

VISIT MORGAN HILL



Board Presentation

June 22nd, 2020

Strategic Plan Update

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Branding Project Update

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Creative

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PRESENTATION AGENDA

June 22, 2020

STRATEGIC PLAN

- Review the plan contents, process, and progress
- Introduce the recommended destination positions
- Provide next steps and Board participation opportunity

BRAND PROJECT

- Present survey and stakeholder interview outcomes
- Provide high-level brand direction findings
- Provide next steps and Board participation opportunity

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STRATEGIC PLAN PROGRESS & CONTENTS

COMPLETED >

Introduction/Destination Research

Background & Situation Analysis

Destination Marketing Trends

Baseline Tourism Stats

Comparative Destination Review (TBC)

Market Study

Stakeholder Engagement Findings

Destination Assets Review

-Inventory

-Attractor Analysis

-Product Gap Identification

FINALIZING DRAFTS >

Strategic Positioning

Strategic Priorities

DRAFTED >

Market Definitions & Tier Assignments

Tactical Strategic Plan

Operations/Administrative

Partnership

Marketing Communications

Business Development

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STAKEHOLDER ENGAGEMENT

Focus Groups

- Wineries, Restaurants & Agriculture, Hotels, Sports & Outdoor Recreation, Business Organizations & Events

Stakeholder Survey

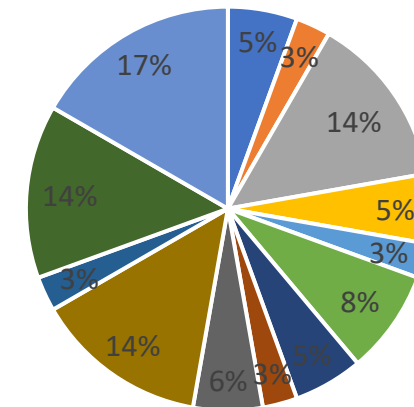
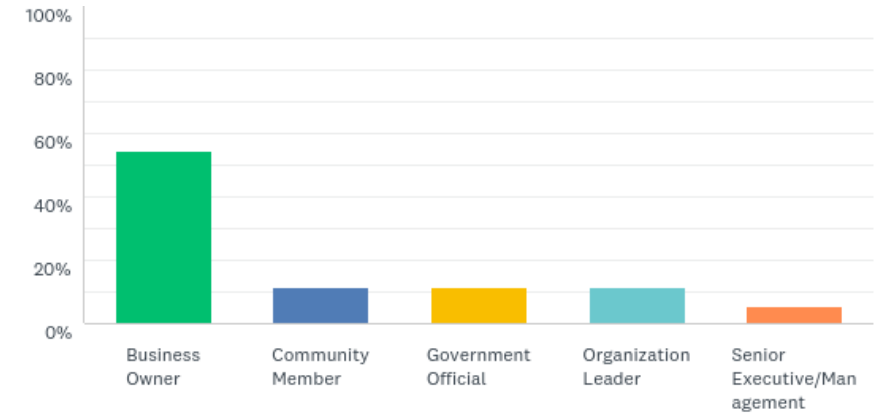
- 180+ stakeholders invited to participate
- 20% response rate
 - Hotels, wineries and restaurants make up top respondents (42%)

