



**SMG** CONSULTING

STRATEGY & CREATIVITY MATTER

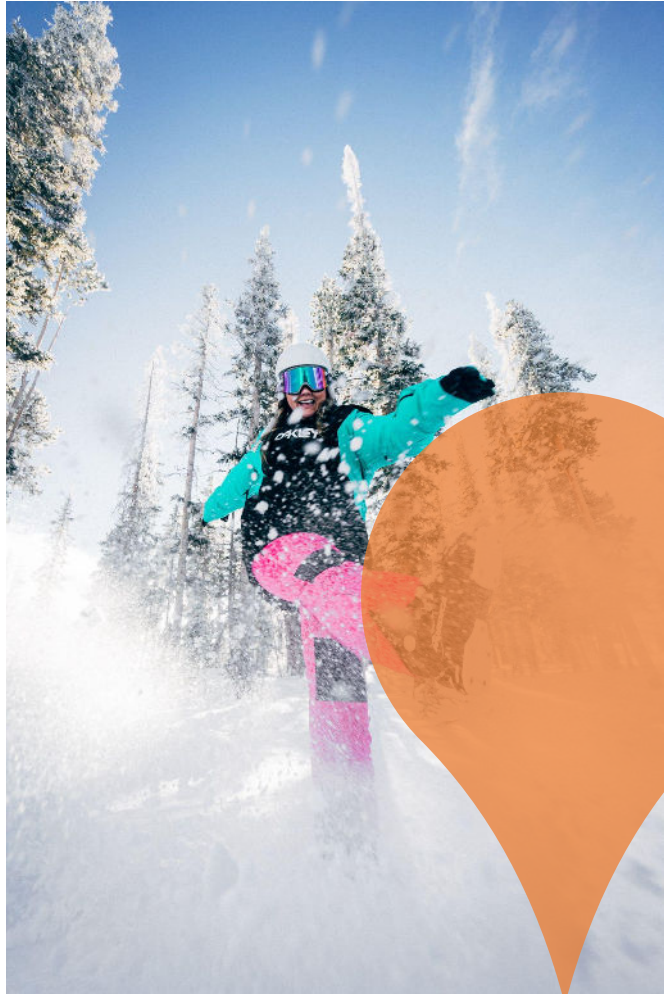
# Travel And Tourism Research Association

Destination Management Plans

Lake Tahoe Insights

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# Agenda

Introduction

The Big Takeaway

The Lake Tahoe Stewardship Plan

(Overview)

Insights

## Specific Experience

SMG Consulting

Co-owner of The Travel Analytics Group

Principal Strategist, Insights Collective Tourism Think Tank,

Denver, CO

Board Chair, Tahoe Resource Conservation District

Vice Chair, Arts and Culture El Dorado

### ★ Boutique Consulting firm

Tourism and Outdoor Recreation Industry  
(organizational and competitive strategy,  
economic analysis, and marketing research)

