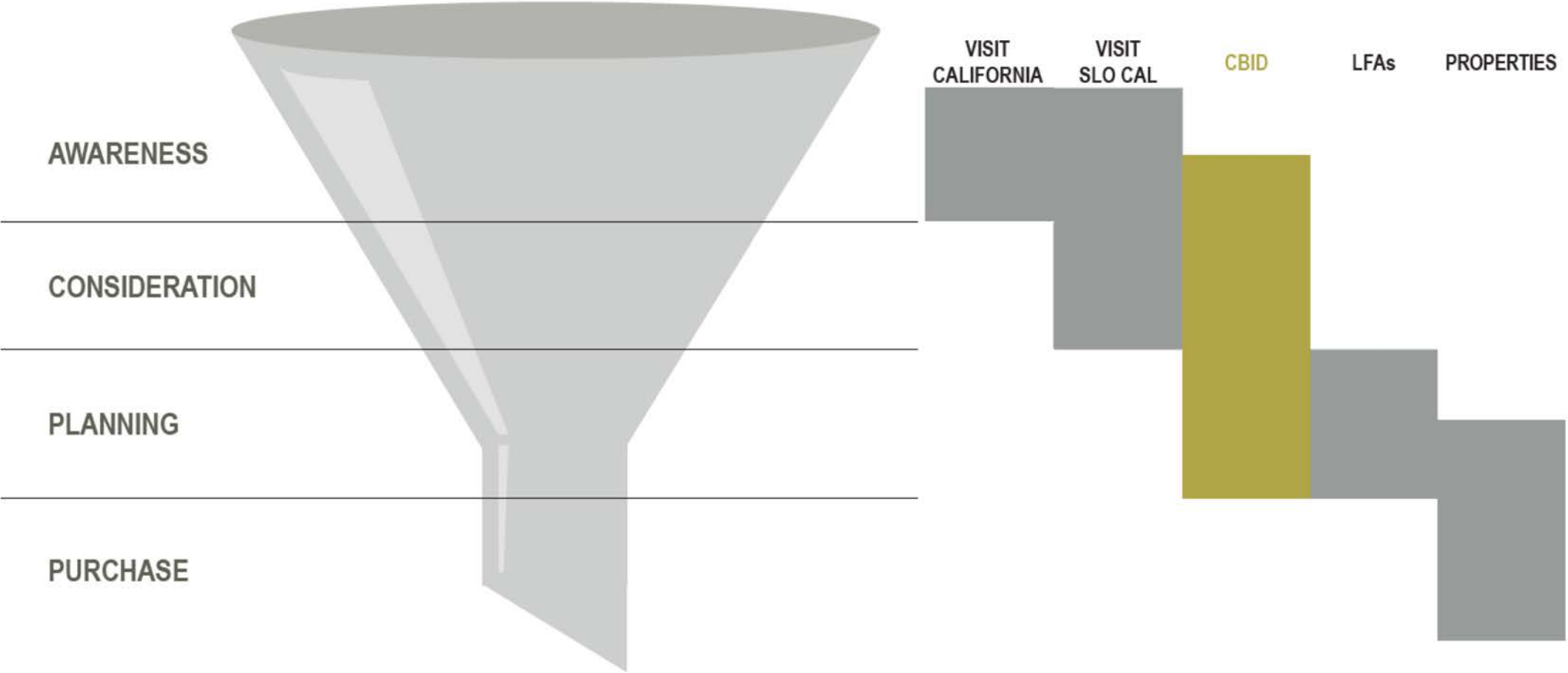
VISIT SLO CAL: STRATEGIC DIRECTION 2020



CLARITY	Vision	Mission	Values	Brand Intention	Position
	A vibrant and prosperous San Luis Obispo County, fueled by a collaborative and flourishing tourism industry	Inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for San Luis Obispo County	<p>Future Focused</p> <p>Delivering today with an eye on tomorrow</p> <p>Collaboration</p> <p>Our partnerships inform and support economic success</p> <p>Drive</p> <p>We bring enthusiasm to our initiatives and a focus on results</p> <p>Stewardship</p> <p>We are mindful of our resources and the SLO CAL brand</p>	<ul style="list-style-type: none">• Strategic• Connector• Creative• Inspiring• Essential	<p>In order to best support the tourism economy in San Luis Obispo County, Visit SLO CAL provides:</p> <p>High-quality and high-impact marketing initiatives scaled to reach key regional, national and global targets</p> <p>A long-term, collaborative, and holistic approach that enables success for each tourism district and the County</p> <p>Strategic research and sharing of vital tourism knowledge to all of its stakeholders, partners and communities</p>