Stakeholder Meetings

- Individual meetings - 20

Tourism Symposium

- Initial feedback across stakeholder community



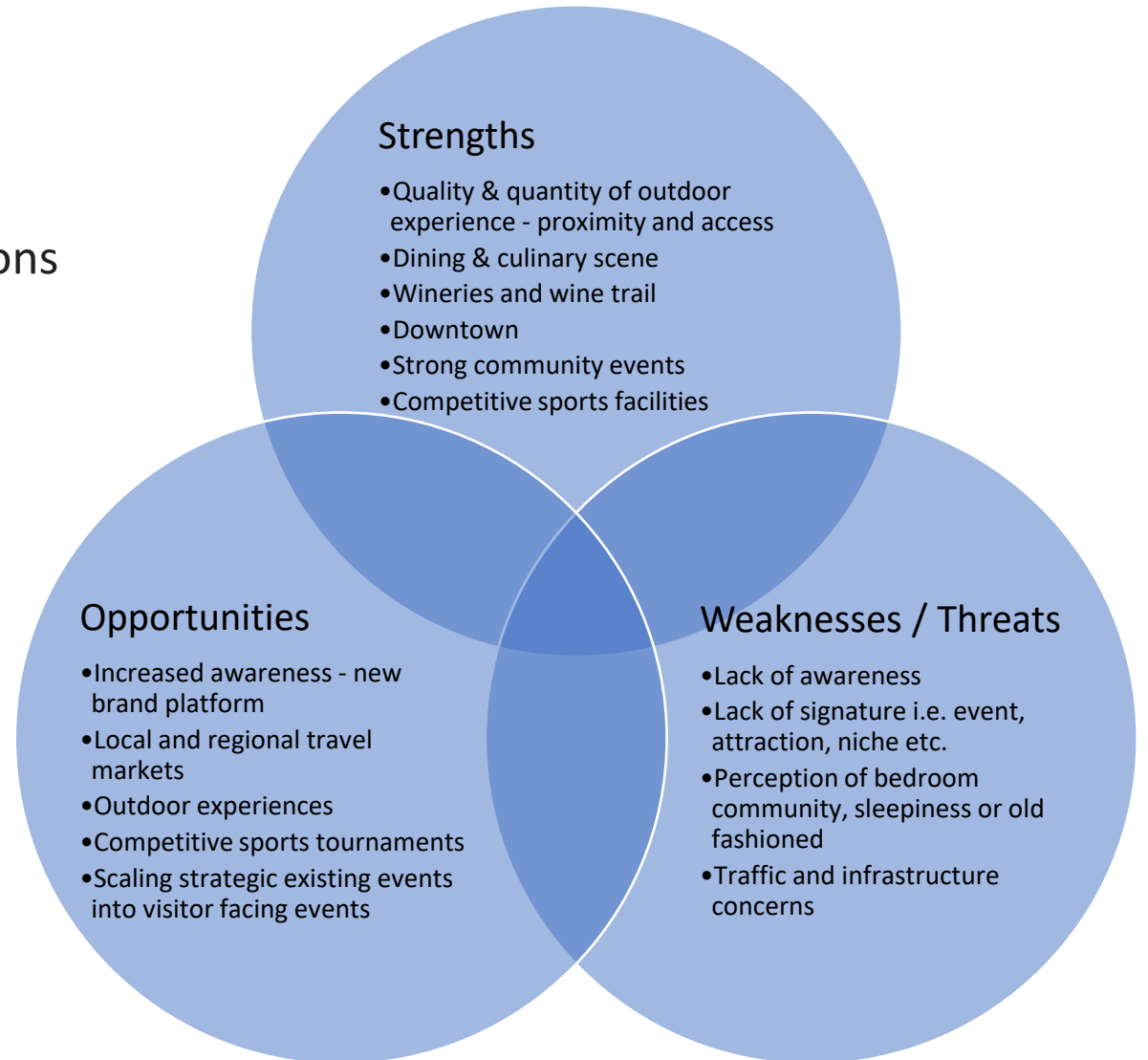
- Event or Sports Planner
- Event Producer
- Hotels & Lodging
- Local, Regional or State Government
- Museum or Cultural Institution
- Non Profit or Community Organization
- Professional Services
- Real Estate
- Recreation
- Retail
- Restaurants
- Winery/Brewery/Distillery
- Other (please specify)

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STAKEHOLDER ENGAGEMENT

Key Feedback

- Themes consistent across stakeholder conversations
- Inform and share with branding effort
- Supported in the Asset analysis
- Helps inform positions and opportunity markets



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DESTINATION ASSET STUDY

Asset Inventory Categories

- Parks, Open Space, Lakes, Trails
- Wineries, Breweries, and Farms
- Sport & Recreation Facilities
- Special Event Facilities
- Restaurants & Dining
- Downtown, Entertainment, & Retail
- Events & Festivals
- Arts, Culture, History & Unique Attributes

Attractor Criteria	Definition
One of a Kind	Captivating content or collections that drives interest and appeal. Proximity of alternative similar offerings can be a factor in overall uniqueness
Iconic Scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram worthy- trying to capture a moment)
Engaging Visitor Experience	Interaction between the guest and the attraction
Current Visitor Demand	Level of visitor traffic, reviews, etc. to the asset currently
Event Opportunities	Programming temporal, catalytic events
Venue Capabilities	Easily transformed and adapted to host various functions
Identified Target Audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity
Future Unique Development	Upcoming additions or plan initiatives that elevate potential

Attractor Criteria

Incorporated Stakeholder Feedback and Applied Attractor Analysis in order to:

1. Identify propensity to drive overnight stays
2. Inform current/proposed positioning
3. Set the stage for priority focus areas
4. Leverage for branding and content development

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DRAFT DESTINATION POSITIONS

Based on research & stakeholder feedback these positions and opportunity markets have been identified.