### ★ Knowledge and Flexibility

Experienced in over 65 destinations  
across the country

# Carl Ribaldo

President/Chief Strategist of SMG Consulting

INSIGHT

INNOVATION

STRATEGY

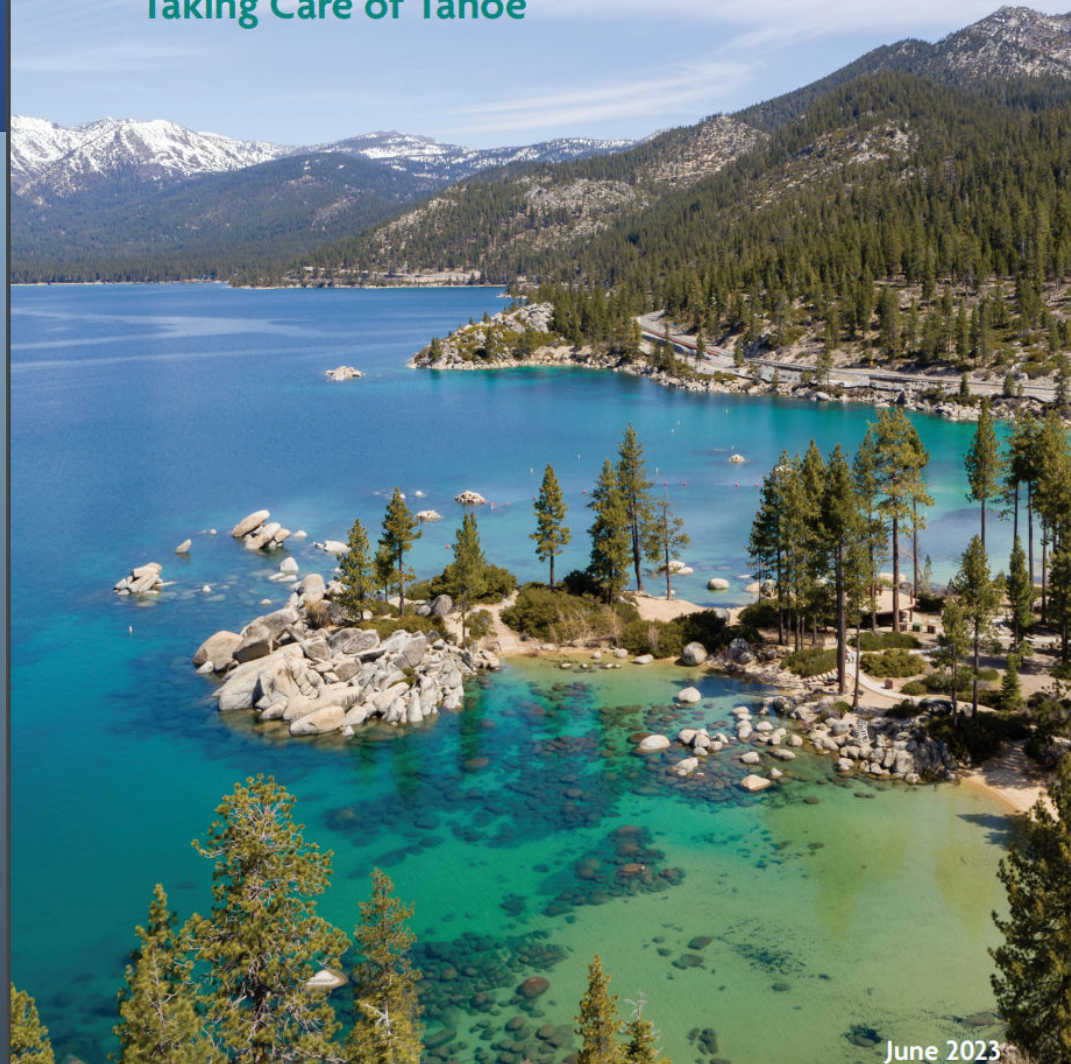


The Big Takeaway

**You must make a real change!**

# LAKE TAHOE DESTINATION STEWARDSHIP PLAN

Taking Care of Tahoe



June 2023

# Project Overview



# A Comprehensive Process

- Shared Vision
- Stakeholder Engagement
- Marketing Research
- Scenario Planning
- Economic Modeling
- Guiding Principles
- Key Learnings
- Strategic Pillars
- Action Items
- Funding







# Summary Observations

## Lake Tahoe Stewardship Plan

### ★ Internal Forces at Play

#### Organizational

- A complex project involving 18 stakeholders. DMOs, Federal, Regional. And local government.
- It was challenging for the stakeholders to organize themselves.
- Agency-driven vs. Community-driven.

#### Political

- Internal politics within the stakeholder group
- State and Federal Agencies are responsible to different masters.
- Many past plans have stalled, a desire to do something. Overcoming a culture of failure.
- Everyone working in the same direction.

### ★ Implementation

#### Organizational

- Formed and funded a new management council
- DMOs have shifted their focus to support efforts (Communication, transportation, a part of their culture)
- Government agencies are slowly making changes. (parking, reservation systems etc.)
- Residents are still skeptical. (They have seen it before.)

## Shared Vision:

Tahoe is a cherished place, welcoming to all, where people, communities, and nature benefit from a thriving tourism and outdoor recreating economy.

**Insights...**

A man wearing a dark beanie, sunglasses, a grey hoodie, and tan pants stands on a snowy mountain peak, looking out over a vast, snow-covered landscape. The scene is captured in a cinematic, slightly desaturated style with a blue-grey tint. The man is positioned in the lower-left quadrant, looking towards the right. The background consists of rolling, snow-covered mountains under a clear sky.

# Project Philosophy

The beliefs that shape the approach and mindset of a project.

# Research

- What we did:
  - Visitor Study
  - Resident Study
  - Scenario Planning and Economic Modeling
- Actionable outcomes: (So far)
  - Organizational/Destination Alignment
  - Untethered Visitor
  - Priority Items (Trash/Parking)
  - Visitor support for the environment/reservation system
  - Resident issues- Community-Centric Strategies
  - Integration into DMO strategic plans and programs
  - Public Sector reservation systems

# Research Gaps

- **Big Data vs. Thick Data**
  - Big data- is characterized by volume, velocity, and variety. Big data focuses on the quantitative aspects of data analysis.
  - Thick data-Conversations provide a deep and rich understanding of human experiences, emotions, and behaviors.
- **Sentiment vs. Perspective**
  - Sentiment refers to the emotional tone or attitude expressed. It indicates whether the overall sentiment is positive, negative, or neutral
  - Perspective refers to an individual's point of view, opinion, or how they perceive and interpret a situation or information. Personal beliefs, experiences, and values influence it.
- **The usual suspects vs. The underground**

# Community Issues

- Organizational alignment
- A greater need for urgency
- Bottom-up community-driven approach
- Untethered visitor



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CHOOSE A NEW PATH.