### 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**

Oakla

santamonica

<u>travel</u> PORTLAND





GREAT FACES, GREAT PLACES,







BEVERLY Love Beverly Hills







forever west

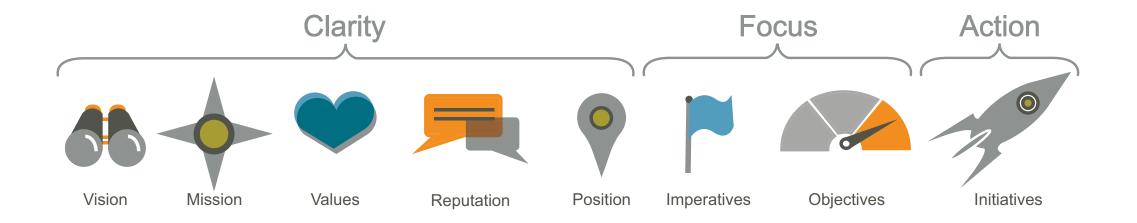




### Vision without action is a daydream. Action without vision is a nightmare. —Japanese proverb



#### What does a strategic plan include?



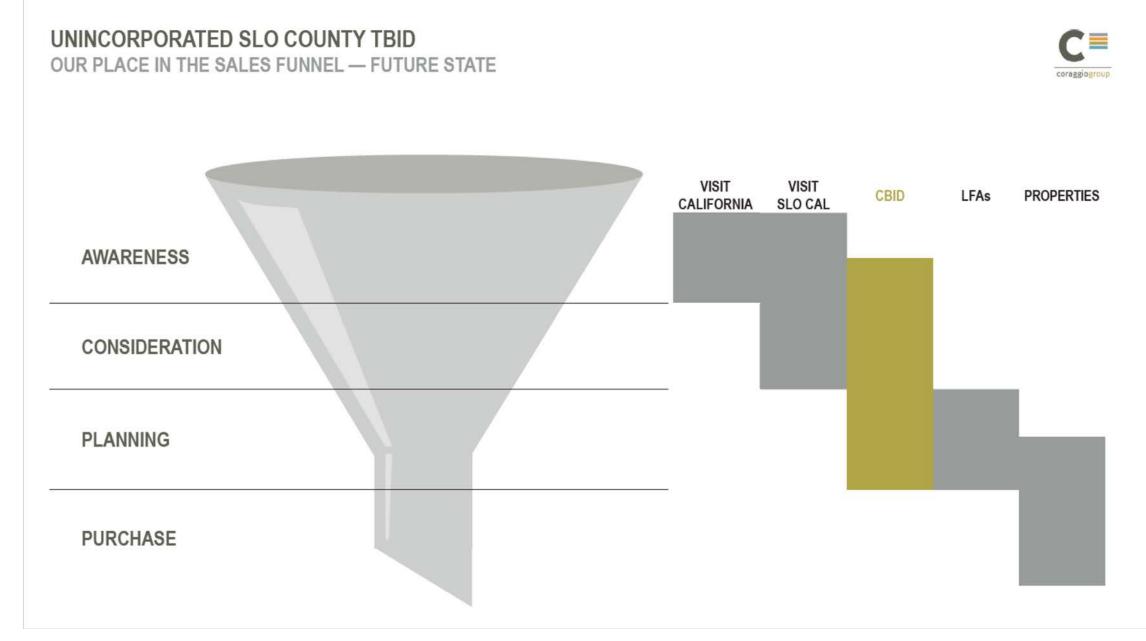
#### What makes a strategic plan successful?