Position	Opportunity Markets
UNDISCOVERED LEISURE DESTINATION	Leisure drive market with themes of road trip, wine, culinary, family/VFR, friend's getaways, history, agriculture, downtown, and value driven alternative destination. Leverage all assets
EASILY ACCESSIBLE DESTINATION	
APPEALING SOCIAL EVENT DESTINATION	Social events, weddings, special occasions, local/regional event producers, festivals, and concerts
UNTAPPED SPORTING EVENT DESTINATION	Organized/competitive turf and aquatic sport tournaments, trainings
APPEALING OUTDOORS DESTINATION	Expansive settings for cycling, hiking, and other outdoor activities like hiking, horseback riding, golf, etc.
BUSINESS TRAVEL FRIENDLY DESTINATION	Corporate individual, small meeting planners, teambuilding (excluding conference/exhibition), "bleisure"

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Conclusions drawn from process...

Key themes for consideration

Establish Operations

Establish Organizational Identity & Partnership Roles

Develop Awareness with Target Markets

Strategic Markets

Product Development Support

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STRATEGIC PLANNING NEXT STEPS

BOARD PARTICIPATION	DATE	Notes
Board Forms Subcommittee	6/22/20	<i>Request for 2-3 Board members to participate in DSP review</i>
Subcommittee Reviews Draft	7/13/2020	<i>Week to review</i>
Subcommittee Feedback Incorporated	7/20/2020	<i>JLL & ED to finalize draft</i>
July Board Meeting Presentation	7/27/2020	<i>Presentation for final Board feedback before JLL & ED conduct final tactic drafting, formatting, and edits</i>
August Board Meeting - Final Plan	8/24/2020	<i>Plan formally adopted by Board</i>

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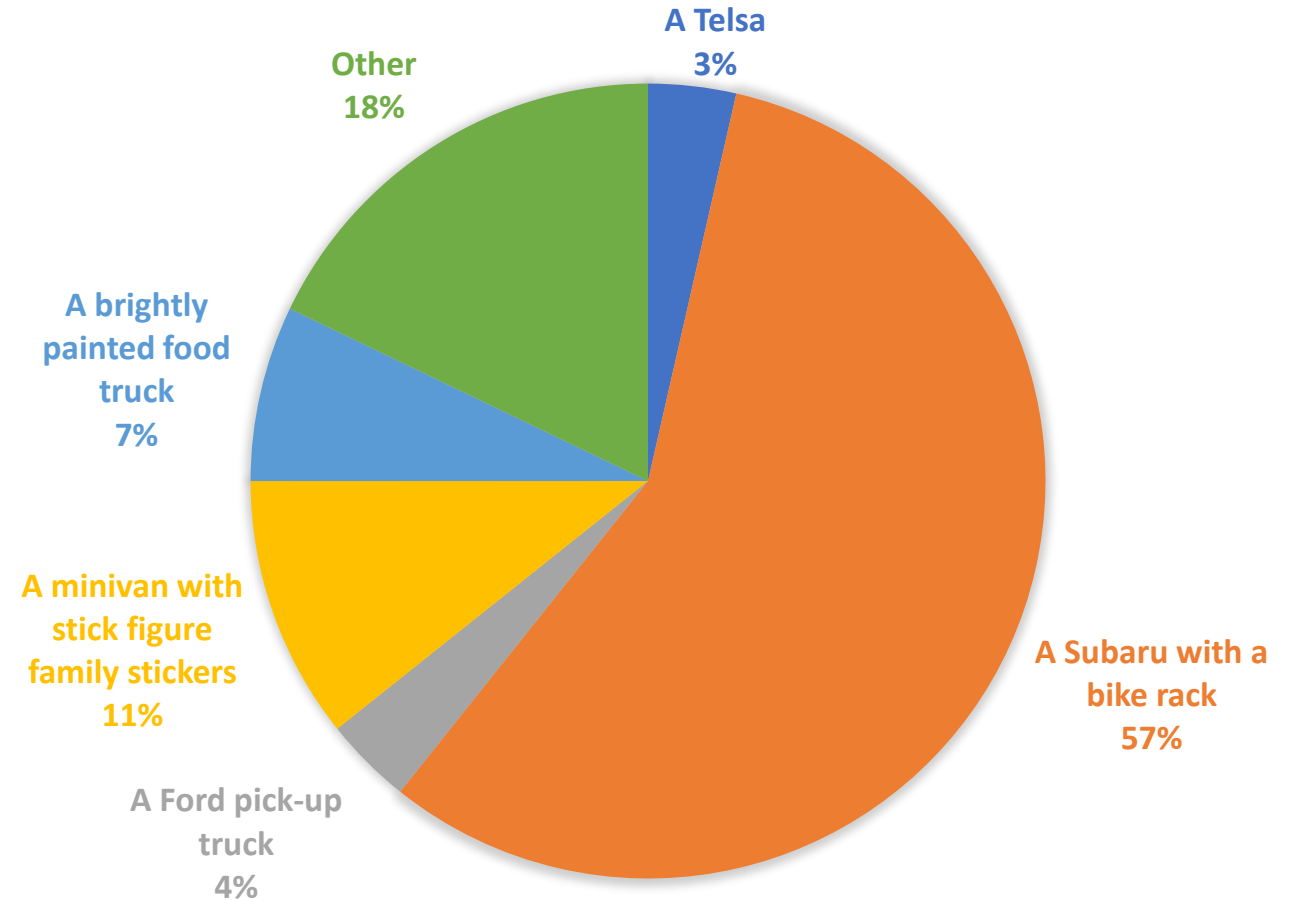
BRAND DEVELOPMENT

