

	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
Competitiveness	Breadth and diversity of assets - better product Competitive in the market	Because we are better than everyone else, we don't know where that takes us	Incremental increased revenue for tourism businesses and economy	Uneven playing field of unregulated companies (Uber, Airbnb, etc.)
Stakeholder Engagement	Support of the industry Business driven Board Visit California partner with the State of California and Governor's Office	Visit California partner with the State of California and Governor's Office		Tourism blow-back from citizens Not properly managing the relationship with the state or rental cars Any new Governor administration
Mission Driven/ Culture	Economic Impact - for investors and the state's economy Brand driven: unwavering commitment to the California brand Insight led, knowledge led Good product and digital - how content is delivered	New Board Member orientation Because we are a marketing organization, we don't pay enough attention to the business side We don't sell how much tourism impacts the state We don't talk about the jobs in the industry that pay well		
Governance/ Business Model	Relatively predictable funding Having stakeholders on the board - the people who write the checks are the people making the decisions Competent staff Solid infrastructure	Board members need to consistently communicate the assessment model to their constituency Absence of a good peer group to discuss best practices Business model excludes new tourism environment/investor contributions Compliance - Bagley-Keene, Form 700, etc. CEO serves at the pleasure of both the Governor and the board	Assessing the fastest growing tourism sectors - Uber, Airbnb, etc. Revisit ideal business model/operating environment CEO serves at the pleasure of both the board only	Potential fraud with more revenue at risk Compliance with new funding 9,600 assessed businesses - 9,000 different opinions