



AGENDA

Visit San Luis Obispo County Marketing Committee

Visit San Luis Obispo County Marketing Committee Agenda

Tuesday, January 12, 2015

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 December 8, 2015 Marketing Committee Meeting Minutes

BUSINESS ITEMS	C. Davison
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4. **Marketing Agency RFP (10 min)**

The Committee will review and discuss the Marketing Agency RFP for FY2016-17.

5. **SAVOR the Central Coast Update (30 min)**

Staff will provide an update on the Sunset SAVOR the Central Coast event and the Committee will discuss options for the future.

6. **Sponsorship (15 min)**

Staff will familiarize the Committee with the sponsorship application process, and the Committee will review and discuss the SLOIFF's application for sponsorship.

7. **Research Agency RFP Proposals (30 min)**

The Committee will review and discuss the Research Agency RFP proposals that were received.

PRESENTATION	A. Diefenderfer
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8. **DMO Spotlight – Travel Paso Robles Alliance (10 min)**

The featured destination will provide an update on their market and happenings in their community.

PRESENTATION	M. Astone
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9. **Catalyst Marketing (30 min)**

The marketing agency will provide an update on current and future projects and results.

- a. **Fall Campaign Update**
- b. **Fall Campaign Media Results – December 2015**

10. CEO Report (5 min)

Staff will provide an update on current projects and areas of focus for the months ahead.

ADJOURN.

**– Next Board Meeting –
Tuesday, February 9, 2015
Location: Sands Inn & Suites**

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

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 Marketing Committee

Visit San Luis Obispo County Marketing Committee Meeting Minutes

Tuesday, December 8, 2015

8:30am

Embassy Suites

333 Madonna Rd, San Luis Obispo, CA 93405

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

PRESENT: Ashlee Akers, Jim Allen, Terrie Banish, Molly Cano, Cheryl Cuming, Amanda Diefenderfer, Christen Goldie, Lori Keller, Heather Muran, John Sorgenfrei,

STAFF PRESENT: Chuck Davison, Brendan Pringle, Michael Wambolt

Call to Order at 8:34am.

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

None.

ANNOUNCEMENTS

Davison thanked the Marketing Committee for their dedication these past few months, and introduced Becky Singh, VSLOC's Director of Marketing, who will start on December 14.

Committee Discussion – None.

Public Comment – None.

CONSENT AGENDA

3. **Approval of November 10, 2015 Marketing Committee Meeting Minutes**

Committee Discussion – None.

Public Comment – None.

C. Davison asked the Marketing Committee to approve the Consent Agenda.

ACTION: Moved by Sorgenfrei/Cuming to approve the Consent Agenda as presented.

**Motion carried: 8:0:2
Keller/Diefenderfer abstained.**

BUSINESS ITEMS

4. Update on Previous Month Board Meeting

Majority of the VSLOC Executive Committee felt that the OTA/Booking.com model was the best option due to the connectivity; however consensus was not reached on a solution to replace JackRabbit. The Board decided to put the Booking Engine item on hold until next year, allowing time to conduct further research, and authorized the removal of JackRabbit's referral engine from the VSLOC website—a savings of approximately \$2200 per month. This could be a topic at VSLOC's next Industry Educational Symposium on February 3, 2016. The Board also approved the build of a new website by Simpleview.

Committee Discussion — Sorgenfrei suggested going back to the community DMO boards in order to gain more consensus among constituents before choosing a new booking engine solution. Diefenderfer and Cano also suggested taking the issue up with the individual DMO boards, arguing that members represent the most active lodging partners, but Diefenderfer noted that 75% of the last symposium's attendance consisted of active board members.

Public Comment — None.

5. SAVOR the Central Coast Recap

Davison presented a recap of SAVOR the Central Coast. The Main Event attracted total of 3,964 unique attendees (excluding volunteers, staff, and vendors). The Opening Night Event attracted 1296 attendees. Adventure Tours attracted 394, and Special Events and Dinners totaled 260 attendees. According to the post-event survey, 9.4% of attendees stayed in a vacation rental, and the average stay was 2.6 nights. Web stats were not high from a traffic standpoint, as the SAVOR website has no SEO. This would be an expensive build, as it would need to be done 12 months in a row—not on and off. For the first time in the event's six-year history, the event was profitable (\$12,116.11 profit), all from cutting expenses. Davison also discussed Fast Forward Event's preliminary recommendations for 2016.

Committee Discussion — Cuming inquired if Hearst Castle was being considered for next year's Opening Night Event. Davison noted that challenges included decreased capacity and other costs, but that this was always an option. The Committee discussed the use of a centralized lodging booking process. Davison noted that the Fast Forward Ventures will be reviewing Sunset's involvement in future events, and pointed out changes at Sunset due to turnover. Sorgenfrei noted that it may be time to consider a new media partner, and suggested Wine Enthusiast might be an option. He suggested that in terms of media FAMs, DMOs should share the list of "flaky" journalists who take advantage, and don't produce any articles.

Public Comment — None.

6. DMO Spotlight – City of San Luis Obispo

Cano showcased the SLOTBID's new website (SanLuisObispoVacations.com), which just launched. She noted that the previous website was not even mobile-friendly, and the new site is fully responsive and visually inspiring. Cano also presented the new "ShareSLO" YouTube channel, and played several videos from the site, one of which received more than 50,000 views within the first week. Davison added that the company that produced the event, PMG, is currently doing a photo and video shoot for us.

Committee Discussion.

Public Comment — None.

7. Catalyst Marketing

7a. Research RFP Review

Mark Astone, CEO of Catalyst Marketing, noted that the fall media campaign launched on November 16, 2015. Banner ads and radio ads have been produced and launched.

Astone discussed the timeline for a Research RFP which would cover two different studies: 1) current demographics and a visitor share of wallet study; and 2) feeder market destination awareness study. These will set benchmarks moving forward. Proposals will be evaluated January 12. Then, on January 19, VSLOC would invite finalists to present. Data will be available by April or the beginning of May. Astone asked for the feedback of the Board on the RFP before it is sent out to agencies in the afternoon. He also noted that other buy-in options will be available for communities to get additional data. Davison added that once it is released, the final RFP document will be available on the Members Area of the VSLOC website.

Committee Discussion.

Public Comment – None.

7b. Fall Campaign Update Including Results to Date

Astone provided an update on Fall Campaign results. In terms of PR, Marc Gendron (Catalyst's Director of PR) reached out to 30 companies last month, with 5-8 interested in writing stories about the County. Catalyst has also drafted press kit materials, and requested several media FAMs. Astone gave an overview of popular keywords, geographical trends of mentions, and trending hashtags. He also presented the social media report for November. Catalyst is looking at underperforming areas and beginning the tweaking process in its digital marketing.

Committee Discussion—Diefenderfer noted that the data on geographical trends was great, but that it doesn't give direction or have anything to do with tourism or VSLOC. Astone responded that Catalyst is still drilling down into the data. Cuming asked if Catalyst was following the Facebook pages for all the DMOs. Davison responded that Jordan Carson, VSLOC's Marketing Coordinator, was monitoring all of these pages and using supporting hashtags in appropriate posts. Davison asked for feedback on the statistics, based on the campaigns run by the local DMOs. Sorgenfrei suggested building awareness in the area before the campaign. He added that digital is easy to track, but not always the most effective. Akers suggested that a lot of Verdin's campaigns have been more action-based, with contests and specials. She also suggested using Pandora, which has been effective at driving traffic for them. Sorgenfrei suggested boosting VSLOC's Facebook and Youtube marketing to build a strong fan base, and added that since radio is doing so well, VSLOC might want to consider shifting some of the digital marketing dollars to radio. He noted that DMOs could possibly do a "destination showcase hour," where all destinations were supporting one picture.

Public Comment – None.

7c. Countywide Icon Usage by Community DMOs

The VSLOC Board approved the Countywide Icon with the "SAN LUIS OBISPO COUNTY" text and white outline of the County. VSLOC is looking for input from DMOs on how this can be used. We will be sending renderings of this icon to you via email in the coming days.

Committee Discussion – None.

Public Comment – None.

7d. Additional Co-op Options

Astone presented some much larger co-op opportunities in the Bay Area News Group publications, Sunset, SF Chronicle, and the OC Register for consideration. Davison said that VSLOC would be paying 50% of the cost.

Committee Discussion – Sorgenfrei noted that the target is right, but the frequency might be an issue, as a newspaper advertisement would be a one-shot deal, with a short shelf life. He added that it might help if there was a contest related to it. Akers agreed that the short shelf life might be an issue. Cano noted that these opportunities weren't very much outside the box, and that she believed many of the DMOs could tap into Bay Area News Group. She added that she didn't want to just be shifting funds into co-op opportunities in media that SLO could already afford on its own. Sorgenfrei suggested placing ads in lifestyle publications instead. Diefenderfer said she would like to see some opportunities to reach Phoenix and other domestic and international feeder markets. Keller added that it will be interesting to see the research on brand awareness in these markets. Sorgenfrei added that he thought California should be the primary target. He noted that many people in California still haven't discovered the County. Allen asked if Catalyst had considered wine bottle neck tag ads. Davison responded that VSLOC is looking at opportunities to do a contest promo display at places like BevMo.

Public Comment – None.

8. CEO Report

VSLOC is still waiting for a decision from Alaska Airlines. Alaska is looking for a fall route, while the Airport and VSLOC were hoping for a spring route. VSLOC and the Airport have asked them to write letter of commitment to the DOT so that the Airport's \$500,000 grant can be extended into next year. A response is due back from Alaska Airlines before Christmas. All the conversation at the meeting with Alaska was very positive. Alaska Airlines was surprised with the \$100k that VSLOC offered in initial launch advertising.

VSLOC received positive feedback from the Advisory Committee meeting during its meeting on December 3, 2015. One key issue at the meeting was that of illegal vacation rentals.

A full photo and video shoot is scheduled for this week. This will provide a wide selection of quality digital assets.

The VSLOC office is closed December 24-25, 2015, as well as January 1, 2016.

The next Committee meeting is scheduled for January 12, 2016. Location is TBD.

Committee Discussion – None.

Public Comment – None.

ADJOURNMENT

Meeting adjourned at 10:36am.



January 20, 2016

To All Prospective Bidders:

Visit San Luis Obispo County, a nonprofit corporation and the countywide Destination Marketing Organization (DMO), is seeking a qualified marketing agency, with tourism experience, to develop the Visit San Luis Obispo County brand and promote tourism to San Luis Obispo County.

The San Luis Obispo County Visitors and Conference Bureau, dba Visit San Luis Obispo County, is a non-profit 501(C)(6). San Luis Obispo County tourism is marketed exclusively by Visit San Luis Obispo County which established the first countywide Tourism Marketing District (TMD), a 1% assessment on overnight lodging stays in San Luis Obispo County, in June 2015.

Visit San Luis Obispo County oversees the production of a variety of marketing activities, including on and offline advertising, travel trade and group sales, tradeshows, communications and public relations, research, visitor publications and maps, cooperative programs, promotions and events – all designed to promote San Luis Obispo County to travelers, tourists and the travel trade.

The purpose of this request for proposal (RFP) is to seek and retain a qualified full service marketing agency to develop the Visit San Luis Obispo County brand and promote San Luis Obispo County tourism. The results of these efforts will benefit Visit San Luis Obispo County's assessed lodging businesses, as well as seven in-county community Destination Marketing Organizations by increasing tourism revenue. There will also be secondary benefits to restaurant, winery, brewery, transportation, activity, event and retail businesses as tourists partake in our county's assets.

The contract period for the Scope of Work contained within this RFP will be approximately June 1, 2016 to June 30, 2017, or 13 months. Visit San Luis Obispo County's fiscal year runs from July 1st through June 30th. The first fiscal year of the contract will be funded up to \$1.5 million, based on current revenues and subject to change. Moving forward, the budget for this contract could potentially scale to \$1.75 million annually over the next two years. We reserve the right to adjust this amount based on the content of the proposals and related factors.

Attached is a RFP to be filled out by those capable of meeting minimum requirements and carrying out the scope of work. All responses will be carefully reviewed and evaluated based on the criteria noted in the attached document. Any questions you may have to clarify this RFP are due to Visit San Luis Obispo County, via email, no later than 12:00 p.m., Pacific Daylight Time (PDT) January 27, 2016.

Sincerely,

Chuck Davison
President and Chief Executive Officer

Visit San Luis Obispo County
Presenting *Sunset* SAVOR the Central Coast
T: 805.541.8000 | www.visitsanluisobispo.com

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VISIT SAN LUIS OBISPO COUNTY

Request for Proposal Marketing Agency

1. INTRODUCTION

San Luis Obispo County is a leading tourism destination on the Central Coast of California. Located halfway between San Francisco and Los Angeles the destination is home to more than a dozen unique cities, 300+ wineries, over 80 miles of coastal access and beaches in addition to the iconic Hearst Castle.

About Visit San Luis Obispo County

Visit San Luis Obispo County is a not-for-profit, 501(C)(6) corporation formed in 1992 and is the Destination Marketing Organization (DMO) for San Luis Obispo County, promoting the area as a preferred tourism destination for regional, national and global visitors through advertising, marketing, public relations, travel trade and group sales, promotions and events. Highlighted by its culinary, cultural and coastal aspects, San Luis Obispo County is internationally recognized as a premier wine, food and life-style destination on California's Central Coast. Visit San Luis Obispo County works in partnership with tourism industry-related businesses including lodging properties, restaurants, wineries, activities, golf courses and retail stores to create a unified marketing approach that promotes the Culinary, Coastal and Cultural assets of the County.

In 2013 Visit San Luis Obispo County began working to form a countywide Tourism Marketing District. The San Luis Obispo County Tourism Marketing District (SLOCTMD) is an assessment district that provides specific benefits to payors, by funding marketing, advertising, promotions, and sales efforts for assessed businesses. Each of the jurisdictions within the Tourism Marketing District (TMD) has benefitted for several years from local districts funding local marketing. This countywide TMD is a new, cooperative effort to collectively market all that the County has to offer for the benefit of assessed lodging businesses. The countywide TMD was approved in June 2015 and began operation July 1, 2015.

Under the new TMD the board is comprised of 15 members, 14 of which are from the lodging industry. A 13-18 member Marketing Advisory Committee made up of destination managers and marketing professionals also provides input in developing the strategic marketing plan and direction.

2. PURPOSE

The purpose of this request is to seek and retain a qualified full service marketing agency to develop the Visit San Luis Obispo County brand and promote San Luis Obispo County tourism. The results of these efforts will benefit Visit San Luis Obispo County's assessed lodging businesses, as well as in-county DMOs by increasing tourism revenue.

3. CURRENT STRUCTURE

Visit San Luis Obispo County currently operates with an agency of record. The term of the current agency of record will expire in 2016. If the current agency of record does not successfully bid to extend their contract, a transition period for the outgoing agency of record and successful proposer will be established. The intent is to have marketing, PR and research agencies in place to assist in the development of the brand. Agencies must work closely together to ensure a seamless brand experience for potential visitors, and stakeholders. The marketing agency will work collaboratively with all necessary partners.

4. CONTRACT TERM

The successful proposer will enter into a contract for services with Visit San Luis Obispo County. The duration of the initial contract between Visit San Luis Obispo County and the successful proposer is expected to begin June 1, 2016 and terminate on June 30, 2017. Visit San Luis Obispo County reserves the right to renew its agreement prior to the end of each contract term for a total of four (4) years, providing funding to do so is appropriated for this purpose in subsequent budgets. There will be reviews annually in each year the contract is renewed. Proposed renewals are also assessed according to program direction, funding, and consistency of price and scope of work continuity.

5. AVAILABLE FUNDS

Visit San Luis Obispo County will initially fund this contract up to \$1.5 million for services rendered for the 16/17 fiscal year.¹ Funding at this level is dependent on an overall Visit San Luis Obispo County budget estimated at \$3.4 million. This budget figure is based on brand development, creative production, strategy execution, media planning and placement (both offline and online), account management fees, and out-of-pocket expenses. However, Visit San Luis Obispo County reserves the right to adjust both the budget and related services.

6. EVALUATION PROCESS & CRITERIA

Visit San Luis Obispo County will form a committee to evaluate the written proposals. The criterion for the scoring of the proposals is included as Attachment C. The committee may at any time during the evaluation process seek clarification from Proposers regarding any information contained within their proposal. Final scores for each Proposer will reflect a consensus of the evaluation committee. Any attempt by a proposer to contact a member of the evaluation committee outside the RFP process, in an attempt to gain knowledge or an advantage may result in disqualification of proposer.

The top three to five finalists chosen by the evaluation committee will be asked to provide oral presentations to the evaluation committee in San Luis Obispo County. After the oral presentations, there will be a question and answer period. In addition to Proposer management, key personnel performing day-to-day activities will be requested to attend.

¹ The budget for this contract could potentially scale to \$1.75 million annually over the next two years

7. TENTATIVE SCHEDULE

This tentative schedule may be altered at any time at the discretion of Visit San Luis Obispo County. All times are PDT.

01/20/16	RFP dissemination
01/27/16, 12:00pm	Q & A and Notice of Intent to Bid (if not already submitted) due
02/01/16	Q & A response sent to agencies
02/18/16, 12:00pm	Proposals due
Week of 02/22/16	3-5 finalists chosen and notified of final presentation dates and times
Week of 03/07/16	Oral presentations by finalists
Week of 03/16/16	Selected proposer announced & contract negotiations begin
04/2016	Start date / transition – actual date TBD

8. AGENCY OBJECTIVES

Primary:

Plan, develop, execute and track results for Visit San Luis Obispo County's brand marketing program.

- **Evaluation for depth and execution of a Rebrand:**

Visit San Luis Obispo County is engaged in consumer research for its core target markets (Primary DMAs – San Francisco, Los Angeles, Central Valley – Secondary DMAs based on direct air service – Phoenix and Las Vegas). Final research reporting will likely indicate or influence a need for Visit San Luis Obispo County to rebrand (a firm brand has not been established to date). Agency would need to establish a timeline and deliverables for a rebrand which could scale from a refresh to a comprehensive brand identity, including naming, visual identity, photography and video styleguide, and brand messaging architecture.

- **Website Redesign:**

Visit San Luis Obispo County's site is outdated and provides a limited experience for site users (consumers) interested in travelling to our region. The winning proposer shall provide design concepts and wireframes for a new website experience. Simpleview will develop the new website and may also take part in the redesign. The new site will include lodging booking functionality. The website is geared towards consumers, however both Visit San Luis Obispo County lodging partners and restaurant and activity members will utilize the Visit San Luis Obispo County site to gather member information and update their consumer facing business pages. Visit San Luis Obispo County staff will use a CMS to keep content current. Please refer to Attachment D—Simpleview Agency Guidelines for an outline of the design guidelines.

- **Marketing and Advertising Planning:** Develop recommendations for a Marketing and Advertising Plan that supports the strategies set forth by Visit San Luis Obispo County. Includes Strategic Direction, Creative Strategy, Brand Development and Stewardship, Media Plan and Cooperative Plan.
- **Media Buy:** Buy (execute) the media plan presented in the Marketing and Advertising Plan and approved by Visit San Luis Obispo County. Execution includes placement, optimization, cancellations, auditing, payment to vendors and billing.
- **Concept Development/Production:** Concept creative materials/campaign elements (online, print, broadcast, etc.) as described in the Marketing and Advertising Plan. Once approved, produce and bring to final form the approved advertising materials to run/air on behalf of Visit San Luis Obispo County.

Secondary:

- **Account Stewardship:** Attend Visit San Luis Obispo County's marketing committee meetings (monthly via teleconference and quarterly in person), prepare monthly media reports, periodic reports and a monthly recap for marketing committee meetings, including budget, and arrange for storage and shipment of materials and documents as directed by Visit San Luis Obispo County.
- **Miscellaneous:** Provide creative input and support for other projects, and work collaboratively with other partner agencies.

9. PROPOSAL REQUIREMENTS

Proposals must address each item listed within the following sections, giving specific details of techniques to be used in meeting these requirements. The proposal should describe how the Proposer intends to perform the scope of work during a 12-month period and shall be subject to negotiation between Visit San Luis Obispo County and the Awardees' for the initial contract period. The information provided will be used to negotiate the contract scope of work, and to score proposals as described in Attachment C, Proposal Evaluation Criteria.

Proposals must be based on a funding level of \$1.5 million per fiscal year. If additional funding becomes available, this budget may increase. See Attachment A for links to the Visit San Luis Obispo County's public documents related to strategic planning.

9.1 Minimum Requirements

- Questions: All Proposers wishing clarification of this RFP must submit questions via email to: Chuck@VisitSanLuisObispoCounty.com by the date and time referenced in the Tentative Schedule and note "Agency RFP Questions" in the subject line. Questions must be categorized based on scope of work elements.²
- Notice of Intent to Bid (non-binding): All Proposers interested in responding to this RFP must submit Attachment B, Notice of Intent to Bid by the date and time referenced in the Tentative Schedule.
- Annual Billings: Proposers must have 2015 annual billings over \$1.5 million. Include clients and budgets.

Experience: Domestic media planning and buying experience – both online and offline – in at least five markets, one of which must be major metropolitan media markets with populations of two million plus. Please list markets in which your agency has experience and what media vehicles were planned and purchased. If using a subcontractor, provide a signed letter of commitment that includes the name of the subcontractor, their annual billings and the information requested above regarding domestic media planning and buying. All media planning/buying subcontractors must also meet the stated minimum requirements.

- References: Provide three client references. At least two of the three must be current clients and at least one of the three must be tourism-related. Include client name, contact information, and the engagement start and end dates.
- Financial Statements: Proposers are required to demonstrate financial viability for maintaining an account of this size. Provide GAAP compliant financial statements, including but not limited to:
 - Statements of Financial Position
 - Statements of Activities
 - Statements of Cash Flows

All of the above Financial Statements must be the most recent statements available, but no more than 12 months old. Financial statements are to be submitted in a sealed envelope. After review, all financial statements will be destroyed or returned to Proposer. If Proposer would like a Non-Disclosure Agreement (NDA) signed, the NDA must be received along with the Q&A by the date specified in the Tentative Schedule.

² Costs for developing proposals are entirely the responsibility of the proposer and shall not be reimbursed by Visit San Luis Obispo County. This RFP is not subject to and State or County government contracting rules and regulations and Visit San Luis Obispo County reserves the right to modify any and all terms and conditions in its sole and absolute discretion.

- Contract Requirements: Winner of RFP will be required to abide by Visit San Luis Obispo County contracting requirements.

All proposals submitted shall become the property of Visit San Luis Obispo County and shall not be returned, with exception to aforementioned financials, to the Proposer. Visit San Luis Obispo County also reserves the right to:

- Reject any and all bids;
- Waive any or all mandatory requirements, if no proposers meet one or more of those requirements;
- Cancel this RFP;
- Revise the amount of funds available under this RFP;
- Amend this RFP as needed³; and
- Not select a vendor and award a contract from this RFP.

All proposers agree that budget costs submitted with their proposals are valid for 180 days from the date Visit San Luis Obispo County receives your proposal.

Proposals may be rejected if minimum requirements are not met.

9.2 Description of Proposer

- **Services & Activities:**
 - Provide a letter of interest and an executive summary of your proposal.
 - Provide a description of the nature of the Proposer's services and activities. Provide the year in which your company was formed. Note your company's history and expertise in travel and tourism advertising. List the address from which the primary work on the contract would be performed and size of agency by headcount. List the number of full and part-time employees. Do not list any sub-contractors in this section.
- **Conflicts of Interest:**
 - List all tourism-related clients for whom you have acted in the United States during the past 18 months.
 - You must certify that there are no conflicts of interest between any existing contracts. Client relationships that could potentially be a conflict of interest must be listed together with a discussion of how the Proposer will resolve the potential conflict of interest. **The respondent cannot currently be working with a DMO located in San Luis Obispo County.**

³ If RFP is amended, Visit San Luis Obispo County will send an addendum to all Proposers.