- Review of brand survey and stakeholder interviews
- High-level brand findings and direction
- Next steps for the brand development and board participation in logo design process

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BRAND SURVEY RESPONSES

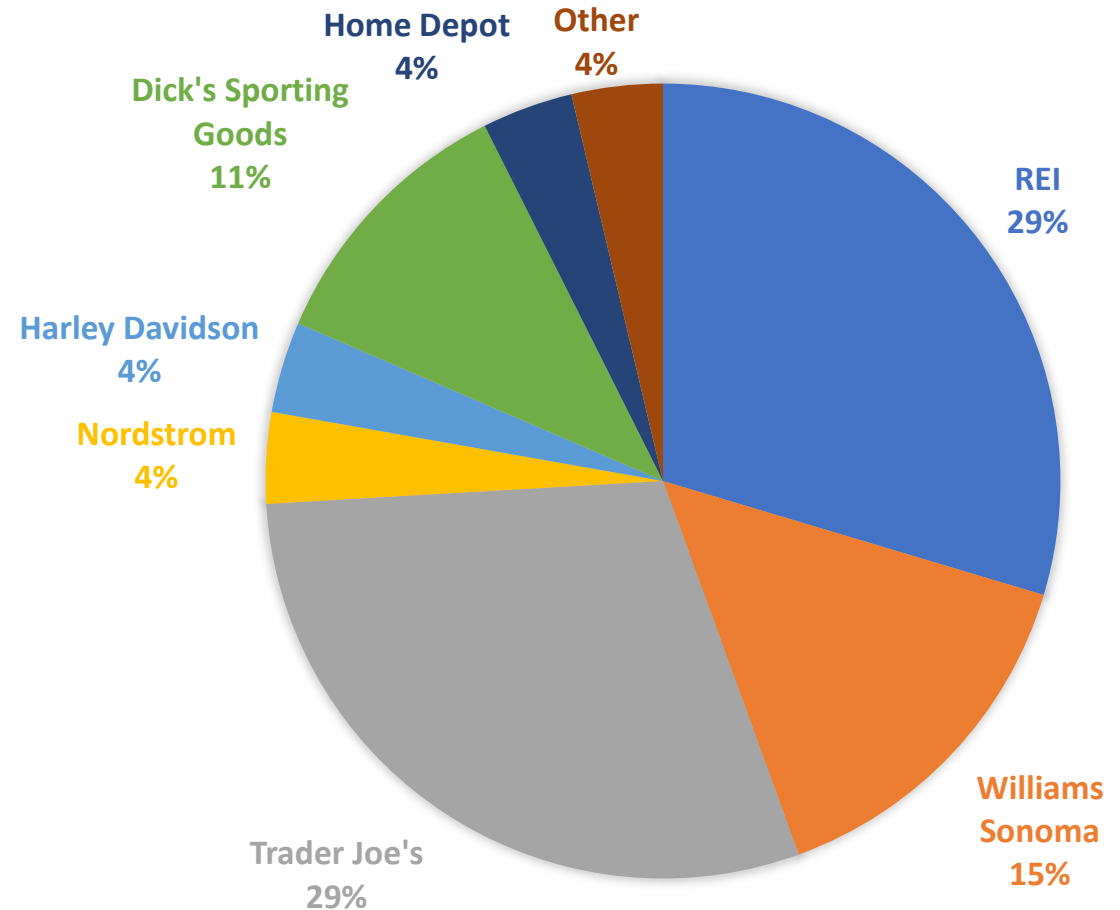
“If Visit Morgan Hill was a vehicle, what kind of vehicle would it be?”



