

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 Delivering today with an eye on tomorrow</p> <p>Collaboration Our partnerships inform and support economic success</p> <p>Drive We bring enthusiasm to our initiatives and a focus on results</p> <p>Stewardship 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	ACTION
	Optimize our organizational capacity	<ul style="list-style-type: none"> ○ Increased employee engagement and satisfaction scores ○ 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"> ○ 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 	<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"> ○ Balanced inventory of partnerships ○ Inbound partnership opportunities ○ 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"> ○ Increased visitor volume ○ Increased international visitor volume ○ Draft of Tourism Infrastructure Master Plan completed ○ 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"> ○ Year-over-year growth in total stakeholder participation at Visit SLO CAL 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 	<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 		