- **Personnel/Management:**

- Identify those individuals on the Proposer's account team who will manage the contract work. Identify specific individuals who will be conducting day-to-day activities. Identify all personnel assigned to this account by position title. Include a description of the duties for each position title.
- Note who will be the contract manager and primary contact.
- For all individuals, please document overall experience on tourism accounts, and include current resumes/biographies. Provide education, experience and expertise with pertinent information demonstrating qualifications for this RFP. Include length of time with agency, and length of time in any previous related positions. Do not exceed two pages per person.
- Include a detailed organizational chart for your entire organization, and an organizational chart for the management and personnel that will be assigned to this account, if applicable.
- Please indicate availability and accessibility of agency resources and staff devoted to this campaign.

- **Subcontractors:**

- Identify all proposed subcontractors for work that exceeds \$25,000 annually and document which portions of service will be performed by subcontractors and their ability to perform the work. Additionally, Proposer should submit signed letters of commitment for all proposed subcontractors and resumes/biographies of proposed subcontractor's key personnel, including those conducting day to day activities. Resumes/biographies should detail education, experience, and key timeframes for all individuals on the account. Do not exceed two pages per person.
- The use of subcontractors is subject to approval by the President and CEO of Visit San Luis Obispo County. Therefore, not all work recommended by the Proposer will necessarily be approved and not all subcontractors listed in the Proposal will necessarily be selected. The Proposer must make it clear to any subcontractors included in the Proposal that even if the Proposer is selected, the subcontractors may not necessarily be selected. In the case subcontractors are approved their costs will be the responsibility of the agency and should be included in the proposal and Scope of Work (SOW).

9.3 Scope of Work

For each of the following project areas, the Proposer should prove capability; describing strategies to be used and quality controls. Sufficient detail must be given and must include examples of past projects, ability to meet deadlines, and managerial experience. The Proposer should demonstrate knowledge of the tourism space, knowledge and understanding of brand in a global marketplace, and the shifting dynamics of how consumers receive and use information today.

- **Evaluation for depth and execution of a Rebrand:** Given recent 2016 consumer demographic and awareness research will be available to the winning proposer, provide an overview of how your team determines the depth of a rebrand, and a work plan for a rebrand. The work plan should demonstrate efficiency if rebrand must run parallel to executing other areas of the Scope of Work.
- **Website Redesign:** Provide an overview of how your agency approaches website design. Discuss a strategy to develop a design that not only meets the technical and communication requirements for Visit San Luis Obispo County, its lodging partners and members, but ensures an engaging, memorable experience to consumers, encourages repeat visits over time and incorporates current technology, customer experience and trends. Refer to Attachment B— Simpleview Agency Guidelines.
- **Strategic Planning:** Discuss your strategic account planning process. What goes into the development of a plan? What type of research do you do? Etc.
- **Advertising Campaign Development:** Demonstrate how your agency develops a holistic approach to client brand advertising, integrating interactive, including social, into the overall strategy. Include how your media planning has changed due to barriers effecting traditional frequency/reach via TV – e.g. video on demand, recording devices, etc. How does your agency approach extend beyond the 30-second spot? Exemplify how your agency has evolved based on the way consumers receive and use information today.
- **Production/Creative:** Do you do production in-house? If not, how do you manage production? Is your creative team located in the office that this account will be managed? Show current and/or past client examples of how your brand development moves across all mediums.
- **Media Planning & Buying:** Provide us with your process in deciding where, when, and how to purchase media. What tools or analytics do you use? What elements determine your purchasing decisions? Optimization strategy? Co-op Strategy? Give us an overview of your philosophy as it relates to planning and buying media domestically for a budget of our size and tracking/optimizing to metrics.
- **Promotional and Strategic Partnerships:** Where do strategic partnerships or alliances fit into your overall approach? How have you used strategic partnerships to extend a client's budget and exposure?
- **Social Media:** Show us how you integrate social media into a brand strategy and how you would approach a global social strategy. Visit San Luis Obispo County currently manages all social profiles internally, but is interested in hearing your thinking on how a brand our size should resource to efficiently manage a global social footprint. At a minimum, we would look to the winning proposer to provide the over-arching social strategy and guidance on implementation.

- **Research & Analytics:** Provide an overview of how you determine success. What are the analytic tools or services that you use, and what type of information will you be reporting back to Visit San Luis Obispo County monthly as it relates to meeting our objectives. Please define how your analytics can be converted into insights, and how the insights will help guide us in making decisions on how we market in the future.
- **Travel and Administration:** The Proposer should estimate travel (attend Visit San Luis Obispo County Marketing Committee meetings - quarterly), monthly meetings (can be done virtually), communication and postage/shipping expenses expected to incur during contract period, and any additional reserve funds to be held for marketing contingencies. Travel and per diem expenses shall not exceed rates authorized by Visit San Luis Obispo County's Travel and Expense Policy.

9.4 Innovation Case Study

Visit San Luis Obispo County is constantly seeking new opportunities to connect with our target audiences and build and leverage the power of the San Luis Obispo County brand. Provide a case study that demonstrates how your agency has pushed a client beyond the norm for their industry and achieved success. The example does not have to be tourism specific.

9.5 Work Plan

Please submit a preliminary work plan or schedule for the completion of the following project tasks based on a contract period of June 1, 2016 – June 30, 2017. The objective of the work plan is to give Visit San Luis Obispo County an opportunity to study how Proposers would schedule various elements and distribute the workload among staff.

The Work Plan should include a schedule for completion of the following project tasks:

- Evaluation for depth and execution of a Rebrand;
- Website redesign
- Strategic Planning;
- Advertising Campaign Development;
- Production/Creative Services;
- Media Planning & Buying;
- Promotional & Strategic Partnerships; and
- Research & Analytics.

9.6 Budget

Proposer shall provide an overview of how they would allocate Visit San Luis Obispo County's budget using percentages. These allocations will be used to demonstrate your firm's philosophy on resource allocation and compensation. If commission or other fees are part of the media or production breakdown, proposers must list the percentage rates of those commissions and fees. Please also provide your point of view on compensation – commission, retainer, hourly fees or any hybrid approach.

A budget is not required for the Required Project, however the ideas presented should be feasible within the available funds.

Budget Format

The table presented below is the minimum acceptable budget format. Additional detail may be provided if applicable.

CATEGORY	% OF TOTAL BUDGET	COMMISSION % OR HOURLY RATE (if applicable)
REBRAND		
WEBSITE REDESIGN		
STRATEGIC PLANNING		
ADVERTISING CAMPAIGN DEVELOPMENT		
PRODUCTION / CREATIVE		
MEDIA BUYING / PLACEMENT		
PROMOTIONAL & STRATEGIC PARTNERSHIPS		
RESEARCH & ANALYTICS		
TRAVEL & ADMINISTRATION		
AGENCY FEE		
OTHER		
TOTAL		

9.7 Internal Control Structure

Please provide a discussion of your internal control structure for ensuring key controls are in place and operating effectively for such items as:

- Sales and use taxes;
- Reconciliation of pre-paid media;
- Media performance reconciliations; and
- Expense approvals.

10. BILLING & RELATED REQUIREMENTS INVOICES

- Please identify any discounts you offer for payment within certain timeframes. For example, 'payment within 10 days of invoice' or something similar.
- Please identify all acceptable methods of payment.

11. DELIVERY OF PROPOSAL

Each bidder is required to deliver six typed copies in addition to an electronic version of the proposal. Electronic versions of the proposal must be in BOTH Word and PDF formats and delivered on a digital storage device or emailed to Chuck@VisitSanLuisObispoCounty.com Any print or brand creative samples should be submitted with Proposal. Proposals may not be faxed.

Proposals may be sent by courier such as FedEx or UPS to:

Visit San Luis Obispo County
Marketing Agency Request for Proposal
ATTN: RFP Submissions
1334 Marsh Street
San Luis Obispo, CA 93401

Proposals must be received by the date and time referenced in the Tentative Schedule. Late submissions will not be accepted.

ATTACHMENT A

STRATEGIC PLANNING RESOURCES

2015/2016 Marketing Plan:

http://www.visitsanluisobispo.com/images/cms/files/03110-1%20VSLOC_MarketingPlan_v11_high_res.pdf

5-Year 2015-2020 Strategic Marketing Overview:

http://www.visitsanluisobispo.com/upload/files/VisitSLOC_MarketingPlan_01_14_sml0.pdf

Management District Plan:

<http://www.visitsanluisobispo.com/upload/files/FINAL%20SLO%20MDP%206-16-15.pdf>

2014-2015 Annual Report:

<http://www.visitsanluisobispo.com/upload/files/FY2014-15%20Annual%20Report.pdf>

ATTACHMENT B

INTENT TO BID

Content & Publishing Services

Due: January 27, 2016

12:00 PM Pacific Time

Send to: Chuck Davison

President and CEO

Chuck@VisitSanLuisObispoCounty.com

Name of Proposer:

Contact Person:

Mailing Address:

Agency URL:

Telephone:

Fax Number:

Email Address:

Signed:

ATTACHMENT C

PROPOSAL EVALUATION CRITERIA

Proposals will be reviewed, evaluated and scored by an evaluation committee. Evaluation of proposals will be based on the following criteria for each component. Each criterion will be scored according to the degree of responsiveness present in the proposal being evaluated.

	Max. Points	Score
1. OVERALL EXPERIENCE OF COMPANY & DEMONSTRATED RESULTS	10	
Our evaluation will include an assessment of the history of your company, your experience as it relates to the requirements within this RFP including tourism marketing, evidence of past performance, quality and relevance of past work, references, and related items.		
2. CREATIVITY	20	
Our evaluation will include an assessment of the quality of proposed strategies, and creativity as demonstrated by the required project and past work.		
3. FAMILIARITY WITH VISIT SAN LUIS OBISPO COUNTY & TOURISM INDUSTRY	15	
Our evaluation will include our assessment of your understanding of our organization, San Luis Obispo County as a destination and the landscape of the countywide tourism industry and the industry as a whole in addition to how you integrated this knowledge into your proposal.		
4. QUALIFICATIONS OF PERSONNEL	10	
As reflected through the Overall Experience of Company & Demonstrated Results, our evaluation will also include an assessment of the qualifications and experience of your managerial team, staff, subcontractors, and those managing our account day-to-day.		
5. PLANNING & INNOVATION	20	
Ability of firm to think beyond the now and set San Luis Obispo County up to be at the forefront of the changing destination marketing landscape.		
6. STRATEGIC THINKING/PLANNING APPROACH	15	
Philosophy/approach to account planning, media planning and overall campaign development.		
7. BUDGET APPROACH/COST EFFECTIVENESS	10	
Effective and efficient delivery of quality services is demonstrated in relation to the budget allocation. The allocation is reasonable and appropriate. Approach to compensation structure is balanced and structured to maximize marketing investment.		
TOTAL POINTS	100	

ATTACHMENT D

SIMPLEVIEW AGENCY GUIDELINES

Simpleview Agency Guidelines follows this page.



Fiscal Year July 2015 – June 2016

Dear Interested Event Producer,

Visit San Luis Obispo County, the destination marketing organization for the region, invites you to submit an application to support your San Luis Obispo County based event. Visit San Luis Obispo County will consider supporting events that: 1) attract new and repeat visitors, 2) strengthen the destination's brand, 3) support multi-day stays particularly in mid-week and off-season, 4) incorporate two or more communities in the county and 5) strengthen the overall sustainability of tourism in the county.

The mission of Visit San Luis Obispo County is to increase tourism revenue by positioning, branding and promoting the county as a preferred destination for regional, national and global visitors. Events are a multi-dimensional component to marketing the destination and showcasing the county's key coastal, cultural and culinary assets. Visit San Luis Obispo County has created guidelines for evaluating event partnerships and sponsorships that align with the organization's mission to support lodging constituents and tourism partners.

We invite you to submit an application for event sponsorship consideration. Please provide ample lead-time on your request. Our tiered process, which can include staff review, Marketing Committee review and Board of Directors review, can take time. The attached application form outlines the required criteria and provides a detailed look at the guidelines used in evaluating event partnership and sponsorships.

We encourage you to follow the criteria and provide the requested information.

- A completed **Event Sponsorship Application Form**
- A **biography** of the event principal including key contact information
- A **proposal** to include suggested criteria (*see attached for more criteria details*):
 - Event Overview
 - Marketing Plan
 - Overnight Accommodations
 - Sponsors
 - Measurement of Success

As part of the new Tourism Marketing District funding, Visit San Luis Obispo County has dedicated funding available specifically to support event marketing. Thank you for considering Visit San Luis Obispo County as an event partner. We look forward to working with you.

All the Best,

Chuck Davison
President & CEO



Visit San Luis Obispo County Event Sponsorship Application Form

Requesting Organization (please designate if non-profit):

Contact:

Phone:

Email:

Event Website:

Mailing Address:

City, State, Zip:

Organization Mission:

Event Title:

Date(s)/Time of the Event:

Funding Request:

Overall Event Budget:

Attendee Ticket Price (if any):

Exhibitor Price (if any):

Budget Cycle or Fiscal Year of the Event:

Total Anticipated Room Reservations:

Attendees:

Exhibitors:

Sponsors:

Total Anticipated Attendees:

Please send your application to brendan@visitsanluisobispo.com. Once your complete application is received, Visit San Luis Obispo County will review and respond within six to ten weeks. We request ample lead time on all sponsorship requests to fully evaluate through our tiered process, which may include staff review, Marketing Committee review and Board of Directors review. Visit San Luis Obispo County may require additional information (i.e., financials, budget, Board members, etc.) and will let you know if further documentation is needed.

Visit San Luis Obispo County
1334 Marsh Street
San Luis Obispo, CA 93401
www.VisitSanLuisObispoCounty.com

Visit San Luis Obispo County Event Sponsorship Application Criteria

A completed application helps Visit San Luis Obispo County fully evaluate the presented opportunity.

Please include the following in your application:

- A completed **Event Sponsorship Application Form**
- A **biography** of the event principal including key contact information
- A **proposal** to include suggested criteria:
 1. **Event Overview** – Please provide a description of the event to clearly communicate its concept and how it supports tourism in multiple communities in San Luis Obispo County (i.e., number of room nights, number of vendors, attendees, etc).
 - History of the event’s success or, if new, please describe how it fits into the countywide calendar. Designate a single or multi-year request
 - Event date(s), time, location and communities the event will occur in
 - Anticipated attendance and percentage of visitors from outside the county
 - Target audience and demographics
 - Ticket price – please describe what is included in the ticket price for attendees and what exhibitor registrations fees include. Are there any exhibitor benefits for Visit San Luis Obispo County tourism partners or lodging constituents?
 - Sponsorship Benefits – please outline benefits Visit San Luis Obispo County receives as a sponsor of the event
 - Charity support
 2. **Marketing Plan** – Please provide a description of the marketing strategy including target markets for attendees, dedicated marketing budget, the media plan, anticipated publicity reach and how you plan to measure the success of the marketing plan. If past numbers and/or results are available, please include.
 - How will the event extend the Visit San Luis Obispo County brand and its mission?
 3. **Overnight Accommodations** – Please provide a description of how the event will impact overnight accommodations. Include how multi-day stays will be promoted, the number of anticipated overnight stays for the duration of the event (including set-up and break-down) and how the event will generate demand for lodging.
 - How will the event impact the county’s unique lodging mix of hotel, motels, vacation rentals, B&Bs and RV Parks?
 - How will the event measure an increase in tourism?
 4. **Sponsors** – Please provide a list of sponsors who are already committed to supporting the event, as well as the types of sponsors the event will target.
 5. **Measurement of Success** – How will the event measure success? Understanding how the event evaluates itself demonstrates the continuation and sustainability of an ongoing partnership.
 - A report outlining the measurable results should be delivered to Visit San Luis Obispo County within 60 days of event completion.



Visit San Luis Obispo County Event Sponsorship Application Form

Requesting Organization (please designate if non-profit): San Luis Obispo International Film Festival

Contact: Wendy Eidson Phone: (805) 235-1507

Email: wendy@slofilmfest.org Event Website: slofilmfest.org

Mailing Address: P.O. Box 1449 City, State, Zip: San Luis Obispo, CA 93406

Organization Mission: To entertain, educate and inspire film-goers
and filmmakers. Movies Matter!

Event Title: 22nd Annual San Luis Obispo International Film Festival

Date(s)/Time of the Event: March 15-20, 2016

Funding Request: \$10,000 cash/\$5000 trade Overall Event Budget: \$267,000

Attendee Ticket Price (if any): \$10-\$35 Exhibitor Price (if any): _____

Budget Cycle or Fiscal Year of the Event: May - April

Total Anticipated Room Reservations: 290

Attendees: <u>175</u>	Filmmakers Exhibitors: <u>85</u>	Journalists: <u>30</u> Sponsors:
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Total Anticipated Attendees: 7500

Once your complete application is received, Visit San Luis Obispo County will review and respond within six to ten weeks. We request ample lead time on all sponsorship requests to fully evaluate through our tiered process, which may include staff review, Marketing Committee review and Board of Directors review. Visit San Luis Obispo County may require additional information (i.e., financials, budget, Board members, etc.) and will let you know if further documentation is needed.

Visit San Luis Obispo County
1334 Marsh Street
San Luis Obispo, CA 93401
www.VisitSanLuisObispoCounty.com



Visit San Luis Obispo County Event Sponsorship Proposal

Submitted by Wendy Eidson, San Luis Obispo International Film Festival

EVENT OVERVIEW

The San Luis Obispo International Film Festival (SLO Film Fest) continues to grow in importance as a successful regional event, providing cultural and economic benefit to the County of San Luis Obispo. By promoting the concept that "Movies Matter" and that the art of film is a cultural force with the capacity to transform lives of individuals and society at large, the Festival nurtures new filmmakers, attracts new audiences, and develops film-related youth outreach and education programs. The SLOIFF partners with local hospitality and wine industries with events that emphasize the uniqueness of our area.

The 2016 Festival will take place over six days in mid-March, Tuesday, March 15 through Sunday, March 20. Screenings of mostly new independent films are presented in various venues in downtown San Luis Obispo, and in 2016, several movie events will also take place in surrounding towns.

This March will be the first year we will have a Hospitality Tent in downtown San Luis Obispo that will become the festival's hub. It will be located in the parking lot behind the Fremont Theatre, centrally located between three main festival venues. The large tent, sponsored by the City of San Luis Obispo will function as a central meeting spot for visiting filmmakers, media reps, festival sponsors and pass holders. The tent will give the Festival added visibility for the Festival week, as well as being a great way to promote local restaurants, hotels, wineries and other SLO businesses. It will continue to build our reputation for excellent hospitality among film industry visitors and visiting journalists.

The SLO Film Fest depends heavily on the local hospitality industry for support, and many of the festival's best sponsor partners are local hotels who supply comp rooms for visiting filmmakers. One free night in a nice hotel is an important perk to offer filmmakers, along with two full access passes, and this has helped us gain an excellent reputation among filmmakers year after year. Based on post-event surveys we send to filmmakers, we know that next to technical aspects of screening their

film, they most value networking opportunities and hospitality. We always get high “marks” for this thanks to great community support.

During the festival there are dozens of visiting filmmakers and entertainment media in town for the festival. We would like to be sure they are aware of the incredible array of film locations all over San Luis Obispo County, and encourage them to come back to scout locations for a future project. They are likely to tell other filmmakers about what they have seen and learned about as well.

We propose that Visit San Luis Obispo County support a “fam tour” during the upcoming festival, scheduled appropriately before and around screenings to maximize attendance and minimize disruption to the festival. Sunday morning is the time when the majority filmmakers and media will be in San Luis Obispo, and also the day that is made up of second screenings, and some special presentations not involving visiting filmmakers.

Proposed Fam Trip Schedule: Sunday, March 20

8:15am Pick up media/filmmakers at SLO hotel and/or Festival HQ
8:30am Breakfast at Madonna Inn
9:30-1:00pm Bus(es) tour a series of “locations” in North County(brief stops)
Santa Margarita, Atascadero, Paso Robles, winery stop (picnic lunch?)
1:30pm Bus(es) arrive back at SLO Festival Tent
(could possibly then do a tour for those who couldn’t do the morning tour, to South County in the afternoon)

We would also like to ask for support in “housing” visiting journalists in San Luis Obispo County hotels. The SLO Film Fest is working closely with the City of SLO, SLO Chamber of Commerce and local PR firm Parker-Sanpei to invite as many qualified travel/lifestyle and entertainment journalists as possible, and we need to be able to offer them hotel accommodation, meals or meal stipend, and other perks. The Festival will offer them full access to all films and events; food, wine, beer and networking in the Festival Tent; and swag bags filled with local goodies, which we give all visiting filmmakers.

MARKETING PLAN

The San Luis Obispo International Film Festival has always been a countywide event, and the promotion we get, whether in national or regional media has always promoted the Festival and the County. In press releases, press interviews, print, TV and radio advertising and through a number of festival events, there is always a focus on San Luis Obispo County as a whole and what it has to offer visitors and visiting filmmakers.

The SLO Film Fest has two target audiences: festival attendees and independent filmmakers. From surveys that are filled out during and after the festival each year, we know our average festival attendee is over the age of 50, well-educated, retired

or earns a salary of \$50,000 or more. We also know that the average filmmaker is much younger (20-40), social-media oriented and well travelled. Filmmakers also bring friends and supporters to the festival, often much younger than the average festival demographic.

In 2006, our out-of-county attendance was 6%. By the 2015 Festival, it had grown to 30%. We continue to include special guests and program events that will draw people from outside SLO County. Good buzz in Hollywood also helps to build filmmaker attendance.

In March 2015, the Festival received press coverage of the historic CITIZEN KANE event in major news media all over the world, for an event in San Simeon. This was the second time an event at Hearst Castle was covered in the national and international media thanks to a SLO Film Fest event (2012.)

Surf Nite in SLO is the Festival's most popular and successful event since it was introduced in 2006. It's annual sponsors, City of Pismo Beach and the Boutique Hotel Collection (Cliffs Resort, SeaVenture, Sycamore Mineral Springs and Apple Farm) see the value of sponsoring an event that brings tourists to SLO County to stay in their hotels and visit their city because of the surf/ocean connection. Surf Nite too often receives national and international press because of the special guests that are honored each year. All of this press helps to promote San Luis Obispo County.

In 2016, the SLO Film Fest is partnering with the Paso Wine Alliance on a wine/film event during their Vintage Paso Robles: Zinfandel weekend. Collaborations like this make it possible to reach new audiences who may not know about the Film Festival, and vice versa, helping to support our collective outreach to out-of-county visitors.

There are also film events being planned for Avila Beach, Atascadero, San Simeon and Morro Bay. There will be a day-long series of ocean-related films at the Avila Beach Community Center on March 19th. There will be movies geared to each community playing in Atascadero's Galaxy Theatre, Morro Bay's Bay Theatre and San Simeon's Hearst Castle Visitor Center Theatre.

Our marketing budget is attached. It includes a combination of sources of funding and we are asking for support that would not only help underwrite the Festival's marketing expenses, but also include an in-kind or trade component. We do not have a formal media plan yet (we have recently hired Parker-Sanpei to help us develop one) so we don't have specific numbers and data to attach to media buys but we are working on it.

Through collaborative marketing outreach, we intend to reach a lot more media contacts with an invitation they can't refuse. The combination of accommodation, festival passes, county tour, choices of other activities, and food, wine and networking opportunities will be more than we've ever been able to offer journalists

before. The in-kind support we are asking for will support this important element of our marketing plan.

The cash support will enable us to spend more on advertising and PR than we've ever been able to spend. The City of SLO is supplying \$10,000 for marketing (with another \$20,000 to be spent on a Hospitality tent) and we are asking Visit San Luis Obispo County to match that amount. It will be spent specifically on PR and advertising.

OVERNIGHT ACCOMMODATIONS

We have used surveys during and after the festival to gather data on hotel stays. It is always incomplete, but based on data gathered from the March 2015 festival, we know that a minimum of 125 hotel room nights were purchased by festival attendees and filmmakers spending more than one night. The average stay is 2 nights, and we aim to increase that to 3 in the next couple of years. Some festival visitors come every year and camp, or stay in B&B's or vacation rentals.