FOCUS	Imperatives		Objectives		Initiatives	
	Optimize our organizational capacity		<ul style="list-style-type: none">o Increased employee engagement and satisfaction scoreso Ratio of administrative cost to economic impact		<ul style="list-style-type: none">➢ Align our organizational structure with our strategic plan➢ Establish a continuous learning program for the Visit SLO CAL Team➢ Evaluate and develop the tools, systems and technologies we need to succeed	
	Establish brand clarity and increased awareness through unified efforts		<ul style="list-style-type: none">o Bi-annual growth of awareness in targeted visitor categorieso Bi-annual growth of awareness in targeted marketso Bi-annual growth of awareness in targeted segments		<ul style="list-style-type: none">➢ Establish a unifying and emotionally resonant San Luis Obispo County brand➢ Produce and share data-driven strategic insights➢ Inspire and activate tourism ambassadors	
	Build and expand strategic partnerships		<ul style="list-style-type: none">o Balanced inventory of partnershipso Inbound partnership opportunitieso Earned Partnership Value (EPV)		<ul style="list-style-type: none">➢ 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		<ul style="list-style-type: none">o Increased visitor volumeo Increased international visitor volumeo Draft of Tourism Infrastructure Master Plan completedo Increased total air service		<ul style="list-style-type: none">➢ Develop long-term Tourism Infrastructure Master Plan➢ Enable access to San Luis Obispo County via increased transportation options➢ Initiate feasibility plan for conference center➢ Advocate and educate to support international tourism readiness	
	Demonstrate value to our stakeholders, partners and communities		<ul style="list-style-type: none">o Year-over-year growth in total stakeholder participation at Visit SLO CAL events/meetingso Increased stakeholder satisfaction scoreso Year-over-year growth in local media coverageo Deliver on objectives as stated in annual marketing plano Community engagement with countywide tourism		<ul style="list-style-type: none">➢ Develop an engaged and high-functioning tourism culture for San Luis Obispo 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	
	ACTION					

UNINCORPORATED SLO COUNTY TBID
OUR PLACE IN THE SALES FUNNEL — FUTURE STATE



	BEACH & COASTLINE	DINE & WINE	SCENIC BEAUTY	HIGHWAY 1	ARTS & HERITAGE	OUTDOOR ACTIVITIES	STATE PARK	SHOPPING	EVENTS	ACCESS/ CONVE- NIENCE	AFFORD- ABILITY	RELAXATION	WELCOMING & FRIENDLY (SAFETY)	EMOTIONAL CONNECTION
RAGGED POINT														
SAN SIMEON														
CAMBRIA														
CAYUCOS														
LOS OSOS/ BAYWOOD														
AVILA BEACH														
OCEANO														
NIPOMO														
EDNA VALLEY														
ARROYO GRANDE VALLEY														
MENDO/ SONOMA/ NAPA														
MONTEREY														
SANTA BARBARA/ VENTURA														

