

# Cambria Tourism Board Marketing Plan Completed 8/22/11



## Project Overview

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### Introduction

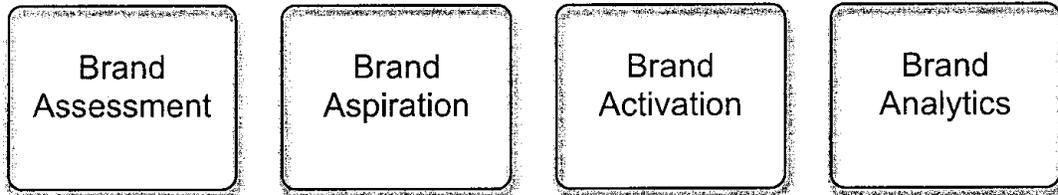
The San Luis Obispo County Tourism Business Improvement District (CBID) coordinated the formation of the Cambria Tourism Board in an effort to create and implement new marketing ideas with a goal of bringing visitors to Cambria and increasing TOT. The funds provided are to be used to promote the area and generate additional revenues as well as support community events related to tourism. The Cambria Tourism Board sought to develop a marketing and branding plan to help guide the efforts in a strategic manner.

### Project Objective

To develop a strategic marketing plan focused on reaching new Cambria visitors and building stronger relationships with returning visitors through marketing and social media strategies.

### Methodology

When developing a marketing plan, Verdin Marketing Ink implements the Four BA process to ensure success of the proposed plan. Below is that process.



#### Brand Assessment

Analyzed all relevant brand research and assessed competition. This included reviewing market conditions, competitive landscape and the current Cambria image as well as an online survey and two focus groups with Cambria visitors.

#### Brand Aspiration

Explored a new brand identity and possible positioning opportunities. Established benefits, brand character and brand architecture.

#### Brand Activation

Developed a strategic marketing plan that is designed to reach brand's goal including the development of a new logo and tagline as well as a brand strategy report.

#### Brand Analytics

Brand tracking to ensure the messages developed are the ones most likely to succeed with the target audience.

# Cambria SWOT Analysis

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## Strengths

- Premier tourist destination
- Various lodging options – 37 Hotels/Motels/B&Bs, over 156 Vacation Rentals
- 21 restaurants to choose from
- Small town atmosphere
- Six miles south of famous Hearst Castle
- Known as “One of America's Prettiest Towns” – Forbes.com
- Numerous well attended events
- Local artists and art galleries
- A variety of outdoor recreational activities
- Agricultural tourism
- Close and engaged community
- Highly trafficked chamber website
- Un-crowded beaches
- Proximity to Elephant Seals
- Wine Tasting
- Gateway to Big Sur
- Sea life and wild life

## Weaknesses

- Disjointed brand and lack of consistency
- Website in need of updating
- Lack of resort-type lodging
- Disconnect between East & West village
- Lack of family activities
- Lack of clear signage
- Resistance to change

## Opportunities

- New identity - Brand Cambria with updated logo and tagline
- Update chamber website – leverage WineCoastCountry.com functionality
- Expand awareness to younger audience
- Capture day travelers from Hearst Castle
- Entice overnight visitors to extend their stays
- Wine Industry growth
- Consumer interest in rural tourism
- Variety of dining experiences

## Threats

- Competition
- State of economy
- Rising fuel prices
- Highway closures

## Secondary Research

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### California Tourism Trends

Travel and tourism has consistently been a significant economic engine for the State of California. In 2008 there were 338 million person-stays in the state. Of those stays, 86 percent were California residents traveling in-state; 255.2 million stays were leisure travel, 82.8 million were business travel.<sup>1</sup>

The average visitor profile for 2008 was as follows:

Average age 46.9

Average HHI \$93,451

Managerial/Professional occupation

75% Married

Average travel party size 2.12

Leisure continued to be the primary motivation for travel. Of this segment, leisure travel was categorized as:

Visit Friends/Relatives 23%

Special Events 15%

Other Personal Reasons 15%

Getaway Weekend 13%

General Vacation 10%

Lastly, in 2008 residents stayed overnight on getaways on average 2.10 days. Non-resident stay was on average 4.15 days. Additionally, more than 50 percent of day travel was in-state.<sup>2</sup>

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<sup>1</sup> California 2008 Data Tables, CA Travel & Tourism Commission

<sup>2</sup> California 2008 Data Tables, CA Travel & Tourism Commission

## San Luis Obispo County Tourism Trends

According to VisitCalifornia.com, San Luis Obispo County's average growth rate for travel spending over the past 17 years (from 1992 to 2009) was +3.29 percent. SLO County has seen steady increases in the past years, with declines experienced in 1994, 2001, 2008 and 2009.<sup>3</sup>

### Visitor Spending at Destination

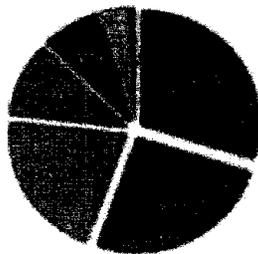
San Luis Obispo County

| Calendar Year | Million \$ | Annual Change |
|---------------|------------|---------------|
| 1999          | \$829.50   |               |
| 2000          | \$904.30   | 9.00%         |
| 2001          | \$891.40   | -1.40%        |
| 2002          | \$897.70   | 0.70%         |
| 2003          | \$926.50   | 3.20%         |
| 2004          | \$965.30   | 4.20%         |
| 2005          | \$1,015.40 | 5.20%         |
| 2006          | \$1,073.10 | 5.70%         |
| 2007          | \$1,130.30 | 5.30%         |
| 2008          | \$1,128.10 | -0.19%        |
| 2009          | \$1,070.20 | -5.13%        |

### Taxable Room Sales

Taxable room sales for SLO County were broken down by jurisdiction for 2008.<sup>4</sup>

| All Jurisdictions | Million \$ |
|-------------------|------------|
| Pismo Beach       | \$61.80    |
| San Luis Obispo   | \$50.60    |
| El Paso De Robles | \$25.50    |
| Morro Bay         | \$19.60    |
| Arroyo Grande     | \$4.40     |
| Atascadero        | \$4.10     |
| Grover Beach      | \$2.30     |



- Unincorporated
- San Luis Obispo
- Morro Bay
- Atascadero
- Pismo Beach
- Paso Robles
- Arroyo Grande
- Grover Beach

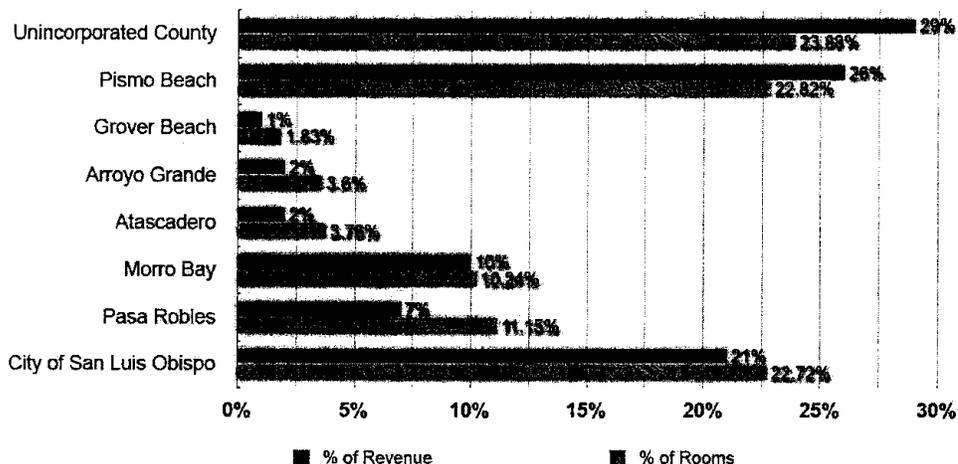
<sup>3</sup> [www.visitcalifornia.com](http://www.visitcalifornia.com) - 2009 Economic Impact by County