In 2016, we would like to do an economic impact study so we can accurately track the impact the SLO Film Fest is actually having on San Luis Obispo County. We anticipate that a study in 2016 will illustrate the importance of our event to the local economy, both during the festival and in post-festival visits/hotel stays. This includes filmmaking activity that may be inspired by Film Commission promotion and support during the festival.

As a major festival sponsor at the \$10,000+ level, Visit San Luis Obispo County would receive all the benefits of the EXECUTIVE PRODUCER sponsorship level. This includes the following:

- Exclusive Sponsor of a Red Carpet Event (Opening Night and Surf Nite in SLO are still available)
- Logo on venue banners, step-and-repeat banner, on-screen video, website, festival guide, verbal thanks at every screening, full page ad in festival guide, 8 All Access passes, 4 Movie Star, 2 Movie Fanatic, 4 Red Carpet tickets (passes valued at \$3,250)

Sponsorship brochure is attached with full details. The visibility Visit San Luis Obispo County and Film Commission would receive through Festival marketing would be targeted at festival attendees and festival filmmakers, and website promotion continues for a full year.

SPONSORS

There is a current list of sponsors on our website. The 2015 list is in our Festival Guide on two pages. We have a wide variety of cash sponsors, from individuals in the community who love the film festival, to larger corporate sponsors who like the promotion and perks. The festival also depends greatly on trade/in-kind

sponsorship that includes almost all media sponsors, hospitality and many wine and food sponsors. In 2016 we will lean even more on these sponsors to make a good impression on visitors and visiting journalists.

MEASUREMENT OF SUCCESS

We use surveys, both during and after the festival to measure much of our success. We also compare our budget goals to our actual numbers and spend a day in May at a retreat studying what went well and what needs improvement.

We will provide a report to Visit San Luis Obispo County within 60 days of the completion of the festival to measure the following:

- number of attendees, local and visitor
- number of hotel rooms sold to festival visitors
- number of visiting journalists, media impressions
- good quotes, photos, video from media coverage of the festival
- contact info. for all filmmakers attending with films in the festival

FESTIVAL DIRECTOR BIO

Born and raised in Toronto, Canada, Wendy got her first job at 14 as a production assistant on a television series, and that was it . . . she was hooked. After graduation from college and a short stint at art school, she began working full-time as an assistant director, working on many film and TV productions, including A CHRISTMAS STORY, SUSPECT, A NEW LIFE, ALFRED HITCHCOCK PRESENTS and many more. Wendy met her husband, Tim, while traveling in the South Pacific and in 1989, they moved to San Luis Obispo to start a family and a mail-order food business called Mo Hotta – Mo Betta. They successfully grew the business, selling it in 2000. They also successfully grew the children – Jonathan (26) and Hanna (21). From 2001-2004, Wendy was the Executive Director of the SLO Little Theatre, and a year later became the Artistic Director of the SLOIFF. In 2007, she became the festival's full-time director. This will be her 11th festival.



Visit San Luis Obispo County Research Services Request for Proposal

Issue Date: December 9, 2015

Title: Research Services

Issuing Agency: Catalyst Marketing for
Visit San Luis Obispo County
1466 Van Ness
Fresno, CA 93721

Intent to Bid Deadline: **Tuesday, December 15, 2015**

Proposal Deadline: Friday, January 8, 2016 at 3:00 p.m. PST

ALL PROPOSALS MUST BE LABELED: "PROPOSAL – Research Services"

Any questions of clarification on the RFP should be directed to Mark Astone via email by 3:00 p.m. PST on Friday, December 18, 2015. Responses will be shared with bidders on Tuesday, December 22, 2015.

All inquiries for information should be directed to:

Mark Astone, CEO

Email: mastone@teamcatalyst.com

While this project will be contracted directly with Visit San Luis Obispo County, it will be coordinated by the destination's advertising agency, Catalyst Marketing Company. If proposals are mailed, send directly to issuing agency shown above.

Visit San Luis Obispo County Research Services Request for Proposal

1. Purpose

Visit San Luis Obispo County (VSLOC) is seeking the services of a proven market research company to conduct two distinct market research projects to more clearly define existing and potential visitors of the County. Considered firms may bid on one or both assignments of this research study.

Assignment one (1) is to compile a complete and statistically reliable demographic and psychographic profile of current and potential visitors to San Luis Obispo County (SLOC), as well as Share of Wallet research for both SLOC and the cities within SLOC.

Assignment two (2) is to complete a SLOC feeder market Destination Awareness Study to determine the effectiveness of the County's marketing program.

An online survey instrument should be used to allow qualification of potential respondents per the wishes of VSLOC. A comprehensive "screener" (a battery of qualifying questions) should be developed to allow the respondents to self-report their travel behavior, attitudes and desires. Once screened, respondents should then be classified by markers that will identify them as "SLOC experienced visitors," or "SLOC visitor intender" for the purpose of analytical comparison. Supplemental respondent classifications up to 3 additional may be added at no additional cost.

2. Scope of Work

The objectives of this research assignment are to:

2.1. Assignment one: Compile a complete and statistically reliable demographic and psychographic profile of current and like minded visitors to San Luis Obispo County – including city/state of residence, income, age, gender, education, marital status, arrival method (plane, train, automobile), size of traveling party (i.e. couples, families, girls/boys weekend, large group of friends, etc.), frequency of visits, repeat visit(s), lodging type, length of stay, booking window, life stage, lifestyle, words or phrases that describe their feelings about San Luis

Obispo County, etc. and compare this data against the County's named competitive set.

Reveal Share of Wallet information on visitors of San Luis Obispo County – including percentage of total leisure spend in SLO County versus their annual leisure travel budget and where the County ranks against that set.

- Percentage of total leisure travel spend vs. HH income
 - How much does our target audience demo spend on vacations/leisure travel?
- Percentage of total leisure travel spend that occurs in SLO County
 - How much of that is spent in SLO County in the following areas: lodging, food, attractions, entertainment, shopping and wine?
 - How is that spend dispersed geographically in the county by community
- Where the County ranks against the above set of loyalty/affinity feelings

2.2. Assignment two: Complete a feeder market Destination Awareness Study for San Francisco (DMA), Los Angeles (DMA), Central Valley, Phoenix (DMA), San Diego (DMA) and Las Vegas.

- Why do they choose or not choose San Luis Obispo County as a vacation/leisure travel destination?
 - If they choose SLOC what brings them here?
 - What words or phrases do they associate with San Luis Obispo County
 - If they don't choose SLOC then why?
 - Is it a lack of understanding the offerings?
 - Other destinations are closer?
 - Is ease of getting to SLO County a reason? (limited air service)
 - Other destinations offer the same thing?
 - Other destinations offer more luxury resorts?
 - Where are they going instead?
 - What total value experiences influence the decision to visit or not visit San Luis Obispo County?
 - Measure perceptions of SLOC against competing destinations (Santa Barbara, Monterey, Sonoma and Napa)
- What is their general awareness of San Luis Obispo County as a destination?

- What is their awareness of the areas/communities inside the county – Do they know [] Pismo Beach, [] Paso Robles, [] Morro Bay, [] or Hearst Castle, but not realize they are located in SLOC, etc.
 - Positive response to any destination [•] to trigger drop down menu of up to six (6) questions specific to that community.
 - Specify incremental cost (per community) to add this feature, over and above core SLOC research fee.
- What is their awareness of the assets inside the county (Paso Robles Wine Country, Hearst Castle, Morro Rock, Lodging options, Farm-to-table food scene, Craft Brewery movement, Wine region, outdoor activities, etc.)
- How readily can they identify where SLOC is located in California?

3. Proposal Format

3.1. Proposal format is open to presentation style and delivery of the proposing team, but it must include the following information:

- a) Company history and background in tourism research
- b) Case studies (minimum of two) with demonstrated results relevant to VSLOC research assignments
- c) Overview of methodology for delivering the defined Scope of Services and deliverables
 - Please include a projected plan that would be used for this/these study(s), including items such as sample size, data collection technique (i.e. pre-screened participant online survey, focus groups, served universe, and key milestones to complete the assignment(s) on time and on budget.
- d) Illustration of how the company will interact with VSLOC and Catalyst Marketing as part of the planning, implementation and data recap process
- e) Reporting process proposed (include example)
- f) Overview of assigned team that would work with VSLOC and Catalyst

4. Minimum Requirements

Proposals must address each item listed, giving specific details of techniques to be used in achieving these requirements. Proposals may be rejected if minimum requirements are not met. All proposers wishing clarification of this RFP must submit questions in writing to Catalyst Marketing, no later than Friday, December 18, 2015 (due by 3:00 p.m., PST), and sent by email to prrippens@teamcatalyst.com.

Costs for developing proposals are entirely the responsibility of the proposer and shall not be reimbursed by Visit San Luis Obispo County or Catalyst Marketing.

4.1. Notice of Intent to Bid must be received by Tuesday, December 15, 2015 (due by 3:00 p.m. PST). The notice shall be sent by email to prrippens@teamcatalyst.com at the Catalyst Marketing office. The NOTICE OF INTENT TO BID, is nonbinding; however, it ensures the receipt of all addenda related to this RFP. Proposals will be accepted only from applicants who submitted a timely NOTICE OF INTENT TO BID.

4.2. RFP Responses must contain the following information:

- a) Executive Summary
- b) Services and Activities: Provide description of the nature of the organization's services and activities. Note when the business was established, brief history and location. List the location(s) of the office(s) from which the primary work on this contract would be performed.
- c) Note Conflict of Interest: Client relationships that could potentially be considered a conflict of interest must be listed.
- d) Contract Manager/Team: Identify one individual on the proposer's account team who will manage the contract work. Identify the role of each member who will service the account. Current resumes must be attached for each person who would in any way be associated with this account.
- e) References: Provide at least two references.
- f) Budget
- g) Timeline and/or Project Plan

5. Tentative Schedule

This tentative schedule may be altered at any time at the discretion of Visit San Luis Obispo County or Catalyst Marketing. Visit San Luis Obispo County or Catalyst Marketing reserves the right to reject any and all proposals, or any part thereof;

waive an informality in the proposals and accept the proposal that best meets the needs of Visit San Luis Obispo County.

Proposal Released	December 9, 2015
Notice of Intent To Bid Due (due by 3:00 p.m. EST)	December 15, 2015
Written Questions (due by 3:00 p.m. EST)	December 18, 2015
Written Questions Answered and posted to VSLOC Website	December 22, 2016
Proposal Due (due by 3:00 p.m. EST)	January 8, 2016
Proposal Evaluation by scoring committee	January 12, 2016

[Next two items for Interviews/Demos only]

Notification and Scheduling of Finalist Interviews/Demos	January 12, 2016
Finalist Interviews/Demos & Evaluation by scoring committee	January 19, 2016

Notice of Intent to Award Contract and Public Posting	January 20, 2016
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6. Delivery of Proposal

Each bidder is required to deliver four printed and collated copies of its proposal to Catalyst Marketing's office at the address listed below, no later than January 8, 2015 (3:00 p.m. PST). Proposals may be e-mailed to mastone@teamcatalyst.com or sent by courier such as Federal Express, UPS, etc. to:

Catalyst Marketing
C/O RFP Administrator – Visit San Luis Obispo County
1466 Van Ness
Fresno, CA 93721
Phone: 559-252-2500
Email: mastone@teamcatalyst.com

7. Evaluation and Contracting

All proposals satisfying the requirements of this Request for Proposals will be evaluated to establish which of the providers best fulfills the needs of VSLOC and this project. This Request for Proposals in no way commits VSLOC to award a contract, to pay any costs in preparation of a proposal, or to contract for the goods and/or services offered. VSLOC reserves the right to accept or reject any or all proposals received as a result of this request, to negotiate with all qualified providers or to cancel this Request for Proposals. After awarding the contract, the

schedule will include a period of collaboration between VSLOC, Catalyst Marketing and the selected Contractor to better define, elaborate upon and fix the Contractor's final Scope of Work and general Terms and Conditions.

PROPOSAL EVALUATION CRITERIA

The evaluation committee will judge each written proposal based on the following criteria:

	MAX. POINTS	SCORE
1. Demonstrated results with relevant scope campaigns	20	
2. Reporting and management capabilities	20	
3. Qualifications of personnel	15	
4. Capabilities of firm/agency	30	
5. Cost effectiveness	15	
TOTAL POINTS	100	



Visit San Luis Obispo County

RESEARCH RFP • QUESTIONS & ANSWERS

December 22, 2015

1. Will VSLOC facilitate participation in the survey tool needed to gather information on visitors to the region?

VSLOC requires that this research be conducted using survey tools and techniques that are non-interruptive and do not require interaction with or data sharing from County stakeholders. Please bid per the methodology outlined in the RFP.

2. If a hardcopy survey instrument is allowed to be used as part of data gathering, will VSLOC help ensure that lodging establishments encourage guests to participate?

Please bid per the methodology outlined in the RFP, which requires an online survey instrument be used.

3. Is it possible for consultants to bid on Assignment 1 but not Assignment 2?

Yes, but costs for bid assignment must be broken down.

4. Is there an estimated budget for both assignments?

An all-inclusive budget (exclusive of incremental by-community data questions) of \$75,000.00 has been set aside. However, VSLOC will entertain all bids. Please clearly present and explained additional value/insights.

5. Are there key deadlines in which the research must be completed?

Assignment(s) must be complete 90 days from award-of-contract date of January 20, 2016.

6. Do you have a database of past visitors, including email addresses, that could be used by your research partner as part of the execution?

No, Visit San Luis Obispo County does not have "stay" data for visitors so they are unable to qualify the database for overnight visitors in the past 12 months. Research firm is expected to employ screening to reveal qualified respondents.

7. Do you have a specific targeted geographic region you consider for your potential visitor population, or is it the entire U.S.?

Assignment 1 (awareness study only) - Potential is entire U.S.

Assignment 2 - Anticipates primary source markets identified in the RFP (Los Angeles, San Francisco, Central Valley as primary; Phoenix, Las Vegas and San Diego as secondary).

Assignment 1 • Demographic/Psychographic Profile + Share of Wallet

1. How do you define the target? Who do we interview?

- a. **What markets?** *The target should be those who have visited SLOC in the past 12 months and weighted to those who have stayed overnight. This study should not be based on where customers are coming from, but the fact that they have visited.*
- b. **Age, income, geography, other demographic screening requirements?** *Age should be a minimum of 25+, HHI minimum of \$75k+, geography defined as the entire United States.*
- c. **What constitutes a SLO County visitor?** *Criteria: One or more overnight stays in the county in past 12 months, and non-overnight stay (no more than 30% of audience) in the past 12 months (only if it can be determined why they didn't stay overnight). We would like to determine what could have persuaded them to stay overnight.*
- d. **Any quotas or required mix of respondents (e.g., 50% male/female)?** *There should be a balance of male to female skewing female.*
- e. **Individual must be a key influencer on family's travel?** *Yes*

2. What is the competitive set in terms of counties?

Monterey, Santa Barbara, Napa and Sonoma

3. Any budget constraints?

An all-inclusive budget for BOTH studies (exclusive of incremental by-community data questions) of \$75,000.00 has been set aside. However VSLOC will entertain all bids. Please clearly present and explained additional value/insights.

4. Do you have a geographical sampling limitation for "current visitors" to SLO County?

Any recent visitor to SLOC may be sampled regardless of where they currently reside, provided they meet core criteria.

5. Do you have a description of the "like minded visitors" target?

Like-minded visitors are persons who fit all the criteria that define current visitors, but who have not yet visited SLO County.

Assignment 2 • Feeder Market Destination Awareness Study

1. How are we defining an “experienced visitor”? How are we defining a “visitor intender”? Quota for each segment (e.g., 50% each)?

An experienced visitor has one more overnight stays in the county in past 12 months. A visitor intender meets the same geographic and psycho-graphic criteria, but has yet to activate (visit).

2. Limit to leisure travel only?

Yes

3. Is it important to be able to read differences between “experienced traveler” and “visitor intender” with good statistical reliability?

Yes

4. Are there established quotas for residents of each of the 6 areas you reference?

SLOC expects feedback from research agency on acceptable numbers.

5. Screening requirements? Demos? Behavioral? Attitudinal?

SLOC expects research agency to define screening criteria.

6. You are asking for the incremental cost to ask 24 questions (four areas with six questions each)?

No. We would like to know the incremental cost to ask 6 questions per named community/area opting into the study. Each community/area (up to 16) will have the opportunity to purchase this incremental data, and this per-community/area-cost may be treated as over-and-above the core assignment.



Proposal – Research Services

Visit San Luis Obispo County

SLO Visitor/Prospect Profiling Study

Destination Awareness and Brand Tracking Study

Date: January 8, 2016

Proposal

Visit San Luis Obispo County Research Services Proposal | 2

Executive Summary

King Brown Partners is pleased to submit this proposal in response to Visit San Luis Obispo County's RFP for critical market research services.

While the detail in the following pages should readily demonstrate our expertise in addressing the assignments as stated in the RFP, we would also like to convey our keen interest in working with VSLOC to create strategic and actionable recommendations to support its near and long-term objectives.

In the following pages, you will find a description of our company, our methodology and the process we'll engage to provide the insight and direction you require. We also hope that you will see that we are, above all things, collaborative problem-solvers who will leverage our direct and related industry expertise to guide this effort and ensure the insights emerging from this research are optimized to guide your current and future marketing efforts in support of San Luis Obispo County tourism.

Most importantly, you will find that KBP is prepared to design and execute an online survey instrument that will address all of the research requirements of Assignment One and Two - within your budget and on time.

Company Background

Based in Sausalito, California, King Brown Partners is a consultancy of business strategy researchers (established in 1990). We have built a successful research practice by being problem-solvers above all - we are not driven by specific methodologies or specific business categories, but by a desire to make a difference in our clients' business. Our greatest strength is our ability to leverage the tremendous amount of knowledge and insight gained from our work with the wide variety of customers and business segments that our clients represent. We seek to help our clients become successful by drawing upon this vast experience, whether we are helping a client develop new products/services, re-energizing their brand or attracting tourism to a specific locale.

Clients approach us at key inflection points – when they have a decision to make, a course to plot, or a challenge to overcome. Instead of accumulating data on their behalf, we engage in the problem with them. Our task is to incite action, not more research.

For over 25 years, this approach has enabled us to provide clients - from Fortune 500 enterprises to the smallest start-ups in nascent industries - the direction they need to answer the single-most important question they face: what to do next.

While our perspective is always strategic, we are not theory-driven. Everything we do is designed “to give clients something to do, not something to read.” In doing so, we take an agile approach that follows a set of principles we've developed from practical experience:

- Start at the end: We begin every project at the end - first defining the business need and identifying the decisions that will be made as a result of the research, then controlling the scope and depth of the investigation to generate timely - and actionable - outcomes.
- Build on the known: Understanding the context and incorporating what is already understood allows us to move quickly in the right direction, avoid redundancy and focus on exactly what you want to learn.
- Iterate and evolve: Research should be a process, not an event. Our approach is to start each project small, evolving as we go, pivoting as necessary, and stopping when we find the answers we need.
- Focus on verbs: Research must work harder than ever to drive real business value. In our analyses and reporting, we focus on the practical implications of our findings, delivering prescriptive insights structured for immediate implementation.

Research Objectives

Visit San Luis Obispo County is seeking to conduct two distinct market research projects to help clearly define existing and potential visitors of the County. Our proposed research plan employs two interrelated research initiatives that will address all the requirements stated in the RFP. The research instrument that will be designed for Assignment 2 will serve as the benchmark wave of a longitudinal “Destination Awareness Tracking Study” that can be used to measure the efficacy of marketing and communications efforts over time.

Assignment One: SLO Visitor and Prospective Visitor Profiling

- ✓ Provide key visitor and travel measures including but not limited to, respondent/household demographics, typical leisure travel mode and size, visitation habits and frequency, lodging, and trip planning behaviors
- ✓ Evaluate key associations, perceptions, affinity, and loyalty with respect to SLOC and select competitive destinations (e.g., Santa Barbara, Monterey, etc.)
- ✓ Determine overall leisure travel spending budget and associated “Share of Wallet” with respect to expenditure categories (e.g., lodging, entertainment, etc.) for SLOC and select competitive destinations
- ✓ Determine visitation potential and identify “high potential” visitor prospects
- ✓ Obtain robust respondent technographics, psychographics and media behavior

Assignment Two: SLO Destination Awareness and Tracking Study

- ✓ Provide diagnostic destination measures including but not limited to SLOC (and relevant communities/assets) awareness, familiarity, perceptions and consideration
- ✓ Determine key drivers and barriers to visitation with respect to SLOC and select competitive destinations (e.g., Santa Barbara, Monterey, etc.)
- ✓ Evaluate SLOC’s market positioning relative to select competitive destinations
- ✓ Provide communications/marketing diagnostics with respect to SLOC and relevant communities and assets (e.g., Pismo Beach, Paso Robles, Hearst Castle, etc.); including but not limited to awareness, recall, saliency and favorability.

Proposal

Visit San Luis Obispo County Research Services Proposal | 5

Research Methodology

Both research studies will be conducted among relevant leisure travelers residing in the geographic locales as stated in the RFP. In order to optimize market representation, exploratory scope and economic efficiency, we completely concur with the recommendation to deploy the survey online.

The survey instruments for both Assignment One and Two will be designed to allow the participant to complete the survey in 15 minutes or less.

Sample Target

All potential respondents will be subjected to strict screening criteria to ensure their relevancy to each respective study. The sample targets for both assignments will reflect a variety of respondents within the set demographic/behavioral parameters as stated in the RFP. Given so, KBP will strive to obtain a representative sample with respect to key demographic and attitudinal markers:

Assignment One ^A

- Household travel decision maker/influencer, Age 25+, HHI of \$75K+, representative mix of gender and travel behavior (e.g., overnight stays, etc.), diverse geographical residency, SLOC visitors and potential SLOC visitors

Assignment Two ^A

- Household travel decision maker/influencer, Age 25+, HHI of \$75K+, representative mix of gender and travel behavior (e.g., overnight stays, etc.), focus on stated geographical residency (e.g., LA, San Francisco, etc.), SLOC visitors and potential SLOC visitors

^A *In the event that a single respondent qualifies for both Assignment One and Two (e.g., SLOC visitor from Los Angeles), the respondent may be subjected to both surveys as long as the combined final survey experience is no longer than 15 minutes in duration.*

Sample Source

KBP will employ external respondent panel(s) as the primary sample source of sample for both assignments.

In order to obtain reliable and actionable data, KBP believes that it is imperative to procure the highest quality and responsive sample sources possible. Given so, KBP

Proposal

only employs sampling partners that adhere to the strict guidelines established by ESOMAR (<https://www.esomar.org/knowledge-and-standards.php>). Our sample partners reflect the most reputable organizations in the industry, including ResearchNow, SSI and Toluna.

Sample Quotas

Based on the study objectives and the preliminary sample requirements set forth in the RFP, we recommend the following quotas:

	Anticipated Sample Quota	
	Assignment One	Assignment Two
SLOC Visitor	N= 500	N= 475
SLOC Potential Visitor	600	625
San Francisco/Los Angeles/San Diego		
SLOC Visitor	Natural Fallout	250
SLOC Potential Visitor	Natural Fallout	350
Central Valley		
SLOC Visitor	Natural Fallout	125
SLOC Potential Visitor	Natural Fallout	150
Phoenix/Las Vegas		
SLOC Visitor	Natural Fallout	100
SLOC Potential Visitor	Natural Fallout	125
Total Sample Quota	1,100	1,100

Once the final parameters are finalized with respect to each sample target, KBP will be able to work with VSLOC to adjust or add any necessary quotas within each assignment to ensure optimal representation.

Margin of Error

Given the importance of providing statistically stable results, the estimated margin of error for the recommended sample quotas at a 95% confidence interval is approximately 4.5%^A

The expected margin of error for this study as designed is well within the limits to produce a critical analysis of respondent segments.