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BRAND SURVEY RESPONSES

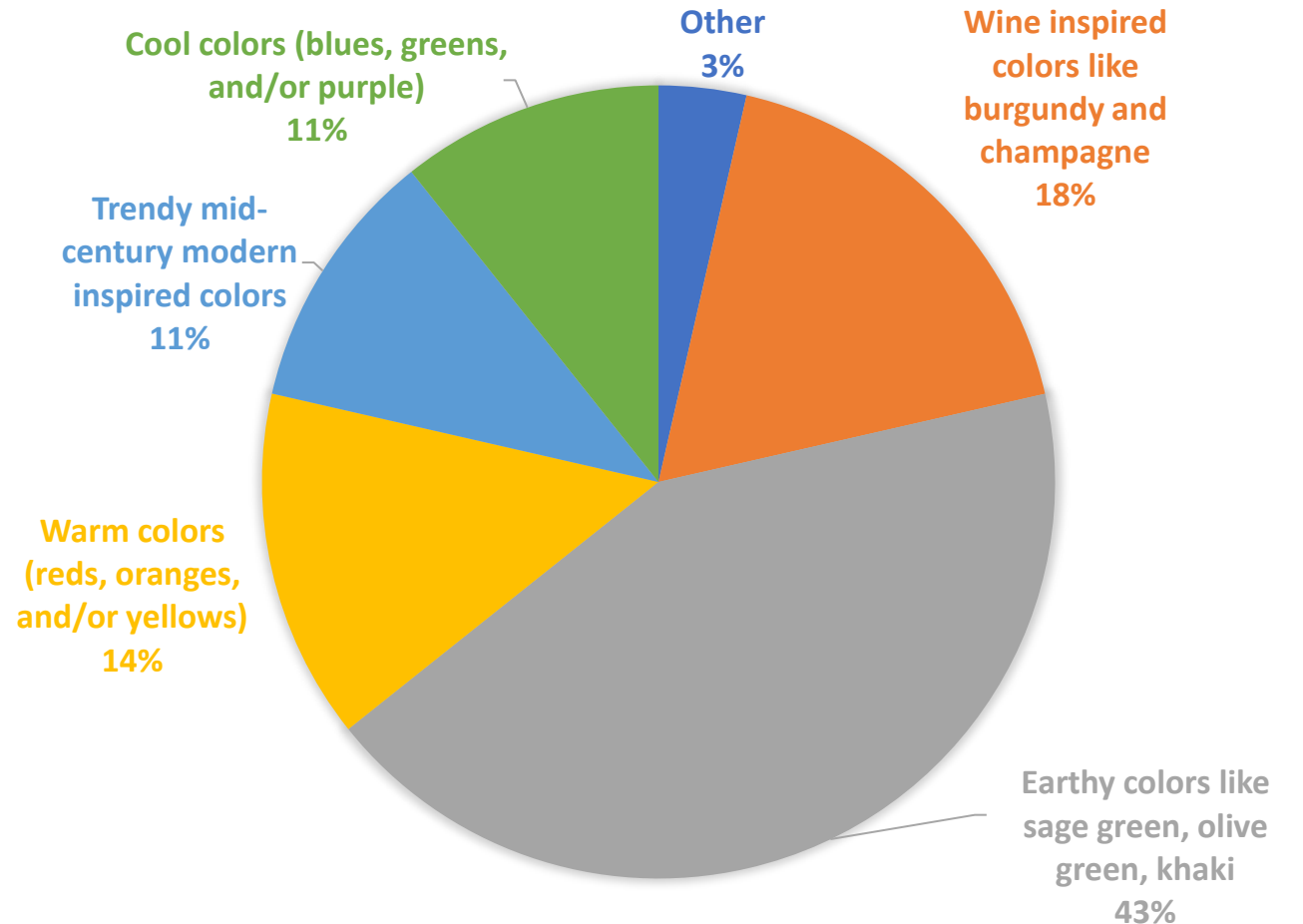
“If Visit Morgan Hill was a retail box store what would it be?”