<sup>4</sup> [www.visitcalifornia.com](http://www.visitcalifornia.com) - 2009 Economic Impact by County

## Revenue Analysis

### *Intra-Regional Rooms versus Revenue Analysis*

The following analysis evaluates the total percent of rooms available and revenue made in 2008, broken down by area of County. The unincorporated areas accounted for almost 30% of the overall revenue and owned 24% of the rooms.<sup>5</sup>



### Analysis

*Though the economic challenges of 2009 reflected the largest decline in spending in the past 17 years, unincorporated areas of SLO County such as Cambria continue to generate the most revenue. Furthermore, with Cambria holding the most accommodations out of all these unincorporated areas, Cambria generates an estimated 43.5% of the total revenue. Though we do not view other regions of the county as our competition, it is important to take into account that the unincorporated region of Cambria hosts several accommodations, making it not only a drive-thru destination, but a destination people visit and more importantly, stay.*

### Lodging

#### Seasons

The summer season is the region's peak season followed by fall and spring, then to a much lesser degree, winter. In occupancy, San Luis Obispo County's unincorporated areas experienced higher occupancy than Monterey but trailed Santa Barbara.<sup>6</sup>

#### Social Media

Recently, many participants noticed an increasing use of social media for properties. Hoteliers were using social media such as Facebook to connect with guests, asked for recommendations on their property and also incentivize "fans" by offering good deals on stays.<sup>7</sup>

### Analysis

*Economic challenges only present opportunities for a town like Cambria to reinvent themselves and creatively bring tourists in to the area. Increased use of social media allows for simple incentive programs such as ticket giveaways or opportunities to educate and connect to previous and new travelers at a small expense.*

<sup>5</sup> SLO County Tourism Industry Analysis. Strategic Marketing Group and Dean Runyon and Associates. 2008

<sup>6</sup> SLO County Tourism Industry Analysis. Strategic Marketing Group and Dean Runyon and Associates. 2008

<sup>7</sup> Verdin|Riester San Luis Obispo County BID, Brand Development Findings Report, 2010

# Target Audiences

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## Demographic

Primary demographic segments include adults 55+ and 35-54. A key characteristic the 55+ segment has is its ability to travel mid week and off-season.<sup>8</sup>

Most of these travelers to Cambria are couples, older, empty-nesters. An emerging audience is the younger couple or couples traveling together.

## Geographic

In April 2010, Verdin|RIESTER conducted eight one-on-one interviews with community leaders and tourism stakeholders in SLO County. From those interviews it was determined that the majority of visitors to SLO County resided in the state of California. SLO County was typically a driving destination as air travel into SLO County was extremely limited and expensive. During these one-on-one interviews, four groups of tourists were classified as the main visitors to SLO County:

- Southern California Residents
- The Valley Residents (Fresno, Bakersfield, etc)
- Northern California Residents
- Drive-thru Market (those taking scenic Hwy 1 without overnight plans in Cambria)

The groups were described by their place of origin:

**Southern California** residents liked the beach, fun dining, wine and enjoyed occasional nights out on the town. They came both with families and significant others, they came often and came with money to spend.

**Valley** visitors traveled westward to escape the heat and visit the coast. They typically stayed in campgrounds and traveled to SLO County for an affordable getaway in a cooler climate. Additionally, they traveled in RVs and passed through the eastern portion of SLO County to head directly to the southern coastal area.

**Northern California** visitors were newer to the county. They were described as liberal, intellectual and well educated. Many had recently become more familiar with the county and realized it was a comparable drive to Napa wineries.

**Drive-thru** visitors tended to be International travelers who were drawn to the area because of Highway 1 and were driving the coast between Los Angeles and the Bay Area. These travelers were often from Europe or Asia with Canadian and Australian visitation increasing during the winter months.

*Two other important groups of visitors were also noted:*

**SLO County Residents** see Cambria as a close escape, one that offers a chance for an easy night or weekend away as a "staycation." Locals account for a good portion of travelers, so Cambria should capitalize on this to build business during the off-season.

**Cal Poly Connection** - Many past visitors to the destination had a link to Cal Poly, San Luis Obispo. Visitors were graduates of Cal Poly or had immediate family members who were graduates or current students at Cal Poly. This connection introduced visitors to the destination and made SLO County a vacation destination for those who fell in love with it because of their University connection. Parents visiting the area were unfamiliar with regions such as Cambria and would take a day trip to discover the unknown.

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<sup>8</sup> SLO County Tourism Industry Analysis. Strategic Marketing Group and Dean Runyon and Associates. 2008

## Psychographic

### Baby Boomers

Baby Boomers were classified in two groups: (1) affluent wine enthusiasts, and (2) off-season vacationers with a potential to stay longer than average. Off-season visitors come to avoid the busy summer season and lead a lifestyle allowing them to stay longer – anywhere from a week to three months.

### Wine Tourists

Wine Tourists who visited SLO County specifically for the wine industry were described differently than the typical visitors. Wine season typically ran between March and November. Travelers who came for wine were classified into two groups:

**Baby Boomers** - Core consumers of the wine industry. They had slightly higher levels of disposable income than the typical baby boomer who visited the county.

**Young Couples** - Young Couples in their 30s and 40s enjoyed traveling to SLO County for the wine. They visited with their significant other or in groups of young couples. They enjoyed festivals, tasting and dining that accompanied the wine industry. These wine connoisseurs were described as individuals who were looking to escape the rat race, enjoyed a casual and fit lifestyle and took getaways to wine country to relax from their hectic lives. Finally, Cal Poly graduates returned to visit during wine events as they were familiar with the destination and events provide a good reason to return.<sup>9</sup>

## Analysis

*Though this demographic research was conducted for all of SLO County, each segment directly relates to Cambria, CA. It's important to note that the primary demographic segments not only have the ability to travel mid-week and off-season, but the 55+ and 35-54 segments are also the demographics increasingly using social media.*

## Social Trends

A change in social trends has impacted travel and tourism throughout the country, which also directly affects the village of Cambria, CA. According to the Travel Industry Association (TIA) these social trends include:

**Value is the new normal** - Because consumer behavior has shifted to a more value-oriented decision process, developing and communicating the value of the destination is critical.

**The Internet and Travel** - In 2009, two thirds (65%) of the 98.3 million travelers who are online (63.8 million) used the Internet to make travel plans. Use of the Internet to actually book travel continues to increase, with 45% (44.6 million) of all travelers having made travel reservations on the Internet during the past year. Furthermore, 67% booked overnight lodging accommodations.

**Environmental Issues are a priority** - The growing concern for the environment allows Cambria to promote its natural tourism assets such as access to Big Sur along with low impact recreation such as hiking, bicycling and birding.

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<sup>9</sup> Verdin|Riester San Luis Obispo County BID, Brand Development Findings Report, 2010

**Hectic lives equal shorter trips** - As people become increasingly pressed for time due to the hectic nature of their lives, the impact is seen on vacation and travel. Additionally, consumers are looking for hassle free vacations placing greater importance on the ease of booking, and travel to and from destinations.

