



## San Francisco Travel Leads the Way

### Overview

Tourism is San Francisco's largest industry, generating more than \$8 billion in annual direct spending, which directly benefits San Francisco residents and businesses.

In late 2009, San Francisco's hotel owners and operators approved a new funding mechanism called a Tourism Improvement District. With this new, more stable funding stream, San Francisco Travel saw the need to examine all facets of its operation and to develop a long-term strategic plan that would help to maximize its effectiveness and ensure its reputation as one of the most admired destination marketing organizations in the world.

### Challenge

The economy had impacted all domestic and international travel segments, including leisure, meetings/convention and group tour. It was clear that San Francisco Travel had to find ways to adjust not to a short-term blip, but to a long-term, significant realignment of

the economy. Essentially a "new normal" had been created in the travel industry and San Francisco Travel wasn't about to be left behind.

### Solution

Coraggio partnered with San Francisco Travel to lead the most substantial organizational and operational assessment and subsequent overhaul in its 100-year history.

To establish a clear "current state" perspective, we began our work by conducting a broad situational review of stakeholders, customers, competitors and employees to understand the new reality that San Francisco Travel faced. With this work as context, we then led the organization through the development of a four-year strategic plan and a first-year organization-wide operational plan, a complete redesign of its membership benefits and pricing structure, and the development of a new process for the distribution of information.

Coraggio also redesigned San Francisco Travel's organizational structure as a way to streamline workflow, maximize operational efficiency and ensure the successful implementation of its new strategic plan.

"The team at Coraggio understands the DMO industry. They did a fantastic job for us at a very critical time in our development as a destination."

- Joe D'Alessandro  
President and CEO



### About Coraggio Group

Coraggio Group is a Portland-based strategy and organizational change consultancy. Our clients choose us to help them get clear, get focused and get moving on their most important strategic and operational challenges. For more information about Coraggio Group, please visit [coraggiogroup.com](http://coraggiogroup.com) or call us at 503-493-1452.