

CA Travel & Tourism Commission

Co-op Strategy and Structure

- History
 - Heavy reliance on contractors to create, promote and implement programs due to limited CTTC funding
 - Programs tended to operate in a silo
 - Programs could be more effective if in line with CA brand strategies
- Research
 - Surveys: Fun Spots/Treasure Hunt, DMO, CMG and Wine & Food
 - Anecdotal feedback from Rurals, CWC's, Marketing Reps and Sunset
- Environmental shifts
 - Budgetary factors
 - Increase in funding
 - Increased opportunity due to funding

Co-op Hierarchy

CALIFORNIA TRAVEL & TOURISM CO-OP RESTRUCTURE

Co-op Structure	Strategic Alliances		Marketing Partnerships	
Definition	A cooperative relationship entered into for mutual benefit between the CTTC and another organization(s) and which directly supports CTTC's mission and strategic marketing plan		A cooperative marketing relationship between the CTTC and designated contractors who create, manage and sell marketing programs that supports CTTC Brand Advertising pillars and initiatives and/or supports the state's hospitality and tourism industry's needs and objectives	
Examples	Southwest Airlines, CA Wine Institute, Snow Resort Coalition		CMG, Culture, Drives Guide, Fun Spots/Attractions. Golf, Park Visitor, Shop, Wine & Food	
Criteria	Policy	Programming	Policy	Programming
	Financial commitment (\$500K/yr,) brand alignment and development, supported by research findings	Quantitative in nature; must be state-wide; long-range (multi-year;) can extend into marketing partnership (e.g. LOWAF)	Contribution ratio 3:1 (industry:CTTC); statewide; turnkey operation; proven track record; aligns with current brand pillars/initiatives	Integrated communication platform, tiered offerings; has a combo of breadth of participation and high satisfaction; domestic & international offerings
Measurements	SMARI Advertising Effectiveness & ROI studies; tracking analytics of alliance organization(s); SMARI Attitudinal & Awareness research; earned media coverage		Partners satisfaction; specific campaign measures (web traffic, leads, media equivalency)	
Partner Opportunities	Apple, Levi's		International (Japan)	

Strategic Alliance Criteria

Criteria #1: Financial Commitment

Strategic Alliance programs must be funded by a minimum cash contribution of \$500,000 a year* (or in-kind media equivalent^) for a minimum of three years

*Current programs will be grandfathered in and subject to criteria after the end of the current contract

^ In-kind media will be evaluated by the ad/co-op committee and may be higher than \$500K/yr

Criteria #2: Brand Development

Strategic Alliance programs must extend the California brand, reinforcing the “California Attitude” and expanding reach and influence among leisure travelers

Criteria #3: Research-driven

Strategic Alliance programs must be supported by research findings that demonstrate a designated area of need and/or opportunity for CTTC

Criteria #4: Scope

Strategic Alliance programs must be statewide, providing broad promotional coverage

Strategic Alliance programs must be long-range (multi-year)

Criteria #1: Program Contribution

Must be funded by a 3:1 industry to CTTC contribution*

Turnkey operation – all sales, promotion and implementation is primarily the responsibility of the contractor

Proven track record of success of no less than two years

* Non-assessed industries currently receive no funding from the CTTC. All funding requests will be evaluated for approval by the ad/co-op committee

Criteria #2: Brand Alignment

Programs must align with current brand pillars/initiatives and/or support specific assessed tourism industry segments not already supported by CTTC

Programs must meet industry objectives, expanding reach and influence among leisure travelers domestically and/or internationally

Criteria #3: Integrated Communications

Programs must be multimedia (to include print, online, travel trade, PR, direct mail, etc.)

Messaging should reflect the CA brand

Criteria #4: Scope

Must be statewide

Must have tiered offerings so that it is viable for all levels of participation

Partnerships can include DMO's assessed and non-assessed businesses

- Exploratory
- Screening
 - Does it meet all criteria?
 - Does CTTC have appropriate resources to implement (time/staff/budget)?
- Vetting – Marketing Committee level
- Approval – Commission level
- Implementation
- Evaluation