**Shorter Booking Windows** - A major trend that has occurred within the tourism industry is the migration toward last minute trips. Shorter booking windows make it more difficult to gauge future demand and plan accordingly. With its central location Northern and Southern California, last minute bookings in San Luis Obispo County is more simplistic, compared to traveling out of state.<sup>10</sup>

## Analysis

*These social trends demonstrate the importance for the city of Cambria to work together in order to achieve success. Though individual accommodations and activities influence a person's city of choice, the combination of each is the key selling point. Whether booking a vacation one day or three months prior to departure, travelers want and need to know what their destination has to offer, and they want to find this information via the Internet. With many encompassing busy lives and only time for a quick escape, having the option to quickly evaluate places for dining, entertainment, recreation and sight-seeing, and is significant.*

## Trends

**Wine** - A difference noted for the wine industry in SLO County was the friendly atmosphere. The tasting rooms were relaxed, social and promoted conversation – even among strangers. Second, the relaxed atmosphere and smaller establishments allowed for visitors to meet some of the wine-makers in person. Experiences were more authentic and allowed for interaction on a first-hand level. Lastly, wine was a significant economic driver to the region. One participant explained that wine brought money into the region along every point of its path from production to consumption. Its value was even greater when consumed in the region.<sup>11</sup>

**Fit/Healthy Lifestyle** - A recent appreciation and focus for healthy living, nationally, worked well for SLO County. Participants explained that not only did the destination offer clean air, the coast, and rolling hillsides, but it also was a place filled with outdoor activities and adventures. This active, outdoor lifestyle was a part of the culture of SLO County and fit well with the beaches and wine industry.

**Eco-Tourism** - The trend toward sustainability and eco-tourism was expressed by some participants as a decision-making factor. The fact that Cambria has an abundance of natural recreational activities such as hiking, bird-watching and kayaking, positions the region well for this component.

**Events** - Overall participants found significant value in the events, festivals and Farmers' Markets in SLO County. There was even a desire for more, as all saw how the events provided visitors with a reason to visit the destination. Those more directly involved with the creation of the events noted that they "*Require a long term commitment.*" Events are not always successful and popular the first year they happen, it takes time, money and effort to grow events to be large and successful.<sup>12</sup>

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<sup>10</sup> SLO County Tourism Industry Analysis. Strategic Marketing Group and Dean Runyon and Associates. 2008

<sup>11</sup> Verdin|Riester San Luis Obispo County BID, Brand Development Findings Report, 2010

<sup>12</sup> Verdin|Riester San Luis Obispo County BID, Brand Development Findings Report, 2010

## Analysis

*Cambria should take advantage of not only events happening within the city limits, but also events taking place around the county. Sunset's Savor the Central Coast, for example, should be used as an opportunity to leverage people into the town.*

## Competition

A point of differentiation for SLO County, when compared to Santa Barbara and Monterey, was that SLO County is far more affordable and approachable. However, the brand equity held by both of its perceived competitive destinations – Monterey and Santa Barbara – were very strong regardless of the expense associated with the destination.

**Santa Barbara, "The American Riviera"** - It was noted that Santa Barbara is a more high-end, luxury oriented destination, more easily accessible from Southern California and offered both wine country and the coast. However, it was also noted by some to be perceived as pretentious, which explains why some people drove through Santa Barbara and came to the more relaxed and affordable SLO County.

**Monterey, "See Monterey"** - Between the Big Sur coast, historic Highway 1, the Monterey Aquarium and Pebble Beach, visitors had significant activity options in Monterey, in addition to luxury accommodations.<sup>13</sup>

**Carmel, "Carmel by the Sea"** – Similar attributes as Monterey, with a more upscale and sophisticated target audience.

The weaknesses to Santa Barbara, Monterey and Carmel are:

- Congestion/crowded beaches
- Weekend orientation
- Not perceived as friendly as Cambria
- Perceived Costs<sup>14</sup>

## The Destination

The Cambria experience is unlike anything else available within the county, and also different than present day Santa Barbara, Monterey and Carmel. The coastal location provides some spectacular scenery and serves as a base for a variety of recreational activities. The area is located within excellent proximity to both, Northern and Southern California as well as other regions within the county. The rural feel of the area provides a unique respite for those visitors that seeking refuge from a more hectic lifestyle. The area also takes advantage of the many wineries within the region while offering visitors moderate temperatures and coastal ambiance.<sup>15</sup>

## Analysis

*Cambria offers tourism activities and experiences for visitors to enjoy. This unincorporated area of the county is the gateway to major attractions like Hearst castle as well as Big Sur. Other key points of differentiation include Highway 1, the wine industry, history, cultural events, several and diverse restaurants, art galleries, specialty shops, outdoor recreation, coastal access, sea life and the natural environment. With several key points of differentiation, Cambria, CA can truly create a unique visitor experience.*

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<sup>13</sup> Verdin|Riester San Luis Obispo County BID, Brand Development Findings Report, 2010

<sup>14</sup> SLO County Tourism Industry Analysis. Strategic Marketing Group and Dean Runyon and Associates. 2008

<sup>15</sup> SLO County Tourism Industry Analysis. Strategic Marketing Group and Dean Runyon and Associates. 2008

## Online Survey

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Verdin Marketing Ink conducted an online survey that was distributed by local lodging properties to their email visitor databases. The survey included 18 questions regarding their travel planning habits and past experiences when visiting Cambria. Out of 522 opened surveys, 495 were completed to evaluate. Please see Appendix for survey questions and results.

### **Analysis and Summary**

The first few questions in the survey were regarding visitors' travels to Cambria. Most respondents have either visited once or twice or have come more than seven times and over 70% would travel to Cambria again in the future. Out of the respondents, the typical trip to Cambria is a weekend or short getaway and most choose a Bed & Breakfast type of lodging, followed by Hotel/Motel second when visiting. On average, visitors typically stay 2 nights and would consider staying longer if lodging properties offered discounts for additional nights. They also find the majority of their information on Cambria, by surfing the web and book their reservation on the lodging properties website. Lastly, over 82% of the respondents said they traveled to Cambria with their significant other, which shows typical travelers are couples.

The next set of questions were specific to Cambria and their experiences while visiting. The top three things people enjoyed most while in Cambria were dining out, visiting the beach and shopping. Respondents said Cambria is best described as being charming, relaxing, picturesque and quaint. When asked, respondents shared even more thought on Cambria, which can be found in Appendix 1. Majority of the respondents were female and between the ages of 55-74.

For the full report see Appendix 1.

CAMBRIA VISITORS:  
FOCUS GROUP/  
OTHER RESEARCH

CONDUCTED ON BEHALF OF  
Cambria Tourist Board

Prepared for:  
Verdin Marketing Ink  
Cambria Tourist Board

Prepared by:  
Robyn Letters

OPINION  
STUDIES

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August 12, 2011

## **INTRODUCTION**

Opinion Studies conducted two focus group sessions among fifteen Cambria visitors on behalf of Verdin Marketing Ink and the Cambria Tourist Board. The fifteen participants represented eleven different travel groups. One session was conducted on Sunday, May 29<sup>th</sup> [Memorial Day weekend] at the Olallieberry Inn and the other on Saturday, June 4<sup>th</sup> at El Colibri. Both sessions included first-time visitors as well as returning visitors. All participants were recruited to take part in the two sessions by lodging staff the day before and even hours before the sessions. Following the completion of these sessions and based on findings, Verdin Marketing Ink redesigned and modified the taglines and logo concepts tested in the two focus sessions. Verdin Marketing with input from Opinion Studies then conducted additional on-line research with the fifteen focus group participants to determine attitudes toward the final designs. This report summarizes findings from the focus groups as well as findings based on on-line research.

The purpose of this research effort was (1) to gather information about visitors' perceptions of Cambria—what they particularly like about visiting Cambria, how often they visit, reasons for their current visit, what activities they engage in while visiting Cambria, (2) obtain some insight about their sources of travel information, and (3) to determine visitors' reactions to promotional concepts currently being proposed to the Cambria Tourist Board.