Strategic Planning in a Regional Context: **San Luis Obispo County**

Strategic Planning in a Regional Context: Oregon RDMOs

RCTP Overall Plan Summary

CENTRAL
OREGON



\$1,117,903

EASTERN
OREGON



\$599,000

MT. HOOD
& THE GORGE



\$600,000

OREGON
COAST



\$2,229,600

PORTLAND
REGION



\$4,357,349

SOUTHERN
OREGON



\$888,091

WILLAMETTE
VALLEY



\$1,313,408

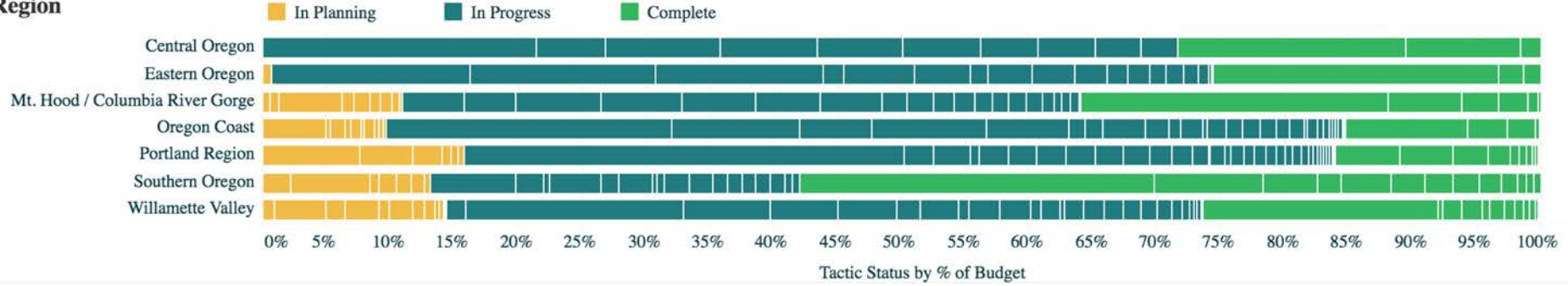
Budget by Region

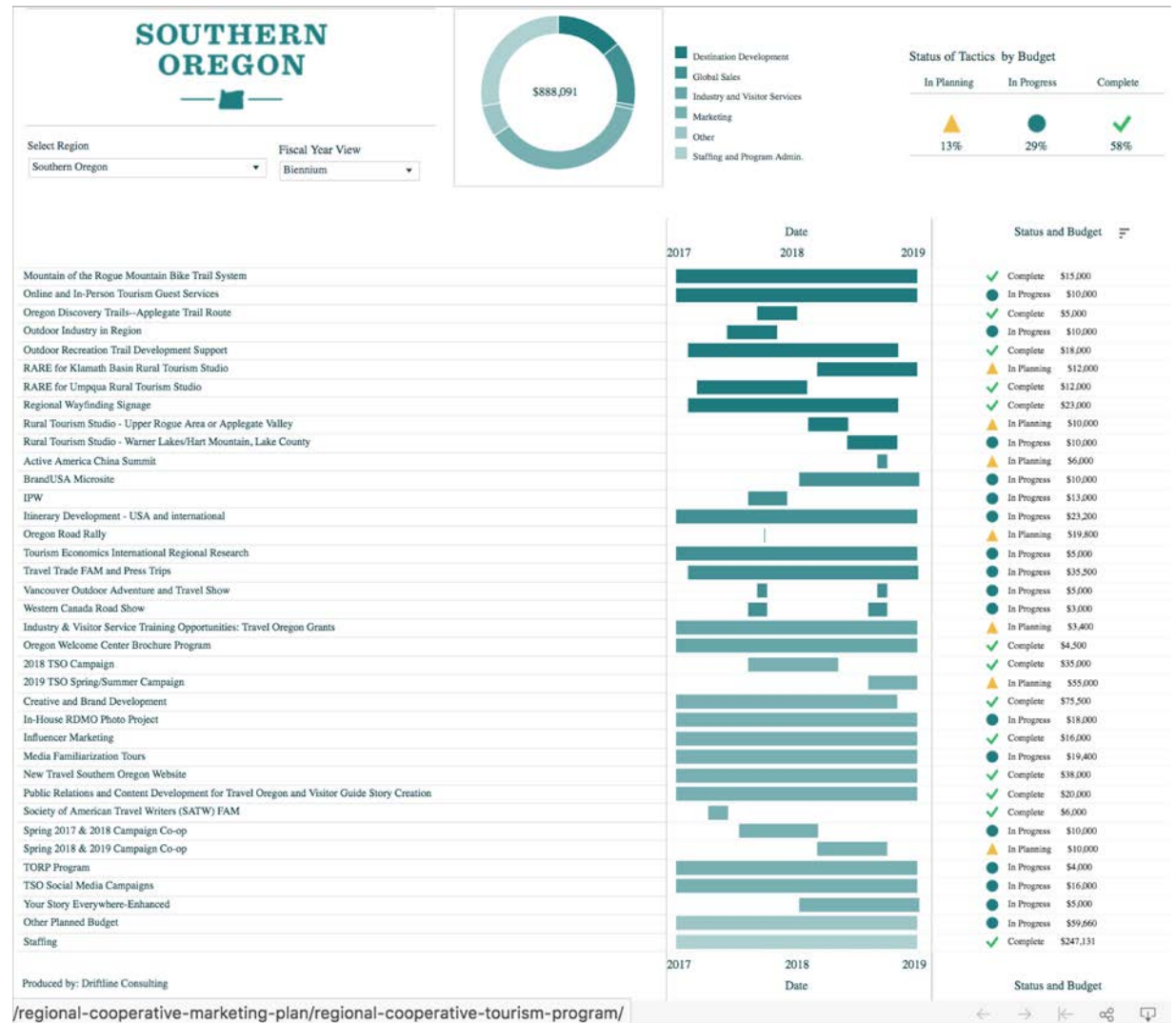


Budget by Tactic Category



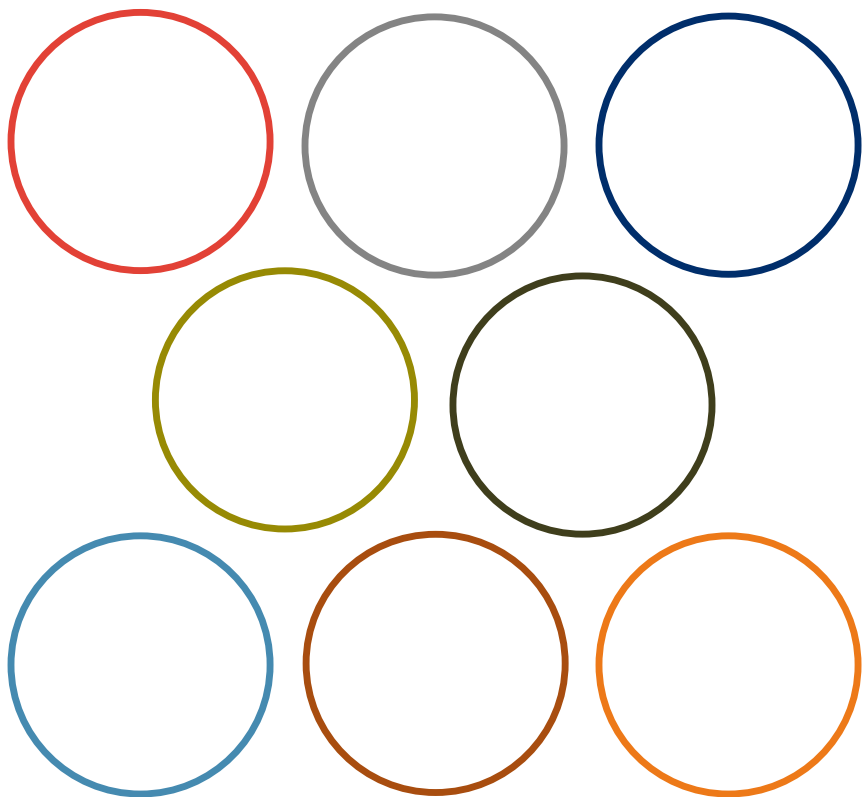
Progress by Region





Regional Collaboration: 1,000 Islands





collaboration

What supports regional collaboration?


1. Independent DMOs with a common operating philosophy
2. Geographic structure
3. Homogeneity of target market
4. Common but complementary products
5. Good personal relationships and constant communication
6. Fair share of benefits and responsibilities



What do DMOs hope to gain through collaboration?

“Collaborative marketing efforts in a destination generate specific outcomes for tourism organizations involved, and the results can be reflected in three major areas: (1) strategy realization, (2) organization learning, and (3) social capital building.”

—Youcheng Wang and Zheng Xiang

- 
- ▷ strategic multiplier
 - ▷ innovation multiplier
 - ▷ network multiplier

Questions?

Thank you

coraggiogroup.com

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