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

## **VISIT SLO CAL: STRATEGIC DIRECTION 2020**



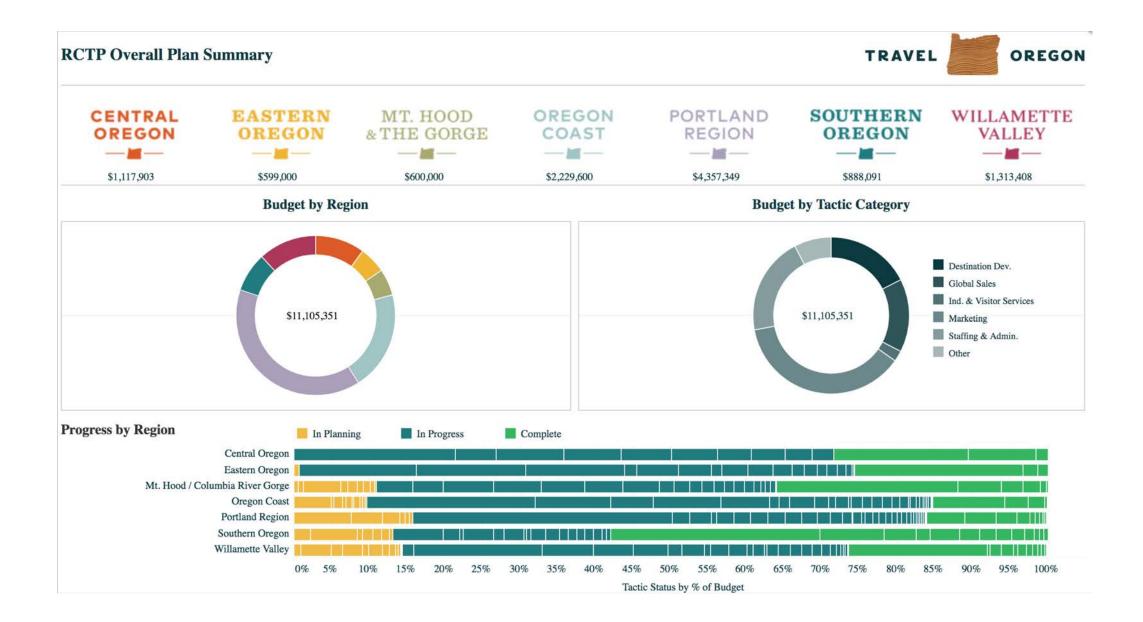
	Vision M	lission	Values	Brand Intentio	on Position					
A vibrant and I prosperous San Luis Obispo County, t fueled by a c collaborative and flourishing tourism		nspire travel and foster our unique experiences to create life-long ambassadors and economic growth for San Luis Obispo County	Future Focused Delivering today with an eye on tomorrow Collaboration Our partnerships inform and support economic success Drive We bring enthusiasm to our initiatives and a focus on results Stewardship We are mindful of our resources and the SLO CAL brand	<ul> <li>Strategic</li> <li>Connector</li> <li>Creative</li> <li>Inspiring</li> <li>Essential</li> </ul>	In order to best support the tourism economy in San Luis Obispo County, Visit SLO CAL provides:					
	Imperatives	Objectives			Initiatives					
	Optimize our organizational capacity		ee engagement and satisfaction scores ative cost to economic impact		<ul> <li>Align our organizational structure with our strategic plan</li> <li>Establish a continuous learning program for the Visit SLO CAL Team</li> <li>Evaluate and develop the tools, systems and technologies we need to succeed</li> </ul>					
FOCUS	Establish brand clarity and increased awareness through unified efforts	• Bi-annual growth	of awareness in targeted visitor categories of awareness in targeted markets of awareness in targeted segments		<ul> <li>Establish a unifying and emotionally resonant San Luis Obispo County brand</li> <li>Produce and share data-driven strategic insights</li> <li>Inspire and activate tourism ambassadors</li> </ul>					
	Build and expand strategic partnerships	<ul> <li>Balanced invento</li> <li>Inbound partnersh</li> <li>Earned Partnershi</li> </ul>	nip opportunities		<ul> <li>Develop a system for annual partnership planning</li> <li>Align resources to manage partnerships</li> <li>Identify develop, and activate relationships</li> <li>Work with our partners to identify and reduce duplication of efforts</li> </ul>					
	Advocate for the development of critical tourism infrastructure	<ul> <li>Increased visitor v</li> <li>Increased internation</li> <li>Draft of Tourism Ir</li> <li>Increased total air</li> </ul>	tional visitor volume nfrastructure Master Plan completed		<ul> <li>Develop long-term Tourism Infrastructure Master Plan</li> <li>Enable access to San Luis Obispo County via increased transportation options</li> <li>Initiate feasibility plan for conference center</li> <li>Advocate and educate to support international tourism readiness</li> </ul>					
	Demonstrate value to our stakeholders, partners and communities	<ul> <li>Increased stakeho</li> <li>Year-over-year gro</li> <li>Deliver on objecti</li> </ul>	owth in total stakeholder participation at Visit SLO CAL events/i older satisfaction scores owth in local media coverage ves as stated in annual marketing plan gement with countywide tourism	, i i i i i i i i i i i i i i i i i i i	<ul> <li>Develop an engaged and high-functioning tourism culture for San Luis Obispo County</li> <li>Create an impactful annual marketing plan and timeline</li> <li>Develop and execute a local communication strategy</li> <li>Develop a plan for advocacy on behalf of stakeholders</li> </ul>					

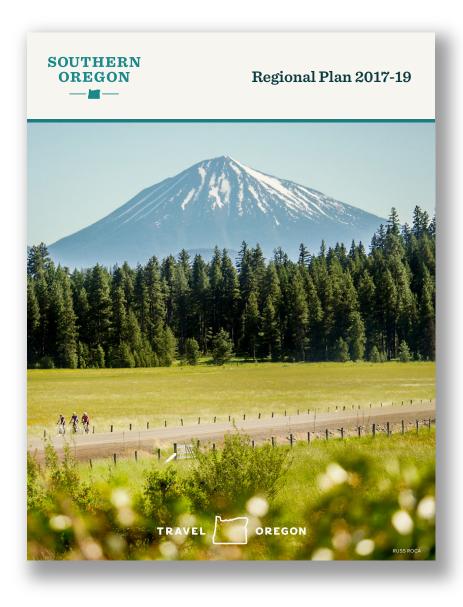


	BEACH & COASTLINE	DINE & WINE	SCENIC BEAUTY	HIGHWAY 1	ARTS & HERITAGE	OUTDOOR ACTIVITIES	STATE PARK	SHOPPING	EVENTS	ACCESS/ CONVE- NIENCE	AFFORD- ABILITY	RELAXATION	WELCOMING & FRIENDLY (SAFETY)	EMOTIONAL CONNECTION
RAGGED POINT														
SAN SIMEON														
CAMBRIA														
CAYUCOS														
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