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BRAND SURVEY RESPONSES

“What colors do you feel would best communicate the Visit Morgan Hill brand?”

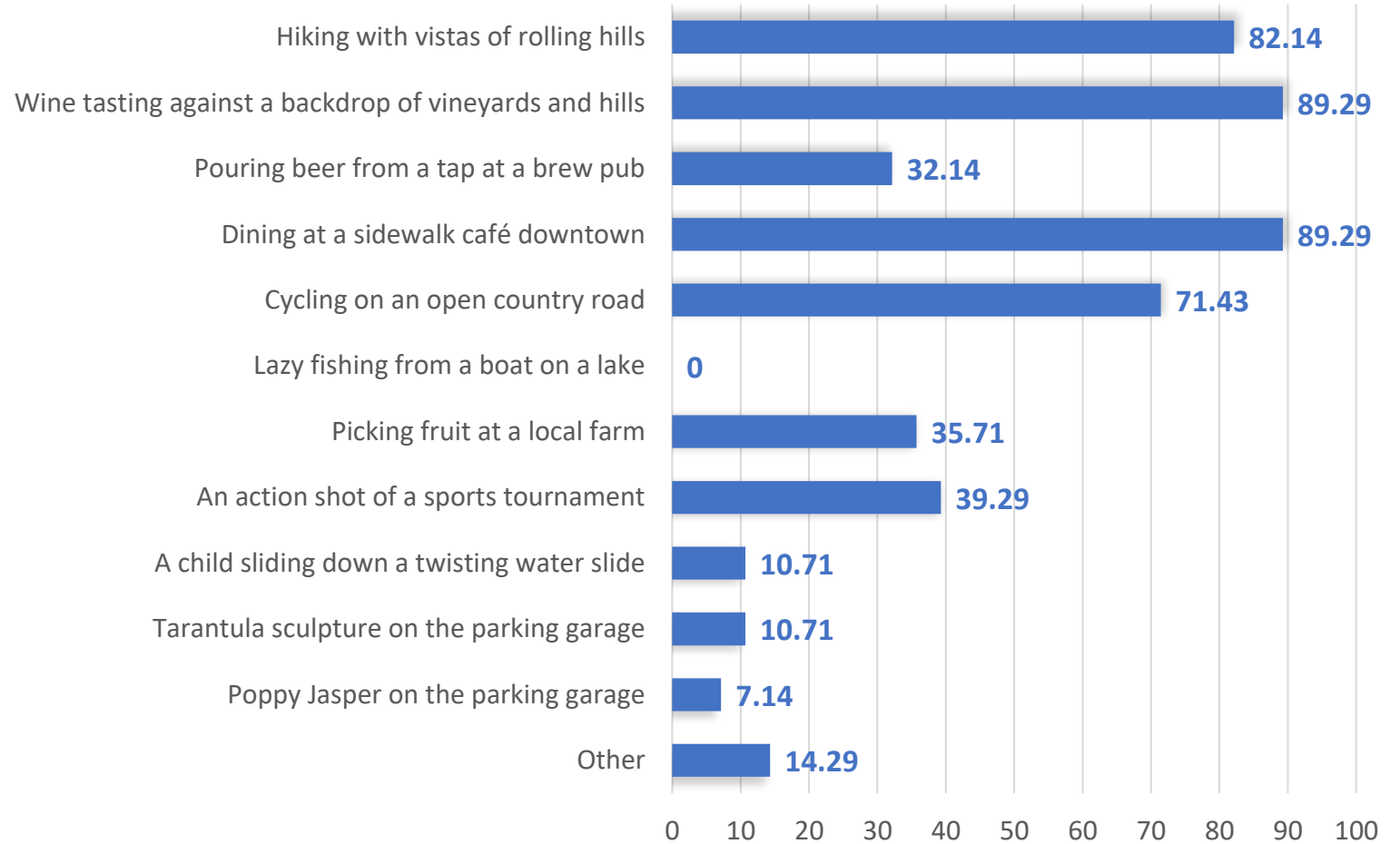


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BRAND SURVEY RESPONSES

“What imagery do you think best communicates what is most compelling about Morgan Hill as a visitor destination?”