## **CONCLUSIONS FOLLOWING FOCUS SESSIONS**

In terms of marketing materials and visuals, visitors' standards are high for Cambria in part because they are extremely fond of the community as a vacation destination. They see it as an idyllic, adult-vacation site that people typically travel to in order to relax and recuperate from their hectic, big-city-based lifestyles. The community offers many sensory (great restaurants, wineries; ocean breezes, smells; calmness, etc.) and simplistic down-to-earth experiences not found in other destinations. People who have visited a number of times are especially passionate about finding taglines and logos that reflect the community's unique characteristics. Those who are infrequent or first-time visitors are also enthused about the unique qualities of the community. Both groups were interested in finding a tagline and a logo for Cambria that could not be attributed to any other destination spot.

Three of the five tested taglines include the word "tranquility." And all three were considered appealing. Two of them—"Tranquility by the Sea" and "Experience the Tranquility"--were tested in one group; in the respective groups they were shown in, they were liked better than other taglines. There were mixed feelings about "Taste the Tranquility." One group liked it a lot

and the other found it strange. “Charm by the Sea” had some strong following but was considered passé by others. “A Hidden Gem” had the fewest participants championing it.

For the most part, participants agreed that they liked several logo concepts—the Block Scene, Victorian and Scrolls being the most popular. The Block Scene was considered attractive because it is the most picturesque and consistent with participants' perceptions of Cambria. It requires the least amount of interpretation to be reminiscent of Cambria.

The three artistic renditions (Victorian, Scrolls and Swirls) were more difficult for some people to relate to because they are more subtle than other logos. Of the three, the Victorian logo evoked the most enthusiasm with the Scrolls logo having some following. The Victorian logo was particularly popular among several women who are attracted to Cambria because of its quaintness and history. Both the Scrolls and Swirls logos were perceived as feminine and were thus less appealing to men. The Swirls logo is probably not worth pursuing.

Based on input from the advertisement exercise and other comments, the “tree” concept has some merit. Trees are iconic to Cambria along with the ocean, beautiful scenery and quality restaurants. As executed in the two versions shown, the tree concept was not well received. In version #1, the shape of the tree was more reminiscent of redwood trees than Monterey Pines found in Cambria; in version #2, the shape of the tree is more accurate but the shadow behind the tree intended to be a suggestion of the ocean was too subtle. Perhaps something less subtle can be incorporated into this version along with some other iconic symbols such as the community's boardwalk. This logo really is a more contemporary version of the Block Scene that appealed to focus participants. Color may also enhance this logo and make it more appealing. The goal then would be to find something that is a cross between the Block Scene and Trees.

## **CONCLUSIONS FOLLOWING SUPPLEMENTAL RESEARCH**

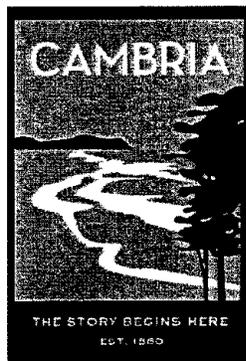
Logos #4 (Scene with Hearst Castle) and #6 (Scene with boardwalk) emerged as the logos liked best. Each was ranked in the top spot by four of the nine respondents and 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup> by seven of the nine respondents. Logo #5 (Oval scene) also received an overall high ranking. Although it was not chosen as #1 by any respondent, it was ranked 2<sup>nd</sup> or 3<sup>rd</sup> by seven of the respondents, similar to Logos #4 and #6. The logo that was liked least was the logo which included a sea shell.

The tagline “Sea. Sun. Serenity.” received the overall highest ranking when all rankings were averaged although “Tranquility by the Sea” was a very close second. Both were ranked in the top spot by three participants and in the first or second spots by five participants. (See

Appendix 2 for rankings by individual participants.) Other taglines were also ranked high by some respondents.

Based on this supplemental research, we conclude that a logo which depicts a scene reminiscent of Cambria is generally more desirable to the average visitor than ones that do not depict a scene. And for the taglines, all have some following, although "Sea. Sun. Serenity" and "Tranquility by the Sea" are slightly more popular than the other options.

**Logos tested (created in black and white only, for concept purposes):**



-- END OPINION STUDIES REPORT --



Logo Development – Nine refined logos created and tested:



logo 1



logo 2



logo 3



logo 4



**CAMBRIA**  
TRANQUILITY BY THE SEA

logo 5



TRANQUILITY BY THE SEA

logo 6

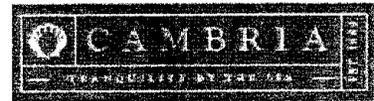


TRANQUILITY BY THE SEA

logo 7

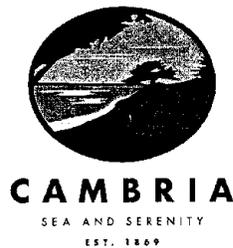
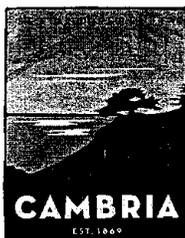


logo 8



logo 9

Top logo concepts submitted to committee:



# Cambria Messaging

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## Ad concepts:

*NOTE: images used are to convey concept only. Photos are stock images or were pulled off Google and may have licensing requirements for commercial use.*

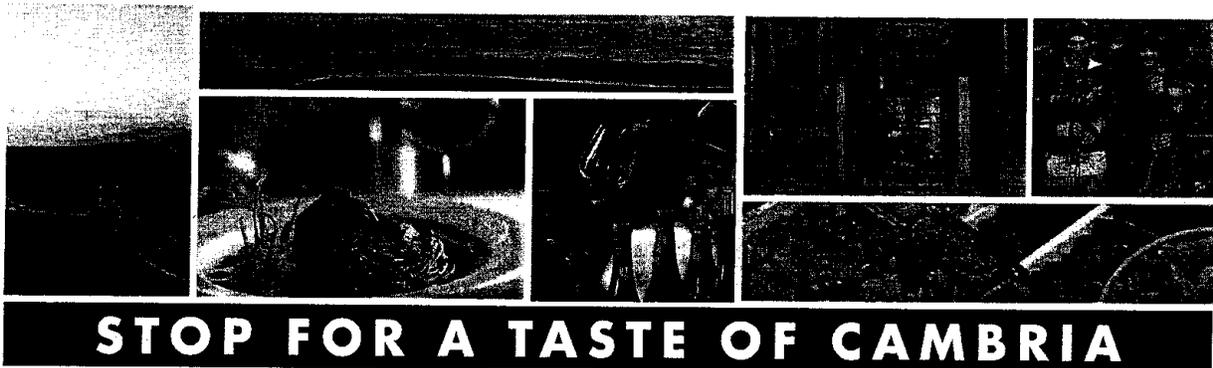


**Stop & Breathe.**



**Taste the Serenity.**

## Billboard concepts:



## Taglines

(Note: Several tagline options were tested in focus groups and with marketing group. The following are the three top taglines)

**Pines by the sea.**

**Serenity by the sea.**

**Sea & Serenity.**

## Cambria Marketing Goals & Objectives

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- I. Increase awareness and heighten perceived value of Cambria as a destination.
  - a. Create brand identity and messaging for Cambria
  - b. Communicate information to visitors about the diversity of tourism experiences that exist within the area.
  
- II. Increase occupancy rates and room rates and extend length of stay of visitors to Cambria, across all lodging types that pay TOT within Cambria.
  - a. Develop programs that positively impact the slower lodging periods.
  - b. Develop programs that specifically target new visitors to the area.
  - c. Use diverse offerings of the area to encourage more than one or two night stays.
  
- III. Create synergy to establish the North Coast as a destination.
  - a. Collaborate with other organizations (like other local area boards) to promote the north coast region.