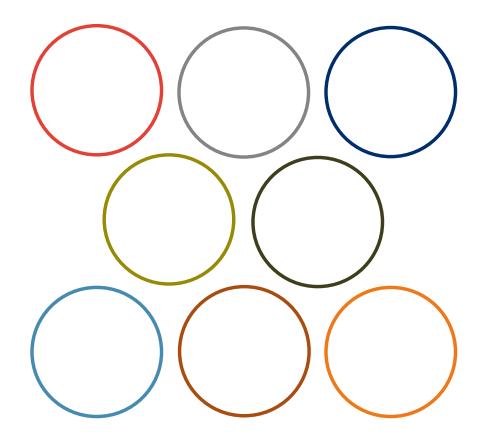




	THERN		nation Development	Parties of the second	Status of Tactics by Budget				
OR	EGON	Deating Globa							
		\$888,091	try and Visitor Services	In Planning	In Progress	Comple			
		Marko			۲	~			
Select Region	Fiscal Year View		ng and Program Admin.	13%	29%	58%			
Southern Oregon	• Biennium •		and a subsection of the section of t						
			Date	ľ	Status and E	3udget 📻			
		2017	2018	2019					
Mountain of the Rogue Mountain Bike Tra	il System				Complete \$15	5,000			
Online and In-Person Tourism Guest Servis						10,000			
Dregon Discovery TrailsApplegate Trail I						,000,			
Outdoor Industry in Region						10,000			
Outdoor Recreation Trail Development Sup	pport					8,000			
RARE for Klamath Basin Rural Tourism St	tudio				🔺 In Planning S	\$12,000			
RARE for Umpqua Rural Tourism Studio					V Complete \$13	2,000			
Regional Wayfinding Signage				1	✓ Complete \$2	3,000			
Rural Tourism Studio - Upper Rogue Area	or Applegate Valley				🔺 In Planning S	10,000			
Rural Tourism Studio - Warner Lakes/Hart	Mountain, Lake County				In Progress \$	000,01			
Active America China Summit						6,000			
BrandUSA Microsite			· · · · · ·		In Progress \$	10,000			
PW					<ul> <li>In Progress \$</li> </ul>	13,000			
tinerary Development - USA and internation	onal					23,200			
Dregon Road Rally						\$19,800			
Fourism Economics International Regional	Research			2		5,000			
Fravel Trade FAM and Press Trips						35,500			
Vancouver Outdoor Adventure and Travel 3	Show					5,000			
Western Canada Road Show					100 AL 100 AL 10	3,000			
industry & Visitor Service Training Opport					A	3,400			
Oregon Welcome Center Brochure Program	n		-			,500			
2018 TSO Campaign 2019 TSO Spring/Summer Campaign						5,000			
Creative and Brand Development						55,000 5,500			
in-House RDMO Photo Project				-	Contraction of the second	18,000			
influencer Marketing						6,000			
Media Familiarization Tours						19,400			
New Travel Southern Oregon Website					a the state of the second	8,000			
	t for Travel Oregon and Visitor Guide Story Creation					0.000			
Society of American Travel Writers (SATW	V) FAM				V Complete \$6,	.000			
Spring 2017 & 2018 Campaign Co-op					In Progress S	10,000			
Spring 2018 & 2019 Campaign Co-op					A In Planning \$	10,000			
FORP Program					In Progress \$	4,000			
rSO Social Media Campaigns					In Progress \$	16,000			
Your Story Everywhere-Enhanced					In Progress \$	5,000			
Other Planned Budget						59,660			
Staffing					✓ Complete \$24	47,131			
		2017	2018	2019					
Produced by: Driftline Consulting			Date		Status and E	sudget			

## Regional Collaboration: 1,000 Islands

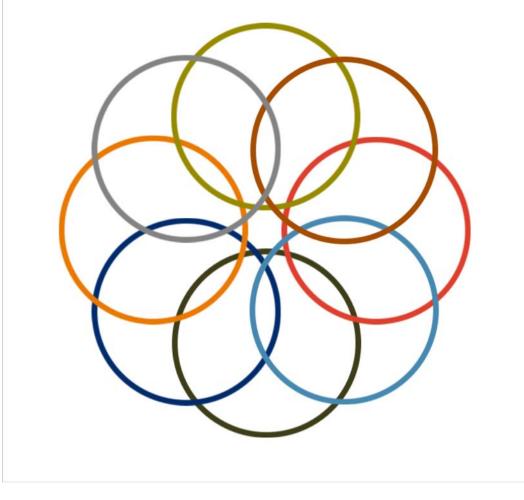
A Postu



#### 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."

strategic multiplier
 innovation multiplier
 network multiplier

—Youcheng Wang and Zheng Xiang

# Questions?

Thank you

coraggiogroup.com

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