*Respondents could choose up to five (5).
Numbers represent percentages of
respondents choosing an image description.*

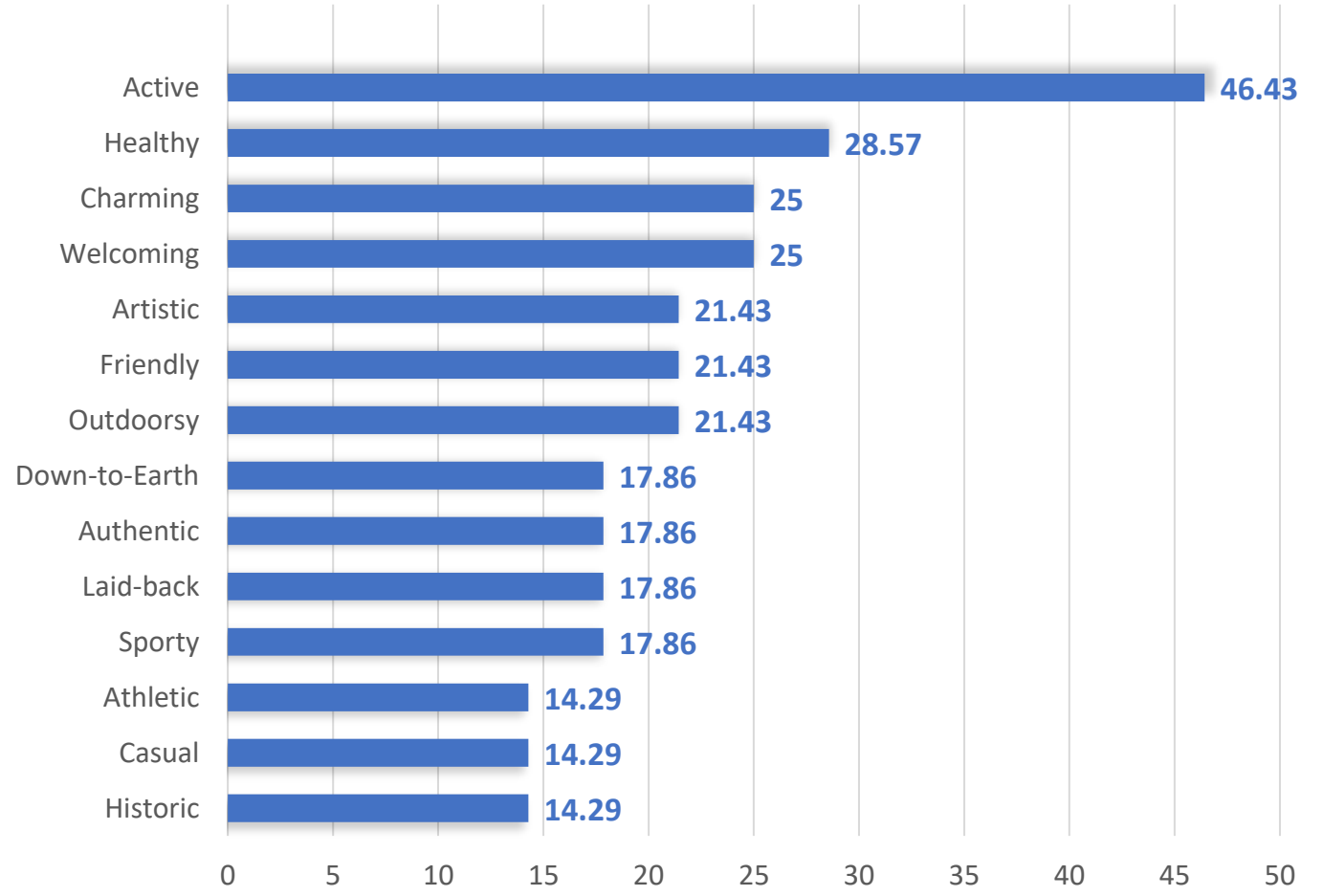


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BRAND SURVEY RESPONSES

“What characteristics or personality traits do you think the Visit Morgan Hill brand should convey?”

