



Visit Mendocino County Strategic Planning Proposal

September 7, 2016
Submitted by Coraggio Group
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Overview of our approach to strategy development

Anyone who has participated in a strategic planning initiative in the past may view subsequent similar initiatives with a bit of trepidation. With so many different ways of arriving at the end product, we've worked hard to make the process of getting to the end goal a little less painful and a lot more interesting and engaging—and maybe we can even have some fun along the way.

The key deliverable for this project is a Strategic Plan aimed at achieving defined and measurable goals that will add to the economic and cultural vibrancy of the area. The graphic below provides a high-level view of Coraggio's framework for Strategic Planning:



Scope of Work

Designing an effective strategic planning process is complex work. Coraggio Group proposes a straightforward, three-phase framework to **Get Clear**, **Get Focused**, and **Get Moving** on your strategic plan. Below, we have identified the general components of our approach including deliverables for each stage. We would expect to fully scope our work with you once we begin the engagement and have the opportunity to fully understand your needs.



Phase One: **Get Clear**



Immersion Work via telephone interviews and data review

Assessing your current state of tourism, the capacity for tourism development and readiness for bridging the gap from its current state to the possible future will help us to align strategic decisions with the reality of its capacity to deliver. We will seek the answer to these and other critical strategic questions: How do key stakeholders view the long-term strategic direction? What do these stakeholders need most from the Strategic Plan?

Understanding the needs, expectations, opinions and insights of a few key stakeholders is critical input to developing the strategic plan and making informed business decisions. We will perform telephone interviews, individually or in pairs, of 20 of these stakeholders. Examples might include: hotel management, local TBID representatives, Chamber leadership, elected officials, key customers, etc. In addition, we propose a simple stakeholder survey be developed that will give Coraggio a broader view into your challenges and opportunities before we join you for the strategic planning workshops.

To the degree that existing documentation exists that would inform our process, we would request access to that information at this stage, as well.

Phase Two: Get Focused



1. Three-Year Plan Development Workshops

As the saying goes, “If we don’t know where we’re going any road will take us there.” Having a smart, targeted plan and a clear path for executing the plan is key.

We will work with you to design three very focused, high-energy workshops with your strategic planning team. Each of these workshops would be distributed over two days, with an afternoon session on the first day and a morning session on the second day. We would also schedule a one-hour meeting at the end of the second day’s meeting to brief the Board’s Strategic Planning Subcommittee on our progress.

Workshop One

In the first workshop, we would focus on the part of the plan we call “Strategic Clarity”. This is the high-level view of your strategy, and includes the following elements:

- **Vision**
What is the ideal future state we are trying to create?
- **Mission**
What is our purpose? What are we here to make happen?
- **Values**
What are the fundamental beliefs that shape how we work together and serve our mission?
- **Brand Intention**
What do we want to be known for? What is the enduring perception or emotion that describes the total experience of our organization?
- **Position**
What unique & sustainable value do we deliver, where do we deliver it, and for whom?

Workshop Two

In the second workshop, we would work with the team to define the “Focus” part of the plan, which includes these elements:

- **Strategic Imperatives**
What must be accomplished over the planning horizon?
- **Objectives**
How will we measure success?

Workshop Three

In the final workshop, we will work with your team to align on the “Action” part of the plan—the Initiatives that you will undertake within the planning horizon:

- **Initiatives**
What collective actions do we need to take, that are transformative in nature?

Phase Three: Get Moving



Having a compelling Plan and knowing how to communicate that Plan—both are essential for the success of the effort.

Deliverable: Final Strategic Plan documentation

Once we return from the workshops, we will take some time to collect everything the strategic planning team decided into one coherent document. We have a one-page Strategic Plan format that has proven very effective at helping participants and non-participants alike to understand the overview of the strategic plan, while also being able quickly reference the specifics. In this way, the final document acts as both a guide to working the plan, and as a tool for communicating it.

Project Team



Matthew Landkamer
Principal

Matthew helps clients think through, better understand and then take action on their most important strategy, organizational change, and brand challenges. His art and design background, combined with hands-on business experience, allows him to bring a unique balance of creative design thinking and strategic rigor to each of his client engagements. He is a skilled facilitator and problem solver with an impressive ability to start the conversations that need to be had inside organizations, and among organizational leaders—the kind of conversations that lead to valuable insights, bold thinking and needed results.

Matthew has spent 18 years leading marketing and strategy initiatives for organizations of all sizes from large companies to small, entrepreneurial ventures. Before joining Coraggio, he was a leader of the marketing group at a Seattle-based global architecture firm, where he also helped lead strategy for that firm's Planning and Urban Design practice.

Matthew holds a Bachelor of Arts degree from Nebraska Wesleyan University. He is certified in the Prosci® Change Management methodology, and has completed training in Public Interest Design through the Social, Economic, and Environmental Design (SEED) Network



Craig Trames
Principal

Craig is an engaging and insightful facilitator of strategy, brand, sales, marketing and innovation. He has an impressive and effective way of making sure the right conversations—the real conversations that need to be had—are front and center and that client teams are able to work together to mobilize around new opportunities and to find the right solutions to mission-critical challenges.

Craig has worked with a wide range of clients including adidas, Portland Fire and Rescue, Tillamook Creamery, NBC Universal Studios Hollywood, New Seasons Market, and a number of Travel & Tourism organizations such as San Francisco, Beverly Hills, Santa Monica and Santa Barbara.

Over the past 30 years, Craig has taken on a wide range of leadership roles with an emphasis on marketing, sales and product development, 11 years of which were spent at Nike. Afterward, Craig served as CEO of Pacific Crest Outward Bound School. Craig is proud to have been a senior consultant with Coraggio since 2006

Project Cost

Our requested fee for this project is a flat rate of **\$32,000**. This fee does not include costs related to travel, which will be billed at cost. All invoices are due net 30.

Timeline

We anticipate that the activities described in this proposal can be completed in a ninety-day time period.