## Cambria Marketing Strategies

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### **Cambria's Points of Differentiation**

Cambria combines the relaxation and the feeling of being a world away of a rejuvenating vacation with the outdoor exploration and shopping opportunities of an active vacation.

Cambria is close to metropolitan feeder markets, but with an untouched natural beauty, friendly people and a slower pace.

Cambria offers a more affordable vacation experience that is less only in cost than other vacation spots – the diverse offerings of activities, shopping and dining rivals other beach destinations.

### **Overall Strategy**

The overall approach to marketing Cambria should highlight all that is special about the area, the tranquil and relaxing atmosphere with landscapes that take your breath away. For those in large cities, this is how California used to be — wide-open spaces, clean air, and natural beauty.

We will capture the essence of what Cambria has to offer, and create a brand that conveys this “specialness.”

# Cambria Marketing Action Plan

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## **Objective #1: Create brand identity and messaging for Cambria**

Strategy: Use visitor data and input to create Cambria brand.

Tactics (in order of priority):

1. Decide on Cambria logo and tagline.
2. Once a new logo identity is selected, produce Cambria brand guidelines to keep brand consistency.
3. Implement brand into social media platforms (starting with Facebook and Twitter). See social media strategy.

## **Objective #2: Get information out to visitors and potential visitors about the diversity of tourism experiences that exist within the area.**

Strategy: Create materials and get message out about Cambria's many things to do.

Tactics (in order of priority):

1. Develop a brochure with a scaled map that lodging properties and Chamber can distribute to visitors. Refer visitors to website for additional information on activities, dining or lodging.
2. Implement an e-newsletter that goes out on a regular basis to promote events, seasonal activities, etc. to encourage new and return visits. (Note: Need to launch ability to collect email addresses ASAP to build database and leverage opportunity to develop relationships with visitors and potential visitors).
3. Develop a tourism website bringing together all the wants and needs of Cambria stakeholders, and leveraging WineCoastCountry.com functionality (see Website Discovery & Definition for details on recommendations and site plan).
4. Consider a kiosk or mobile app to provide another portal to the website with updated information on events, specials, and activities.
5. Design and implement a way-finding signage program to show visitors the short distance between the East and West Sides of town, as well as proximity of the ocean. (Continue to explore the possibility of a trolley, surrey and other bicycle rental, etc., to help visitors get around without having to drive everywhere).
6. Implement a PR plan focusing on events and seasonal activities to garner editorial coverage online and in print to support other marketing efforts. Ideas for consideration:
  - a. Send out press releases on every Cambria event to California-wide media
  - b. Identify events in geographic target markets that reach the designated audience and donate a package for their auction (basket with bottle of local wine, baked goods, piece of art and voucher for an overnight stay).
  - c. Unique Girlfriends' Getaway story pitch
  - d. Unique destination wedding story pitch

e. "Foodie" Vacation

7. Implement a media plan to reach visitors, as indicated in Media Plan Recommendations below.
8. Create online and print ads that promote coming events. Online ads can link to events page on website for details. Ad content would include a listing of upcoming key events for the following month and would change out regularly each month.
9. See social media strategy.

**Objective #3: Increase marketing efforts during the off-season.**

Strategy: Play up proximity to drive markets and the value of Cambria as a destination.

Tactics (in order of priority):

1. Promote events in out-of-area target markets through advertising, social media and the website.
2. Keep website updated with changing events, activities and information.
3. Include information directing visitors to "Check out our off-season specials at (web address here)!" on all collateral.
4. Develop ongoing specials and promotions in off-season time period. Blast out regularly in e-newsletters and post onto social media platforms. Ideas for consideration:
  - a. Create hotel/restaurant/activity packages to encourage visitors to come in off-season.
  - b. Offer discount packages for longer hotel/bed & breakfast stays.
  - c. Create a giveaway promotion (\$200 gift card towards a Cambria vacation) to engage potential visitors online and grab their attention to hear about Cambria as they enter for a chance to win.
  - d. Develop a monthly romantic getaway promotion featuring a different lodging property package each month. Could be blasted out in e-newsletters.
5. Design part of PR plan to focus on off-season events as well as the affordability and proximity of this vacation spot. Ideas for consideration:
  - a. Per above, send out press releases on every Cambria event – including off-season events -- to California-wide media
  - b. Pitch last minute weekend getaway vacations around special Cambria events to media in markets within a 2-3 hour radius
  - c. Affordable vacations that rejuvenate and exhilarate
6. Create or support the creation of a larger wine event and promote to out of area markets to reach wine enthusiasts in off-season period.
7. Implement an effective media plan to reach potential visitors – Same as in Objective #2. (see Media Plan Recommendations below for suggested outlets)

8. Create a co-op advertising program for Cambria businesses to join together and share the cost of advertising in target geographic markets (to include lodging, restaurants and activities and other businesses).
9. Explore other co-op advertising opportunities through the SLO County VCB and Chambers of Commerce.
10. See social media strategy.

**Objective 4: Collaborate with other organizations (like other local area boards) to promote the north coast region.**

Strategy: Market larger North Coast area together to show more to do in the region, thus encouraging longer stays.

Tactics (in order of priority):

1. Potentially look at focusing efforts on one tourism website featuring Cambria and San Simeon.
2. Partner with San Simeon local area to promote special events at Hearst Castle. (Evening on the Terrace, Wine & Dine at the Hearst Ranch Dairy Barn, etc.)
3. Support countywide events by participating as a sponsor and having opportunity to market to event participants (Paso Wine event sponsorships, Mid-State Fair, etc.)

# Cambria Social Media Strategy

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## Current use of Social Media:

The challenge with Cambria's social media for tourism is the six competing Facebook pages all within Cambria. One or two pages should be established for Cambria (Cambria Chamber of Commerce and....) and a collaborative effort should be set-forth for passionate locals wanting to promote their town. Though there is a Cambria Twitter page set up (@Cambria\_Ca), the true social media effort is located on Facebook.

## Overall Strategy and Goals:

To establish social media platforms catering to Cambria Tourism. These platforms should evolve so Cambria business owners, locals, tourists and fans can share resources and assist in travel decisions to Cambria. Cambria needs to establish personal relationships with visitors (past, current and future), encourage trips to the town, and provide recommendations to others. Online behavior has shifted and people are no longer just going to Google to search. Rather, they are using Google and Facebook to seek information. Cambria needs to ensure they have a strong, collaborative, and unified online presence where people are searching and sharing information. To help establish these personal relationships, Cambria needs to incorporate industry-related articles and location-based content on social media platforms such as Facebook, Twitter and Blog. Furthermore, Cambria needs to be consistent with posting on all social media platforms, and engage with all fans who post/tweet on their pages.

The goals of this program should be:

- Develop a personal connection with visitors/fans to encourage visits to Cambria
- Build awareness where prospective visitors are spending their time (Facebook, Twitter)
- Increase awareness of Cambria lodging, restaurants, stores
- Stay connected to past visitors to encourage return visits
- Invite fans to share their experiences and media with others on Cambria's social media pages
- Increase web traffic to Cambria tourism website (Chamber?)
- Increase awareness of events and attractions in Cambria
- Become a resource for travel to Cambria

## **Objective #1: Determine which Facebook page to use for Cambria tourism and increase number of likes by 500 by November 1st.**

With almost 700 million users, 90 percent of whom are over the age of 18, Facebook will be the central hub of information for customers, as well as a place to establish personal relationships with fans. The central purpose of the following tactics is to encourage repeat visitation and sharing.

## Tactics:

1. Determine which Facebook page to use and ensure there is a custom Welcome page set up and vanity URL
2. Determine who will be posting
3. Post 1 time per day, five days a week. Only post on the weekends if event/promotion is taking place.