Respondents could choose up to five (5) from 120 adjectives. Numbers represent percentages of respondents choosing an adjective. Only words with four (4) or more votes are shown in the graph at the right.



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BRAND DEVELOPMENT: INITIAL SURVEY FINDINGS

Active + Outdoorsy

Active (13)
Outdoorsy (6)
Sporty (5)
Athletic (4)
Adventurous (2)
Fit (2)
Energetic (1)

Charming + Welcoming

Charming (7)
Welcoming (7)
Artistic (6)
Friendly (6)
Historic (4)
Homey (3)
Inviting (3)
Endearing (2)
Family-Friendly (2)
and more...

Laid-Back + Down-to-Earth

Authentic (5)
Down-to-Earth (5)
Laid-back (5)
Casual (4)
Informal (2)
Rural (2)
Trustworthy (2)
No-nonsense (1)
Sincere (1)

Healthy + Refreshing

Healthy (8)
Refreshing (3)
Natural (2)
Organic (2)
Serene (2)
Wholesome (2)
Expansive (1)
Fresh (1)

Fun + Vibrant

Fun (5)
Vibrant (3)
Festive (2)
Hip (2)
Playful (2)
Youthful (2)
Cheerful (1)
Exuberant (1)
Lively (1)
Upbeat (1)

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BRAND DEVELOPMENT: INDIVIDUAL STAKEHOLDER INTERVIEWS

Other Destination Strengths/Points of Differentiation Commonly Identified in Stakeholder Interviews:

- Undiscovered
- Great value (compared with other wine country destinations)
- Uncrowded (trails, wine tasting rooms, and other attractions)
- Unpretentious, accessible, welcoming community
- Close proximity to the Bay Area, but a world away
- Easy accessibility from the Bay Area without the hassle (less congestion/no toll bridges)

Outliers for Discussion:

- Well-Heeled, Classy, + Sophisticated
- Hip + Trendy
- Bold + Edgy

Building brand for what Morgan Hill is now vs. what it could become?

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BRAND DEVELOPMENT: CROSS-REFERENCING WITH THE STRATEGIC PLAN'S DESTINATION ASSET PILLARS

CHARMING & UNDISCOVERED	Hidden gem, community approachability, small town, undiscovered, loved by locals, local history
FRESH AIR, ROLLING HILLS	Great weather, active lifestyle, health and wellness, parks, sport culture, trails, cycling, golf, lakes, open space, and activities that go with outdoor settings
ELEVATED WINE, CULINARY, & AGRICULTURE	Agriculture history, award winning wine, unpretentious tasting and prices, Michelin starred chef, u-pick farms, downtown culinary hub, events, and outdoor dining
CONNECTING HISTORY & MODERN INDUSTRY	Where Silicon Valley meets agricultural countryside; embracing both new and traditional industry, juxtaposing high tech with history
SUPERB EVENT LOCATION (recreation, sport, special, corporate)	Facilities for events of all kinds – organized sports, social events/weddings, festivals, small group teambuilding, winery events, and advantageous lodging
EASILY ACCESSIBLE & NAVIGABLE	Hotels and visitor assets in close proximity, easy access via road, air, and rail and near other destinations and attractions

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BRAND DEVELOPMENT: COMPETITION ANALYSIS



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BRAND DEVELOPMENT: THE ROAD AHEAD

Logo Design Considerations for the Board:

- Full name, Nickname, Both
- Does consumer logo use “Visit” and “California”?
- Other direction for the logo design



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BRAND DEVELOPMENT: NEXT STEPS

BOARD PARTICIPATION	DATE	Notes
Board Forms Subcommittee & Sets Special Board Meeting Date	6/22	<i>Request for 2-3 Board members to participate in logo review</i>
First Round Logos Delivered	7/03	<i>Subcommittee to review and provide feedback</i>
Special Board Meeting	7/15-17	<i>Board reviews second draft logo revisions, for one final round of revisions</i>
Final Logos	7/22	<i>Final logos delivered</i>
July Board Meeting	7/27	<i>Working draft of destination profile and notes for branding and style guidelines</i>
Brand Guidelines	8/4	<i>First full draft of branding and style guidelines</i>
August Board Meeting	8/24	<i>Final brand – logo, guidelines, destination profile</i>