^A *Expected margin of error calculation based on approximately 2.9 million SLOC visitors annually (source: Visit San Luis Obispo County Annual Report, 2012-2013).*

Process and Deliverables

We believe that it is critical to work collaboratively with relevant VSLOC and Catalyst stakeholders throughout the engagement. However, the following are key milestones in which we would particularly encourage participation from both VSLOC and Catalyst:

- Kick-off meeting
- Review and finalization of questionnaire
- Data banner development (e.g., data analytics format)
- Presentation development

Our survey design will allow us to qualify respondents into multiple segments for reporting and analytical reasons. At a minimum, we will be segmenting the research results by SLOC visitation status (e.g., visitor and potential visitor) but anticipate the development of several additional respondent segments (e.g., by geography, demographics, etc.) in order to optimize insights derived from the research.

In terms of deliverables, KBP will provide the following for each assignment:

- ✓ Raw data in SPSS or similar format
- ✓ Cross-tabulations, data tables and significance testing
- ✓ Preliminary top-line results
- ✓ Final PowerPoint/PDF report reflecting comprehensive analyses
- ✓ Presentation

Our reporting goes beyond the usual charts and tables that are expected as part of a market research deliverable. We will create a highly visual and engaging series of illustrations, which taken together will tell the story of the research findings and conclusions.

We find that this type of reporting is meaningful to our clients who are required to share research results with stakeholders who are not quantitatively inclined or are simply looking for the “bottom line answer” to their business challenge.

Attached to our proposal submission is an illustration of our typical reporting technique (see attachment “KBP Example Reporting”).

Proposal

Costs

As designed, the following are the estimated costs for each study^A. Given the presence of fixed costs and economies of scale, the cost associated with the award of both assignments is markedly less than that of the combined cost on an individual assignment basis.

Estimated Cost	Assignment One	Assignment Two ^A
One assignment awarded	\$39,000	\$43,500
Both assignments awarded	\$72,500	

^A The incremental cost for up to 6 additional destination specific questions in Assignment Two will be \$500 per community.

Costs include:

- Complete project management
- Development of screening criteria and questionnaire
- Respondent sample and incentives
- Management of programming and hosting
- Raw data files
- Delivery of topline and full comprehensive reports
- Presentation^B

^B Expenses associated with in-person travel for presentation purposes will be billed at cost.

Proposal

Timing

We are prepared to begin work on this initiative immediately. The following is an estimated timeline for this research initiative. In the event that KBP is awarded both assignments, we will require one additional week for questionnaire development and will execute both assignments concurrently:

Timing	Tasks
Week 1	Project kick-off
Week 2-3	Questionnaire development
Week 4-5	Questionnaire approval, programming and testing
Week 6-7	Data collection
Week 8-9	Analytics and topline report
Week 10	Final report and presentation

KBP will work with VSLOC and Catalyst to identify opportunities to streamline this schedule as necessary, and to ensure that deliverables align with key milestones and decision-points.

Travel and Tourism Expertise

KBP has extensive experience working with a variety of consumer and lifestyle clients grappling with similar issues and topics as currently facing VSLOC. Our work has included projects for travel, lodging, entertainment and tourism. It should be noted that our current portfolio of clients does not present any conflict of interest with the assignment at hand.

Client experience in this area includes the following:

- AAA: On-going assessment of member involvement with travel planning services including the impact of travel promotions, travel magazine content and other advertising efforts on use of AAA travel services and overall membership loyalty.
- Australia Tourism: Identification of key interest drivers and perceived obstacles to Australia as a travel destination among US West Coast residents, including key demographic sub-groups targeted by recent advertising campaigns.
- Cathay Pacific Airways: Ensuring that the airline’s vaunted “front of the plane” experience for passengers is carried through all aspects of its ticketing, pre-flight and post flight services.
- Choice Hotels: Exploration of new design concepts intended to elevate perceptions of one of the company’s mid-priced brands targeting frequent business travelers.
- EventBrite: Identifying requirements and support services for organizers of local tourism organizations and event planners.
- Oakland Airport: Ensuring communications and passenger information services are optimized to minimize the impact of construction and airport expansion efforts on loyal travelers.
- Universal Studios: Annual Pass configuration/feature study and on-going tracking program.
- US Airways: Concept exploratory of new web features designed to attract and increase traffic among bargain and infrequent leisure travelers.
- Walt Disney Resorts: Extensive exploration and visitor profiling for both existing resorts and new travel concepts (destination hotels, cruise lines, new resort features, etc.)

Case Examples

The following are recent case studies of client work selected to highlight a data-intensive methodological approach with demonstrably positive business impact. For reasons of confidentiality, we have chosen to highlight analogous project work in non-competitive industries.

UC Berkeley

Situation:

While arguably the world's greatest public educational institution, UC Berkeley was challenged to better compete on a global level—for students, faculty and investment—with private institutions perceived as offering greater opportunities and prestige. Lacking a clear and distinct brand positioning, the university had allowed the marketplace to define its standing and was struggling to communicate its brand clearly and consistently across departments and programs.

Approach:

Working directly with the Office of Public Affairs, KBP designed and conducted a months-long Perceptions and Opportunities assessment of the institution. Our work began with an in-depth audit of existing research, marketing materials and third-party reviews of the university. From there, we instituted a detailed primary research comprising both qualitative and quantitative methodologies to gain a university-wide perspective on the leverage equities of the university across the spectrum of stakeholders and influencers, including students, applicants, alumni, faculty, staff and trustees/regents.

Results:

Insights from this extensive research investigation were used to define a new positioning and mission statement for the University embraced by both the departing and incoming Chancellors of the university. In partnership with our collaborators, Marshall Strategy and Ologie, a brand strategy was defined and brand guidelines instituted across all University publications, communications and messaging to ensure the new positioning was fully embraced and institutionalized. Since then, undergraduate enrollment has trended upward, while graduate enrollment and faculty retention have stabilized. In tracking studies, positive perceptions of the University have shown marked increases and overall intention to apply to the University have shown consistent upticks. Most importantly, the University is again viewed in national and international rankings as the leading

Proposal

Visit San Luis Obispo County Research Services Proposal | 12

public institution that is challenging convention and shaping the future in a uniquely Berkeley manner.

AAA

Situation:

For over 100 years, AAA and its affiliated clubs have been serving the driving public, campaigning for better roads, providing peace of mind for stranded drivers, helping travelers plan vacations and advocating for driving safety nationwide. Over time, however, the core strengths and services provided by the club were coopted by other insurance companies, replaced by travel planning websites, and otherwise taken for granted by drivers and travelers whose attachment to the brand was in decline.

Approach:

KBP has worked extensively with two prominent AAA clubs to better define product and communications strategies intended to increase consideration and strengthen brand loyalty among younger drivers. We have implemented a variety of brand monitoring instruments (including loyalty tracking, customer panels and brand tracking studies) to serve as an early-warning system and predictive indicator of key shifts and trends among customers and prospects. As well, KBP has conducted extensive interviewing and assessment among internal stakeholders (including executive management, product management, call center employees, tow truck drivers and member publication editorial staff) to identify potential opportunities to serve and attract a new generation of members.

Results:

On-going tracking has demonstrated a shoring up of membership attrition and a stabilization of member loyalty among critical audience segments. As well, we have begun working with AAA stakeholders to identify the role and influence of a range of products and customer touchpoints have on “Net Promotor” measures to provide a framework and structure for strategic prioritization and increased investment.

Proposal

Visit San Luis Obispo County Research Services Proposal | 13

References

Ken Pasternak
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(415) 677-9525
ken@marshallstrategy.com

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(415) 973-5274
bawb@pge.com

Roger Nolan
Director of Solutions
Informatica
(650) 385-5754
rnolan@informatica.com

Team Resumes



Paul Peterson, CEO

A 28-year veteran of the market research business, Paul is well-versed in solving marketing strategy issues across a range of industries, with a particular focus on technology, financial services and business-to-business sectors. Given his background and experience, Paul's strategic contributions are primarily in the areas of business and marketing strategy, brand and product positioning, and marketing communications development. At KBP, Paul also serves to spearhead the firm's ongoing innovations in the design and application of both qualitative and quantitative research methodologies.

Paul joined King Brown Partners as a Senior Consultant in 1998 and was named Partner in 1999. He assumed the operational reins of the company in 2009. Prior to King Brown, Paul spent 12 years in advertising, holding senior research and account planning positions in the New York offices of Ammirati & Puris and Saatchi & Saatchi and at J. Walter Thompson and Foote, Cone & Belding in San Francisco. Paul is a graduate of Cornell University, with a degree in Psychology. He is a RIVA-certified focus group moderator.



Sam Wong, Partner and Key Contract Manager

Sam has over 18 years of experience in market research, consumer insight, analytics, communications planning and marketing strategy. His well-rounded background has enabled him to lead cross-functional teams in delivering research based strategies and innovative solutions that generate successful business results. He has a wide range of industry experience, including automotive, beverages, consumer products, financial services, healthcare, technology and utilities. While Sam has worked with a number of Fortune 500 companies, his greatest passion is in developing new and emerging brands. At KBP, Sam serves as the head of quantitative research.

Prior to joining KBP in 2013, Sam held a number of senior research and planning roles, including positions at Carol H. Williams Advertising, Ipsos Insight, Hill Holliday and J. Walter Thompson. Sam holds a Bachelor's degree in International Economics from the University of California at Berkeley and an MBA from the University of Southern California Marshall School of Business.

Proposal

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Haldane King III, Quantitative Director

Haldane started working at KBP in 2004. In his time here, Haldane has developed his quantitative research skills working with clients in the insurance, pharmaceutical, technology, and service industries. His specialties include the design of quantitative instruments, analysis of data using a wide array of statistical techniques, an understanding of quantitative methodologies and an ability to mine, merge and manipulate data.

Recent clients of Haldane's include PG&E, AAA, Google, BMW, AT&T, VMware and the University of California, Berkeley.

Haldane holds a B.S. in Molecular, Cellular and Developmental Biology from University of California, Santa Barbara and an MFA in Writing from the California Institute of Integral Studies.



KING BROWN PARTNERS

EXAMPLE REPORTING

JANUARY 2016

Key Findings: High level research summary

Key Findings

- 1 Culturally and professionally, Race Timers are technically-sophisticated, exacting in their needs and proud of their hard-earned technical and practical skills in timing races.
- 2 Specialization by race type was not common among this set of Timers, with most Timers providing services to dozens, often hundreds, of events annually spanning charitable events, competitive races, fun runs, etc. Nevertheless, many gravitated toward races reflecting their personal passions (specific types of charities, community events, etc.) or their own athletic preferences (triathlons, hard-core endurance events, distance events, etc.)
- 3 Most Timers focused almost exclusively on timing services, noting the complexity of timing events requires a high degree of focus, attention and technical skill. Some dabbled in overall race management and marketing, but nevertheless built their businesses primarily around timing revenue.
- 4 Timers are highly-influential in the selection of ticketing and registration services, largely because of the importance of data linkages (both inbound and outbound flows) between the registration platform and their timing technology.
- 5 Most Timers have a small set of preferred registration vendors that they recommend to their clients, with those vendors qualified on the basis of direct experience (having successfully met the Timer's technical and service needs) or peer recommendation.
- 6 In many cases, the selection of registration service is the selection of event Timer, although this is not the interest of keeping the client happy, Timers reluctantly agree to a client's choice of registration provider that has been pre-determined, but will switch to one of their preferred vendors when the opportunity arises.
- 7 The registration platform market is a crowded marketplace, barraged by frequent entreaties to switch providers to switching vendors to capitalize on a higher price point.

KB|P RACE TIMERS OPPORTUNITY

Key Findings

- 1 Digital marketing continues to represent fertile territory for information providers/consultants/advisors (including agencies) given its steady growth, rapid change and increasing interest among companies spanning a wide range of industries.
- 2 Resources for learning about, keeping up with or discovering digital marketing tools, techniques and practices abound, although there is no apparent go-to resource for professionals in digital marketing.
- 3 Self-reported "maturity" in digital marketing appears higher than what was seen in research two years ago; nonetheless, most recognize there is much yet to learn, and achieving expertise across the full range of digital marketing activities is seen as highly unlikely.
- 4 Digital marketing teams appear to be growing in size, although at present, "digital marketing" teams remain diverse in both size and composition. Most are making do with fewer FTEs than they would prefer, and indicate some likelihood of adding staff in the coming year.
- 5 Nearly all are seeing shifts towards greater spending in digital marketing, although the continued commitment to this spending requires significant justification (assessment of ROI, business impact, etc.) that has proven difficult to demonstrate across many digital marketing activities.
- 6 In most organizations of the size represented in this research, there exists a budget for third-party information resources (including subscriptions, events, and consultants) that is sufficiently large to accommodate the ticket price for a Marketing Leaders subscription.
- 7 Digital marketers have few reference points for research advisory services, and have some difficulty imagining the specific use cases and benefits of this type of service. Most idealize the service as on-demand access to expertise supplementing staffing/resource shortcomings.
- 8 Interest in the service increases significantly when the key initiatives and underlying topics/issues are revealed. Respondents validate that the service is focused on highly-relevant topics and at a level of specificity that is likely to prove valuable to their decision-making.

KB|P 7

Detailed Findings: In-depth depiction of research learnings

Preferred Communications from Registration Companies

While these Timers were very satisfied with their current preferred registration companies, they claimed they were willing to listen to alternatives – provided they could offer incremental improvement over what they were currently using.

- Most preferred outreach via email and/or phone with a focus on features, functionality, and reliability of the new platform.
- Some claimed to have watched how-to videos on other registration websites and thought those might be useful to showcase features.

Preferred Messaging Timers Would Like to Hear



“It’s such a **competitive space** that everyone is trying to get into it right now. Even the timing equipment manufacturers are getting into the business. A new company would have to **really convince me that they are better** than what’s out there.”

“I’m willing to listen to a company if they can **prove to me that they are really offering all the features I need** . . . And, I’d need to be compensated like I am now.”



Perceptions of Digital Advertising

Agencies see potential benefit to very small business advertisers in all forms of digital advertising, but also note that for small business, the transition to more complex, more creative/brand efforts is a slow build and more appropriate for some clients than for others.



Pay-per-click

- Highly effective
- Typically, low initial ante
- Easily measurable
- Can show immediate returns
- Requires very little creative production
- Easily evolved and adjusted
- A gateway into other forms of digital advertising



Paid social media

- Mixed reviews
- Desirable for the promise of highly-specific demo targeting
- Ideal for clients who are in highly-engaging categories
- Works best when clients are prepared to actively engage in conversations with their customers.
- Requires constant monitoring



Display ads

- Good for brand advertisers in more visually-interesting businesses
- Can be effective for retargeting and expanding reach beyond search ads
- Challenging to produce
- Potentially expensive
- Harder to measure directly



Video

- Mostly perceived as out of reach for small advertisers
- Highly engaging, interactive
- Currently used mostly for product demos, presentations, how-to's
- Expensive to produce quality ads from non-existent assets or long-form videos



Priorities and Pain Points

These moms were paying close attention to not only the foods their children were eating, but also the lifetime habits they were developing.

	Priorities	Pain Points and Fears
Nutrients	<ul style="list-style-type: none"> • Trying for as many vegetables as possible • Always being careful to include protein • Importance of monitoring and limiting sugar 	<ul style="list-style-type: none"> • Would like to offer their families more variety • Wishing their child ate more vegetables
Parenting and Developmental Considerations	<ul style="list-style-type: none"> • Teaching their child how to eat like an adult (including variety, flavors, textures) 	<ul style="list-style-type: none"> • Messy eaters – infants miss their mouth when self-feeding, toddler food ending up everywhere, etc. • Time-consuming – learning to use utensils, manners, etc.
Picky Eaters	<ul style="list-style-type: none"> • Making sure the child gets sufficient nutrients 	<ul style="list-style-type: none"> • Finding foods picky eaters will enjoy
Food Relationship	<ul style="list-style-type: none"> • Raising children who think of food purely as nutrition 	<ul style="list-style-type: none"> • Concerns over poor eating habits (not liking vegetables, indulging in too much sugar, etc.) • Fears of eating disorders, particularly for girls



Most Desired Features of a Registration Platform

Among these participants, an easy-to-use intuitive registration platform – coupled with excellent customer service and reasonable fees – were the most desired features.

“It seems like companies try to sell on fees, when really I’m looking for something that’s easy to use!”

“Service is key for me!”

“I need something that allows team members to pay at separate times. It’s not fair to the participants to have to pay together.”

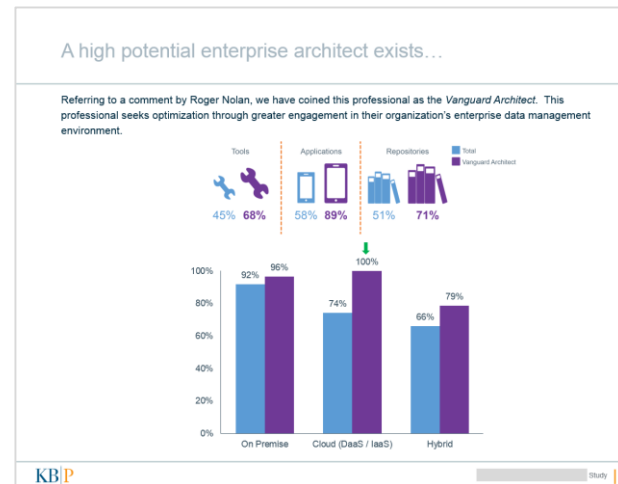
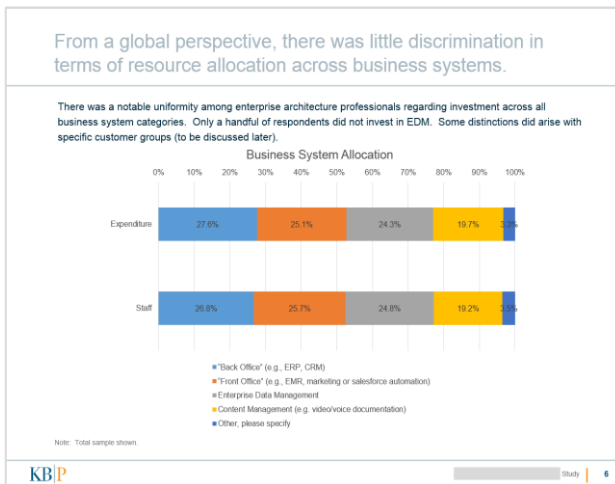
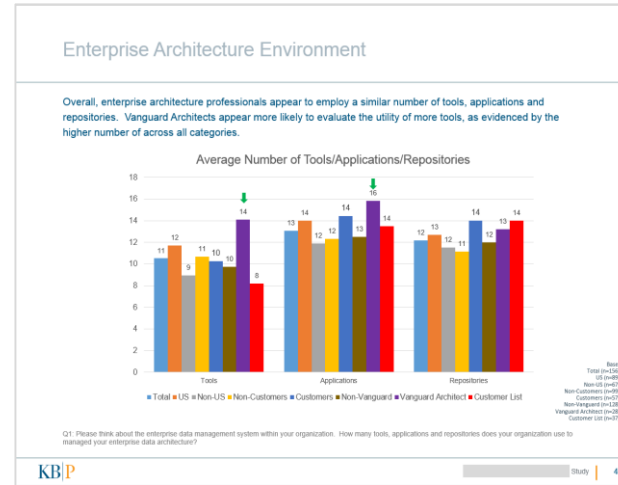
“It comes down to a robust, yet intuitive interface that provides the options I need for my race.”

“I need to be able to update our event quickly and easily!”

“I want the registration to look like it’s part of my website.”



Detailed Findings: In-depth depiction of research learnings



Implications: Targeted, prescriptive insights

IMPLICATIONS

- 1 Educate, don't upsell

- 2 **Strive for transparency**

- 3 Mitigate risk


- 4 Become a resource

Identify compelling, credible use cases for video advertising and provide guidance about pitfalls, when to use other media vehicles for specific goals/objectives.

Acknowledge that video advertising is not for everyone, and arm agencies with examples of how, when and among which clients **video** advertising presents the most immediate and credible opportunities.

Assist in developing attribution models to arm Agencies with mechanisms to provide ROI modeling and accountability to demonstrate impact within **video** and across the full spectrum of digital marketing properties.

Strive for clarity in pricing, budget realities and the like to ensure that spend is optimized for effectiveness.


AGENCIES MESSAGE DEVELOPMENT RESEA

IMPLICATIONS

- 1 Stop service and close electric account

- 2 More time to pay bill

- 3 Payment with VISA; Wires Seen Lying in the Road


- 4 **Gas Meter Needs to be Shut Off During Fumigation**

- 5 Gas Furnace needs Pilot Light Relit

- 6 Others

Consider adding additional verbiage to the main menu for customers to understand that the *Start, Stop, or Transfer Service* includes temporary situations such as for fumigation.

Potential wording options: *"To Start, Stop, or Transfer Service – either permanently or temporarily – press 5"* Or *"To Start, Stop, or Transfer Service – including temporary shutoffs – press 5"*


MR TESTING | 20



KING BROWN PARTNERS

Contact | Sam Wong

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CONFIDENTIAL: CATALYST MARKETING

Proposal

To: RFP Administrator – Visit San Luis Obispo County

Re: PROPOSAL – Research Services (Assignment 1)

Date: January 6, 2016

From: Merrill Research, LLC

Executive Summary:

VSLOC is considering the services of Merrill Research, LLC (Merrill Research) to conduct two distinct market research projects to more clearly define existing and potential visitors of the County. In order to achieve this, VSLOC, in partnership with Catalyst, has issued an RFP for research services.

In order to meet the objectives of the first market research project, Merrill Research recommends conducting an online study of 350 respondents among visitors and potential visitors to SLO County. In addition, we recommend conducting 1,200 interviews among visitors and potentials visitors to the regions identified as the competitive set. The proposed sample distribution below will allow statistically sound reads between regions, and also allow some sub-group analysis within each region.

	SLO County	Santa Barbara	Monterey	Sonoma	Napa	TOTAL
Past Visitors	200	150	150	150	150	800
Potential Visitors	150	150	150	150	150	750
TOTAL	350	300	300	300	300	1,550

Cost to conduct this study is \$42,000. This cost includes the following: diagnostics (including kick-off meeting with stakeholders), screening questionnaire, main questionnaire, programming, testing and quality assurance, 1,550 completed online interviews, all respondent incentives, data tabulation plan, detailed data tables in MS Word (and MS Excel, if requested), data tables would include the coding of two open-ended responses, analysis, a final report in MS Word or MS PowerPoint, and in-person presentation. Any travel associated with the presentation would be billed at cost.

Background:

Visit San Luis Obispo County (VSLOC) is a non-profit organization which promotes San Luis Obispo County (SLO County) through advertising, marketing, public relations and group sales. Its member base is comprised of over 500 tourism industry-related businesses including lodging properties, restaurants, wineries, golf courses and retail stores. Their mission is to increase tourism revenue by positioning, branding, and promoting San Luis Obispo County as a preferred destination for regional, national and global visitors.

Catalyst Marketing Company (Catalyst) is a full-service, integrated marketing agency with offices in California and Hawaii. They are the agency of record providing strategy, creative, media and public relations services for VSLOC.

VSLOC is considering the services of Merrill Research, LLC (Merrill Research) to conduct two distinct market research projects to more clearly define existing and potential visitors of the County. In order to achieve this, VSLOC, in partnership with Catalyst, has issued an RFP for research services.

This proposal addresses “Assignment 1”, with the goal of obtaining a statistically reliable demographic and psychographic profile of current and potential visitors to SLO County and competing markets, as well as a measure of the “share of wallet” spent on visiting SLO County and competing areas¹.

¹ Competitive set includes the following destinations: Santa Barbara, Monterey, Sonoma, and Napa.