4. Feature a business one day a week
5. Upload more photos of businesses, scenery and attractions
6. Customize photo albums as more pictures are uploaded
7. Engage in community by following all Cambria businesses with Facebook pages.
8. Engage fans by encouraging posting of pictures and videos on page (potential contest)
9. Provide information on current weather, events, and things to do
10. Post traffic delays and good travel times
11. Provide links to articles and good third party reviews about Cambria
12. Reply to all questions and comments from fans
13. Give fans the opportunity to win a prize if they "like" Cambria's page and repost information about Cambria's page on their page
14. Customized Landing page for each contest. Once the contest is over, default to customized welcome page
15. Increase use of events tab
16. Develop lodging tab, providing options to stay in Cambria, with links to websites
17. Develop eat tab, providing restaurants in Cambria, with links to websites
18. Videos of events (i.e. Scarecrow festival, farmers markets, art shows)
19. How to Videos, (i.e. making desert at Linn's, the perfect cinnamon roll at Ollalieberry, wine tasting at Moonstone Cellars, tour of the town of Harmony, views at Fiscalini Ranch, where to go antiquing, Moonstone discoveries, elephant seals, etc.)
20. Promotions and discounts at shops, eateries, and hotels.
21. Allow businesses to post discounts/specials on Cambria's wall and repost to share with others
22. Facts and trivia about Cambria
23. "Neighborhood posts"
24. Share any newsletter Cambria produces
25. Share any available visitor material available. Post on Facebook page providing link to website. Allow printable version, invite visitors to come in and pick up (Chamber)

**Objective #2: Increase twitter followers from 168 to 400 by November 1st.**

The value of Twitter is far less obvious than Facebook, but Twitter allows businesses and cities to build their brand, promote products and generate interests in 140 characters or less. Level of engagement will be higher if links are provided with each Tweet. Twitter is also the ultimate listening tool and will allow Cambria to respond to visitor's questions about the area on a personal level.

Tactics:

1. Determine Cambria's main Twitter page for tourism: @Cambria\_ca?
2. Follow 6-10 new people/businesses every day
3. Follow people/businesses that follow you
4. Tweet articles related to Cambria
5. Tweet third party travel articles
6. Ask questions for real-time feedback once following grows
7. Tweet current traffic and weather conditions
8. Invite followers to ask questions about area
9. Offer promotions/discounts/specials for lodging, restaurant and other merchants in Cambria
10. Tweet town events
11. Tweet facts and history

### **Objective #3: Develop Cambria Blog with first post October 1st.**

The format of a blog will empower the Cambria Tourism website to have quick editorial posts to assist in engaging the community. Cambria is lucky to have a number of passionate locals in their community. A blog does not require one person to post. In fact, the more guest bloggers the better. Invite current Cambria bloggers to post on Cambria's blog and invite others who wish to share a blog post on Cambria's blog.

#### **Tactics:**

1. Determine main bloggers and invite others to be guest bloggers
2. Start with one blog post per week and gradually advance blog to twice a week
3. Announce blog in e-newsletter (Chamber), Facebook & Twitter platforms
4. Incorporate videos in blog
5. Blogging Ideas
  - a. Upcoming events / review of events
  - b. Traveling/vacationing Cambria on a budget
  - c. Family experiences in Cambria
  - d. Best kept secrets in Cambria
  - e. Monthly checklist (i.e. what to do during the month of October in Cambria)
  - f. Holidays in Cambria
  - g. Opinions/sharing third party articles about the town
  - h. Best hikes
  - i. Best cycling adventures
  - j. Where to picnic
  - k. About east and west village
  - l. Restaurant reviews
  - m. Various attractions (i.e. history of Moonstone Beach, building the "boardwalk," about Fiscalini Ranch, Nitt Witt Ridge, Hearst Castle, elephant seals, best drives starting/finishing in Cambria, etc.)

#### ***Additional Social Media Platforms:***

##### **YouTube**

YouTube is second only to Google in number of searches. Videos of travel adventures are popular on YouTube, allowing visitors to research locations and activities for future travel. For this reason, once Facebook, Twitter, and a Blog is established, we believe that the development of a YouTube Channel to create videos and invite visitors to share their travel experiences, will assist in engaging visitors and building awareness of Cambria.

#### **Tactics:**

1. Contest: Most memorable vacation experience in Cambria
2. Post-Vacation Videos: Invite visitors to "review" Cambria after they've returned home
3. Create videos once a month for first three months then increase to twice a month:
  - a. Post videos for specific activities: i.e cycling adventures, where to hike in Cambria, beaches of Cambria, docent walks, views from certain hikes (see Facebook Tactic #19, "How-To Videos")
  - b. Packing for Cambria
  - c. Word-on-the-street: "Favorite thing about Cambria"
4. Use playlists to organize videos by location (East Village, West Village, Moonstone Beach, etc) and type to help fans find the videos they want to see
5. Review all videos submitted by users before adding them to the site to ensure appropriateness

## **Location-Based Platforms**

Popularity in location-based platforms such as Foursquare, Facebook Places and Yelp, continues to grow. This opportunity allows for real-time engagement especially with lodging, shopping and restaurants. Merchants will benefit by learning who is visiting them and what they are saying about them. Merchants can add specials or coupons to those who check-in, rewarding the customer that visits the store and/or lodging property. If Facebook Admins are aware of businesses offering promotions of these location-based platforms, they could utilize these promotions on Facebook, Twitter and the blog.

## **Measuring Success**

- Monthly Analysis and reports from Google Analytics, paying particular attention to keywords, referring sites, bounce rate, and demographics.
- For Facebook, an emphasis should be placed on level of engagement. Weekly and monthly analysis of user-post frequency and quality of posts.
- Facebook Insights to track demographics, referring sites, tab views, top posts, impressions percentages and level of participation.
- Signup for Hootsuite Pro-Plan (\$5.99/per month). Especially use for Twitter monitoring and tracking. Use ow.ly on Hootsuite to track click-throughs on Twitter.
- Create monthly reports with analysis of successful Facebook posts, tweets, and blog entries. Also analyze consistency of posts and ensure posting schedule and individual posting assignments are working.

# Cambria Media Recommendations

## PAID MEDIA

Media Objective: Drive potential visitors to Chamber tourism website or Facebook page

Media Strategy: Utilize an efficient media mix to effectively drive high potential visitors from the core feeder markets

### Geography

- Southern California
- Northern California
- Central Valley
- "Local" - SLO County/Monterey County/SB County

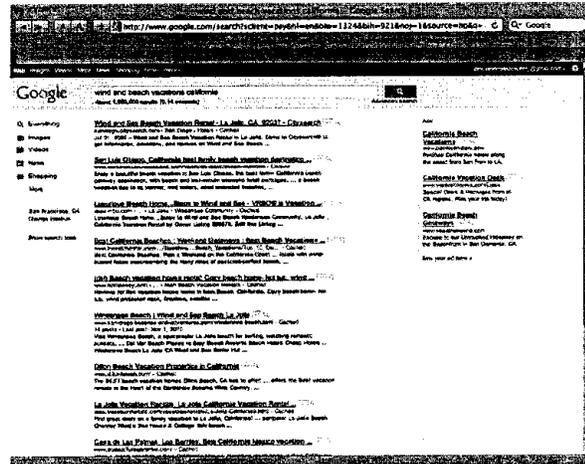
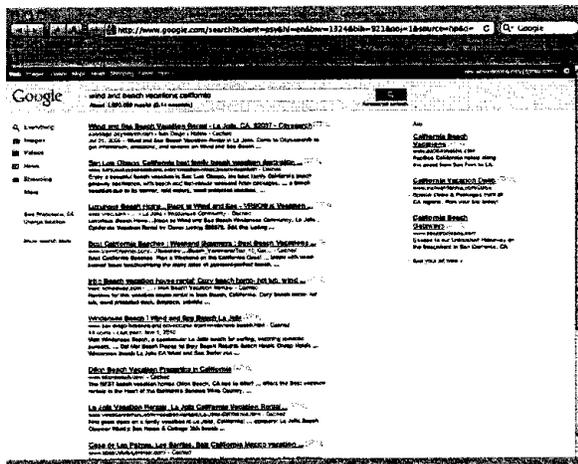
### Overview

VMI recommends a mix of local (local to the geographic target area, e.g., news media) and national sites (e.g., Yahoo and Google) with specific geo targeting to limit the messaging to the most relevant users. Cost Per Click programs on the major search engines and Facebook will complement banner placements to create an integrated effort.

