

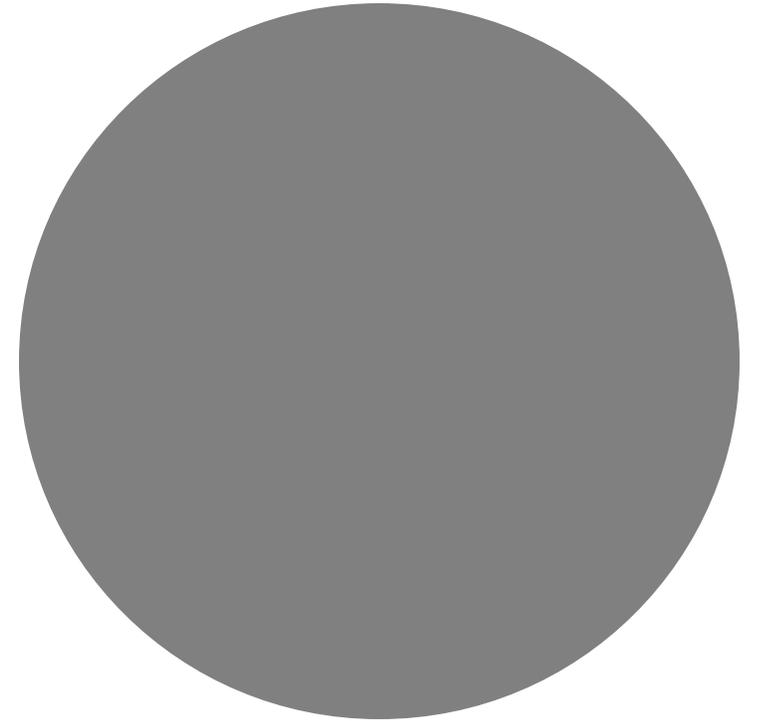
Future Ready: Creativity as an asset and embracing change as an opportunity.

What I see.....

Carl Ribaudó

Strategist, Writer, Adventure Rider

SMG Consulting- Strategy and Creativity Matter



Background

- President of SMG Consulting
 - Tourism and Recreation Industry
 - Tourism industry consultant for over 25 years
 - Worked in over 50 destinations across the country
 - Adventure Motorcycle Rider
 - Ridden throughout the Western United States and Canada
 - Visit California
 - Research and ROI Committee
- Travel Nevada
Marketing Committee
- Writer
 - Op-Ed and Travel Writer

What forms my view?



What I have seen, heard and felt in the destinations that I have worked in and visited.



Understanding macro trends AND their potential impact.



Envisioning where a community needs to be to remain vibrant.



Understanding and internalizing the need for change

What I see...
The need for change



The basics.....

Lake Tahoe is a complex place

States
Agencies

County's
Federal

City
Non-profits
Business

**We have lots of
complex factors!**

Our biggest opportunity...

Creativity!

Issues of Change



External

Competition

Weather and Disaster

Internal

Overcrowding

Labor Supply

Housing

Transportation

Measurement

Each of these issues requires focus of attention and resources.

But there is a common way to view them....

What you need to consider...

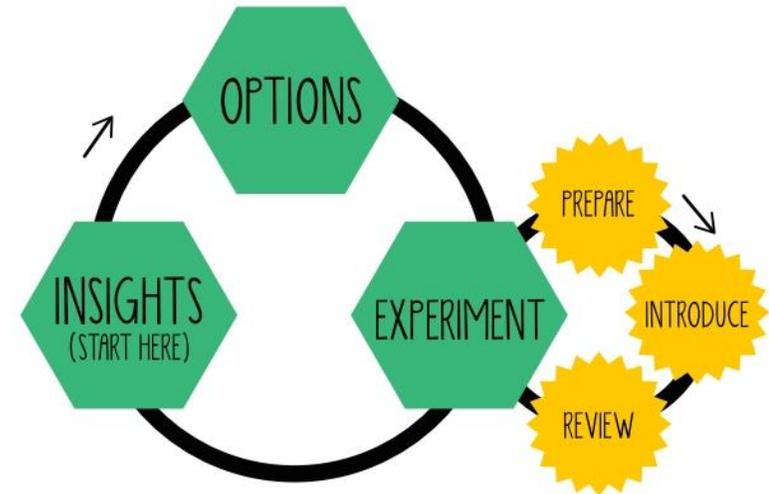


We need to look at the chess board differently

A mindset of change.....

There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things”.

- Niccolò Machiavelli



We need a new Framework

Old Framework

- It will cost too much
- What will I/we lose
- I remember it when.....
- We will have to do things differently
- 20-year time horizon

New Framework

- No long-term dreamy vision. Look short to mid term.
- What is the opportunity cost of not doing something?
- What is the real value of doing something?
- We must place a higher value on creativity and new solutions.

- To get to the real value and opportunity we need to consider the “adjacent possibilities.”

New Framework

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What are adjacent possibilities?

- If you make a decision to go forward on something what are adjacent possibilities that can arise that wouldn't have happened without that decision.
- By thinking through this we change the value of what's in front of us.

Understanding **real value** of doing something

- There is the project or place you want to be and that has a value.
 - That is often where we stop!
 - Value =X
- We fail to consider the “adjacent possibilities” of that project or what we want to be.
 - Value =X

The Road Ahead



Strategy and Creativity Matter



Getting Future Ready- Summary

- **Embrace a mindset of change**
 - If you are not open to the possibilities, you are what you are. Look at the adjacent possibilities correctly value our opportunities for change.
- **Leadership to manage the complexities of Lake Tahoe.**
- **Reimagine our place and how we work together**
 - How do we work together in ways that are different from the past?
 - Reshape Lake Tahoe to smartly optimize resources while meeting the needs of changing community and visitor expectations.
- **Harness the creativity of the community/Work around every obstacle**
 - Capture the culture, art & passions of the Lake Tahoe community.

Getting Future Ready- Summary

- **Change the Tahoe Culture**
 - Be more information based and less opinion based.
- **Communicate Change**
 - Communicate the value of change and the opportunity it can bring.
- **Be smart about your efforts not just repetitive.**
 - Make change or change will be made for you.
- **Take the long view but get there a year at a time.**
 - The long view requires imagination and creativity. That is the community's destinations biggest and most unused asset.

Some people fear what comes next, others are excited by it.

~ Dave Grohl, Foo Fighters~



What I see....



Thank You!

Carl Rizzo