Objectives:

The specific objectives of this research are as follows:

1. Profile current and potential visitors to SLO County (and the competitive set):
 - a. City/state of residence
 - b. Income
 - c. Age
 - d. Gender
 - e. Education
 - f. Marital status
 - g. Arrival method (i.e., plane, train, car, etc.)
 - h. Size of traveling party
 - i. Nature of traveling party (i.e., solo, couple, families, girls/boys weekend, small/large group of friends, etc.)
 - j. Frequency of visits
 - k. Repeat or one-time visits
 - l. Lodging type
 - m. Length of stay
 - n. Booking window
 - o. Life stage
 - p. Lifestyle
2. Measure Share of Wallet (SOW) of visitors to SLO County:
 - a. Percentage of total leisure spend in SLOC vs. their annual leisure travel budget
 - b. Compare SLO County metrics to the competitive set
3. Measure the percentage of total leisure travel spend vs. household income:
 - a. How much does the SLO County target audience spend on vacations/leisure travel?
4. Measure the percentage of total leisure travel spend that occurs in SLO County, and specifically gauge what is spent in the following categories:
 - a. Lodging
 - b. Food
 - c. Attractions
 - d. Entertainment
 - e. Shopping
 - f. Wine
5. Understand how the “spend” within SLO County is dispersed geographically in the County by specific community/city.
6. Measure loyalty/”brand” affinity for SLO County and compare vis-a-vis the competitive set.

Objectives, Continued

7. Identify attitudes towards SLO County and the competitive set (i.e., measure the resonance with words, phrases or messages for each of the destinations).

Methodology:

Approach: Online Surveys

In order to meet the objectives of this study, Merrill Research recommends conducting a nationally deployed (US) online study of 350 respondents among visitors and potential visitors to SLO County. In addition, we recommend conducting 1,200 interviews among visitors and potentials visitors to the regions identified as the competitive set. The proposed sample distribution below will allow statistically sound reads between regions, and also allow some sub-group analysis within each region.

	SLO County	Santa Barbara	Monterey	Sonoma	Napa	TOTAL
Past Visitors	200	150	150	150	150	800
Potential Visitors	150	150	150	150	150	750
TOTAL	350	300	300	300	300	1,550

All ten-cell sizes provide solid statistical reliability. We recommend a larger sample size for past SLO visitors as this will better enable us to examine data from this very important audience with greater granularity. We also believe that we will have additional profiling/attitudinal learning from potential visitors in Assignment 2 (proposal sent as a separate attachment).

Respondent Specifications

In order to qualify to participate in this research study, all respondents would have to meet the following screening criteria:

- a. Have completed at least one overnight leisure trip in the US in the past 12 months.
- b. Be a past or potential visitor of SLO County, Santa Barbara, Monterey, Sonoma or Napa (per previously stated quotas).
- c. To qualify as a past visitor:
 - Visited one (or more) of the targeted geographical areas for leisure at least once in the past 12 months
 - Play a decision maker role in deciding where to stay for leisure travel for themselves and/or other members of their traveling party
 - 70%+ must have spent an overnight stay in the County – Max. 30% day visitors
 - 25+ yrs. of age
 - HHI \$75K+
 - Resident of the USA (nationally deployed sample)
 - Mix of gender (expect it to skew female)
- d. To qualify as a potential visitor:
 - Intend to visit one (or more) of the targeted geographical for leisure at least once in the next 12 months (somewhat/very likely to visit)
 - Play a decision maker role in deciding where to stay for leisure travel for themselves and/or other members of their traveling party
 - 70%+ must plan to spend an overnight stay in the County – Max. 30% planned day visitor
 - 25+ yrs. of age
 - HHI \$75K+
 - Resident of the USA (nationally deployed sample)
 - Mix of gender (expect it to skew female)

If a respondent qualifies as a past or potential visitor for more than one area, they will be asked about all areas for which they qualify and counted towards the lowest qualified quota group. If respondent qualifies as both a past and potential visitor, respondent will be asked about the lowest filled quota.

Screener and Questionnaire Development

Merrill Research will develop the screening and main questionnaire based on the aforementioned specifications. This proposal also assumes that each online interview would not exceed 15 minutes, including screening questions, and would include two open-end questions that would be coded for analysis.

Sample Generation/Interviewing

Merrill Research would be responsible for sourcing targeted sample. All interviewing will be conducted online. Respondents will receive an online invitation to participate in the research. They will be provided with a link to complete the online screening questionnaire. If qualified, they would complete the main questionnaire.

Data Processing

All data processing will be handled internally in our California offices. Our data processing services feature powerful and flexible CfMC software and we'll perform all data processing using our cloud-based data tabulation system. All data tables (i.e., crosstabs) will be available electronically and indicate statistical significance.

Analytical Posture

Merrill Research will develop the analytical plan (i.e., the “banner” plan that organizes the data into cross tabulations for analytical comparisons) with input from Catalyst/VSLOC. The results of this study will be analyzed by cell and by any other sizable subgroups deemed important (i.e., past visitor vs. potential visitor, high vs. low affinity toward SLO, income, age, gender, etc.). We also will build “affinity adders” so that we can see, for each region, the progression from awareness-to-“favorite area.” This will help VSLOC determine how best to direct future marketing efforts.

Analytical Posture, Continued

The results of this study would be analyzed quantitatively and presented in MS Word or PowerPoint format and be organized in the following manner:

- Title Page
- Table of Contents
- Objectives
- Methodology
- Conclusions and Recommendations
- Detailed Findings
 - Profile of Past Visitors
 - Profile of Potential Visitors

 - SLO County
 - SOW SLO County
 - Category Spending in SLO County

 - Competitive Set
 - SOW Competitive Set
 - Category Spending in Competitive Set

 - Geographic Dispersion of SOW
 - Geographic breakdown of SOW

 - Brand Affinity: SLO County vs. Competitive Set
 - Attitudes: SLO County vs. Competitive Set
- Appendix
 - Screening and Main Questionnaire

As part of the analysis, Merrill Research would conduct discriminant analysis as described below.

Discriminant Analysis

Discriminant Analysis is a predictive technique that uses responses to a set of statements to create a model which will classify whether or not a respondent falls into a pre-determined group. For this research study we would conduct analysis to determine which attitude statements best discriminate traveler segments and drive visits, and spending, to SLO County.

Schedule

The following is the proposed schedule for the research:

Activity (2016):	Completed by:
Contract is Awarded	January 20
NDA's and Contracts Finalized	January 22
Kick-off Meeting with Stakeholders	w/o January 25
Draft of Screener/Questionnaire	w/o February 1
Final Approval of Questionnaire	February 5
Programming	w/o February 8
Testing of Survey	February 12
Fielding of Survey	February 15 to 29
Draft of Data Tabulation Plan	February 22
Approval of Data Tabulation Plan	February 24
Data Processing	March 1 to 15
Closed End Data Tables	March 15
Open End Data Tables	March 22
Draft of Final Report	March 29
Report Revisions	April 5
Final Report	April 12
Presentation of Findings (In-Person)	April 12 to 20 (TBD)

About Merrill Research

Services and Activities

Since 1986 Merrill Research has been a leader in providing custom, full-service marketing research. Merrill has complete *internal* capabilities to fully design, execute and analyze a broad range of research projects. These capabilities deliver the proven quality, greater security and faster turnaround that clients require.

Merrill has the experience and capabilities to provide sound guidance for business decisions—decisions that carry more risk than ever before. Fortune 500 companies turn to Merrill Research for high-level strategic projects that are logistically complex, technically complicated and require fast turnaround. Merrill’s blend of research, marketing and technical know-how, along with its wide array of global custom qualitative and quantitative marketing research services, make it unique in the industry. Merrill customizes its services to the specific requirements of each project, and never uses inexperienced researchers or cookie-cutter approaches. The “Merrill Way” gives clients the trusted information they need to successfully navigate through the increasingly murky waters of today's business environments.

Merrill Research specializes in researching strategic communications and positioning, new product development, product evaluation and customer satisfaction market research services.

The company is headquartered in San Mateo, California, with project management offices in the San Francisco Bay Area, Atlanta and Washington, DC. This project will include primary team members from our California and Washington, D.C. offices.

<http://www.merrill.com/>

Experience in Tourism and Share of Wallet (SOW) Research

Merrill Research has decades of experience in the tourism and travel sector, in the U.S., and specifically in the wine growing regions of California. In addition, we have significant experience in determining Share of Wallet in a variety of industries. Examples/Cases of our experience are as follows:

1. Built and developed **two panels of US travellers** who book their travel online for destinations worldwide. We've conducted over 100 projects using these two panels of leisure and business travellers. We have a recruited database of over 13,000 travellers.
2. Built and developed **a panel consisting of approximately 5,000 international hoteliers** in order to better understand their needs and the needs of their guests. We have conducted approximately 25 projects using these targeted travel professionals.
3. Completed 3 separate **extensive profiling studies among travellers to: US, UK and Thailand**. The research allowed our client to better understand the following: frequency and locations of domestic and international travel, means for booking travel, timeline for planning and purchasing travel, incidence of booking/purchasing on laptops, phones and other devices, importance of social media in planning and purchasing, as well as provided a detailed demographic profile (age, gender, education, marital status, travel party size, etc.).
4. Earlier this year, we conducted an online study for the **Paso Robles Wine Country Alliance** in order to help them gain a better understanding of the visibility and perceptions of the Paso Robles wine appellation. The study results helped the alliance optimize its communications and marketing efforts. In addition, the study identified important purchase criteria and the specific sources of information (about wine) that are most valued by targeted consumers.
5. We conducted an online study for a company that provides **consolidated crime detection and compliance automation solutions** to banks and credit unions. The research allowed our client to gain a better understanding of where they fit in with financial institutions' totally anti-money laundering and fraud detection solutions, both in terms of functionality and **Share of Wallet**. In addition, this research allowed this solution provider to better estimate opportunities based on current spending levels.

Experience in Tourism and Share of Wallet (SOW) Research, Continued

6. Executed several online studies on behalf of the *Napa Valley Vintners* in order to assess perceptions and “drivers” of visitation to the Napa Valley. Results were used to track progress as a result of the NVV’s marketing efforts.
7. Tested the concept of the *First localized online travel service* to gain an understanding of what features were most valuable to visitors. This concept eventually evolved into what we now know as Expedia, a service created by Microsoft in the 90’s.

Merrill Research Project Management Team: Primary Team Members

The Catalyst/VSLOC research project would be supported by the following primary team members. The project lead would be Patrick Merrill, with day-to-day management of the project handled by Angela Burtch. All programming and data processing would be managed by Michael Rinck. Brief summaries of each team member are below. In addition, we’ve attached full resumes with our submission of the response to the RFP.

Patrick Merrill co-founded Merrill Research in 1986, after serving as the Director of Marketing Research for Regis McKenna Inc. (RMI) in Palo Alto, California. While at Regis McKenna, Mr. Merrill conducted both quantitative and qualitative research on a variety of Apple hardware and software products, including Apple application software developed by Microsoft. He has also worked in the financial security area, including web transactions. Prior to RMI, Merrill's experience included senior research positions at Activision, Levi Strauss & Co., and Heublein Inc. He began his research career in Cincinnati, Ohio, with Burke Marketing Research, the largest custom marketing research firm in the world. From the University of Illinois at Urbana-Champaign, Merrill earned a BS in marketing with an emphasis in psychology and advertising, and an MBA with an emphasis in marketing and quantitative analysis.

**Merrill Research Project Management Team:
Primary Team Members, Continued**

Angela Burtch joined Merrill Research in May 2000 as a Project Manager and is currently Vice President. Prior to joining Merrill Research & Associates, Ms. Burtch was a consultant project manager for Beth Schapiro & Associates (an Atlanta-based public opinion polling organization). Ms. Burtch has several years of quantitative and focus group experience serving clients such as Chemical Bank (market analyst) and NYNEX - United Publishers Company (market research analyst) in Southern California. Among other responsibilities, Angela currently manages three large international travel panels representing travelers and hoteliers worldwide. Ms. Burtch earned an Honors Bachelor of Commerce degree with a major in marketing from Carleton University in Ottawa, Canada.

In September 1994, **Michael Rinck** joined Merrill Research & Associates as Data Processing Manager. He brings six years of previous field and supervisory experience in statistical analysis, tabulation and report generation to his new position in the market research data collection and data processing department. Prior to joining Merrill Research & Associates, Mr. Rinck was Service Bureau Manager at Computers for Marketing Corporation and a project researcher at Bruzzone Research Company. He earned his Bachelor of Science degree in Mathematics and Statistics followed by a Master's degree in Statistics at California State University at Hayward.

Merrill Research Project Management Team: Support Team Members

The following team members may play a supporting role in delivering services for this research project.

Prior to founding Merrill Research, LLC in 1986, **David M. Schneer**, Ph.D., had most recently been a Marketing Consultant at Regis McKenna Inc. Prior to that, Mr. Schneer had started the marketing research function at Regis McKenna Inc. in 1978 where he pioneered the use of electronic information retrieval systems. He was also responsible for managing primary research projects, both quantitative and qualitative.

Mr. Schneer has over 30 years' experience conducting research in the worldwide semiconductor and telecommunications markets. Mr. Schneer's expertise includes research to support the following types of semiconductor technology including, but not limited to, DSPs, analog and mixed signal devices, CISC and RISC-based microprocessors, network ICs/communications silicon, security processors, logic integration microcontrollers, memory products, ASICs, GaAs, semiconductor IP, frequency control components, digital television semiconductors, EDA tools, and semiconductor manufacturing equipment. Mr. Schneer has helped the world's leading semiconductor companies with research to support new product development (emerging applications, end-equipment feature prioritization, ergonomics, usability, ethnography) and strategic communications (advertising development, advertising evaluation, marketing, public relations and positioning) initiatives.

In addition to his semiconductor work, Mr. Schneer has extensive research experience understanding the needs of the following audiences in the product development chain: design engineering community, software engineers, OEMs, the distribution channel (VARs, Systems Integrators, wholesalers, retailers, industrial distribution, and sophisticated end-users), the IT community, senior executives and consumer end-users. He also has notable experience conducting research internationally in EMEA and APAC.

Mr. Schneer began his career as a writer for the San Diego Bureau of the Los Angeles Times. Mr. Schneer earned a Ph.D. in Religious Studies with an emphasis on Christian Philosophy and Apologetics from Trinity College of the Bible and Trinity Theological Seminary. He also earned a Master's degree in modern American literature from the University of California at Berkeley and he holds a BA in Political Science and Journalism from San Diego State University.

**Merrill Research Project Management Team:
Support Team Members, Continued**

Tameka Johnson joined Merrill Research in 2012 as a Senior Research Director. She brings over 10 years' experience in project management and analytical experience on both the client and supplier sides of market research. Tameka has deep quantitative research experience managing all phases of ad hoc and tracking studies for well-known technology, consumer packaged goods, communications, and healthcare brands. She also has extensive multivariate quantitative research skills conducting such types of research as concept and product testing, package design, advertising/messaging, pricing, legal/claims, and customer satisfaction. Tameka also has extensive qualitative research experience. Her background in this area includes moderator's guide design and group facilitation/focus group moderation based on RIVA training. Prior to joining Merrill Research, Tameka was a Senior Research Manager at the Marketing Workshop, a Research Manager at TNS North America and a Senior Marketing Analyst at Nationwide Insurance Company. She holds a Master's Degree in Business Administration with an Emphasis in Brand Management and Marketing from Wake Forrest University, Babcock Graduate School of Management as well as a Bachelor of Science, Marketing Degree from Hampton University

Conflict of Interest

Merrill Research, LLC is not aware of any conflict of interest in working with Catalyst Marketing Company or Visit San Luis Obispo County.

Merrill Research References

1. Roseann Ferrara
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+44 (0) 207 019 2278
2. Jennifer Porter
Executive Director
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(805) 239-8463, Ext. 202
3. Linda Reiff
President and CEO
Napa Valley Vintners
LReiff@napavintners.com
(707) 963-3388

Cost and Deliverables

The total cost for this project is \$42,000 and includes the following: diagnostics (including kick-off meeting with stakeholders), screening questionnaire, main questionnaire, programming, testing and quality assurance, 1,550 completed online interviews, all respondent incentives, data tabulation plan, detailed data tables in MS Word (and MS Excel, if requested), data tables would include the coding of two open-ended responses, analysis, a final report in MS Word or MS PowerPoint, and an in-person presentation. Any travel associated with the presentation would be billed at cost.

We look forward to working with you on this study.

Sincerely,

Patrick Merrill
Cofounder & General Partner

Client Approval: _____
(Authorized Client Agent)



CONFIDENTIAL: CATALYST MARKETING

Proposal

To: RFP Administrator – Visit San Luis Obispo County

Re: PROPOSAL – Research Services (Assignment 2)

Date: January 6, 2016

From: Merrill Research, LLC

Executive Summary:

VSLOC is considering the services of Merrill Research, LLC (Merrill Research) to conduct two distinct market research projects to more clearly define existing and potential visitors of the County. In order to achieve this, VSLOC, in partnership with Catalyst, has issued an RFP for research services.

In order to meet the objectives of this study, Merrill Research recommends conducting a feeder market destination study for the following three primary DMAs: San Francisco, Los Angeles, and Central Valley, as well as the following three secondary DMAs: Phoenix, San Diego, and Las Vegas. We recommend the following sampling plan among visitors and potential visitors to SLO County and counties defined as the competitive set: Santa Barbara, Monterey, Sonoma and Napa. The proposed sample distribution below will allow statistically sound reads between regions, and also allow some sub-group analysis within each region.

	San Francisco	Los Angeles	Central Valley	Phoenix	San Diego	Las Vegas	TOTAL
Past Visitor from DMA to a County <u>or</u> Potential Visitor from DMA to a County	250	250	250	150	150	150	1,200

Executive Summary, Continued

The cost to conduct this study is \$33,000. This cost includes the following: diagnostics (including kick-off meeting with stakeholders), screening questionnaire, main questionnaire, programming, testing and quality assurance, 1,200 completed online interviews, all respondent incentives, data tabulation plan, detailed data tables in MS Word (and MS Excel, if requested), data tables would include the coding of two open-ended responses, analysis, a final report in MS Word or MS PowerPoint, and in-person presentation. Any travel associated with the presentation would be billed at cost.

The cost to include a six question module regarding specific communities is variable and is as follows:

- \$1,500 fixed cost, plus \$0.25 for one data set. A data set is defined as 1 evaluation of 1 community (i.e., 1 (one) respondent answering 6 (six) questions for 1 (one) community/region).

This assumes that the questions do not differ significantly between communities.

If the 6 (six) questions are unique to each of the communities/regions the following additional cost will be as follows (this is in addition to the cost above):

- \$500 fixed cost for a 2nd or subsequent community/region iteration.

All costs assume 6 (six) closed end questions and the delivery of statistically notated data tables in MS Word with sub-group breakdowns (where base sizes allow).

The incremental cost for analysis and a report of findings per community is \$500.

Background:

Visit San Luis Obispo County (VSLOC) is a non-profit organization which promotes San Luis Obispo County (SLO County) through advertising, marketing, public relations and group sales. Its member base is comprised of over 500 tourism industry-related businesses including lodging properties, restaurants, wineries, golf courses and retail stores. Their mission is to increase tourism revenue by positioning, branding, and promoting San Luis Obispo County as a preferred destination for regional, national and global visitors.

Catalyst Marketing Company (Catalyst) is a full-service, integrated marketing agency with offices in California and Hawaii. They are the agency of record providing strategy, creative, media and public relations services for VSLOC.

VSLOC is considering the services of Merrill Research, LLC (Merrill Research) to conduct two distinct market research projects to more clearly define existing and potential visitors of the County. In order to achieve this, VSLOC, in partnership with Catalyst, has issued an RFP for research services.

This proposal addresses “Assignment 2”, with the goal of obtaining a statistically reliable feeder market destination awareness study in order to determine the effectiveness of the County’s marketing program and compare vis-à-vis regions considered “competitive” to SLO County¹.

Objectives:

The specific objectives of this research are as follows:

1. Understand why travellers choose or do not choose SLO County as a leisure vacation destination.
 - a. If they choose SLO County, identify specifically:
 - i. What draws them to visit SLO County
 - ii. What words or phrases do they associate with SLO County
 - b. If they do not choose SLO County, identify specifically:
 - i. What’s their level of understanding of the offerings of the County?
 - ii. Is geography/distance a factor in their decision?
 - iii. Is ease of transportation a factor in their decision? (i.e., limited air service)

¹ Competitive set includes the following destinations: Santa Barbara, Monterey, Sonoma, and Napa.

Objectives, Continued:

- iv. Do the other destinations they visit have a similar offering to SLO County? If not, what differs?
 - v. Is the availability of luxury accommodations a factor in their decision? How does SLO County compare to other destinations in this regard?
 - vi. If not visiting SLO County, what destinations are they travelling to?
 - c. What are the specific experiences or “drivers” that influence travellers in their decision to visit SLO County? What about the other competing destinations? How do these drivers differ? What distinguishes SLO County?
 - d. Identify the general perceptions of SLO County and compare and contrast to the competitive set.
 2. Understand and measure the awareness of SLO County as a leisure travel destination – including geographic awareness.
 3. Understand and measure the awareness and value of specific areas/communities within the County:
 - a. Pismo Beach
 - b. Paso Robles
 - c. Morro Bay
 - d. Hearst Castle
 - Are people aware of the above destinations and do they “tie” these places to San Luis Obispo County?²
 4. Understand and measure the awareness and value of specific assets inside the county, including (but not limited):
 - a. Wine region
 - b. Outdoor activities
 - c. Craft brewery movement
 - d. Beaches region

² Depending on awareness levels of these areas – and for possibly up to 16 SLO County destinations, respondents will be asked six (6) questions. Cost has been provided as incremental to base budget for this project. See “Cost” section.

Methodology:

Approach: Online Surveys

In order to meet the objectives of this study, Merrill Research recommends conducting an online study of 1,200 respondents among visitors and potential visitors to SLO County and/or the competitive set of destinations (Santa Barbara County, Monterey County, Sonoma County, and Napa Valley County). Interviews would be conducted among past and potential visitors to one (or more) of the aforementioned counties and would be a resident of one of the following feeder markets (DMAs):

Primary Markets:

1. San Francisco
2. Los Angeles
3. Central Valley³

Secondary Markets:

4. Phoenix
5. San Diego
6. Las Vegas

The proposed sample distribution below will allow statistically sound reads between feeder DMAs and between SLO County and the competitive set. We recommend a larger sample size for primary markets to better enable examination of sub group differences.

	San Francisco	Los Angeles	Central Valley	Phoenix	San Diego	Las Vegas	TOTAL
Past Visitor from DMA to a County or Potential Visitor from DMA to a County	250	250	250	150	150	150	1,200

³ We define Central Valley as the following three DMAs: Chico-Redding, Fresno-Visalia, and Sacramento-Stockton-Modesto.

Respondent Specifications

In order to qualify to participate in this research study, all respondents would have to meet the following screening criteria:

- a. Have completed at least one overnight leisure trip in the US in the past 12 months.
- b. Be a past or potential visitor of one (or more) of the following counties: San Luis Obispo, Santa Barbara, Monterey, Sonoma or Napa.
- c. Be a resident of one of the following DMAs: San Francisco, Los Angeles, Central Valley, Phoenix, San Diego or Las Vegas.

In addition, respondents must meet the following qualifications:

- d. To qualify as a past visitor:
 - Visited one (or more) of the above counties for leisure (involving an overnight stay) at least once in the past 12 months
 - Play a decision maker role in deciding where to stay for leisure travel for themselves and/or other members of their travelling party
 - 25+ yrs. of age
 - HHI \$50K+⁴
 - Mix of gender
- e. To qualify as a potential visitor:
 - Intend to visit one (or more) of the above counties for leisure (involving an overnight stay) at least once in the next 12 months (somewhat/very likely to visit)
 - Play a decision maker role in deciding where to stay for leisure travel for themselves and/or other members of their travelling party
 - 25+ yrs. of age
 - HHI \$50K+⁵
 - Mix of gender

If a respondent qualifies as a past or potential visitor for more than one area, they will be asked about all areas for which they qualify. If a respondent is both a past and potential visitor for one specific area, they will be asked questions about both their past experience and their future intentions to visit.

⁴ Based upon average household incomes across the six DMAs.