### Online Advertising Elements

#### Paid Search

Pay Per Click search engine advertising is a cost effective way to reach those who are actively expressing interest in the destination through keyword searches in Google. A Paid Search campaign in Google, Yahoo and Bing will display Cambria destination ads to those users in order to drive targeted traffic to the website.

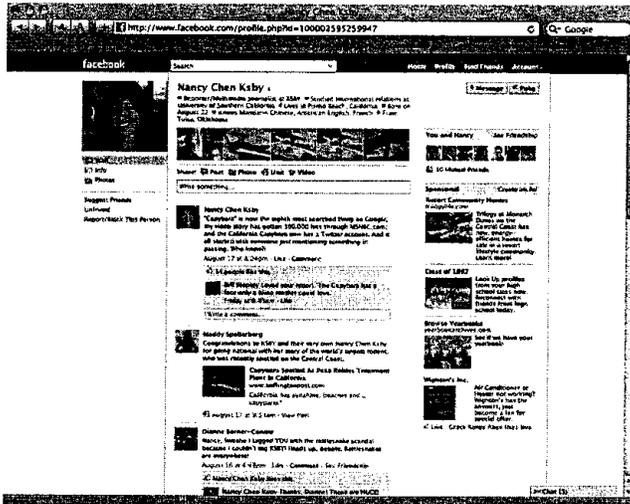


#### Paid Search

- Google, Yahoo, Bing
- Ongoing Campaign
- Select keywords based on destination assets and audience search
- Suggested budget: \$500-\$1000/month (Cost Per Click various; set daily limit)
- Contact: [www.adwords.google.com](http://www.adwords.google.com), [www.advertising.yahoo.com](http://www.advertising.yahoo.com), [adcenter.microsoft.com](http://adcenter.microsoft.com)

## Facebook

Facebook presents a unique advertising opportunity that is both highly targetable and cost effective. Similar to Paid Search, Facebook provides a cost per click model where an advertiser only pays each time their ad is clicked upon. Facebook ads can be targeted by standard demographic profiling but also allows users to be targeted through their likes/interests and social connections. The combination of these elements will provide an excellent opportunity to reach potential visitors on the wildly popular site where they spend much of their leisure time.



### Facebook Campaign

- Ongoing
- Age, Gender, Geo, Like/Interest, Social Targeting
- Suggested budget: \$1000-\$2000/month (Cost Per Click various; set daily limit)
- Contact: www.facebook.com/ads

### Geographically Targeted Media Websites

Local media websites present an excellent way to reach a loyal audience that is likely to be open to messaging on entertainment and travel opportunities. Content targeting on each site will further qualify the audience and create synergy with the messaging. Selected content environments include Lifestyle, Food, Entertainment and Dining.



## Suggested news sites for consideration

SFGate.com (Bay Area)  
Contact for packages: 1-877-775-1868

MercuryNew.com (San Jose)  
Recommended budget: \$300/month for 588,889 impressions  
Contact: [www.theadhawk.com](http://www.theadhawk.com), (408) 920-5762

ABC30.com (Fresno)  
Recommended budget: \$300/month for 750,000 impressions  
Contact: [Patrick.Funch@abc.com](mailto:Patrick.Funch@abc.com), (559) 442-1170

FresnoBee.com (Fresno)  
Contact for packages: [stephendana@fresnobee.com](mailto:stephendana@fresnobee.com), (559) 441-6041

Bakersfield.com (Bakersfield)  
Recommended budget: \$300/month for 750,000 impressions  
Contact: [mhatfield@bakersfield.com](mailto:mhatfield@bakersfield.com), (661) 395-7385

LATimes.com (LA)  
Contact for packages: [www.latimes.com/advertiser](http://www.latimes.com/advertiser), 1-800-974-3665

OCRegister.com (Orange County)  
Recommended budget: \$300/month for 545,454 impressions  
Contact: [epaper@ocregister.com](mailto:epaper@ocregister.com), (800) 946-9449

## Tripadvisor

TripAdvisor is a top travel site with over 30 million reviews. The site has over 15 million registered users with over 13,000 new reviews added each day.

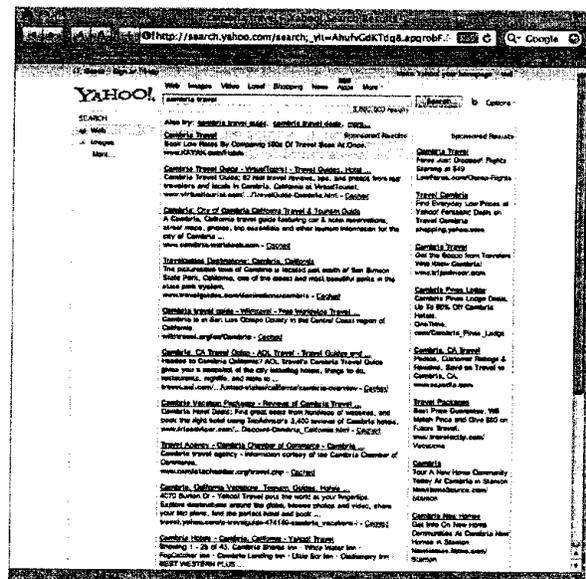


**TripAdvisor Plan Details**

- Cambria, Hearst Castle, elephant seals, beaches content targeting
- Santa Cruz, Monterey, Santa Barbara, Ventura, Carmel, Pacific Grove Content Targeting, Geo targeted to Los Angeles, San Francisco, San Jose, Bakersfield,
- California Central Coast Content with US Geo targeting
- Cost ranges depend on packages selected and options; see media kit
- Contact: www.tripadvisor.com/MediaKit

**Yahoo**

Yahoo is one of the largest properties on the web. The vast amount of traffic the site attracts makes it an excellent fit for increasing awareness of the SLO destination. The site has excellent targeting capabilities and you can purchase packages through the SLO County Tribune newspaper.