⁵ Ibid

Respondent Specifications, Continued

We will allow the mix of past and potential visitors to naturally fall out. Merrill Research conducted a limited incidence rate check to approximate what could be expected in terms of past visitors, potential visitors, and uninterested visitors (have not visited and do not plan to visit in the next 12 months). Based on the results of our incidence check, we can reasonably expect that approximately 20% of the targeted DMA respondents will qualify as a past visitor, and 20% will qualify as a potential visitor to at least one of the Counties in the study.

Screener and Questionnaire Development

Merrill Research will develop the screening and main questionnaire based on the aforementioned specifications. This proposal also assumes that each online interview would not exceed 15 minutes, including screening questions, and would include two open-end questions that would be coded for analysis.

As mentioned earlier, this proposal also includes a cost module for asking a battery of six questions regarding specific communities/regions. We've assumed that up to 16 communities may be included.

Sample Generation/Interviewing

Merrill Research would be responsible for sourcing targeted sample. All interviewing will be conducted online. Respondents will receive an online invitation to participate in the research. They will be provided with a link to complete the online screening questionnaire. If qualified, they would complete the main questionnaire.

Data Processing

All data processing will be handled internally in our California offices. Our data processing services feature powerful and flexible CfMC software and we'll perform all data processing using our cloud-based data tabulation system. All data tables (i.e., crosstabs) will be available electronically and indicate statistical significance.

Analytical Posture

Merrill Research will develop the analytical plan (i.e., the “banner” plan that organizes the data into cross tabulations for analytical comparisons) with input from Catalyst/VSLOC. The results of this study will be analyzed by cell and by any other sizable subgroups deemed important (i.e., past visitor vs. potential visitor, income, age, gender, etc.).

The results of this study would be analyzed quantitatively and presented in MS Word or PowerPoint format and be organized in the following manner:

- Title Page
- Table of Contents
- Objectives
- Methodology
- Conclusions and Recommendations
- Detailed Findings
 - Why Choose SLOC?
 - Why Not Choose SLOC?
 - Awareness and Perceptions of SLOC
 - Awareness and Perceptions of Destinations within SLOC
 - Awareness and Perceptions of Competitive Set
 - Specific Community Perceptions (Optional Analysis)
- Appendix
 - Screening and Main Questionnaire

As part of the analysis, Merrill Research would conduct discriminant analysis as described below.

Discriminant Analysis

Discriminant Analysis is a predictive technique that uses responses to a set of statements to create a model which will classify whether or not a respondent falls into a pre-determined group. For this research study we would conduct analysis to determine which attitude statements best discriminate traveler segments and drive awareness, visits and positive “memories” of SLO County.

Schedule

The following is the proposed schedule for the research:

Activity (2016):	Completed by:
Contract is Awarded	January 20
NDA's and Contracts Finalized	January 22
Kick-off Meeting with Stakeholders	w/o January 25
Draft of Screener/Questionnaire	w/o February 1
Final Approval of Questionnaire	February 5
Programming	w/o February 8
Testing of Survey	February 12
Fielding of Survey	February 15 to 29
Draft of Data Tabulation Plan	February 22
Approval of Data Tabulation Plan	February 24
Data Processing	March 1 to 15
Closed End Data Tables	March 15
Open End Data Tables	March 22
Draft of Final Report	March 29
Report Revisions	April 5
Final Report	April 12
Presentation of Findings (In-Person)	April 12 to 20 (TBD)

About Merrill Research

Services and Activities

Since 1986 Merrill Research has been a leader in providing custom, full-service marketing research. Merrill has complete *internal* capabilities to fully design, execute and analyze a broad range of research projects. These capabilities deliver the proven quality, greater security and faster turnaround that clients require.

Merrill has the experience and capabilities to provide sound guidance for business decisions—decisions that carry more risk than ever before. Fortune 500 companies turn to Merrill Research for high-level strategic projects that are logistically complex, technically complicated and require fast turnaround. Merrill’s blend of research, marketing and technical know-how, along with its wide array of global custom qualitative and quantitative marketing research services, make it unique in the industry. Merrill customizes its services to the specific requirements of each project, and never uses inexperienced researchers or cookie-cutter approaches. The “Merrill Way” gives clients the trusted information they need to successfully navigate through the increasingly murky waters of today's business environments.

Merrill Research specializes in researching strategic communications and positioning, new product development, product evaluation and customer satisfaction market research services.

The company is headquartered in San Mateo, California, with project management offices in the San Francisco Bay Area, Atlanta and Washington, DC. This project will include primary team members from our California and Washington, D.C. offices.

<http://www.merrill.com/>

Experience in Tourism Research

Merrill Research has decades of experience in the tourism and travel sector, in the U.S., and specifically in the wine growing regions of California. Examples/Cases of our experience are as follows:

1. Built and developed **two panels of US travellers** who book their travel online for destinations worldwide. We've conducted over 100 projects using these two panels of leisure and business travellers. We have a recruited database of over 13,000 travellers.
2. Built and developed **a panel consisting of approximately 5,000 international hoteliers** in order to better understand their needs and the needs of their guests. We have conducted approximately 25 projects using these targeted travel professionals.
3. Completed 3 separate **extensive profiling studies among travellers to: US, UK and Thailand**. The research allowed our client to better understand the following: frequency and locations of domestic and international travel, means for booking travel, timeline for planning and purchasing travel, incidence of booking/purchasing on laptops, phones and other devices, importance of social media in planning and purchasing, as well as provided a detailed demographic profile (age, gender, education, marital status, travel party size, etc.).
4. Earlier this year, we conducted an online study for the **Paso Robles Wine Country Alliance** in order to help them gain a better understanding of the visibility and perceptions of the Paso Robles wine appellation. The study results helped the alliance optimize its communications and marketing efforts. In addition, the study identified important purchase criteria and the specific sources of information (about wine) that are most valued by targeted consumers.
5. Executed several online studies on behalf of the **Napa Valley Vintners** in order to assess perceptions and "drivers" of visitation to the Napa Valley. Results were used to track progress as a result of the NVV's marketing efforts.
6. Tested the concept of the **first localized online travel service** to gain an understanding of what features were most valuable to visitors. This concept eventually evolved into what we now know as Expedia, a service created by Microsoft in the 90's.

**Merrill Research Project Management Team:
Primary Team Members**

The Catalyst/VSLOC research project would be supported by the following primary team members. The project lead would be Patrick Merrill, with day-to-day management of the project handled by Angela Burtch. Data processing and programming will be managed by Michael Rinck. Brief summaries of each team member are below. In addition, we've attached full resumes with our submission of the response to the RFP.

Patrick Merrill co-founded Merrill Research in 1986, after serving as the Director of Marketing Research for Regis McKenna Inc. (RMI) in Palo Alto, California. While at Regis McKenna, Mr. Merrill conducted both quantitative and qualitative research on a variety of Apple hardware and software products, including Apple application software developed by Microsoft. He has also worked in the financial security area, including web transactions. Prior to RMI, Merrill's experience included senior research positions at Activision, Levi Strauss & Co., and Heublein Inc. He began his research career in Cincinnati, Ohio, with Burke Marketing Research, the largest custom marketing research firm in the world. From the University of Illinois at Urbana-Champaign, Merrill earned a BS in marketing with an emphasis in psychology and advertising, and an MBA with an emphasis in marketing and quantitative analysis.

Angela Burtch joined Merrill Research in May 2000 as a Project Manager and is currently Vice President. Prior to joining Merrill Research & Associates, Ms. Burtch was a consultant project manager for Beth Schapiro & Associates (an Atlanta-based public opinion polling organization). Ms. Burtch has several years of quantitative and focus group experience serving clients such as Chemical Bank (market analyst) and NYNEX - United Publishers Company (market research analyst) in Southern California. Among other responsibilities, Angela currently manages three large international travel panels representing travellers and hoteliers worldwide. Ms. Burtch earned an Honors Bachelor of Commerce degree with a major in marketing from Carleton University in Ottawa, Canada.

In September 1994, **Michael Rinck** joined Merrill Research & Associates as Data Processing Manager. He brings six years of previous field and supervisory experience in statistical analysis, tabulation and report generation to his new position in the market research data collection and data processing department. Prior to joining Merrill Research & Associates, Mr. Rinck was Service Bureau Manager at Computers for Marketing Corporation and a project researcher at Bruzzone Research Company. He earned his Bachelor of Science degree in Mathematics and Statistics followed by a Master's degree in Statistics at California State University at Hayward.

Merrill Research Project Management Team: Support Team Members

The following team members may play a supporting role in delivering services for this research project.

Prior to founding Merrill Research, LLC in 1986, **David M. Schneer**, Ph.D., had most recently been a Marketing Consultant at Regis McKenna Inc. Prior to that, Mr. Schneer had started the marketing research function at Regis McKenna Inc. in 1978 where he pioneered the use of electronic information retrieval systems. He was also responsible for managing primary research projects, both quantitative and qualitative.

Mr. Schneer has over 30 years' experience conducting research in the worldwide semiconductor and telecommunications markets. Mr. Schneer's expertise includes research to support the following types of semiconductor technology including, but not limited to, DSPs, analog and mixed signal devices, CISC and RISC-based microprocessors, network ICs/communications silicon, security processors, logic integration, microcontrollers, memory products, ASICs, GaAs, semiconductor IP, frequency control components, digital television semiconductors, EDA tools, and semiconductor manufacturing equipment. Mr. Schneer has helped the world's leading semiconductor companies with research to support new product development (emerging applications, end-equipment feature prioritization, ergonomics, usability, ethnography) and strategic communications (advertising development, advertising evaluation, marketing, public relations and positioning) initiatives.

In addition to his semiconductor work, Mr. Schneer has extensive research experience understanding the needs of the following audiences in the product development chain: design engineering community, software engineers, OEMs, the distribution channel (VARs, Systems Integrators, wholesalers, retailers, industrial distribution, and sophisticated end-users), the IT community, senior executives and consumer end-users. He also has notable experience conducting research internationally in EMEA and APAC.

Mr. Schneer began his career as a writer for the San Diego Bureau of the Los Angeles Times. Mr. Schneer earned a Ph.D. in Religious Studies with an emphasis on Christian Philosophy and Apologetics from Trinity College of the Bible and Trinity Theological Seminary. He also earned a Master's degree in modern American literature from the University of California at Berkeley and he holds a BA in Political Science and Journalism from San Diego State University.

**Merrill Research Project Management Team:
Support Team Members, Continued**

Tameka Johnson joined Merrill Research in 2012 as a Senior Research Director. She brings over 10 years' experience in project management and analytical experience on both the client and supplier sides of market research. Tameka has deep quantitative research experience managing all phases of ad hoc and tracking studies for well-known technology, consumer packaged goods, communications, and healthcare brands. She also has extensive multivariate quantitative research skills conducting such types of research as concept and product testing, package design, advertising/messaging, pricing, legal/claims, and customer satisfaction. Tameka also has extensive qualitative research experience. Her background in this area includes moderator's guide design and group facilitation/focus group moderation based on RIVA training. Prior to joining Merrill Research, Tameka was a Senior Research Manager at the Marketing Workshop, a Research Manager at TNS North America and a Senior Marketing Analyst at Nationwide Insurance Company. She holds a Master's Degree in Business Administration with an Emphasis in Brand Management and Marketing from Wake Forrest University, Babcock Graduate School of Management as well as a Bachelor of Science, Marketing Degree from Hampton University

Conflict of Interest

Merrill Research, LLC is not aware of any conflict of interest in working with Catalyst Marketing Company or Visit San Luis Obispo County.

Merrill Research References

1. Roseann Ferrara
User Experience Research Manager
Hotels.com (an Expedia Inc. Brand)
RFerrara@expedia.com
+44 (0) 207 019 2278
2. Jennifer Porter
Executive Director
Paso Robles Wine Country Alliance
JPorter@pasowine.com
(805) 239-8463, Ext. 202
3. Linda Reiff
President and CEO
Napa Valley Vintners
lreiff@napavintners.com
(707) 963-3388

Cost and Deliverables

The cost for this project is \$33,000 and includes the following: diagnostics (including kick-off meeting with stakeholders), screening questionnaire, main questionnaire, programming, testing and quality assurance, 1,200 completed online interviews, all respondent incentives, data tabulation plan, detailed data tables in MS Word (and MS Excel, if requested), data tables would include the coding of two open-ended responses, analysis, a final report in MS Word or MS PowerPoint, and an in-person presentation. Any travel associated with the presentation would be billed at cost.

Cost and Deliverables, Continued

The cost to include a six question module regarding specific communities is variable and is as follows:

- \$1,500 fixed cost, plus \$0.25 for one data set. A data set is defined as 1 evaluation of 1 community (i.e., 1 (one) respondent answering 6 (six) questions for 1 (one) community/region).

This assumes that the questions do not differ significantly between communities.

If the 6 (six) questions are unique to each of the communities/regions the following additional cost will be as follows (this is in addition to the cost above):

- \$500 fixed cost for a 2nd or subsequent community/region iteration.

All costs assume 6 (six) closed end questions per community and the delivery of statistically notated data tables in MS Word with sub-group breakdowns (where base sizes allow) for each community/region.

The incremental cost for analysis and a report of findings per community is \$500.

We look forward to working with you on this study.

Sincerely,

Patrick Merrill
Cofounder & General Partner]

Client Approval: _____
(Authorized Client Agent)

Patrick C. Merrill

Founder, Merrill Research LLC (custom marketing research)

patmerr@aol.com

Summary

35 years experience conducting custom primary research projects. Industry focus includes: travel, technology, beverage alcohol and financial services.

Specialties

New product development, marketing communications assessment, package evaluation, brand equity tracking, market segmentation studies. Pioneer and innovator in the area of creating web based survey technologies, Founding investor and co-developer of Market Tools Inc software platform.

Experience

Founder/General Partner at Merrill Research LLC

1986 - Present (30 years)

Founding investor and developer at Market Tools Inc. (now owned by MetrixLabs)

1996 - 2011 (15 years)

Helped design initial web-based research platform. Beta tested platform with Merrill Research clients and a founding investor. Currently license MTI software and use on behalf of our clients.

Director, Marketing Research at Regis McKenna Inc.

1984 - 1986 (2 years)

Responsible for global marketing research on behalf of the agency's clients. Key clients included Apple, Intel, and Sun Microsystems.

Manager, Marketing Research at Activision

1983 - 1984 (1 year)

Manager, Marketing Research-Jeanswear Division at Levi Strauss & Co.

1982 - 1983 (1 year)

Associate Manager, Market Research at United Vitnters (Heublein)

1979 - 1982 (3 years)

Senior Research Analyst at Joseph Schlitz Brewing Co.

1978 - 1979 (1 year)

New Products area

Project Manager at Burke Marketing Research

1977 - 1978 (1 year)

Teaching Assistant at University of Illinois

1975 - 1977 (2 years)

Taught college juniors and seniors

Newscaster at WPGU Radio

1974 - 1976 (2 years)

Evening newscaster on largest radio station in IL outside Chicago metro

Skills & Expertise

Marketing Strategy

Entrepreneurship

Start-ups International

Research Analytics

Strategic Partnerships

Customer Insight

Loyalty Programs

Go-to-market Strategy

Global Business Development

Mystery Shopping

Focus Groups

Market Research

Marketing Research

Segmentation

Strategy

Marketing

Competitive Analysis

Alcoholic Beverages

Product Development

Enterprise Software

Qualitative Research

Advertising

Management

Consumer Behavior

Marketing Communications

Organizations

Halleck Vineyard

Board Member

June 2014 to Present

Grapes and Grain Consumer Opinion Panel

Managing Director

Largest dedicated web-based panel of wine & spirits drinkers in North America.

Golden Gate Wine Society

Professional Member

The Golden Gate Wine Society was founded in 1973. The purpose of the San Francisco Society is to further the education of its members in the making and responsible enjoyment of wine.

Northstar Club

Board Member and President

2001-2009

Education

University of Illinois at Urbana-Champaign - College of Business

BS & MBA, Marketing, Psychology, Quantitative Analysis, Marketing Research, 1971 - 1977

Interests

Tennis, skiing, wine, travel, sensory evaluation, usability testing, ethnography, hybrid research methodologies.

David M. Schneer, Ph.D.

Experienced Researcher Specializing in New Product Development and Strategic Communications

schneer1@aol.com

Summary

Prior to founding Merrill Research, LLC in 1986, I had most recently been a Marketing Consultant at Regis McKenna Inc. Prior to that, I had started the marketing research function at Regis McKenna Inc. in 1978 where I pioneered the use of electronic information retrieval systems (Dialog, Nexis/Lexis). I was also responsible for managing primary research projects, both quantitative and qualitative. Today, I have over 30 years experience conducting research in the worldwide electronics market, with emphasis in the semiconductor, network infrastructure equipment, network security, and medical device markets. My passion and specialties include: new product development, strategic communications (advertising development, advertising evaluation, marketing, positioning, branding, etc.), customer satisfaction and loyalty. I have extensive experience conducting research throughout the electronics product development chain: design engineering community, software engineers, OEMs, the distribution channel (VARs, Systems Integrators, wholesalers, retailers, industrial distribution, sophisticated end-users), the IT community, senior executives and consumer end-users.

I also have extensive experience conducting research internationally in Western Europe and APAC. In 1997, along with my founding partner, Pat Merrill, we led a team of investors to form MarketTools, creator of one of the most powerful online survey engines ever developed—Survey Manager™ as well as Zoomerang™. Survey Monkey purchased Zoomerang in 2011.

Experience

Cofounder and General Partner at Merrill Research, LLC

October 1986 - Present (29 years 3 months)

Helped found the company in 1986 and currently head up operations as well as lead qualitative and quantitative research projects for technology clients.

Founding Investor at MarketTools

1996 - 2012 (16 years)

In 1997, I was part of a team of investors that formed MarketTools, the creator of the leading online research survey engines, Zoomerang and Survey Manager, for custom surveys and ePanels. MarketTools is backed by Merrill Research, Proctor & Gamble, General Mills and WPP, and other private equity firms.

Research Manager at Regis McKenna, Inc

January 1978 - October 1986 (8 years 10 months)

Managed the global research department from 1978-1984; managed all secondary research, including searching via online information retrieval systems.

Staff Writer and Photographer at San Diego County Edition, Los Angeles Times

January 1979 - January 1980 (1 year 1 month)

Staff writer and photographer

Honors and Awards

TI Supplier Excellence Award

Texas Instruments

September 1995

In 1995, Merrill Research won the prestigious Texas Instruments Supplier Excellence Award. Texas Instruments established its Supplier Excellence Award in 1983 as a way to honor businesses that provided exemplary service. The award is a key vehicle for communicating the standards the company expects of its suppliers. The businesses are evaluated on six criteria including technology, responsiveness, assurance of supply, quality, cost and environmental responsibility.

Skills & Expertise

Market Research

Marketing Research

Marketing Strategy

Product Development

Qualitative Research

Segmentation

Quantitative Research

Focus Groups

Analytics

Questionnaire Design

Customer Insight

Advertising

Research

Competitive Analysis

Online Research

Start-ups

Ethnography

Competitive Intelligence

Advertising Research

Primary Research

Survey Design

Enterprise Software

New Business Development

Product Launch

Leadership

Strategic Partnerships

Entrepreneurship

Customer Satisfaction
Business Development
Management
Analysis
Consumer Behaviour
Market Analysis
Proficient in Online Information Retrieval Systems
Usability
Ergonomics
Business Strategy
Strategy
Executive Management
Go-to-market Strategy
Product Marketing
Strategic Communications
Online Information Retrieval
Marketing
Integrated Marketing
Marketing Communications
Positioning
CRM

Organizations

CASRO

August 1986 to Present

Certifications

Focus Group Moderator Training

The Burke Institute

Online Secondary Research

Dialog Information Retrieval Systems (Now Part of ProQuest) January 1980

Online Secondary Research

Lexis Nexis Document Solutions January 1980

Education

Trinity College of the Bible and Trinity Theological Seminary

Doctor of Philosophy (Ph.D.), Religious Studies with a Concentration on Christian Philosophy and Apologetics, 2003 - 2014

University of California, Berkeley

Masters, Modern American Literature, 1980 - 1985

San Diego State University-California State University

BA, Journalism and Political Science, 1976 - 1980

Activities and Societies: Staff writer for the now defunct San Diego County Edition of the Los Angeles Times

Interests

New technologies, philosophy of religion, new research methodologies/techniques, reading, hiking

David M. Schneer, Ph.D.

Experienced Researcher Specializing in New Product Development and Strategic Communications

schneer1@aol.com



5 person has recommended David M.

"My team evaluated a number of research partners for a global rebranding, product positioning and purchase insight study for the supply chain and enterprise software industry. David's experience gaining insight into C-Level decision makers at Fortune 500 companies won the engagement for his firm, Merrill Research. David's leadership in designing a multi-methodological study featuring both qualitative and quantitative research was key for us. David demonstrated a high IQ and ability to understand complex enterprise technology. And finally, David's expertise in translating our findings into valuable insight for new product development and strategic communications, and sales efforts made my team and I look very good to our executives."

— **Neil Conklin**, was David M.'s client

"David M. Schneer is extremely knowledgeable in the Embedded and Electronics Industries which was invaluable in the projects we worked on together. His firm and his entire staff are always prepared, consistently on top of things, and provide that extra initiative to drive any project they work on to the next level to exceed their customer's needs. I would highly recommend David and/or his staff for any research project."

— **Lori Scott**, was David M.'s client

"David came in to our marketing agency and helped us establish credibility with an important client by developing and deploying strategic research that built a base of knowledge that allowed us to create programs that increased our client's recognition and revenue. David was always on target and on time. Everyone in the firm agreed he and his firm was easy to work with as well."

— **Bill Delaney**, was David M.'s client

"Since my start in marketing research, David has been a great client throughout. His early work was primarily computer related and has expanded into other fields, where he affords his clients with the same professionalism and consistently reliable insights into consumer understanding. Throughout my career, David's fine work and quietly funny personality has been a constant thread - allowing me to safely and strongly recommend him to clients in need of someone with his depth of wisdom. I cannot speak highly enough about David's ability and aptitude; contact him and see for yourself - you will not be disappointed."

— **Steven Gentile**, was David M.'s client

"As a marketng consultant, on more than one occasion I have had to obtain primary market research to validate and/or guide a client's market strategy. David's professional approach made a complex and logistically challenging project run as smoothly as a Swiss timepiece. I would work with him again, anytime."

— **John Armstrong**, was David M.'s client

[Contact David M. on LinkedIn](#)

ANGELA L. BURTCH

7342 Brunson Circle • Gainesville, VA 20155

571.264.5199

alburstch@comcast.net

Background Summary

- Market research professional with a proven track record of providing superior custom research and client services to leading technology and consumer goods firms worldwide.
- Qualitative and Quantitative expertise: strategic communication research (advertising and messaging), new product development, packaging testing, customer satisfaction & loyalty, and brand equity.

Relevant Experience

- Vice President, Merrill Research, San Mateo, CA** 2000
to
present
 - Conduct international quantitative and qualitative research from RFP response to final client presentation for many Fortune 100 companies.
 - Design and manage *qualitative research* projects including IDIs, focus groups, and usability.
 - Write proposals and develop research methodology.
 - Plan, procure and manage estimates for sample, facilities, translations, recruiting. P&L responsibility for all projects.
 - Write screeners, questionnaires, and discussion guides that address research objectives.
 - Manage all fieldwork and facilities arrangements.
 - Coordinate localized translation of all project documents.
 - Moderate telephone IDIs and online bulletin boards.
 - Analyze and write actionable reports with detailed findings.
 - Design, manage, and conduct *quantitative* online research.
 - Manage large awareness quantitative tracking studies.
 - Helped to create and manage 3 international panels in the online travel space (2 consumer panels and 1 B2B).
 - Develop data tabulation and analytic plans.
 - Write comprehensive reports that include actionable recommendations and implications.
- National Market Manager, Mosaic Group – Microsoft Account, Irving, TX** 1997
to
1999
 - Managed the Eastern U.S. Microsoft in-store retail marketing program.
 - Hired, trained, coached and managed 30 merchandising representatives.
- Market Research Manager, The Schapiro Group, Atlanta, GA** 1992
to
1997
 - Public opinion researcher (quantitative & qualitative) for a leading public affairs research firm.
 - Prepared analysis and detailed reports of findings for gubernatorial candidates, state delegates, and county supervisors to help identify campaign opportunities.
 - Successfully moderated focus groups, in-depth interviews, and triads.
- Market Analyst, Geneva Companies (Chemical Banking), Irvine, CA** 1989
to
1991
 - Developed opinion of Fair Market Value by evaluating operations, products and services, technologies, customer base, financial performance, and industry and market position.
 - Readied companies for the mergers and acquisitions market by preparing evaluation reports.
 - Assisted in the determination of Fair Market Value and preparation of offering documents.

Education

Honors Bachelor of Commerce, Major: Marketing Carleton University, Ottawa, Canada (1988)

Other Skills

Software: MS Word, Excel, PowerPoint, Project, & Outlook. **Languages:** French

Tameka C. Johnson

501 Dunbar Drive, Dunwoody, GA 30338
(678) 520-9397; tcjohnson1125@gmail.com

SUMMARY

Fifteen years of project management and analytical experience on both client and supplier sides of market research. Quantitative research experience managing all phases of ad hoc and tracking studies for well-known consumer packaged goods, communications, and healthcare brands. Study types include concept and product testing, package design, advertising/messaging research, pricing, legal/claims, and customer satisfaction. Qualitative research experience includes moderator's guide design and group facilitation/focus group moderation based on **RIVA** training.

EXPERIENCE

Merrill Research, Inc. (MWI) (Market research supplier) San Mateo, CA
Senior Project Director (November 2012-Present)

- Responsible for all aspects of project direction for qualitative and quantitative studies for market leaders in consulting, technology, and Internet security. This includes proposal, study design, sample management, field management, and analysis.

Marketing Workshop, Inc. (MWI) (Market research supplier) Atlanta, GA
Senior Research Manager (November 2010-February 2012)

- Developed relationships with pharmaceutical and consumer packaged goods clients while managing all phases of ad hoc and on-going projects from study design through sample management, field management, and analysis.
- Handled four separate tracking studies from inception for major telecommunications client. Revenue from these projects represented biggest source of income for Marketing Workshop, Inc.
- Mentored Research Associates and trained on various aspects of primary research (survey testing, checking data tables, report generating).

TNS (Market research supplier) Atlanta, GA
Research Manager (June 2005-November 2010)

- Designed and managed custom research projects valued at approximately \$2 million per year for companies in retail, consumer packaged goods, and financial services including: concept tests, in home usage tests, central location tests, focus groups, product tests, advertising/message testing, and pricing research.
- Wrote insightful reports with actionable recommendations to address client objectives, including presenting research results in person at key client meetings.
- Successful management of studies for Georgia Pacific's consumer brands lead to creation of best practices.
- Selected to develop internal training standards for Project Management organization related to delivering "Exceptional Client Service" based on reputation for extremely satisfied and dedicated clients.

CMI (CONSUMERMETRICS, INC.) (Market research supplier) Atlanta, GA
Project Manager (July 2004-April 2005)

- Managed 6 to 12 on-going as well as ad hoc projects from initial design to report delivery in industries including utilities, financial services, insurance, and pharmaceuticals.
- Developed creative solutions to meet on-line reporting needs of customers.
- Created complete and concise mail, Internet, and phone questionnaires.
- Analyzed SPSS and tab output to identify significant results from studies.
- Interpreted results of statistical output for multiple methodologies: MDS (multi-dimensional scaling), regression/key driver, factor analysis, conjoint analysis.

NATIONWIDE MUTUAL COMPANY

Columbus, OH

Senior Marketing Analyst, Nationwide Mutual Company (December 2003-July 2004)

Internal consultant via Market Research support for the Property & Casualty areas (specifically claims, diverse/urban markets, and commercial).

Senior Marketing Analyst, Nationwide Financial Services (December 2001-November 2003)

Market Research support for the various lines of business (annuity, life insurance, retirement-deferred compensation and pensions).

Responsible for management of both quantitative and qualitative market research projects from initial research design, vendor selection, management of vendor relationships to data analysis and reporting for projects including:

- Nationwide's participation in the annual J.D. Power study focused on automobile insurance carriers.
- Analysis of competitive ad spending.
- Research related to expanding sales into the Hispanic market, including Spanish language marketing materials and websites.
- Product concept/modification testing for financial services products.
- Needs and expected service research among financial services and insurance producers.

SEGMENTED MARKETING SERVICES, INC. (Multicultural Marketing Company)

Winston-Salem, NC

Research and Special Projects Manager (June 2001-November 2001)

- Developed a presentation on ethnic marketing to be presented by the President/CEO of the company to 1,500 retail managers and workshop participants.
- Provide marketing research insight on projects with traditional marketing requirements.
- Performed secondary data analysis of ethnic hair care market for presentation to Proctor and Gamble (2000).

MARKET PERSPECTIVES, INC. (Market research supplier)

Winston-Salem, NC

Project Manager (March 2000-April 2001)

- Coordinated all activities for mall intercept projects including supplier selection, location selection, survey quantity and methodology, and survey development.
- Monitored progress of field services including quantitative and qualitative issues to ensure clients' requirements/needs were being met.
- Programmed data for analysis into Survey System.
- Performed analysis on data collected, including significance testing, to make written recommendations to client.
- Summarized key issues in focus group studies and presented to client in written format.
- Communicated effectively with clients in numerous divisions of Sara Lee, Inc. and the Jeanswear and Playwear divisions of VF Corporation (Wrangler and Healthtex, respectively).

RJ REYNOLDS TOBACCO COMPANY

Winston-Salem, NC

Marketing Research Intern (May 1999-August 1999)

- Conducted a complete study including research proposal, questionnaire design, and analysis of conversion efforts at NASCAR/Winston Cup events to measure cost effectiveness of various conversion tools. Interpreted and presented these results to executive management team.
- Determined the effectiveness of brands' promotional efforts at field marketing venues and recommended new areas to pursue.
- Profiled the characteristics of brand switchers for recommendations to the brands about marketing opportunities.

EDUCATION**WAKE FOREST UNIVERSITY**, Babcock Graduate School of Management

Winston-Salem, NC

Master of Business Administration

May 2000

Concentration: Brand Management, Marketing

HAMPTON UNIVERSITY

Hampton, VA

Bachelor of Science in Marketing

May 1998

Michael Rinck
3012 Central Avenue
Alameda, CA 94501
(510) 865-6369
miker@merrill.com

WORK HISTORY

- 1994 - present *Manager of Data Processing, Merrill Research and Associates*
Provide cost estimates for clients, schedule projects and oversee that the work is performed timely and error-free. Manage and train data processing staff. Program CATI interviews, create cross tabulation tables and multivariate output for internal staff and outside vendors. Coordinate and perform multiple tasks concurrently.
- 1989-1994 *Project Manager, Computers for Marketing Corporation*
Assisted clients in designing questionnaires and in developing strategies to analyze and report data. Generated cross tabulation tables and programmed CATI interviews. Provided cost estimates for current and prospective clients. Trained and supported other project managers. Acted as the resident Statistician for company (primary resource for statistical information).
- 1989 *Project Researcher, Bruzzone Research Company*
Assisted in the development of questionnaires, tabulations and statistical analysis in the field of advertising. Recruited field facilities to conduct mall and phone interviews.
- 1986-1988 *Graduate Tutor/Assistant, Statistics Department, CSUH*
Aided students in the comprehension of statistical techniques, analyzed data and composed statistical segments of dissertations and evaluated and graded assignments.

EDUCATION **M.S. Statistics**, June 1988
California State University, Hayward
GPA: 4.0

B.S. Mathematics and Statistics, August 1986
California State University, Hayward
GPA: 3.6, Magna Cum Laude

SOFTWARE/OPERATING SYSTEMS

Proficient with Word, Excel and various other applications for DOS/Windows, UNIX and HP 3000. Over twenty years of experience with CfMC Mentor/Survent (tab/cati software) and SPSS.

REFERENCES Available upon request.

Wendy L. Wasko

233 South Spring Street

Blairsville, PA 15717

415.336.2027

wendy@wasko.net

Objective Obtain a position that utilizes my analytical skills and professional knowledge while providing a challenging work environment and opportunities for career advancement.

Experience **Tabulation Analyst / Survey Specialist – Merrill Research, LLC**

January 2001 – Current

Program surveys for online and CATI interviewing for internal staff and outside vendors. Assist clients in designing questionnaires and in developing strategies to analyze and report data. Oversee the work is performed timely and error free. Coordinate and perform multiple tasks concurrently.

Project Manager – CfMC

January 2000 – December 2000

Programmed and managed online and CATI studies. Tested software and documented bug fixes. Supported lease clients and colleagues.

Data Processor – Merrill Research, LLC

April 1998 – January 2000

Programmed surveys for online and CATI interviewing, and for data entry. Ran cross-tabulations on the collected data. Supervised coding and data entry for projects. Maintained client contact through project completion.

Education **Carnegie Mellon University – Pittsburgh, PA**

Bachelor of Science in Industrial Management

Minor in Social and Cultural Studies

Software/OS CfMC software

SPSS

HTML

Markettool's software

DOS/Windows

UNIX/Linux

References Available upon request.



**CONNECTED
SOLUTIONS**

**PROPOSAL-
RESEARCH SERVICES
ASSIGNMENT ONE**

JANUARY 2016

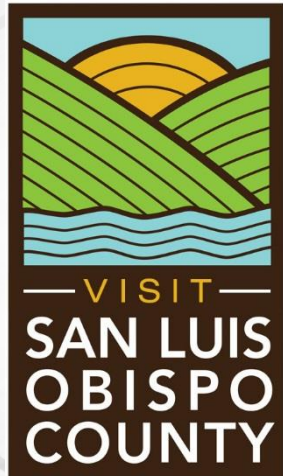
REPUCOM

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- » EXECUTIVE SUMMARY
- » ABOUT US
- » PROJECT TEAM
- » CASE STUDIES/REFERENCES
- » PROJECT BUDGET & METHODOLOGY



EXECUTIVE SUMMARY



PROJECT BACKGROUND AND OBJECTIVES

Visit San Luis Obispo County is seeking the services of a proven market research company to conduct a market research project to more clearly define existing and potential visitors of the County.

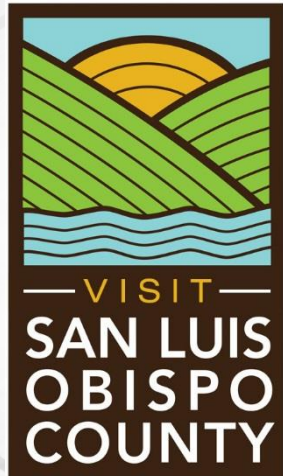
The goal of Repucom's research work is to...

1. Assess awareness and attitudes toward San Luis Obispo County against the County's named competitive set
2. Ascertain spending behavior of travelers within and without San Luis Obispo County
3. Create a robust demographic profile of visitors

THE VISITOR PROFILE STUDY PROVIDES:

1. Managed online survey to provide detailed information among a geographically and psychographically representative population of current and like minded visitors to San Luis Obispo County, and gain a better understanding of their travel habits and their feelings towards the County.
2. Insights into travel and travel spend of visitors within or without San Luis Obispo County, as well as attitudes towards the County and it's ranking among set loyalty/affinity feelings.
3. Information gleaned from this study will allow Visit San Luis Obispo County to better understand their visitors and visitor's travel tendencies.

ABOUT US



25+
YEARS
EXPERIENCE

**CONNECTED
SERVICES**
to develop tailored
integrated solutions

1700+
CLIENTS
WORLDWIDE

**CONNECTED
TO CONSUMERS**
to understand their
behavior

**CONNECTED
SOLUTIONS**

**CONNECTED
WITH CLIENTS**
to understand their
challenges

1400+
TOTAL
EMPLOYEES

**CONNECTED
OFFICES**
for a complete service
around the world

20+
OFFICES
WORLDWIDE

WE DELIVER PROVEN ANALYSIS AND ADVISE UTILIZING THE INDUSTRY'S MOST COMPREHENSIVE SOURCE OF MARKET DATA AND INSIGHTS.



4,200,000 HOURS OF
SPORT RECORDINGS
[PER YEAR]



280,000,000
SOCIAL INTERACTIONS
[ANALYSED PER MONTH]



20,000 WEBSITES &
SOCIAL MEDIA SITES
[TRACKED PER YEAR]



100,000 BRANDS &
130,000 SPONSORSHIP DEALS
[WITHIN OUR DATABASE]

THE LARGEST
GLOBAL SOURCE
OF DATA AND
INSIGHTS IN THE
INDUSTRY

WE WATCH
WE LISTEN
WE ADVISE

[MORE THAN] **500,000**
INTERVIEWS IN



[MORE THAN] **40**
COUNTRIES WORLDWIDE



[MORE THAN] **50**
COUNTRIES FOR
METERED AUDIENCES



[DAILY AUDITS OF MORE THAN] **5,500**
TV CHANNELS IN
[MORE THAN] **200**
COUNTRIES & TERRITORIES

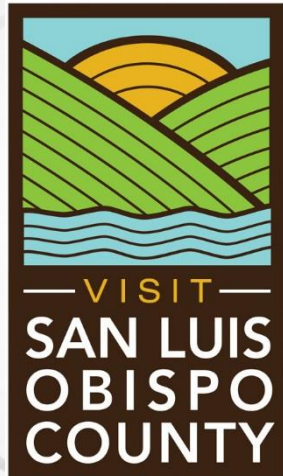


WE USE OUR DATA AND INSIGHTS TO CONSULT AND DELIVER CUSTOMIZED SOLUTIONS TO THE INDUSTRY'S LEADING STAKEHOLDERS.

**CUSTOMIZED
CONNECTED
SOLUTIONS**

BRANDS
RIGHTS HOLDERS
MEDIA COMPANIES
MUSIC & ENTERTAINMENT
GOVERNMENT & TOURISM
EVENTS
STADIA
AGENCIES

PROJECT TEAM



MAIN PROJECT TEAM AND BACKGROUNDS



SCOTT HOROWITZ

VP, DEVELOPMENT

As Vice President, Development, Scott is responsible for leading new business development and client growth within North America. Scott has experience selling and activating sponsorships for the Phoenix Suns, Phoenix Mercury and Harlem Globetrotters. Scott's most recent achievements in the government and tourism space includes work with Visit Florida, Hawaii Tourism Authority, City of Scottsdale and most recently securing a global partnership for Repucom with the TTRA.



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GOVERNMENT AFFAIRS

As an Account Director, Georgina manages the relationships with our brand clients across multiple industries. She helps lead the brand team in coordinating the delivery of reports across disparate sources of data including media and research. Prior to joining Repucom, she worked in IMG's brand management group, creating marketing and branding campaigns for personalities in both the sports and entertainment industries. Georgina has worked in the sports industry since graduating from Oxford University in 2004. She began her career in collegiate athletics in England before earning a master's in Sports Management from the University of Michigan and an MBA from Fordham University.



IBRAHIM KOESE

HEAD OF INSIGHTS

Dr Ibrahim Koese is Head of Insights at Repucom North America. He has an established record in sports marketing research, having been the lead researcher on major national and international studies utilized by clients such as FIFA, Premier League, Miami Heat, Oakley, General Motors, Yahoo and IMG. Managing Repucom's global tracking study, SportsDNA, Dr Koese has deep understanding of research principles across more than 20 markets.

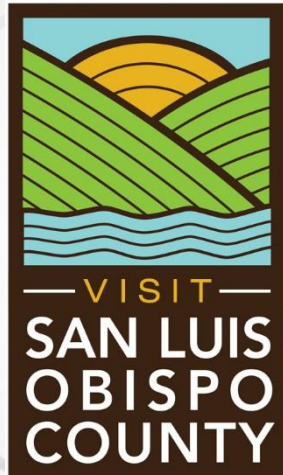


MICHAEL CLARK

SENIOR ACCOUNT MANAGER

Michael Clark has over 10 years of consumer research experience in different industries and categories. He has profound knowledge of both qualitative and quantitative research methodologies, and has extensive brand insight experience. Prior to joining Repucom, he worked in different positions within the industry, including managing research facilities in the Greater New York area.

CASE STUDIES REFERENCES



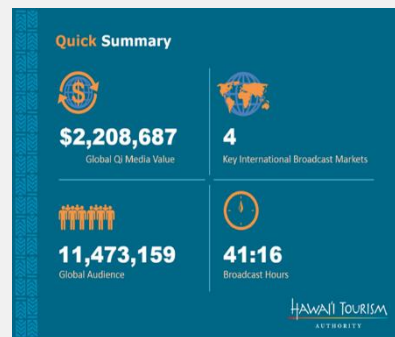
Hawaii Tourism Authority (HTA) needed a way to measure events hosted in Hawaii from a tourism and local community standpoint. HTA asked Repucom to help them better understand and measure the overall economic impact of events and the event satisfaction of many different events across Hawaii.



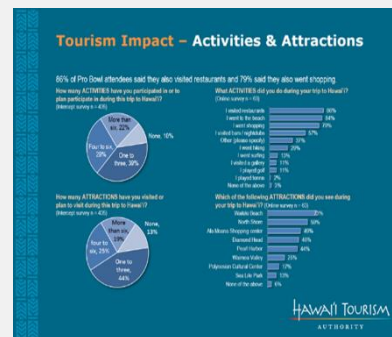
Repucom Approach

- 1 Implement research programs to assess and evaluate marketing and brand experience.
 - Attendee Surveys
 - Face to Face intercepts
 - Post event online surveying
- 2 Understand the economic impact of events with the objective of optimizing benefits for Hawaii through market research including: quality signature events and development of new experience and products
- 3 Develop a robust economic impact model integrated into HTAs event measurement program showcasing: number of jobs supported, sales created, income received and govt. tax revenue generated

The **result** of this approach was a more detailed understanding of the economic importance to Hawaii. Including, database of event satisfaction scores used for benchmarking and Gross economic activity impact.



✓ Quick glance at the overall event based on Repucom methodology



✓ Detailed information based on intel from event attendees

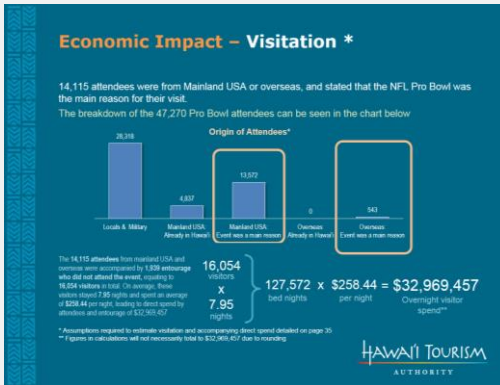


✓ Repucom gathered information on attendance, visitation, event satisfaction and overall impact

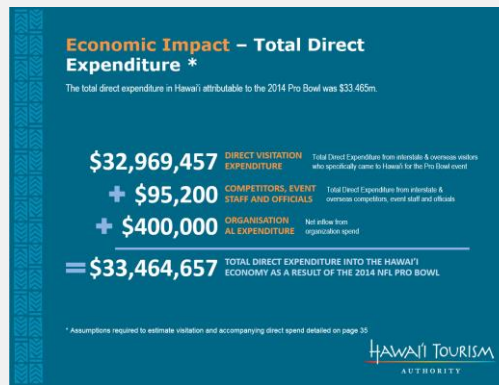
CASE STUDY- HAWAII TOURISM AUTHORITY ECONOMIC IMPACT- NFL PRO BOWL



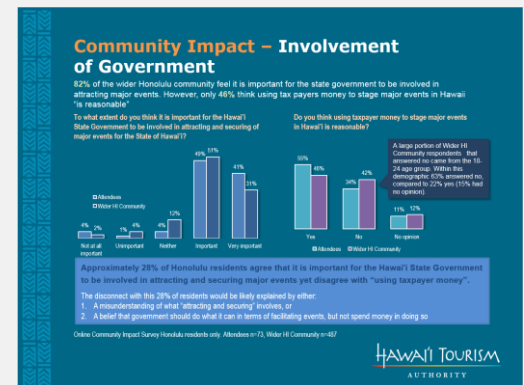
Economic Impact - Visitation



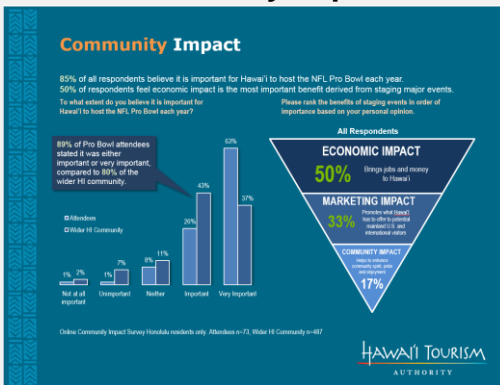
Total Direct Expenditure



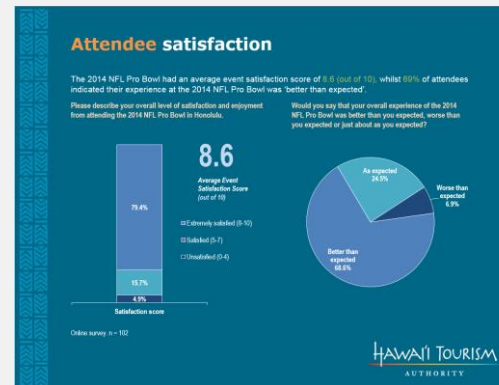
Involvement of Government



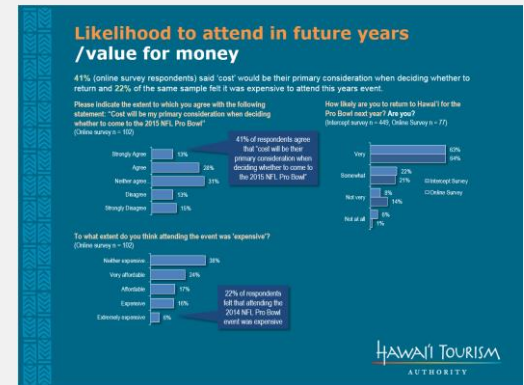
Community Impact



Attendee Satisfaction



Likelihood to attend in future



CASE STUDY- ALBERTA PELOTON ASSOCIATION

QUANTITATIVE RESEARCH & ECONOMIC IMPACT- TOUR OF ALBERTA

Tour of Alberta is a six-day professional cycling event. The 2014 race started in Calgary and ended in Edmonton. As one of the highest rated races on the UCI America Tour it features 15 cycling teams, including five International Pro Teams. The 2014 event was attended by an estimated 128,000 people.



Repucom Approach

- 1 Develop a comprehensive framework to enable a holistic view on the overall impact of Tour of Alberta including economic impact
- 2 Build market understanding including: market overview, key sector company analysis, major trends and sponsorship activity
- 3 Slice up data in function of geography and demographic profile with a deep-dive analysis into the data and analyze the different drivers for sentiment

The **result** of this approach was to implement research programs to access:

- Economic Impact
- Community Impact
- Tourism Impact
- Event and Attendee Impact



✓ Quick glance at the overall event based on Repucom methodology



✓ Detailed Economic Impact information based on intel from event attendees



✓ Repucom gathered information on overall budget and organizational spend

CASE STUDY- ALBERTA PELOTON ASSOCIATION ECONOMIC IMPACT- TOUR OF ALBERTA

Economic Impact - Visitation

ECONOMIC IMPACT – VISITATION*

The breakdown of the estimated 60,928 unique attendees can be seen in the chart below



The 12,784 non-local attendees were accompanied by an entourage of 11,515 who did not attend the event, equating to 24,309 visitors in total. On average, international visitors stayed 3.2 nights for ToB and spent an average of \$537 per night. Interprovincial visitors stayed an average of 0.83 nights for ToB and spent \$85 per night. 6% of visitors stayed an entire 2 nights.