**Yahoo Campaign through The Tribune**

- Behavioral Targeting – Travel, Vacations, California Destinations
- Recommended budget: \$1000/month
- Contact: The Tribune Online Sales Dept, (805) 781-7831

**Suggested SLO County Websites for consideration**

SanLuisObispo.com

(The Tribune's website)

Average monthly visitors: 387,208+, 60% local, 40% out of area

Recommended budget: \$300/month for 55,333 impressions

Contact: (805) 781-7831

VisitSLO.com

(SLO Chamber's tourism website)

Average monthly visitors: 9,000+

Recommended budget: \$63/month

Contact: Kristin@slochamber.org

## Suggested Print Publications

Sunset Magazine – SoCal  
Recommended budget: 1/3 pg ad, \$4,910  
Contact: [rosana\\_chang@timeinc.com](mailto:rosana_chang@timeinc.com), (212) 522-7792

Sunset Magazine – Inside Bay Area  
Recommended budget: ½ pg ad, \$6,780  
Contact: [rosana\\_chang@timeinc.com](mailto:rosana_chang@timeinc.com), (212) 522-7792

Vintages Magazine  
Distributes 2x/yr in SLO County and either Fresno or Orange County  
Recommended budget: ½ pg ad, \$1,150  
Contact: Tribune, (805) 781-7831

Santa Barbara Magazine  
Recommended budget: ¼ pg ad, \$1,750  
Contact: (805) 965-5999

## Suggested TV

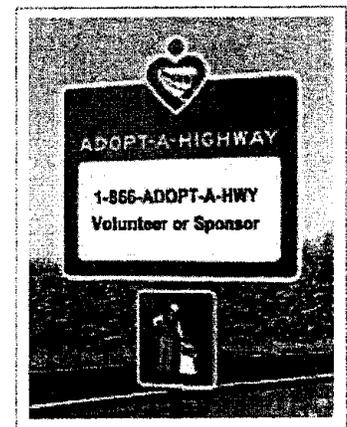
KSBY (NBC)  
Reaches SLO County, SB County and Ventura County  
Recommended budget: \$2000/month during off-season  
Contact: [mtackett@ksby.com](mailto:mtackett@ksby.com), (805) 597-8418

KCOY/KKFX (CBS and FOX)  
Reaches SLO County, SB County and Ventura County  
Recommended budget: \$1250/month during off-season for “Staycation” package plus reach into Salinas/Monterey market  
Contact: [WendySnow@kcoy.com](mailto:WendySnow@kcoy.com), (805) 439-0525

KEYT (ABC)  
Reaches SLO County, SB County and Ventura County  
Recommended budget: \$2000/month during off-season  
Contact: [prongavilla@keyt.com](mailto:prongavilla@keyt.com), (805) 882-3902

## Drive-through traffic

- Billboard – Typical costs by location:
  - Hwy 1 – \$1300/month
  - Paso Robles rotating poster – \$800/month
  - Hwy 46 W - \$1800-\$3000/month
- Rack cards at Hearst Castle
- CalTrans “Adopt a Highway” along Hwy 1 to & from Hearst Castle



## Cal Poly

- SLO Chamber Visitors' Guide: Distributed at Cal Poly Open House, Homecoming, throughout Cal Poly's on-campus housing, faculty recruitment
- Alumni Association – Explore sponsorship or other outreach through this on-campus dept.

# Cambria Website Discovery & Definition

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## INTERACTIVE SCOPE AND ESTIMATE

**Project Title:** Cambria Chamber Website Redesign

**Date:** May 24, 2011

**Client Name:** Cambria Board

**Verdin | RIESTER Contact:** Alan Perkel, [aperkel@riester.com](mailto:aperkel@riester.com) / 602-462-2272

Ashlee Akers, [ashlee@verdinmarketing.com](mailto:ashlee@verdinmarketing.com) / 805-541-9005

## OBJECTIVE

Cambria Local Area Board is looking to realign <http://www.cambriachamber.com> website to have a deeper focus on tourism and commerce. The Local Area Board and the Cambria Chamber has requested Verdin | RIESTER to evolve its website into a more visitor friendly destination that focuses on the unique offerings of Cambria. Cambria is undergoing a new visual and brand identity and the website will be the extension of the Cambria brand in the digital space.

Utilizing the framework and platform developed for <http://www.winecoastcountry.com>, the Cambria website will inherit key functionality and content to provide a more robust website with an improved user experience.

Verdin | RIESTER conducted a Discovery and Definition Phase with the Cambria Board in April, 2011. Our discovery meeting provided insight into the business goals. Verdin | RIESTER has created a site-map and technical requirements document to help define deliverables, timeline and costs. Based on the key findings during Discovery and Definition, Verdin | RIESTER has prepared the following estimate for the Design, Development and Deployment Phases.

## KEY DELIVERABLES

Through our initial research and discovery meeting, Verdin | RIESTER has defined the following content, usability and technical requirements:

### Content and Organization Deliverables

- Audit of existing copy, content, and analytics.
- Review of agency research to define web-specific personas and content strategy.
- Copy deck written with guidance and approval from Cambria Board marketing team.
- In-page imagery defined and purchased (when necessary).
- Natural search strategy based on analytics research.
- Content population and proofreading.

### UX and Design Deliverables

- Wireframes defining visual hierarchy and page elements.
- Mapping of existing functionality from WCC to be available for CambriaChamber.com
- Creation of 3 static concepts of home page with approved Cambria Identity. Cambria will choose one direction to pursue with one round of revisions.

Design of up to 10 template level pages based on selected concept.

### **Technical Production Deliverables**

Exploration of technical functionality: javascript or Flash animation, forms, CMS functionality extensions.

Front-end development using HTML, javascript and CSS production. Maximum of 10 templates.

Mobile friendly accessible content.

Back-end development: Based on WCC framework and platform.

Technical testing and quality insurance.

Deployment procedure and strategy.

### **TECHNICAL SPECIFICATION**

#### **Browsers**

The website will be tested and support the following browsers:

- Internet Explorer 7+
- Firefox 3.5
- Safari 3.0
- Google Chrome 1.0

#### **Hosting Environment**

The website will be hosted with Cambria's current vendor. A development environment will need to be made available that replicates the production environment.

#### **Development Platform**

Based on the WineCoastCountry current development platform, the site will use Microsoft PHP in the CodeIgniter Framework to support the functionality.

RIESTER uses HTML5 mark-up, CSS 2.1, and the JQuery javascript framework for front-end production. For certain visual effects, RIESTER uses CSS 3.0, which is not fully supported by all defined browsers. This will not effect the content accessibility or core experience of the website.

The website content management system is custom built in the CodeIgniter Framework by RIESTER.

RIESTER will use Google Apps and Google API's for Search, Email and Mapping unless otherwise requested.

### **PERFORMANCE INDICATORS**

By improving the usability, content and functionality of the website, we can define these key performance indicators as measurements of success:

- Lower bounce rate to signify visitors are finding the relevant content they looking for.
- Increased time on site indicating visitors are interested in content.
- Increased online lead generation and email signups.

Better search ranking on content keywords produced by improved search-engine accessible content.

Ultimately, an increased visitation to Cambria area.

**KEY MILESTONES**

| <b>Milestone</b>           | <b>Date</b> |
|----------------------------|-------------|
| Discovery Meeting          | 4/26        |
| Definition Complete        | 5/31        |
| Design Review              | 6/29 (TBD)  |
| Development Begins         | 6/29        |
| Design Complete            | 7/27        |
| Content Review             | 7/27        |
| Development Complete       | 9/16        |
| Environment QA and Testing | 9/16-9/28   |
| Website Launch             | 9/29        |

**PROJECT COSTS**

| <b>Description of Requested Service</b> | <b>LowHours / Cost</b>              | <b>HighHours / Cost</b>       |
|---|-------------------------------------|-------------------------------|
| Project Management/Interactive Strategy | 120 / \$18,000.00                   | 170 / \$25,500.00             |
| Copywriting/Natural Search              | 80 / \$12,000.00                    | 160 / \$24,000.00             |
| Design                                  | 100 / \$15,000.00                   | 170 / \$25,500.00             |
| Development                             | 250 / \$37,500.00                   | 350 / \$52,500.00             |
|   | <b>Total: 550 hrs / \$82,500.00</b> | <b>850 hrs / \$127,500.00</b> |

Verdin | RIESTER estimates a range of low to high hours. Client will be billed for actual. I am in agreement with the fee, description and details outlined above. Please sign below.

\_\_\_\_\_  
Client Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Client Name (printed)