25,725 bed nights >>> \$8,471,247 Visitation Expenditure

* Assumptions required to estimate visitation and accompanying direct spend detailed in Appendix

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Organizational Spend

ECONOMIC IMPACT – ORGANIZATIONAL SPEND*



Organizational Budget – Alberta Peloton Association

APA generated \$4.82 mill. in event-related revenue of which 99% was sourced from Alberta, leading to a gross inflow of only \$55,550.

APA had expenses of \$4.66 mill. for items such as accommodation, advertising, consulting, transportation and staging of events. Less than half of this expenditure was done with Alberta based interests, leading to a gross outflow of more than \$1.9 mill.

Compared to the inaugural event in 2013, organizational expenditure in 2014 was \$1.5 mill. less. The differential seems to be mostly due to less spend on professional fees, advertising and accommodation. Repucom assumes that a larger amount of expenditure in 2013 was done with Alberta based interests. This is a key factor for 2014 net economic impact being slightly lower compared to 2013.

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Total Direct Expenditure

ECONOMIC IMPACT – TOTAL DIRECT EXPENDITURE



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Spend by Location

VISITATION & LOCAL SPEND – BY LOCATION

Stage	Location	% of Total Attendance	Total Spend
Prologue	Calgary	8%	\$ 813,610
Stage 1	Lethbridge	13%	\$ 1,301,776
Stage 2	Innisfail	3%	\$ 271,203
Stage 2	Red Deer	16%	\$ 1,627,220
Stage 3	Wetaskwin	3%	\$ 325,444
Stage 3	Garrison	4%	\$ 428,501
Stage 4	Northlands	3%	\$ 271,203
Stage 4	Strathcona County	17%	\$ 1,735,701
Stage 5	Edmonton	27%	\$ 2,820,514
Stage 2, 3, 4	En Route	7%	\$ 705,129
T total			\$ 10,300,301

Note: Total spend calculated based solely on share of reported attendance figures. We were able to create this estimation for direct visitation expenditure and local expenditure, however this cannot be done for team, sponsor, media or organizational expenditure.

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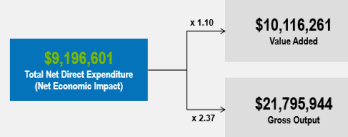
Gross Economic Activity

ECONOMIC IMPACT – GROSS ECONOMIC ACTIVITY

Every time there is an injection of funds into the circular flow of an economy, a multiplier effect can occur. This extra income leads to more spending, which then creates more income, and so on. The multiplier effect refers to the increase in final income arising from any new injection of spending.

In the 2013 Economic Impact Report* multiplier effects were considered and "Value Added" as well as "Gross Output" metrics were calculated. Repucom's methodology used to calculate economic impact does not take into account multipliers. Although Repucom does not recommend using multipliers because of the lack of consistency across different markets and entities, other service providers do find merit in applying them.

The numbers below reflect what the "Value Added" and "Gross Output" metrics would be if the same multipliers used in the 2013 study* were applied.



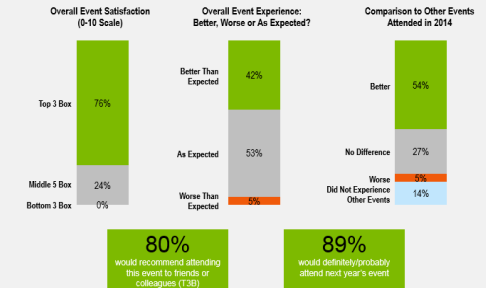
* The Economic Impact of the 2013 Tour of Alberta, Economic Research Ltd., November 2013, p. 12-13

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Event Satisfaction

The majority were very satisfied with their Tour of Alberta experience and felt it was better than other events they have attended in 2014.



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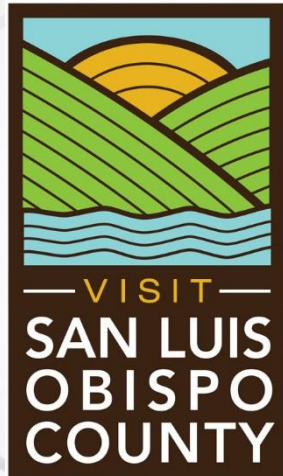
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REFERENCES

Repucom has worked on many economic impact studies with an extensive portfolio of clients. Below are three references which span different events and markets.

ECONOMIC STUDY	CONTACT INFO
Hawaii Tourism	Daniel Nahoopii Daniel.Nahoopii@hawaiiTourismAuthority.org 808-973-2264
Tour of Alberta	Duane Vienneau duanev@albertapeloton.ca 780-952-1990

PROJECT BUDGET & METHODOLOGY



PROJECT TIMING & FEES

Project Timing



ELEMENT		INVESTMENT
Proposal-Research Services	<ul style="list-style-type: none"> » Project Setup » Survey among <u>Client Supplied Directory</u> in mixed markets (n=~500) » Ongoing project management, quality assurance, data analysis, final report analysis 	\$27,079.50
Proposal-Research Services	<ul style="list-style-type: none"> » Project Setup » Survey among <u>nationwide sample</u> (n=~500) » Ongoing project management, quality assurance, data analysis, final report analysis 	\$86,719.50

SAN LUIS OBISPO COUNTY TRAVEL

METHODOLOGY

- » Surveyed sample of travellers to San Luis Obispo County
- » Online administered survey
 - » Quota of n=500 individuals
- » Potential Demographic subsets fall to:
 - » Ages: 18-34, 35-54, and 55+
 - » Gender: Male and Female
 - » Education: High School, College, Graduate School
 - » Ethnicity: White, Hispanic, Asian, African American, Other
 - » Marital Status: Married, Single, Living with Partner

CONTENT

The final content will be discussed and agreed upon with the client. However, we envision it would cover the following areas:

- » How did they become aware of San Luis Obispo County(SLOC)?
- » Demographic profile of visitors to SLOC (life stage, lifestyle, arrival method)
- » Lodging (Length of stay, lodging type, arrival type, size of travelling party, frequency of visits, repeat visit(s))
- » Attitudes towards Likes & Dislikes of SLOC
- » Travel budget (visitors of SLOC versus their annual travel budget)
- » % of total leisure travel spend vs HH income
 - » How much is spent on vacations/leisure travel?
- » % of total leisure travel spend that occurs in SLOC
 - » How much of that % was spent in SLOC in: lodging, food, attractions, entertainment, shopping and wine?
 - » How is that spend represented geographically?

THANK YOU AND CONTACT DETAILS

REPUCOM

US HEADQUARTERS

1010 WASHINGTON BLVD.
STAMFORD, CT 06901
USA

SCOTT HOROWITZ VP DEVELOPMENT

PHONE: +1 480 717 1220
shorowitz@repucom.net





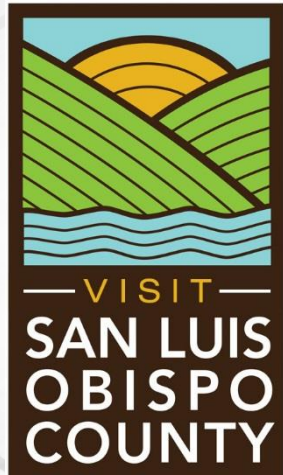
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SOLUTIONS**

**PROPOSAL-
RESEARCH SERVICES
ASSIGNMENT TWO**
JANUARY 2016

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- » EXECUTIVE SUMMARY
- » ABOUT US
- » PROJECT TEAM
- » CASE STUDIES/REFERENCES
- » PROJECT BUDGET & METHODOLOGY



EXECUTIVE SUMMARY



PROJECT BACKGROUND AND OBJECTIVES

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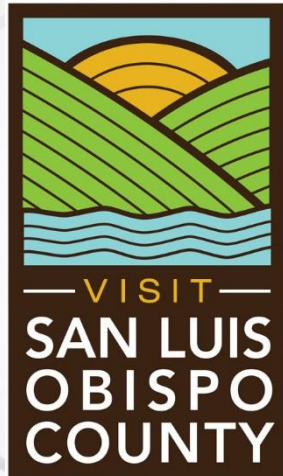
The goal of Repucom's research work is to...

1. Assess awareness and attitudes toward choosing San Luis Obispo County as a travel destination
2. Define general awareness of San Luis Obispo County as a destination
3. A better understanding of the awareness of the County's communities and assets

THE DESTINATION AWARENESS STUDY PROVIDES:

1. 6 DMA online survey amongst a representative sample of each market to gain a better understanding of San Luis Obispo County as a possible travel destination. Also, the study will provide a better understanding of the reasons behind choosing or not choosing San Luis Obispo County as a destination.
2. Gain insights into general awareness of San Luis Obispo County as a travel destination, as well as potential visitors ability to identify the location of the County in California.
3. Information gleaned from this study will allow Visit San Luis Obispo County to better understand the awareness and perception levels of the communities and assets within the County.

ABOUT US



25+
YEARS
EXPERIENCE

**CONNECTED
SERVICES**
to develop tailored
integrated solutions

1700+
CLIENTS
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to understand their
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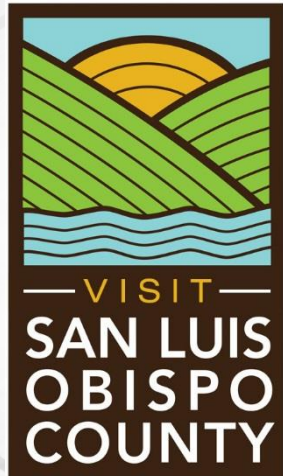


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MICHAEL CLARK

SENIOR ACCOUNT MANAGER

Michael Clark has over 10 years of consumer research experience in different industries and categories. He has profound knowledge of both qualitative and quantitative research methodologies, and has extensive brand insight experience. Prior to joining Repucom, he worked in different positions within the industry, including managing research facilities in the Greater New York area.

CASE STUDIES REFERENCES



CASE STUDY- LINCOLN CENTER

PROPERTY STRENGTH AND AUDIENCE SEGMENTATION

Lincoln Center was looking for a new corporate strategy to further develop its marketing leadership position in the world of Arts, as well as the world of Entertainment as a whole. Part of this strategy is the transition from a foundation-based revenue model to a more marketing funded organization.



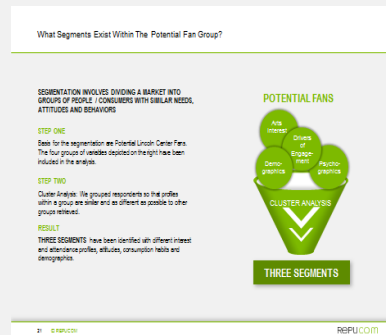
Repucom Approach

- 1 Research and analysis at the local DMA and national level to generate insight on the power of the industry as a whole and as Lincoln Center as a key player.
- 2 Profiling and segmentation the fanbase with analysis of attitudes and consideration of sponsorship within the Arts.
- 3 Market based on-site valuation of all tangible assets including an assessment of the intangible value of the partnership- a qualitative process that assesses the value of association with Lincoln Center.

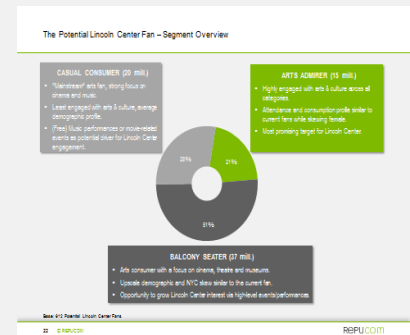
The **result** of this approach was to provide research to help identify Lincoln center's unique selling point (USPs) and competitive differentiation to ultimately generate incremental sponsorship revenue.



✓ Quick glance at the overall event based on Repucom methodology



✓ Detailed information based on intel from event attendees

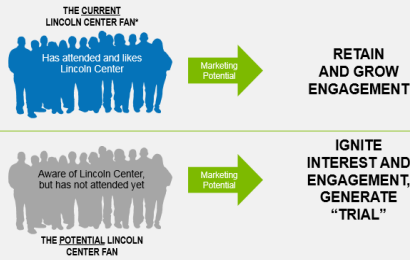


✓ Repucom gathered information on attendance, visitation, event satisfaction and overall impact

CASE STUDY- LINCOLN CENTER PROPERTY STRENGTH AND AUDIENCE SEGMENTATION

Key Target Groups

KEY TARGET GROUPS

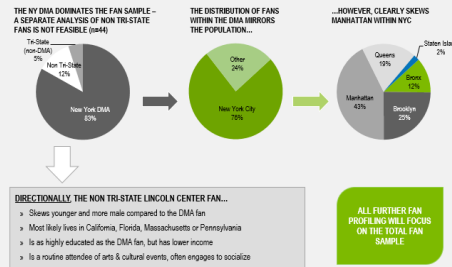


*Fan definition: Has attended Lincoln Center in the past 12 months AND likes the venue OR identifies it as favorite arts & culture venue. Study did not include international audiences.

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Fan Profile

Composition Of Lincoln Center Fan Sample Does Not Allow For Separate Analysis On National Level

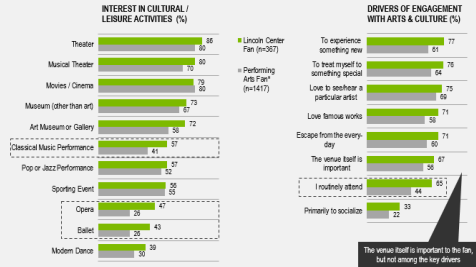


Base: 367 Lincoln Center Fans

9 © REPUCOM

Fan Profile

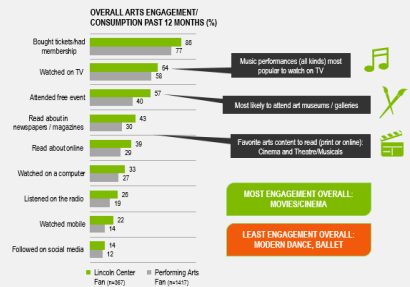
Higher Interest In The Classical Areas And More Regular Attendance Differentiates Lincoln Center Fans Most From The Regular Arts Fan



10 © REPUCOM

Fan Profile

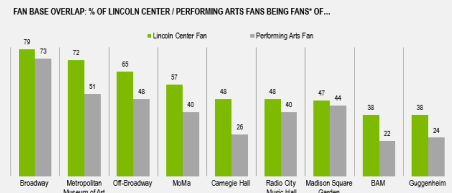
Lincoln Center Fans Are More Highly Engaged With Arts Across All Channels - Mobile And Social Are Still On The Fringes, Even In More Popular Categories Such As Cinema Or Music Performances



11 © REPUCOM

Fan Profile

Lincoln Center Fans Are Much More Likely To Cherish "Specialized" Venues Such As The Metropolitan Museum Of Art, Carnegie Hall Or BAM

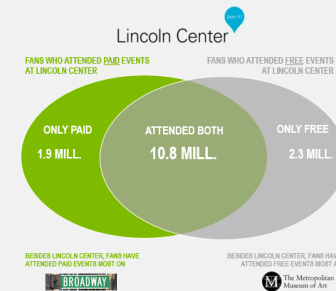


*Fan definition: Has attended venue in the past 12 months AND likes the venue OR identifies it as a favorite arts & culture venue. Varying base sizes per venue.

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Fan Profile

72% Of Fans Have Attended Both Paid And Free Events In The Past Year - Theatres Are Biggest Competitor For Share Of Wallet, The Met In Terms Of Free Events



Base: 367 Lincoln Center Fans

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CASE STUDY- OAKLEY

GLOBAL AWARENESS AND PERCEPTION STUDY

Oakley did not have a true sense of how their brand was perceived both globally and within individual markets. They wanted a better understanding what was driving consumers to buy or not buy their products. Custom research study conducted with Oakley Global Strategy Group in 11 markets, managed by Repucom.



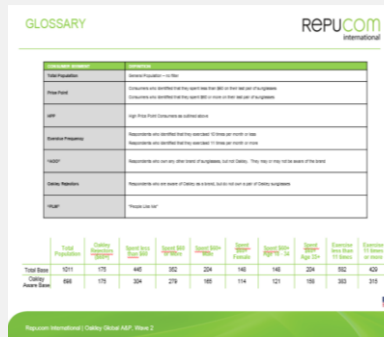
Repucom Approach

- 1 Customized media and research system to measure the effectiveness of Oakley's footprint and marketing efforts.
- 2 Build market understanding including:
 - PR Tracking
 - TV News Coverage tracking
 - Social Media Intelligence
 - Market Research
 - Brand Exposure
- 3 Repucom's analysis provided great insight including new branding and marketing ideas to help increase consumer awareness.

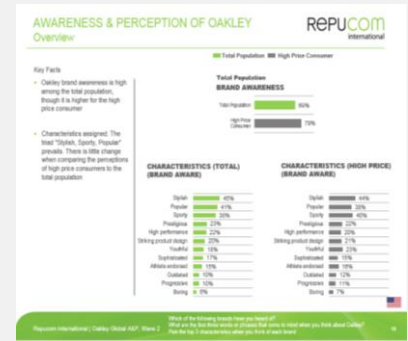
The **result** of this approach prompted Oakley to change their branding and marketing efforts in preparation for the 2014 Winter Olympics.



✓ Quick glance at the overall key findings on Repucom methodology



✓ Detailed Economic Impact information based on intel from event attendees

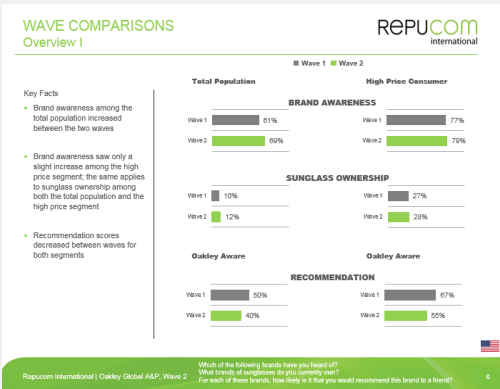


✓ Consumer Insight

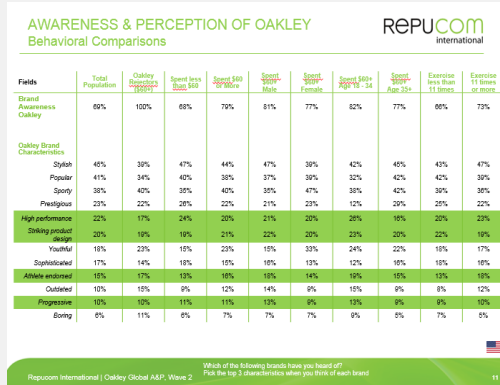
CASE STUDY- OAKLEY

GLOBAL AWARENESS AND PERCEPTION STUDY

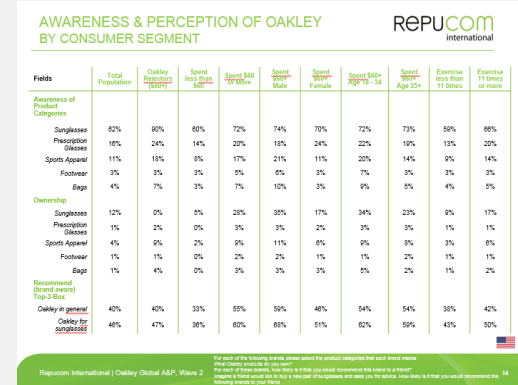
Brand Awareness



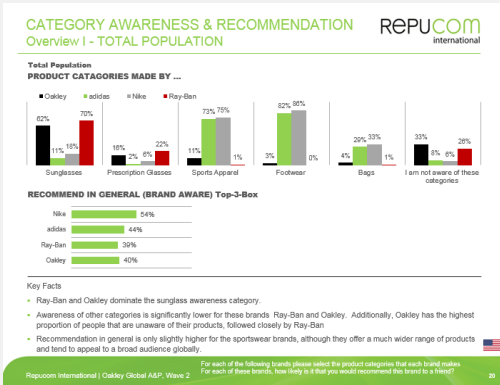
Behavioral Awareness



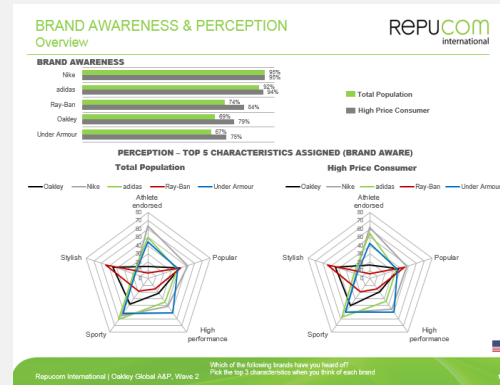
Consumer Awareness



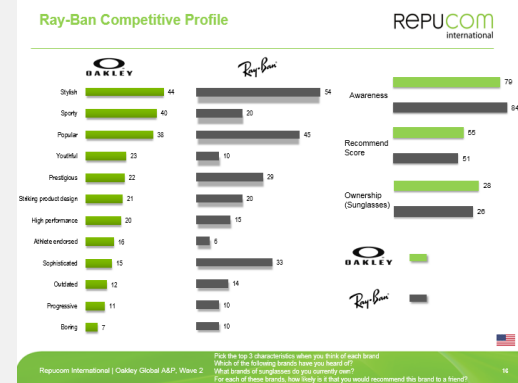
Category Awareness



Awareness Overview



Competitive Profile



REFERENCES

Repucom has worked on many economic impact studies with an extensive portfolio of clients. Below are three references which span different events and markets.

ECONOMIC STUDY	CONTACT INFO
Lincoln Center	Mary Costa mcosta@lincolncenter.org 212-875-5314
Oakley	Cuan Petersen cuanp@oakley.com 949-951-0991

PROJECT BUDGET & METHODOLOGY



PROJECT TIMING & FEES

Project Timing



ELEMENT		INVESTMENT
Proposal- Research Services	<ul style="list-style-type: none"> » Project Setup » Survey among Sample in Client specified DMAs (6 DMAs @ n=500) » Ongoing project management, quality assurance, data analysis, final report analysis 	\$52,972.00

SAN LUIS OBISPO COUNTY TRAVEL

METHODOLOGY

- » Online administered survey administered to representative sample of the following DMAs:
 - » San Francisco
 - » Los Angeles
 - » Central Valley (CA)
 - » Phoenix
 - » San Diego
 - » Las Vegas
- » Quota of n=3,000 (n=500 per DMA) individuals
 - » Ages: 18-34, 35-54, and 55+
 - » Gender: Male and Female
 - » Education: High School, College, Graduate School
 - » Ethnicity: White, Hispanic, Asian, African American, Other
 - » Marital Status: Married, Single, Living with Partner

CONTENT

The final content will be discussed and agreed upon with the client. However, we envision it would cover the following areas:

- » Why did they choose or not choose San Luis Obispo County(SLOC) as a destination?
 - » If chosen, what are the reasons for choice
 - » If not chosen, what are the reason for
 - » Perceptions of SLOC against competing destinations
- » What is their general awareness of San Luis Obispo County as a destination
 - » Awareness of communities inside the county
 - » Pismo Beach, Paso Robles, Morro Bay, Hearst Castle
 - » Awareness of assets inside the county
 - » Paso Robles, Wine Country, Hearst Castle, Morro Rock, Lodging options, etc.
- » Identify where SLOC is located within the state of California

THANK YOU AND CONTACT DETAILS

REPUCOM

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Research Agency Response Scorecard

King/Brown Partners:

	MAX. POINTS	SCORE
1. Demonstrated results with relevant scope campaigns	20	
2. Reporting and management capabilities	20	
3. Qualifications of personnel	15	
4. Capabilities of firm/agency	30	
5. Cost effectiveness	15	
TOTAL POINTS	100	

Merrill Research:

	MAX. POINTS	SCORE
1. Demonstrated results with relevant scope campaigns	20	
2. Reporting and management capabilities	20	
3. Qualifications of personnel	15	
4. Capabilities of firm/agency	30	
5. Cost effectiveness	15	
TOTAL POINTS	100	

Connected Solutions:

	MAX. POINTS	SCORE
1. Demonstrated results with relevant scope campaigns	20	
2. Reporting and management capabilities	20	
3. Qualifications of personnel	15	
4. Capabilities of firm/agency	30	
5. Cost effectiveness	15	
TOTAL POINTS	100	